

1. Ministerial Advisory Board First Quarterly Report

SUMMARY OF THE BOARD'S ASSESSMENT AND FEEDBACK

1. This document provides a summary of the Ministerial Advisory Board's (the Board's) assessment of Oranga Tamariki's progress towards change for the past quarter. This is in our assurance role under the terms of reference set for us by the Minister for Children. Our assessment is drawn from the accompanying detailed table.
2. In addition to providing a written summary view of our assessment, we also note themes and examples of what we have heard through engagement over the last quarter, particularly from Oranga Tamariki's frontline staff. We finish this report by setting out key areas we will be looking for progress on for our next quarterly assurance report in June.

TE KAHU RANGATIRA – THE BOARD'S ASSURANCE FRAMEWORK

3. Te Kahu Rangatira is how we describe our assurance framework. It has been developed through and reflects the lens of Te Kahu Aroha and of Te Au o te Kanohi Māori.
4. This framework draws inspiration from the feathers that make up Te Kahukura Rangatira, and acknowledges the different birds and the colours of their feathers that adorn this cloak. It is this kahukura that the Ministerial Advisory Board utilises to indicate our levels of assurance on the actions and activities by Oranga Tamariki as they progress their journey of change.
5. That is not to say that any of the feathers draw positive or negative connotations, but rather are intended to draw the Minister's attention to where it is needed most. It is the ultimate aspiration of this Ministerial Advisory Board to be able to provide the Minister with a Kahukura adorned only by the feathers of the Kiwi, as that will be the confirmation that their role to provide assurance has successfully supported Oranga Tamariki to be able to achieve the transformation sought.
 - Throughout this report you will see each action identified with one of the colours of Te Kahu Rangatira. This is also captured in the one page view that summarises our quarterly assurance to you. The colours are:
 - Kakariki – Te Kahu Kiwi
 - Kōwhai – Te Kahu Korimako
 - Karaka – Te Kahu Kākā
 - Whero – Te Kahu Tieke

STRUCTURE OF THIS REPORT

6. There are three sections to this report:
 - a. The first is a summary of our assessment as to the level of assurance we can provide at this time.

- b. The second outlines feedback gathered from Oranga Tamariki frontline kaimahi during a series of online clinics. We have also heard from Māori organisations, noting that due to covid settings we have not been able to engage as much as desirable.
- c. The third sets out the specific progress we will be looking to report on in our next quarterly report, by which time we will expect that many of the Future Direction Plan's 40 actions will be in the implementation phase. We acknowledge that a number of actions are not able to be implemented yet.

SUMMARY OF ASSURANCE

Overall

7. The Board has been tasked with providing assurance to the Minister for Children on Oranga Tamariki's progress towards change on a quarterly basis. This is the Board's first quarterly assurance report, and it falls at a time of ongoing significant change and restructure within Oranga Tamariki. Part of the challenge in providing assurance at this stage of the transformation process is that visible change is inevitably limited. It is important that the building blocks for change are being put in place, and that all levels of Oranga Tamariki and Māori and community partners know the plan, see the commitment, and understand the timeframes for change.
8. Our overall assessment for the period of November 2021 to February 2022 is that there is activity underway and a degree of anticipation, particularly at the national office level. There is also evidence of profound cynicism that change will eventuate. This is heard particularly from frontline kaimahi as over the years there have been numerous reports and recommendations for change with little or no follow up. Moreover, the last six months have been especially tough for the frontline due to resourcing pressures. While it may be inevitable for things to appear worse before they get better, we have significant concern that frontline kaimahi are losing hope that they can provide professional standards of practice while holding on for things to get better.
9. While there is activity underway, and Oranga Tamariki's reporting shows they have been busy, it is not clear what the activity will add up to in the longer term. It is accepted that it may be too early to see an outcomes framework behind the plan now, but we need to be assured that it is building. For future assurance reports we want a clear sense of the intended outcomes of activities and actions, and realistic and measurable indicators of progress in place so it is feasible to judge whether milestones are being met. We would be happy to contribute to the development of the outcomes framework as it aligns well with the pathway to achieving the aspirations of Te Kahu Aroha.
10. A number of priority areas of the Future Direction Plan are on pause until the new Oranga Tamariki Leadership Team (OTLT) is in place (actions that are yet to progress are greyed out in the table). We accept that for some actions, pausing is a necessary position. However, Oranga Tamariki must not allow momentum to slip beyond this first phase as this could risk the momentum and hope given by Te Kahu Aroha.

11. Moreover, we think there is work on some key actions that could be undertaken in preparation of the new OTLT being in place. A primary example of this is the urgent need to clarify the purpose of Oranga Tamariki. Setting this will enable a better chance of success, and – critically – will help clarify and articulate Oranga Tamariki’s place in the social sector ecosystem. There are staff within Oranga Tamariki who are working hard to get changes underway and are more than capable of advancing options to present to the new OTLT to consider as soon as they are in place.
12. There is also a pressing need to clearly identify the role of other agencies, and areas where they should be actively leading or where they should be supporting Oranga Tamariki. As we said in Te Kahu Aroha, clarifying the purpose of Oranga Tamariki will help anchor the agency for the future, compared with its current (and long-standing) vulnerability to being blown off course. We believe the purpose of Oranga Tamariki needs to be agreed and in place urgently. The Board is anxious that this does not wait another six months, and will be actively assessing its progress over the coming quarter.
13. While it is too early to test results, we also see promise in a number of actions in the plan. There is evidence of a range of good planning and thinking in place, and this has been clear through conversations we have had with very engaged leaders across multiple tiers of Oranga Tamariki. We feel confident there are leaders within the organisation who understand the scope of change needed and are thinking hard about their role in the change process. These leaders can be a bridge to faster action while the tier two leadership level is cemented.
14. One of Oranga Tamariki’s greatest strengths and assets is the passion and dedication of their kaimahi, from the frontline, through sites, regions and at all levels of national office. It is a challenging but very important space to work in and requires commitment and hard work; we see both evident in all our engagement with kaimahi. We will continue to engage to ensure visibility of change and intended impact is being achieved
15. We are pleased to see the practical approach being taken by those enabled to do so, noting in particular the work of Youth Justice and Care residential teams who are advancing change at the operational level. This is even while awaiting finalisation of the reset and appointment of the new OTLT. We agree that taking a proactive approach in order to be ready to make change as soon as the new OTLT is in place is needed.
16. As final comments we acknowledge that there are resource, funding, and capacity challenges at this stage of the Oranga Tamariki reset. We are working proactively with Oranga Tamariki to ensure streamlined information flows in the future, and that will benefit us both and can align with internal reporting cycles so as not to risk duplication of effort. Our intention is that the assurance we provide will help guide Oranga Tamariki and support the change needed, rather than default to a compliance exercise.

Summary of assurance by theme

17. This section summarises the Board’s assessment of each section of the Future Direction Plan (the plan). It is drawn from our detailed assessment table and focuses on the actions due for progress by this time.

Theme 1: Organisation Blueprint

Overall Statement: To support and deliver transformation, we need a structure that aligns functions to best effect, has clear accountabilities and, reduces duplication, and supports joined-up approaches across functions that need to work together.

Organisational Blueprint Summary

18. The Board notes that the work in this section is critical to improving the ability of the organisation to engage more efficiently and effectively and to be more responsive to the community. The initial stages of structural change are understood by the Board in rationalising the size and structure of the organisation and clarity of roles and functions. However, we are interested in how the intended cultural shift will be achieved.
19. A critical action in this section is the development of an operating model that drives locally led and centrally enabled ways of working. The Board notes that to develop an operating model, there needs to be a confirmed role and purpose of the organisation and a partnership strategy to understand what the agency leads on, and where communities may lead. This step could be seen as a critical pathway to devolving decision-making to Māori and communities. There is a further action related to this which is ensuring the operating model allows the agency to invest more resources and staff into early support. We would like to know whether this fits within our view of prevention being a 'spectrum' and how the action connects with the different areas of prevention from a broader Oranga Tamariki, government agency and community-led perspective.
20. The Board is pleased to see the work to date on the action to strengthen the feedback and complaints system. We see this as a critical step in ensuring a quality experience for tamariki, rangatahi and whānau who come into contact with Oranga Tamariki. We know there is still a lot of work to be done in this space and we look forward to exploring this in more detail over the following quarter.
21. We are also pleased with the progress of the transition plan for care and protection residences and note there will be more to report on in the next quarter. The Board expects there to be a focus on tamariki with disabilities, as well as high and complex needs, within this work as with all actions of the Future Direction Plan.
22. The last action in this section is to place the voices of tamariki and rangatahi at the centre of decision-making at all levels and support tamariki and whānau to participate in and be central to decision-making. The Board want to see specific examples of how voices are supporting decision-making, and the processes that exist to feed insights into a broad range of decisions. In addition we believe the achievement of this action depends heavily on social worker capacity as quality time is what is needed for tamariki to feel heard and included in decision-making. We also believe caregiver voices are absent in this work and we see their role as important for enabling conversations with younger tamariki in particular, to learn from their care experiences.

Theme 2: People and culture

Overall Statement: The long-term success of transformation hinges on the creation of a culture that acts as an accelerator of positive change.

People and Culture Summary

23. The Board notes there are actions within the People and Culture section that are critical to achieving the long-term change we would all like to see. We believe priority should be placed on the Kaimahi Ora Strategy and the Workforce Strategy, and we are interested in knowing how all strategies relevant to hiring, inducting, training and retaining staff will form part of an integrated whole strategic approach.
24. From what we have seen to date, the Kaimahi Ora draft strategy seems largely intended for frontline staff, though we have not seen evidence that there has been specific engagement with this cohort yet, with engagement to date focused at the national office management level. We note there is consultation due to end in March, and the Board will be able to provide further Assurance on this in Quarter 2. As for the Workforce Strategy, we feel the internal strategy needs to go beyond social workers. While there should be a strong focus on social workers, there is risk of marginalising groups of staff. A Cabinet Paper is due for delivery in March, and we will be able to report further over the following Quarter.
25. The Board notes there is an action to develop a model to inform allocation and resourcing decisions at regional and national level. While we understand this model will not be developed until the new leadership team is in place, we expect to know more over the coming quarter about how workforce demand and caseloads will be measured and whether this will be tested against frontline staff experiences. There is a risk here of underestimating the complexity of frontline workloads.
26. The Board is pleased to see there has been a significant amount of activity undertaken against the action to develop a suite of cultural competency programmes for staff. We would however like to know more about the alignment between Te Hāpai Ō and the Practice Programme. Given the size and breadth of work that frontline kaimahi do, we understand why it is necessary to tailor an approach to meet their needs. However, the capability should be consistent across Oranga Tamariki, and this is critical for organisational cohesion.
27. The remaining two actions under this theme are not due to be progressed until the new leadership team is in place and the Board expects, to provide assurance on these in the next quarter.

Theme 3: Relationships, Partnering, and Decision-Making assurance

Overall statement: To put tamariki and whānau at the centre of the system, we will build required levels of trust and capability, alignment and transparency to achieve authentic and genuine partnership and participation, including the participation of tamariki and rangatahi.

Relationship, Partnering, and Decision-Making Summary

28. The Board notes that this section is critical to achieving the long-term change we need to see and bringing to life the intent of Te Kahu Aroha, and we are pleased to see promising activity in this section.
29. The action to work with iwi and community leaders and Regional Public Service Commissioners in each region to identify opportunities to co-design services and co-locate with partners is an important one. As we have already indicated to Oranga Tamariki, we are concerned that acceleration of this action in only three regions may hamper opportunities with all other hapū, iwi, Māori collectives and communities. Although there is progress in these regions, there is a concern that they could be perceived to have been pre-selected to best meet the needs and readiness of the business rather than that of communities. While we recognise that activity in this space is subject to reprioritisation and budget constraints, the Board is not able to provide assurance that this activity meets the standard of being community-led, regionally enabled, and nationally supported at this time. The timing and effectiveness of this action is dependent on appointing Regional Public Service Commissioners and this adds to our concerns as to whether this will truly be community-led.
30. We are pleased to see an action for greater investment in partners with a particular focus on early support. However, the Board would like to know more about what is meant by early support and whether this is a direct response to the call for a greater shift to prevention as intended in Te Kahu Aroha. We recognise that progress on this action is planned for Quarter 2 and is subject to Government approval for additional funds to invest in communities over the next few years. The Board would like to see more detail of the implementation plan being developed which if approved sets out how additional funds will be invested.
31. We see the action relating to the delivery of Transition Support Services as a priority and we would like to see more information on the growth of transition support workers and whether this has been driven by a demand in the service internally. The transition service has been the subject of feedback from many community groups and care experienced young people, and we look forward to seeing more data for assurance in Quarter 2 on how widely used the service is within the organisation.
32. The Board would like to understand more about the intent of the action to prototype new approaches to partnering that enable decision-making and resourcing to be made in closer proximity to whānau. As with an earlier action in this section, we have concerns with the inward focus and approach to community engagement. While we appreciate there are budget constraints, we believe there is a risk of communities being left behind.

We are also concerned to see that there is no reference to Family Group Conferences against this action. We look forward to providing further assurance on this in Quarter 2.

Theme 4: Social Work

Overall statement: We will enhance the mana of social workers across both the agency and the wider care and protection sector so we can better support tamariki, rangatahi and whānau needs.

Social Work Summary

33. In this section of the Plan, the Board wants to see commitment and progress with enhancing the mana, voice and professionalisation of social work as the core of the organisation. This was one of our overarching recommendations of Te Kahu Aroha. At this stage, over half the Social Work actions are on hold so we will be checking for significant progress on these actions over the next quarter.
34. A critical action in this section is setting a clear direction to only use s78 Without Notice orders for tamariki when there is clear evidence of solid engagement or attempts at engagement with whānau, which leads to a workable safety plan being put in place. The Board notes that Oranga Tamariki has already set a clear direction regarding the use of s78 Without Notice orders. Moving forward we would like to see a plan to provide ongoing support for the frontline staff making decisions. We note there has been a lot of work done against this action and data shows a dramatic drop in the application of s78 orders. The Board would like more information on how safety is ensured in situations where s78s would have previously been used.
35. The Board notes that the action to work with the Social Worker Registration Board (SWRB) to introduce micro-credentialing for supervision and other specialist areas is encouraging. While we cannot see evidence that Oranga Tamariki has engagement with the SWRB, it is expected that this will occur over the next quarter and will grow into meaningful collaboration. The Board understands that Oranga Tamariki is developing an internal micro-credentialing framework for accreditation, as part of an enabling project to support the Leading in Practice Programme. This framework will align with the New Zealand Qualification Authority (NZQA) framework and support Oranga Tamariki's shift to using unit standards associated and monitored by the NZQA.
36. We are pleased to see that there are actions (4.4 and 4.5) in this section which align well with both Te Kahu Aroha and the recommendations from our review of residences. This is encouraging and the Board notes that there has already been some positive activity in the youth justice space against these actions.

Theme 5: Data, Evidence and Insights

Overall statement: Ensure robust data, research and information flows that support ongoing transformation. This includes ensuring that our understanding of how tamariki are experiencing care is current, accurate and equitable.

Data, Evidence and Insights Summary

37. The Board is pleased to see that there have been many activities undertaken against the actions in this section. An overarching comment we have is that the establishment of a Data Governance and Stewardship group should sit more broadly across all data, insights and evidence work including the CYRAS replacement work. The replacement itself is a mechanism through which significant gains in data quality can be achieved.
38. The Board believes Whiti will improve access to operational data by frontline workers, and we note the importance of Whiti as an information source for reports to senior management, external agencies, and the Minister. The project is on track for national roll out in April 2022 in a staged delivery approach, and as Whiti is identified in several other activities, a successful roll out will be important for progress in these areas. We look forward to providing assurance against the progress of this work in future quarterly reports. The Board would like to see more detail of the ongoing support and coaching made available as Whiti is rolled out. This is to ensure that information available is used to support leaders and kaimahi in their work and decision-making.
39. There is general agreement that the case management system needs to be replaced as it is no longer fit-for-purpose, and hasn't been for some while. This impacts directly on the frontline work and the quality of information and data available to inform decisions. It is not yet clear in the plan how this will be advanced. The information provided so far indicates only the intention to bid for funding to develop a business case with no clear direction of how this work may progress. If the bid for funding is successful, this could take a considerable amount of time to develop. If unsuccessful, there is no clear plan for how this action can commence. The delay against this action is a concern and the Board would like more information regarding this work for future reporting.
40. With regards to the action to share data and evidence on the needs and challenges of whānau and the support and resources that can make a difference, this work is contingent on ensuring the information needs of the community are known, understood and respected. Any actions taken should specifically address these information requirements. The Board would like to know more about how the insights and data will be used to inform better data sharing and how this work will be developed under the Enabling Communities work.
41. We are pleased with the progress to replace the Oranga Tamariki data warehouse so far. This action is important for improving the availability, consistency, relevance, and range of data available across the business to inform decision-making. The Board is keen to hear more about other information sources that will be integrated and centralised as part of the ongoing development of the information infrastructure, and work to reduce differences both in and between internal and external reporting.

42. The last action in this section is to deploy the Social Wellbeing Agency's Data Exchange to ensure data can be shared between Oranga Tamariki and partners in a safe and secure way. We would like to know more about how the information for sharing was agreed and how this helps to achieve a future-proofed tikanga approach to sharing information with hapū, iwi, Māori collectives and communities. We believe our community engagement is important for this work, to ensure the information needs of the communities are known, understood and respected, and that activity against this action serves to address these information needs.

THEMES FROM FEEDBACK

43. We understand how important it is to test that change is visible and having the right impact at the right levels. We have therefore prioritised engagement throughout our term, to provide transparent channels for the frontline and for communities. We have had a particular focus on Māori communities considering the disproportionate number of tamariki Māori in the system and in line with our terms of reference. We want to hear what they experience, and help build trust that they are being heard, listened to and respected. For this first assurance report we have engaged as much as we were able to in the current pandemic climate. While this has limited the level of engagement we hoped to achieve, we have nonetheless had valuable conversations. We outline some highlights of these below.

44. We will ensure regular channels are in place to hear from Māori organisations and community groups, and from Oranga Tamariki's frontline. This is so that feedback will feature strongly in future reports.

Engagement with Māori and community partners

45. So far this year we have engaged with 10 Iwi, Māori and community organisations to receive feedback following the release of Te Kahu Aroha and the Future Direction Plan.

46. It is clear that aspirations remain as expressed in Te Kahu Aroha, to lead in the area of prevention, and to practice rangatiratanga by caring for their own tamariki and tamariki from other iwi in their takiwā. Communities are ready and waiting to get underway.

"This is no longer a moemoea, this is the time for Māori to care for Māori"

47. Iwi have articulated a strong desire to care for their own tamariki, they have their own solutions and need trust, not instruction. They have expressed their:

- desire to be a part of the decision-making process for the selection and contracting of providers within their takiwā to ensure best practice and that tikanga is maintained throughout the care journey for tamariki in their rohe
- desire to practice their kaitiakitanga by being involved in and overseeing any care and protection orders made for tamariki in their takiwā in order to contribute to the goal of keeping tamariki within their own whakapapa
- readiness to put their hands up for any 'safe to lead' programmes.

48. Of those Māori and Pasifika community groups and providers we have engaged with, there was evidence of partnership and collaboration between them and to others:

"The difference between what we do, and what non-kaupapa Māori providers do is that we do not see other providers as competitors, we see them as whānau, we don't fight over funding and resources, we pool it together to help our whānau"

49. From informal conversations through our own networks, we have heard that the early actions and communications from their Oranga Tamariki partners are sending some promising signals. However, resourcing is yet to flow and not all communities have been engaged with. They are also concerned that funding will not be adequate for what they might be expected to do.

"If it costs a dollar, then it costs a dollar, not 50 cents"

50. There are other communities that should be engaged with by Oranga Tamariki as a priority. We are hearing from the Pasifika community of Auckland, for example, that they do not see themselves in the Future Direction Plan and have not been asked to contribute to it. It is important that iwi, hapū and communities outside of the three starting communities know they will get an opportunity to lead their own response. Improving outcomes for tamariki requires all parties to be on board and this requires a wide range of opportunities for communities to be invited to work in partnership with Oranga Tamariki.

51. In our second assurance report, we will have a specific focus on ensuring that progress is being made on deepening and broadening, as well as resourcing, the range of engagement and partnerships necessary to transform outcomes for tamariki, rangatahi and their whānau.

Engagement with Oranga Tamariki's frontline

52. In preparing this first quarterly report, we have engaged as much as we were able to with Oranga Tamariki's frontline. We were not expecting visible change to be apparent to them yet, considering the organisational reset is still in progress. However, we did expect them to know about Te Kahu Aroha and the Future Direction Plan, and have a growing sense of what changes they could expect to see. We are particularly disappointed that this does not appear to be the case for the majority of those we met with.

53. We met with 89 kaimahi from sites across the country, with the majority being social workers and supervisors, however there were also several workplace administrators joining the conversations also. The feedback we heard was that those who were aware of Te Kahu Aroha and the Future Direction Plan had only heard about them when they were first released, with most hearing nothing further since.

"Te Kahu Aroha and the Future Direction Plan were briefly discussed at a team meeting, then again within the leadership group but they have not revisited"

"Te Kahu Aroha gave us hope, but I feel like we are now going backwards"

"It didn't filter down to me, I googled the report and the information myself. Maybe I missed a briefing. We get so much information coming through to us"

54. Worryingly, the majority of social workers and supervisors we spoke with said that stress and workload had worsened over the last six months. We heard this was particularly due to confusion as to whether a freeze on employing new staff was in place for the frontline. While we understand from National Office that this was communicated as only back-office roles and there was no blanket freeze for sites, this has not been consistently applied or understood.

"I feel deeply for my colleagues in the care team who are dropping like flies, burning out in front of our eyes"

"I've been in the service for 15 years – never been busier"

"Case loads are so high, unallocated lists are high, it's dangerous"

55. All sites we spoke with believed there was a freeze, and regardless of the facts of whether this was the case or not, financial constraints have affected their ability to fill vacancies. This has had a huge impact on the safety and wellbeing of frontline workers. While the development of the Kaimahi Ora strategy is identified as a priority within the Future Direction Plan, it is not yet developed enough to assist in the 'here and now' pressures. Ongoing work to finalise the strategy must take these pressures into account and actively engage with frontline kaimahi to understand and address their needs.

"We experience great swings in resourcing in very short time periods, from lots of money to very tight budgets"

"Feels like money has disappeared and no one knows where it is ... but now sites are having to pay for it"

"We have to fight a lot for limited resources, it's really hard"

"New staff come in and walk out broken. We used to be able to access external supervision [for both social workers and supervisors]; we don't have access to that now"

56. The stress from being under-resourced does not only impact social workers and supervisors but also supporting functions such as youth workers and administrators who support social workers. Lack of available supports and practical resources have an impact on kaimahi wellbeing. An example of this is kaimahi needing to drive a tamaiti to a placement that has been urgently identified as available. As there is a shortage of placements in most regions, this can mean a social worker working a full day, then transporting a young person to a placement across the country over night, to then be back and present on site for the next day. It raises serious health and safety concerns to us for both staff and tamariki in this situation.

"After Hours is difficult. It's become a health and safety concern. I've driven a young person to a placement at 3am and driven through a red light"

57. In terms of outcomes for tamariki, it is particularly important that supervisors have the time to support social workers with both cases and reflective supervision. We have heard that many supervisors are having to pick up more casework and other activities due to vacancies which is very concerning.

"Our team loves our supervisor, they don't have the capacity to supervise us, they are covering social work vacancies"

58. There was a consistent range of comments from sites as to challenges in being able to appropriately support tamariki and whānau with disabilities. In particular we heard of kaimahi having to take on the role of other agencies as the tamaiti was not getting the appropriate support that could potentially prevent the need for a care and protection response.

"Half the families we work with have disability factors. There are just not services to manage the complex needs of these families"

"We are taking on disability cases without care and protection issues. Because the Ministry of Health won't help, Oranga Tamariki has to"

59. Kaimahi told us about the incredible commitment of their colleagues and how passionate they are about tamariki. This along with the support of their colleagues and the comradery they experience is what keeps them in their jobs despite the high levels of stress. We heard often that staff work all day and night and return to work the next day with no stand down period as required. This is because they do not want to add more burden to their colleagues, and they worry about the cases that will build up and the tamariki that will not be assessed as unallocated queues build.

60. On a positive note we heard that staff are pleased with the process to roll out the Practice Shift and they value the face-to-face training and workshop approach. We note this is in stark contrast to the online modular learning approach for all other forms of training. It was stressed that not only does the kanohi ki te kanohi workshop approach enable effective learning, it also allows for reflection as it takes staff out of the office environment where they are not constantly drawn to daily caseload pressures. Many sites feel they will need this approach to continue and ongoing training and support to be provided throughout the shift.

61. Another area where the frontline reported signs of positive change is in the relationships that are building with some iwi and mana whenua. This includes the sharing of cases that do not meet statutory thresholds but require support to avoid repeat notifications. While this is promising, and potentially aligns with what we have also heard from some Māori partners, this appears to be due to the strength of localised relationships and the confidence within sites rather than systemised support.

62. We understand that at some sites and regions there is effective cross-agency work occurring. This is promising to hear, but we will want to see evidence that it is not dependent on strength of personality for either Oranga Tamariki or the other agencies, but is systemised and embedded.

“From our perspective, through working with other agencies, we together have prevented quite a few reports of concern because we’ve broken down the barriers and been able to work with families before a report of concern needs to go to site. Families are happier to work with me when it’s a voluntary relationship rather than because an intervention is needed”

“Through our local multi-disciplinary team, we work with many NGOs, and have together prevented so many reports of concern. We have community supports and work together daily. We have case consults with all the agencies. When the community has a worry, we can work with them, so a ROC doesn’t have to be made. This needs funding, something like a permanent community child advocate for our area, to lead prevention before it comes to Oranga Tamariki”

PRIORITIES FOR REMEDYING/UPDATING BY QUARTER 2

63. This section specifies areas of the Future Direction Plan that, while progress was not expected in time for this report, we believe require specific evidence of progress over the next three months so that we are able to provide you with more comprehensive assurance on them in our next quarterly report.

64. We consider that key priorities which we will want specific and robust evidence of progress for by our June report include the following focus areas:

- a. **Prevention** – both supporting and resourcing the community to lead so that a notification of concern to the state is not necessary, and ensuring that every step of a child’s journey through Oranga Tamariki is focused on preventing the need for further statutory care and is supporting the return of the tamaiti safely home.
- a. This includes Oranga Tamariki working in **collaboration** at the site and regional level with Māori collectives, NGOs and across relevant government agencies to ensure whānau receive the support they need, rather than cases being closed as ‘No Further Actions’ (‘NFAs’). Ultimately the aspiration is to have no NFAs, as the community is resourced to prevent escalation at the first ROC. This requires stable resourcing for partners so both they and sites can be confident this work can grow. It also means it is vital that sites and partners are not feeling that they are in competition for resources as this could damage trust and the ability to work together. The systemisation of collaboration at the local level is a key area we will be following the progress of across all our quarterly reports going forward.
- b. This also requires that Oranga Tamariki social workers to have the **time, capacity and space for reflection** to ensure every decision they make is de-escalating the need for further or longer state intervention and is navigating tamariki and their whānau to the community support that can enable them to be safe in the community, and ultimately home with whānau. Supervision is a key aspect of this and one of the specific priorities we will be looking for progress on over the coming months.

- c. Prevention aligns with Oranga Tamariki being clear on its **purpose**, within the broader ecosystem. We have already commented in our opening overall summary that this needs to be being advanced now, so the new OTLT can be ready to agree and begin sharing the purpose with partners and stakeholders. Clarifying the purpose of Oranga Tamariki needs to be within the context of confirming the roles and responsibilities of other agencies too. We do not see clear articulation of the role of the rest of the government system in the plan, and while we understand this is being advanced through OTAP, we will need to see more evidence of this for our next quarterly report. We will also be looking in future quarterly reports that mechanisms to share resources across agencies are being developed, and that costs are not falling to Oranga Tamariki to pick up alone that should be shared or led by other agencies.
- d. Clarifying the purpose of Oranga Tamariki also aligns with ensuring that the right workforce is in place at the local and national level to support this – so **workforce development** is a key focus for us. From early indications, while it is good to see that this is a priority for Oranga Tamariki, we have some concerns that this is not starting from a clear purpose. If the purpose of Oranga Tamariki is not set first, how can we collectively know what the workforce should be centred around and what skills are needed within the organisation and in partner organisations?
- e. Alongside this, we will be checking for progress on the development and implementation of the Kaimahi Ora strategy. This is a particularly pressing topic for all within Oranga Tamariki, and particularly for frontline kaimahi.
- f. Another area where clarifying the purpose will assist is in understanding Oranga Tamariki's responsibilities for where it leads and where it supports **tamariki and whānau whaikaha**. We understand that commitment has been made to develop an Oranga Tamariki strategy for supporting tamariki with disabilities, and we will be looking to see progress on this in the next and following quarters. This is an area where the role of Oranga Tamariki and other agencies requires significantly more thought.. We particularly need to see that a prevention lens is being applied so that tamariki with disabilities are not having to become a care and protection concern because more appropriate, preventative support is not available.
- g. This requires more relevant data to be collected analysed and incorporated into work programmes, so there is broader understanding of the needs of tamariki and their whānau, and what the most appropriate responses to them are. There needs to be analysis of the context. For tangata and whānau whaikaha there are interlinked issues from multiple sectors that impact significantly on their outcomes. Many whānau have not been offered a positive view or narrative of their child and are in need of support themselves. This work should be a focus in the next quarter.

- h. Related to this is the need to have shared definitions and language, for example, for any overlaps between disability and high and complex needs. We need a collective language and set of definitions that is more empowering and less deficit based.
- i. Noting our comments above on some signs of positive action for residences, we will be looking for sustained progress against our **residence review** recommendations.
- i. We will be looking for evidence that this is being systemised and not left down to specific individuals or the legacy of being left to operate in silos. It is heartening to see that Youth Justice and Care Residences are working together and drawing from each others' experience, however, we do not want this to mean they are required to rationalise and share limited resourcing between them. Instead, it should be that they are adequately resourced to deliver for their different cohorts respectively.
 - ii. For the June quarterly report, we will be looking specifically to see that progress has been made on pathways to qualifications for residential staff, and that a multi-disciplinary approach with the committed support of other agencies is building at a systemic level.
 - iii. Additionally, throughout our assurance reporting, there will be a focus to ensure that the true demand for **specialist care that is matched to the needs of tamariki and rangatahi**, whether in residences or in the community, is being mapped and planned for. Specifically, we want to ensure that the focus does not remain on measuring capacity of supply but on addressing the needs of tamariki and rangatahi.
- j. We stress that this last point is important for all tamariki and rangatahi who come into contact with the system. This must be the approach across Oranga Tamariki more broadly – **the provision and standards of support must be consistent and appropriate** from the time a report of concern is made through to when the tamaiti exits care. This needs to extend through to the appropriateness of, and support provided for, placements with caregivers. This raises the challenge of identifying more placements, for all levels of need. We know this is a particularly challenging issue and we offer our support in understanding the barriers regarding enough placement options with appropriately skilled caregivers, and opportunities to address these barriers.
- k. Finally, in our future reports, we will be looking to ensure that the **professionalism of social work as the core** of Oranga Tamariki is being built, with the allied workforce matched to that. This requires that the voices of social workers are being heard, and that the induction, supervision and professional development that sustains good social work practice is visibly prioritised and delivered.

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
<i>0-6 month activities</i>							
1.1	Determine how functions are grouped for best effect, and then put in place a leadership team to reflect this, drive further change, and set culture. This will ensure that professional social work practice is appropriately reflected at this leadership level.	Restructure of Tier 1 consultation process complete and announcements made under Phase One of the organizational reset.	Phase Two under development: <ul style="list-style-type: none"> Alignment of operational structure, boundaries and an operating model developed for consultation. 		<p>The initial stages of structural change are understood by the Board in rationalising the size and structure of the organisation and clarity of roles and functions.</p> <p>The restructure of Tier 1 is well underway, however further progress is not expected until the new leadership team is in place. This includes the cultural shift implied within the action; the Board is interested in knowing how this will be achieved moving forward. This is likely to impact the progress achieved against a number of actions.</p>	<p>[NB O.A.R = <i>Overarching Recommendation, of which there are 3 in Te Kahu Aroha</i>]</p> <p>Potential to align with: O.A.R.1 with upstream prevention; O.A.R.2 regarding purpose including restoring the mana of social work and the OCSW; and O.A.R.3 ensuring all within Oranga Tamariki understand their role; also recommendation 20, but this will be dependent on implementation of form</p>	Phase 2
1.2	Alongside the development of a new operating model, consider what functions and models best support subsequent change below the leadership team.	Tier 1 consultation process complete-included insights from organizational functions below the Leadership team level.	Under development in Phase 2 of organisational reset.		<p>This action coincides with the changes required to orient the organisation towards leading and supporting community engagement and activity and will support actions identified within Part 3 of the Future Direction Plan, which is focused on partnering and decision-making.</p> <p>The restructure of Tier 1 is well underway however, further progress isn't expected until the new leadership team is in place. This includes the functions and models that will be deployed to support the organisation's activities.</p>	Not associated with any specific Te Kahu Aroha recommendation directly	Phase 2

Released Under Official Information Act 1982

Detail Summary of the progress to embed the Future Direction Plan

Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link	
1.3	Reset Oranga Tamariki regional boundaries to have one common set across the agency that better reflect the communities it serves.		Under development in Phase 2 of organisational reset.		<p>Similar to action 1.2, this action will improve the position of the organisation to engage more effectively and efficiently. Implementation will be the critical next phase of this work, and the Board look forward to providing assurance against how work progresses and is implemented in upcoming quarters with a view to ensuring that Oranga Tamariki is as responsive as possible to serving and enabling communities.</p> <p>We look forward to providing assurance on progress once work has commenced under Phase 2 of the organisational reset.</p>	<p>Potential to align with all three overarching recommendations as well as:</p> <ul style="list-style-type: none"> 3 - Understanding what regional governance arrangements exist 4 – Ring-fence resourcing to support regional planning 6 – Responsiveness to partners 7 – Community workforce needs 8 – Local helplines 11 – Developing social sector workforce plan 16 – Triage from NCC to communities 19 – Ensure adequate resource for communities to lead upstream prevention 	Phase 2
1.4	Strengthen the feedback and complaints system so it is 'fit-for-whānau', and ensures that tamariki, rangatahi and their whānau have their voices heard and have confidence in the process.	<ul style="list-style-type: none"> • Identify immediate improvements to the residential grievance process identified by tamariki and whānau. • Early discussions with VOYCE-Whakarongo Mai have been held. An approach has been outlined to co-design a 'fit-for-whānau' complaints, information and engagement solution. 	<p>April 2022 Introduce immediate improvements to the residential grievances process.</p> <p>Planned 2022 <i>The below programme of work is in undertaken in conjunction with VOYCE-Whakarongo Mai</i></p> <p>1. Engage with tamariki, rangatahi and whānau to</p> <ul style="list-style-type: none"> • collate feedback, complaints, information, advice and assistance experiences • describe the future state blueprint of fit-for-purpose whānau complaints, information and engagement solution <p>2.Scope work and identify and onboard business units required to develop processes and mechanisms to co-design.</p> <p>Planned 2023 Initial solutions will be tested and implemented with a view to develop a wider scale solution for implementation.</p>	<p>This is a critical step in ensuring a quality experience for tamariki, rangatahi and whānau who come into contact with Oranga Tamariki. However, further evidence of engagement with tamariki, rangatahi and their whānau is needed to understand what changes might be required in relation to this action.</p> <p>There is some progress being made here and the Board have heard from the DCE Voices of Children and VOYCE Whakarongo Mai on Manaaki Kōrero. This is still in progress and will be further explored over the following quarter.</p>	Aligns with the Residence Report and potentially with Recommendation 5 of Te Kahu Aroha with respect to ensuring voice of tamariki and rangatahi are at the centre of all planning and delivery		

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
<i>6-12 month activities</i>							
1.5	Develop an operating model that drives locally led, centrally enabled ways of working.		Under development in Phase 2 of organisational reset.		<p>To develop an operating model, there needs to be a confirmed role and purpose of the organisation. A partnership strategy is also needed to understand what the agency leads on, and where communities may step in to lead the change. Understanding what the end-goal looks like needs to be clarified, in order to recognise whether this action is a marker for change, or an end-point for the organisation. The Board believe this is a critical step in devolving decision-making to Māori and communities.</p> <p>As this action is awaiting the onboarding of the new leadership team, we look forward to providing assurance on progress once work has commenced under Phase 2.</p>	Potential to align with O.A.R. 1 with respect to enabling upstream prevention.	1.5 Phase 2
1.6	Ensure the operating model allows the agency to invest more resources and staff into early support.		<p>Under development in Phase 2 of organisational reset.</p> <p>Note communities will be resourced to take on increased cases and workloads</p>		<p>Similar to action 1.5, clarity is required to understand the end-goal of this action, and whether or not it fits within the Board's view of prevention being a 'spectrum'. The Board would like to know how this connects with those different parts of prevention from a broader Oranga Tamariki, government agency and community-led perspective.</p> <p>As this action is awaiting the onboarding of the new leadership team, we look forward to providing assurance on progress once work has commenced under Phase 2.</p>	Potential to align with O.A.R. 1 with respect to enabling upstream prevention.	Phase 2

Released Under Official Information Act 1982

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
1.7	<p>Through a fit-for-purpose transition plan, close our current care and protection residences and replace them with a model that enables tailored care for tamariki with high and complex needs.</p>	<p>Care and Protection Residence A detailed business case presenting community-based care alternatives to existing large-scale Care and Protection Residences was drafted and circulated for consultation late 2021. Further development awaits the outcome of reprioritisation of Care Services activities.</p> <p>Caregiver Information System Nearing completion and will enhance assessment, support and matching of caregivers for tamariki and rangatahi.</p> <p>High Needs Referral Pathway Phase 1 was completed, documenting service blueprints, pathways and improvement options for High Needs, DSS eligible and bespoke referrals</p> <p>Transforming Te Oranga Consultation with kaimahi, mana whenua, health and education providers on what they would like to see replace the care and protection residence in Otautahi.</p>	<p>Transforming Te Oranga Planning to engage further with Ngāi Tahu to understand their aspirations for the future (2022)</p> <p>Caregiver Information System Due to go live (February 2022)</p> <p>Specialist home care Procure specialist care homes for 21 tamariki & rangatahi (2022).</p> <p>Specialist Group Homes 10 new homes over 6 years for tamariki with high and complex needs.</p> <ul style="list-style-type: none"> • 2 homes due by end 2022 • 10 total homes due Oct 2025. <p>High Needs Referral Pathway Phase 2 which includes:</p> <ul style="list-style-type: none"> • immediate pathway (process redesign) improvements will be delivered, • Long-term transformational pathway improvements suggested (June 2022). <p>Other work</p> <ul style="list-style-type: none"> • Merge Care and YJ placement initiatives into one transformation programme (mid- 2022). • Residential Care & Other Matters Bill enacted (mid-2023). 		<p>For this action, there should be consideration to growing and improving the residential network (which might include the closure or cessation of the current operating model of residences but shouldn't be only focused on that). Despite the positive gains in this space, there is still a large unmet demand (including for specialist caregiver placements). We expect there to be a stronger focus on tamariki with disabilities, as well as tamariki with high and complex needs more broadly within the Future Direction Plan as well as within this work.</p> <p>There is evidence of positive action here. The care residences are being supported by the Youth Justice leadership team creating enhanced collaboration and cohesion.</p> <p>There is a lot of activity underway against this action, and we expect to be able to provide more assurance on it in Quarter 2.</p>	<p>Residence Report, noting that the report stressed the importance of more options for residential care rather than focusing on closing current limited options.</p>	

Released Under Official Information Act 2000

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
12-24 month activities							
1.8	Place the voices of tamariki and rangatahi at the centre of decision-making at all levels and support tamariki and whānau to participate in and be central to decision-making.	<p>Te Tohu o te Ora</p> <ul style="list-style-type: none"> Delivery of second national survey of tamariki in care (Te Tohu o te Ora) with a 2-region pilot of the new digital survey tool. <p>Commissioned work</p> <ul style="list-style-type: none"> Community design group commissioned to engage with rainbow/SOGIESC diverse young people in care. <p>Advisory Groups</p> <ul style="list-style-type: none"> Youth Advisory Group meet bi-monthly, with last meet in November 2021 	<p>Te Tohu o te Ora</p> <ul style="list-style-type: none"> Roll out survey to remaining regions and distribute survey results to regions as they are collated to support locally focused planning and improvement processes (from mid-2022) National survey results to be considered and included in s7AA and National Care Standards monitoring and assurance. Development of Pacific Strategy Action Plan and Quality Review Programme. Commence pilot of a way to systematically hear from whānau involved with Oranga Tamariki. <p>Youth Advisory Group: Meeting planned with the new Leadership Team, and regular meetings scheduled with the Chief Executive, DCE Voices of Children and FDP project leads.</p> <p>Tamariki and whānau views on participation Scope and develop project to seek tamariki and whānau views on participation in decision-making, to inform development of participatory systems and processes for application across the new operating model.</p>		<p>The Board would like to know more about the specific intent behind this action and the measures being used to determine whether this is on track to being achieved. We are looking specifically for clear links between hearing the voices of tamariki, rangatahi and whānau and these being integrated into decision-making, and will look to provide ongoing assurance against this in future quarterly reports.</p> <p>There is work planned to develop a systematic, cross-organisation approach to tamariki and whānau participation in decision-making and we expect to see specific examples of the work planned. The activity outlined this quarter provides insufficient evidence that hearing tamariki and whānau is translating to their voices being placed at the centre of decision-making. We believe this action is also heavily dependent on social worker capacity, as quality time and reflection is needed for tamariki to feel heard and included in decision-making.</p> <p>The Board believe caregiver voices are absent in the planned work so far. We see their role as important for enabling conversations with younger tamariki to learn from their care experiences.</p>	Potential to align with O.A.R.2 with respect to ensuring that social workers have the capability and capacity to deliver effective support, as well as recommendation 5 re ensuring the voice of tamariki and rangatahi are at the centre of all planning and delivery.	1.4

Released Under Official Information Act 1982

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
<i>0-6 month activities</i>							
2.1	Develop a Kaimahi Ora strategy for all staff, supporting staff to have work life balance and provide regular opportunity to debrief following traumatic events and manage the cumulative impacts of their work.	<p>Kaimahi Ora Strategy Early development of began November 2021. This was informed by organisational incident reporting in FY19/20 and FY20/21 to identify key focus areas.</p> <p>A draft high-level strategy was developed using programme logic approach (including vision, purpose, short/medium/long term impact activities, expected outcomes, and key measures of success).</p> <p>The draft high-level strategy was developed in consultation with:</p> <ul style="list-style-type: none"> External: NUPE and PSA unions, Pasifika Collective, Pou Tikanga, PSA delegates Internal: People and Leaders hip, National Health, Safety and Security Committee, CE's office, Professional Practice Group (PPG). <ul style="list-style-type: none"> Initial feedback was largely positive. Recommended that more alignment with the organisation's practice framework required, and Further consultation with a wider group of kaimahi as a next step. <p>Both recommendations are now incorporated into planned work for next quarter.</p>	<p>Development of Kaimahi Ora Strategy Further consultation with wider kaimahi groups begins alongside ongoing consultation with PPG to align with the Practice Framework (early 2022).</p> <ul style="list-style-type: none"> Consultation completed (March 2022), Design will begin and a programme plan developed (April - June 2022) Programme approval incl budget confirmation (May/June) <p>Year 1 Initial focus (by June 2023):</p> <ul style="list-style-type: none"> Implementation of psychological first aiders – 48 kaimahi to receive training (4 per region). Delivery of 2 x 'Recognising and Addressing Vicarious Trauma' training sessions in each region. Development of a Critical Incident Support policy with mandatory debriefing or other specialist intervention in place. <p>Consult with the Ministerial Advisory Board and the Minister on the proposed strategy.</p>	<p>The lack of practice resources and available supports have an impact on kaimahi wellbeing, and the stress from being under-resourced not only impacts social workers and supervisors, but the supporting roles and functions as well.</p> <p>We heard of staff working a full-day, to then transport a young person to an urgent placement across the country over night, and then return to work the next morning, with no stand down period. This is as there is no capacity to stand down without further burdening colleagues or to prevent the build up of unallocated cases and the risks that brings to outcomes for tamariki and to the organisation.</p>	<p>Activating the Kaimahi Ora strategy needs to remain a priority for Oranga Tamariki, and it is important that it is developed in understanding of the different needs of frontline kaimahi, as well as the needs of all other kaimahi. The Kaimahi Ora strategy speaks to a broader intention to drive the vision of the organisation by taking care of its staff; we agree this is a necessary approach. We are interested in knowing how this work is integrated with other strategies, such as the broader workforce strategy, the practice framework, Te Hāpai Ō, and the Positive and Safe Workplace model. All strategies relevant to hiring, inducting, training and retaining staff should form part of an integrated whole strategic approach.</p> <p>The Kaimahi Ora draft strategy as proposed seems largely intended for frontline kaimahi, but it appears this cohort are yet to be engaged with regarding its development. A significant amount of consultation is due to be completed in March; the Board will provide further assurance on progress with this in Quarter 2.</p>	<p>Potentially aligns with intent of O.A.R. 2 and specifically with recommendations 12 – Improve induction, training and professional development; 13 - Ensure social workers have the capacity and capability for both case and reflective supervision; and 14 – Lift training in legislative parameters.</p> <p>This action also aligns with recommendations in our Residence Review.</p>	

Released Under Official Information Act 1987

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
2.2	Implement the public services Positive and Safe Workplace model.	<p>Implementation/embedding of the Public Services Positive and Safe Workplace Model Standards continues, as does strengthening elements of Successful Cultural Change.</p> <p>An initial gap analysis identified these high-level goals:</p> <ul style="list-style-type: none"> Promote awareness and understanding of model standards to ensure staff understand obligations Define what a Positive and Safe Workplace Culture looks like practically and in day-to-day mahi Focus on implementing key actions pertaining to Positive and Safe Workplace model Standards, Papa Pounamu, and Kaimahi Ora. 	<ul style="list-style-type: none"> Add positive and safe workplace standards to new induction for all staff. (June 2022) Expand leadership development to include specific streams for emerging leaders, Pacific and Maōri kaimahi (2022-2025) Deliver Unconscious Bias training to all leaders and kaimahi (2022-2023) Establish hub on Te Pae to strengthen and support employee-led networks (2022) Update Diversity and Inclusion Strategy (2022) Review and/or update recruitment policy, including role of unconscious bias, etc. (2022-23). 		<p>As with Action 1.1, this should be a priority for Oranga Tamariki.</p> <p>While activity updates have signalled progress in this space, and there is further work planned over the coming months, it is not clear what specifically will be in place by when, and the Board feel that more could have been completed by now. We look forward to providing assurance against the progress of specific activities in the subsequent quarterly reports.</p>	Not associated with any specific Te Kahu Aroha recommendation	Phase 2

Released Under Official Information Act 2000

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
<i>6-12 month activities</i>							
2.3	Develop a model to inform allocation and resourcing decisions at regional and national level.	<p>Development of Whiti (Performance Monitoring Framework)</p> <p>Whiti will support this work by informing understanding of workload demand. This will entail the roll out of the initial SCAF module with further modules to be developed and rolled out in future.</p>	Under development in Phase 2 of organisational reset.	<p>Frontline engagement reiterated the high and complex caseloads that frontline staff hold. Engagements signalled high unallocated caseloads, and staff feedback strongly suggests there is insufficient time to manage the full remit of incoming cases.</p>	<p>The Board would like to see more evidence of how the model is being developed and how regional and national leaders will be supported to make resourcing decisions. There is no indication of what specific problems the workforce model will solve, and we believe it is important that this is clear and well articulated.</p> <p>Current activity references the development of Whiti to establish a better understanding of workforce demand. The Board expect to know more as to how workforce demand and caseloads will be measured and whether this will be tested against frontline staff experiences. We believe that if the tool relies on existing quantitative metrics, it may risk underestimating the complexity of frontline workloads.</p> <p>Whiti is scheduled for roll-out in April 2022 and provides only information input for this work and approach but is not itself the solution for this action. There has been no update received regarding the model being developed to inform allocation and resourcing decisions. This work is expected to commence when the new leadership team is appointed, and the Board therefore looks forward to providing further assurance on this work in Quarter 2.</p>	Potentially aligns with O.A.R. 1 and O.A.R. 3 re ensuring investment in communities and adequate resourcing, as well as O.A.R 2 with respect to ensuring the workforce is matched to deliver to the needs of the community.	<p>5.1 5.4</p> <p>Phase 2</p>

Released Under Official Information Act 1982

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
2.4	Develop for all staff, in conjunction with the three whare wānanga, a suite of appropriate cultural competency programmes, to ensure staff can engage with whānau and wider communities in culturally responsive ways.	<p>Te Hāpai Ō, the Māori Cultural Capability</p> <p><i>Staff development</i></p> <ul style="list-style-type: none"> Developed a training programme and began reviewing current cultural capability resources. <p><i>Organisational development</i></p> <ul style="list-style-type: none"> Designed survey to evaluate Māori cultural capability, Began evaluation and outcomes framework, Began developing a Te Reo Māori Strategy vision. <p>Note that the practice programme will address the cultural competency of social workers, whereas Te Hāpai Ō is focused on all other kaimahi.</p>	<p>Te Hāpai Ō, the Māori Cultural Capability</p> <ul style="list-style-type: none"> Course in place with 3 wānanga for 500 kaimahi to complete. Refreshed supplementary internal resources via MyLearn. Cultural Capability Baseline and Outcomes Framework. 	Engagement from both partners and the frontline speaks to signs of positive change in the relationships building with some iwi and mana whenua. This appears to be due to the strength of localised relationships and the confidence and efforts of staff within sites, rather than systemised support. We hear of Māori staff feeling burned out, left to develop and deliver kaupapa Māori approaches on behalf of the site. This speaks to the need to build the cultural capability and confidence of staff more broadly, to support staff wellbeing and to enable communities to support tamariki and whānau where statutory intervention is not required but support is still needed.	<p>The Board would like to see more information about the alignment between Te Hāpai Ō and the Practice Programme. Given the size and breadth of work that frontline kaimahi do, we understand why it is necessary to tailor an approach to meet their needs. In saying this, we will look to assure in Quarter 2 that capability is consistent regardless of where staff work. The Board believe this is critical for organisational cohesion. We are also interested in how this may be inclusive of other cultural communities and needs in the future.</p> <p>A significant amount of activity has occurred. The Board would like to see more information about these activities and how this work has progressed. This work is due to be delivered in the coming quarter, so the Board look forward to providing more assurance in our next report.</p>	General alignment with O.A.R. 2 in its focus on ensuring a workforce fit for the needs of tamariki, rangatahi, and their whānau.	

Released Under Official Information Act 1982

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
<i>12-24 month activities</i>							
2.5	Develop a workforce strategy that will support high-quality social work, which will include (2.5a-d):	<p>Preparatory work begun on two complementary strategies</p> <ul style="list-style-type: none"> Organisational (internal) workforce strategy for social workers, the team around the social worker and specialist/high and complex needs residence workforce. Sector workforce strategy including Oranga Tamariki staff, partners, communities and the role of other agencies. <p>Developing a report to Cabinet for March 2022 on both strategies</p>	<p>Internal Workforce Strategy</p> <ul style="list-style-type: none"> Internal working group established (March 2022). Current state analysis, agree components of strategy (June 2022). Consult and finalise strategy (March 2023). <p>Sector Workforce strategy</p> <ul style="list-style-type: none"> Overview of scope, stakeholders, current and future state completed (March 2022). Cross Sector Working Group established (June 2022). Consult and finalise strategy (June 2024). 	Frontline engagement indicated stress and workload has worsened in the last six months. This is part due to confusion as whether the freeze on employing new staff extended to the frontline. Engagement indicated that the recruitment freeze was not well understood or applied consistently at the site level. All sites believe the recruitment freeze affected the ability to fill vacancies; this has impacted the safety and wellbeing of frontline kaimahi.	<p>The development and implementation of the workforce strategy must remain a priority for Oranga Tamariki. This needs to go beyond social workers. While there should be a strong focus on social workers, there is risk of marginalizing other groups of kaimahi.</p> <p>The Board are aware of the Cabinet Paper due for delivery March 2022, and we look forward to having more detail of the specifics of this work and providing assurance against the specifics outlined in upcoming quarterly reports.</p>	Potential to align with O.A.R. 2 with clarifying the purpose of Oranga Tamariki, including who the organisation exists to serve, strengthening professionalism and voice for social work, lifting capacity and capability for supervision, induction, training, professional development and building a workforce fit for purpose for the needs of tamariki, rangatahi, whānau and the community.	
a)	Clarifying the role of Oranga Tamariki social workers, and other professionals;				<p>This action is critical for Oranga Tamariki to successfully complete a number of other actions in the Future Direction Plan.</p> <p>The details of the workforce strategy activity have not been shared with us yet. We will provide assurance against sub actions in future quarterly reports.</p> <p>Besides the documentation that outlines the organisation's strategic intentions, we have not yet seen an indication that there is a shared understanding within Oranga Tamariki as to its purpose. The Board would like the purpose of Oranga Tamariki, and its role within the broader government ecosystem, to be considered by the new OTLT, consulted on across the organisation so all know their role in achieving the purpose, and confirmed as a priority. It is also important that this process confirms how this aligns with other strategic work such as OTAP.</p>	Alignment with O.A.R. 3 in relation to the role of Oranga Tamariki within the broader government ecosystem.	

Released Under Official Information Act 1982

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
b)	Working alongside the SWRB and ANZASW to continue to build the social work workforce;				No progress update was received in relation to this action. The Board look forward to providing assurance against the activities of this sub actions in future quarterly reports.	Potentially aligns with O.A.R. 2 with relation to clarifying the purpose of Oranga Tamariki, and recommendations 12 and 13 with respect to improving induction, training, personal development, and capability and capacity for supervision.	
c)	Identifying the workforce needs of the community, regions and site				No progress update was received in relation to this action. The Board look forward to providing assurance against the activities of this sub actions in future quarterly reports	Potential to align with recommendation 7 re engagement for community planning should include consideration of workforce needs for the community.	
d)	Training, career progression pathways, leadership and professional development and workforce planning.			Engagement has surfaced concerns over new social workers holding complex caseloads beyond their level of experience. They report that induction remains inconsistent and for some, absent, and they are also challenged with a lack of investment in training, including in training for statutory social work parameters, as well as process challenges to accessing funding and resources for professional development.	No progress update was received in relation to this action. The Board look forward to providing assurance against the activities of this sub actions in future quarterly reports	Potential to align with recommendations: 12 with respect to improving induction, training and personal development; 13 in relation to capability and capacity of supervisors; 14 by ensuring training for legislative requirements and parameters.	
2.6	Invest in the capability of leaders (especially frontline leaders) to ensure shifts to practice and culture take place that support a locally-led, centrally-enabled way of working and that support tamariki and whānau to participate and be central in decision making.		Under development in Phase 2 of organisational reset. <ul style="list-style-type: none"> Complete development of a Leading Practice professional development programme and delivery to leaders. Following Phase 2 of the organisational reset, it is recommended that the focus of the programme be on leaders vital to the success of the new operating model. 		Progress against this action is paused until the second phase of the organisational reset. Planned activity suggests work will be delivered in two tranches, first to the leaders of the organisation, and then those that are pivotal to the success of the new operating model. The Board looks forward to seeing further information about the planned development programmes for leaders.	Potential to align with recommendation 13 with respect to capacity, and time, space, and priority for supervision. Also potentially recommendation 17, to reclaim the intent behind Family Group Conferences to empower whānau decision making.	4.3 Phase 2

Released Under Official Information Act 1982

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
2.7	Establish trained specialist caregiving roles for our high and complex needs tamariki that recognise the skills required to work with our most vulnerable tamariki and enable appropriate remuneration and ongoing development and support to be provided.		Under development in Phase 2 of organisational reset.		<p>The Board is looking forward to seeing more specific evidence as to how Oranga Tamariki is working to support regional and local communities, particularly isolated and rural ones, to build their capability to respond to tamariki with high and complex needs.</p> <p>This action is contingent on the delivery of 2.5. The current timeframe for delivery suggests that work will be commenced in June 2022. Therefore, our ability to provide assurance is unlikely to commence until quarter 3.</p>	May align, to some extent, with the intent of O.A.R 1 and has potential to align with workforce development.	2.5 Phase 2

Released Under Official Information Act 2000

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
<i>0-6 month activities</i>							
3.1	Work with iwi and community leaders and Regional Public Service Commissioners in each region to identify opportunities to co-design services and co-locate with partners.	<p>Enabling communities:</p> <ul style="list-style-type: none"> Connecting with 3 initial communities to refine co-design approaches further. Iwi Partnerships: Refreshed strategic partnership agreement entered into with Te Rūnanga o Ngāi Tahu. With investment of \$25.9m across 3 years for the 'Whānau as First Navigators Programme' designed to be iwi-led and focused on whānau and preventing tamariki from coming into state care. Discussed refresh of two other strategic partnership agreements, with proposals focusing on collaboration and co-design of early support and prevention initiatives. Opened discussions with one new potential strategic iwi partner whose aspirations are to apply a whānau ora approach; a proposal is currently being considered by Oranga Tamariki. <p>Frontline Workplaces (Spaces and Places)</p> <ul style="list-style-type: none"> Continue to co-design and deliver community hubs that enable colocation of Oranga Tamariki alongside other government agencies, iwi and Māori providers. <p>Whānau Care</p> <ul style="list-style-type: none"> Commissioned two new partners (Ngāti Porou and Ngāti Kahungunu ki Wairarapa) Commenced co-design with Whanganui Te Awa Tupua - Tupoho Iwi & Community and Ngāti Kahungunu Iwi Incorporated Completed Phase 1 implementation with Ngāti Ruanui and Ngāi Tahu - Tiaki Taoka. Tiaki Taoka has implemented across all five sites of lower South region by December. Ngāti Ruanui has completed implementation Phase 1 with New Plymouth and Hawera. Evaluation to begin to direct Phase 2 approach. 	Community engagement with iwi, community leaders and Regional Public Service Commissioners to co-design services and co-locate with partners.	<p>While co-designing and collocating with partners shows promise, communities that we are hearing from have indicated a desire to understand:</p> <ul style="list-style-type: none"> The decision-making process for the selection and contracting of providers within their takiwā to ensure best practice and tikanga is maintained throughout the care journey for tamariki in their rohe. To practice their kaitiakitanga by being involved in and overseeing of any care and protection orders made for tamariki in their takiwā in order to contribute to the goal of keeping tamariki within their own whakapapa, and; Their readiness to put their hands up for any 'safe to lead' programmes 	<p>As we have already indicated to Oranga Tamariki, we are concerned that communication has been limited to only three areas as this may hamper opportunities with other hapū, iwi, Māori collectives and communities.</p> <p>Although there is progress in three regions as outlined, there is a concern that these regions could be perceived to have been pre-selected to best meet the needs and readiness of the business rather than that of communities.</p> <p>We recognise that activity in this space is subject to reprioritisation and budget constraints, and that meanwhile it is important to build momentum and confidence. However, the Board is not yet able to provide assurance that this activity meets the standard of being community-led, regionally enabled and nationally supported. We look forward to providing additional assurance in the Quarter 2 report.</p> <p>In addition, as the timing and effectiveness of this action is dependent on appointing Regional Public Service Commissioners, this adds to our concerns as to whether this will enable timing to work for the action to be truly community led. This action also relies on Oranga Tamariki's own regional governance framework, discussed with the Board in November 2021. We look forward to seeing progress on this by Quarter 2.</p>	This work has the potential to align with the intention behind O.A.R. 1 to support communities to lead upstream prevention, and recommendation 11 with respect to developing a SW sector workforce strategy that meets the needs of the community also.	

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
<i>6-12 month activities</i>							
3.2	Greater investment in partners with a particular focus on early support.	<p>Intensive Response Mobilise communities to design their own local models of support to lead the prevention of harm to tamariki and their whānau. So that, wherever possible, tamariki can remain or return safely at home, and be connected to culture and community.</p> <ul style="list-style-type: none"> Working with iwi and Māori organisations across 15 locations, contracting with partners in 12 of those locations, by end 2022. <p>Ngā Tini Whetū A collaboration between Oranga Tamariki, Te Puni Kōkiri, ACC and the Whānau Ora Commissioning Agency to develop and implement a whānau-centered early intervention prototype.</p> <ul style="list-style-type: none"> By end of this quarter, 800 whānau were onboarded, Whānau Ora had developed operating policies and tools to support Partners, and Inter-agency governance arrangements were in place. <p>Engaging Care Partners</p> <ul style="list-style-type: none"> Closing this quarter. This programme worked with care partners and internal Oranga Tamariki teams to implement a new Quality Assurance function, funding model and contract documentation to meet S7AA and National Care Standards. Included flexible funding and contracting arrangements for care partners to ensure partnered care is properly and proportionately funded. 	<p>Ngā tini whetū</p> <ul style="list-style-type: none"> Quarterly performance reporting received from Whānau Ora Commissioning agency (ongoing) Independent Kaupapa Māori evaluation final report due (September 2022). <p>Enabling Communities</p> <ul style="list-style-type: none"> After work with the initial three communities and nationwide, an investment plan <i>may</i> be prepared to support further investment nationwide in communities and partners (by February 2023). This is dependent on drawdown of contingency and budget bid. 	The Board have consistently received feedback from community groups and providers around funding and investment models not being fit for purpose. A key response from communities is the need to fund programmes and initiatives adequately.	<p>The Board would like to hear more about the intent of this action. It poses questions around what is meant by early support and whether this is a direct response to the call for a greater shift to prevention as intended in Te Kahu Aroha.</p> <p>We recognise that progress on this action is planned for Quarter 2 and that it is subject to additional funds through government approval to invest in communities over the next few years. The Board would like to see more detail regarding the implementation plan being developed, which, if approved, should set out how additional funds will be invested.</p>	Potential to align with O.A.R. 1 in relation to prevention focus, as well as recommendation 4 to ring-fence funding for regional investment.	1.4 1.6 3.1 3.5

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
3.3	Fundamentally shift how we assess and respond to reports of concern with our partner agencies to ensure collaborative decision-making and support at the earliest possible point.	<ul style="list-style-type: none"> Bespoke approaches include Te Hiku. Work underway to develop a holistic community approach and move from intervention to prevention through the development of the Practice Shift 	<p>Under development in Phase 2 of organisational reset.</p> <ul style="list-style-type: none"> This work will be developed as part of the Enabling Communities work. 	Some promising feedback revealed the potential for a multi-disciplinary team approach, working across relevant agencies and with community organisations, to prevent the need for a report of concern to be made as concerns about a tamaiti can be managed through one of the partner services, to ensure the needs of the tamaiti and their whānau are being met without need for a statutory response.	<p>The Board believes that this action aligns with the intent of Te Kahu Aroha, however we would like to see more clarity on the direction and purpose of this.</p> <p>We note that further progression is planned once the new leadership team is in place and we hope to provide further assurance on this in our next report.</p>	Has potential to align with O.A.R. 1 in relation to support upstream prevention. Otherwise, aligns to some extent with recommendation 16 with respect to the National Contact Centre.	<p>3.2 4.6</p> <p>Phase 2</p>
3.4	Ensure the delivery of Transition Support Services to ensure that rangatahi are successfully supported to transition to independence and prevent future generations from coming to notice.	<ul style="list-style-type: none"> Growth of Transitions Support Workers to 137.75FTE and Supported Accommodation placements to 136. Planning underway with SCAF and YJ to improve referral rates so more rangatahi are supported by a Transition Worker. 	<ul style="list-style-type: none"> Investigate options for strengthening preparation, planning and assessment prior to leaving care, including options for partners to play greater supporting roles (September 2022). New collateral supporting increased understanding of transition obligations and required processes, including the Entitlement to Remain or Return to living with a Caregiver (ETRR), will be socialised with PPG in (February 2022), and delivered to frontline kaimahi (July 2022). 	Feedback from communities and the Board's own care experienced advisory group indicates that the transition service is a significantly under-utilised resource within the Oranga Tamariki care system. The Residence Report references this, and it is reinforced by what the Board are hearing by direct community feedback.	The Board see this action as a priority, and we would like to see more about the growth of transition support workers and whether this has been driven by a demand in the service internally. The transition service has been the subject of feedback from many community groups and care experienced young people, and the Board looks forward to having more data for assurance in Quarter 2 on how widely used the service is within the organisation.	Linked to the Residence Report (exiting YJ or Care residences to uncertain support)	

Released Under Official Information Act 1982

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
<i>12-24 month activities</i>							
3.5	<p>Prototype new approaches to partnering to enable decision-making and resourcing to be made in closer proximity to whānau.</p>	<p>Intensive Response model as described under 3.2 continues to be refined and expanded.</p> <p>Financial Assistance and support for Caregivers</p> <ul style="list-style-type: none"> Development of policy proposals for high level design of a new model which, <i>if supported</i>, would provide holistic support to caregivers and tamariki outside of state care, including financial and non-financial support 	<p>Under development in Phase 2 of organisational reset.</p>		<p>For this action, the Board would like to understand what the intended outcome is and what is meant by “<i>closer proximity to whānau</i>”. We have concerns that there is no reference to Family Group Conferences (FGCs) against this action as the intention behind FGCs was to shift decision-making to whānau. We also are concerned at the ongoing inward focus and approach to community engagement. While we appreciate there are budget constraints, there is a risk of communities being left behind or unable to identify that they have an opportunity to lead.</p> <p>The Board acknowledges that there has been a lot of work done in this space and more is planned once the new leadership team is in place. We look forward to providing further assurance on this in Quarter 2.</p>	<p>Could align with O.A.R. 1 with upstream prevention focus, however, it needs to be clearer as to what is being prototyped. The listed activities are already underway, and its not clear what is different to current business-as-usual activity.</p>	<p>3.2 Phase 2</p>
3.6	<p>Invite and resource communities to work together in the Care and Protection system (reclaim the intent of FGCs to enable whānau-led decision making).</p>		<p>Under development in Phase 2 of organisational reset.</p> <p>This action is linked to and builds on other actions</p>		<p>This action is on pause until the new leadership team is in place. The Board hope to provide assurance on this in Quarter 2, and particularly to reclaim the intent of FGCs to enable whānau-led decision making.</p>	<p>Potential to align with O.A.R. 1 with respect to upstream prevention, as well as recommendations 4 - Ring-fencing resourcing, 17 – Reclaiming intention of Family Group Conferences, and 19 – Adequate and equitable investment.</p> <p>This may align, once more detail has developed, with recommendations 2 and 3 with respect to supporting community planning and identifying existing regional governance arrangements.</p>	<p>3.5 Phase 2</p>

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
<i>0-6 month activities</i>							
4.1	Build a framework that incorporates the current practice standards and the SWRB competency standards into one place.	<p>Our Practice Shift Activities to define and deliver the new Practice Framework include:</p> <ul style="list-style-type: none"> • First phase of learning about the Framework (Learning Cycle One) released on MyLearn (professional development portal). This includes supporting resources and evidence base for the Practice Framework. • Completed analysis of current assessment tool, and recommended replacement. • Supervision survey results socialised nationally with kaimahi. • Developed prototypes of the Te Toka Tūmoana, Va'aifetu practice models and Mirimiri a kōrero (a consult tool). • Ongoing design of Tangata Whenua bicultural supervision framework, approach, process and model. • Communities of Practice set up to support operationalising the framework in each region. <p>The Practice Framework is aligned to and supports professional standards, including SWRB competency standards.</p>	<ul style="list-style-type: none"> • Complete development of Mirimiri a kōrero (February to April 2022) and trial in selected sites (May 2022). • Trial Te Toka Tūmoana and Va'aifetu (practice models) (June 2022). • Develop and test Tangata Whenua Bi-Cultural Supervision approach and prototype for trialling (June 2022). • Auckland Residence Hui and National Office Hui (postponed due to COVID until mid-2022). <p>Our Practice Shift concludes June 2022; a proposed extension to June 2023 would enable the following</p> <ul style="list-style-type: none"> • Finalise Va'aifetu model (December 2022). • Provide recommendations for the organisational approach to supervision (December 2022). • Third practice model developed, informed by Signs of Safety (March 2023). • Final Oranga framed assessment tool (March 2023). • Evaluation approach for non-supervision practice complete (June 2023). • Ongoing Evaluation approach for assessment complete (September 2023).- 	<p>It will be important to engage with some frontline social workers and supervisors to ensure the framework is practical and supports their practice.</p> <p>Initial communication between Oranga Tamariki and SWRB has begun.</p>	<p>The Board would like to know more about the purpose of incorporating the practice standards and SWRB competency standards into one place.</p> <p>While there has been some activity undertaken against this action, we understand that the framework will not be developed until Quarter 2. The Board will provide more assurance on this in our next report.</p>	<p>This could potentially align with O.A.R 2 with respect to clarifying the purpose of Oranga Tamariki and meeting core social work functions. Specifically, potential to align with recommendations 10 - Restoring the influence of the Chief Social Worker 13 – Ensure supervisors have the capability and capacity to provide both case and reflective supervision.</p>	

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
<i>6-12 month activities</i>							
4.2	Set a clear direction to only use S78 Without Notice Orders for tamariki when there is clear evidence of solid engagement or attempts at engagement with whānau, which leads to no workable safety plan being put in place.	<p>2019</p> <ul style="list-style-type: none"> All interim custody orders made 'on notice' except where immediate action needed. Checks on 'without notice' applications. Practice Leader supervision of ROCS for unborn and newborn pēpi. Updated practice guidance on whakapapa research and whānau searching. <p>2020 and 2021</p> <ul style="list-style-type: none"> New guidance on strengthening response to unborn and newborn pēpi, improved engagement with whānau prior to an S78 order via hui-a-whānau, increased kairaranga-a-whanau roles and 13 new FGC team leaders. Working with hospital-based professionals through Hospital Liaison roles and new information sharing provisions (Section 66). Implementing Practice Shift (includes practice framework, models, and tools to guide kaimahi to use these principles in practice) to enable . Developing new MOU schedule with MOH and NZ Police to support culturally responsive and coordinated best practice and ensure safety and wellbeing of pēpi and their whānau. Monthly casefile analysis of entries to care for newborn and unborn pēpi under S78. 	<ul style="list-style-type: none"> Provide a report to the Minister on findings from our monthly review of all S78 care entries for pēpi from January 2021 to September 2021. (March 2022). Continue to review all S78 care entries for pēpi on a monthly basis. 	Engagement with frontline kaimahi highlights an absence of training that extends to social work and law. There are concerns regarding the timeliness of induction training for new social workers and their on-the-job learning from others that have not received induction or training either. Communications and training appear to be unclear, and there are questions as to how the necessary reflective conversations are kept alive as access to quality supervision is an area of concern	<p>The Board notes that Oranga Tamariki has already set a clear direction regarding the use of S78 Without Notice Orders. Moving forward, we would like to see planning to provide ongoing support for frontline kaimahi decision-making.</p> <p>We note there has been a lot of work done against this action, and data shows a significant drop in the application of S78 Without Notice Orders. The Board would like more data on the consequences of this drop i.e., what are the outcomes for tamariki and are their safety needs being met?</p> <p>Monthly case file analysis provides good visibility of S78s, however the data lags by a month and this could delay identifying risks in cases where S78s are used. There also does not appear to be a mechanism to assess the decision-making rationale where these orders are not used, and no measures that speak to how well guidance is implemented and applied on the frontline.</p> <p>The Board are aware of the pending MOU between Oranga Tamariki, NZ Police and the Ministry of Health in relation to S78 uplifts. We are informed that this work is in progress and look forward to providing assurance against its implementation in Quarter 2.</p>	Not associated with any specific Te Kahu Aroha recommendation directly. However, may have some relationship to recommendation 14 to ensure appropriate training for social work, including as to legal parameters.	

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
4.3	Working with the SWRB, introduce micro-credentialing for supervision and other specialist areas, which recognises the skills and knowledge that are required by supervisors and other specialist roles	<ul style="list-style-type: none"> The “Delivering Supervision Programme” continues. Development of its replacement (Leaders in Practice Programme) began stakeholder engagement. Work to align current Puāwai induction programme with Our Practice Shift so it aligns with latest social work practice research. Developing internal micro-credentialing framework for accreditation, to enable later integration into NZQA micro-credentialing. Also working with SWRB to align learning outcomes with annual practice certificate competencies for social workers. 	<ul style="list-style-type: none"> Deliver realigned Puāwai training for all new practitioners by June 2022. Deliver a new Leaders in Practice Programme for roles who hold responsibilities and accountabilities to frontline practice (i.e., supervisors, practice leaders, team leaders) by June 2022. Begin work to revise Tertiary Engagement Strategy to strengthen relationship with Council for Social Work, schools and individual schools, support our contribution to social work sector and update the Ministry’s Government Training Establishment (GTE) status so we can micro-credential with NZQA. 	Frontline supervisors echoed a lack of consistency and timeliness of training. Additionally, insufficient access to training or induction for frontline social workers means that supervisors were left carrying caseloads or compelled to provide task-focused supervision due to the level of guidance required.	<p>The Board notes that Oranga Tamariki is developing an internal micro-credentialing framework for accreditation, as part of an enabling project to support the Leading in Practice Programme. This framework, which we understand is being designed to align with the NZQA framework, will support Oranga Tamariki's shift to using unit standards associated and monitored by the NZQA. We understand a budget bid for this work is yet to be submitted.</p> <p>We believe that in order for this work to have meaning, it is important that Oranga Tamariki work in partnership with the SWRB to reach a considered position, and we understand that early discussions between the two have started. We hope to have more to report for this action in Quarter 2.</p>	Potential to align with aspects of recommendation 13, which focuses on supervisors having the capacity and capability to provide both case and reflective supervision. Also potential alignment with recommendation 11 re ensuring within workforce development so that all roles have appropriate pathways for training and skills.	

Released Under Official Information Act 1982

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
4.4	Ensure the appropriate application of MAPA and STAR by instituting a revised restraint practice, including more frequent training and recertification.	<p>Revising STAR (Strategies for Trauma Awareness and Resilience) a YJ training programme for managing behaviour of rangatahi under detention where immediate physical restraint is a last resort.</p> <p>The programme trains staff in safe, approved restraint techniques. Piloted at a YJ residence early 2022, with rollout to follow. Likely certification (renewed yearly) will become a requirement within youth justice residences. Refinement and consultation underway.</p>	<p>STAR Training</p> <ul style="list-style-type: none"> • Training will increase from a two to five-day induction programme, It includes 10 new training modules delivered to all kaimahi during the year, followed by annual one day recertification (April 2022). • Work to micro-credentialise STAR and related trainings continues. • Transition all frontline kaimahi within Care and Protection Residences to Safety Intervention Management of Actual or Potential Aggression (SI MAPA), including an increased focus on prevention and de-escalation skills, a focus on trauma informed and person-centered approaches, and a shift to 12-month rather than 24-month recertification, to align with international best practice (June 2023). 		<p>Youth Justice services have evolved their approach to safety, de-escalation and use of force through the foundational training programme 'Te Waharoa'. During 2021, extra content was added to this programme resulting in the duration increasing from three to four weeks.</p> <p>Work against this action appears to be progressing well and we are pleased that there is further activity planned over the coming months. We look forward to being able to provide more assurance on progress in the future quarterly reports.</p>	Residence Report	
4.5	Develop standard operating procedures for national consistency.		<p>Under development in Phase 2 of organisational reset.</p> <ul style="list-style-type: none"> • First step to scope the work, consider 'critical decisions' within the Practice Programme. 		<p>The Board notes that the Youth Justice team has been developing residential Standard Operating Procedures (SOPs) during 2021, and we understand these will be rolled out in stages over 2022.</p> <p>Further work on this action is not due to progress until the new leadership team is in place. The Board will report further in Quarter 2.</p>	Residence Report	Phase 2

Released Under Official Information Act 2000

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link	
4.6	Fundamentally shift how staff assess and action reports of concern to ensure safety and security of tamariki and whānau based on best practice.		Under development in Phase 2 of organisational reset. <ul style="list-style-type: none"> First step to scope the work, including considerations of context dependent elements of the model (consistency/adaptability). To be tested with the Minister and stakeholders. 	At some sites and regions, there is effective cross agency support embedding, working with partners to support the needs of whānau before the need for a report of concern arises. These are localised examples of success, rather than systemised or embedded prevention approach.	This action is on hold until the new leadership team is in place. The Board hope to be able to provide assurance on this action is Quarter 2.	Residence Report This may align with Recommendation 16 of Te Kahu Aroha with respect to the NCC and potential to refer more to non-statutory services.	3.3 4.5 Phase 2	
4.7	Through a fit-for-purpose transition plan, close our current residential and protection homes and replace them with smaller purpose-built homes to enable tailored care for the high complex needs tamariki in care.	Refer to detail given against Action 1.7	Refer to detail given against Action 1.7		See assurance commentary for Action 1.7	Residence Report	1.7	

Released Under Official Information Act 1982

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
<i>12- 24 month activities</i>							
4.8	Develop a three-month post-degree professional practice course, partnering with tertiary providers, to develop a statutory child protection component that would involve a paper and placement within Oranga Tamariki.		Under development in Phase 2 of organisational reset. <ul style="list-style-type: none"> Work to investigate micro-credentialling, and to develop the Puāwai and Leaders in Practice Programmes, will enable this to be delivered in the future. 		The Board feel that this action is positive however, we would like to hear more about the problem Oranga Tamariki are hoping to solve. We expect some engagement with the SWRB on this action. We note that this will not progress until the new leadership team is in place and we hope to provide further assurance on this in Quarter 2.	Potential to link to aspects of recommendations 11, 12, 13 and 14 of Te Kahu Aroha in relation to developing a social sector workforce, improving induction, training and personal development, ensuring supervisors have the capacity and capability for dedicated supervision and improvements in training for legislative requirements.	2.5 2.6 Phase 2

Released Under Official Information Act 1982

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
<i>0-6 month activities</i>							
5.1	Continue to roll out new performance reporting tools which make data and information available to operational staff from social workers and site managers all the way to the leadership team to inform their decision-making	<p>Whiti (Performance Monitoring Framework)</p> <ul style="list-style-type: none"> Developed real time dashboards with information relevant for frontline practitioners, sites and regions to make data driven decisions. Development of the first module for Services for Children and Families service line. The Whiti product roadmap was completed, including scope of work for the Care Services and Youth Justice service lines. PMF interim data store environment delivered to support the Whiti back end rebuild. Concept design for the national roll-out of Whiti was completed. 	<p>Focus for the next two months is on completing the data modelling and developing the frontend reports in preparation for the national rollout in April 2022.</p> <ul style="list-style-type: none"> Rebuild of Whiti's core data model. (A critical dependency for EDAP, see 5.5.) Ongoing work with early release regions (Taranaki-Manawatu & South Auckland) for the development and testing of new Whiti products, specifically for the Intakes, Assessment and Interventions teams. Will continue to revise and refine operational performance reporting supported by Whiti to align with emerging organisational direction and priorities. 		<p>The Board believes Whiti will improve access to operational data by frontline workers, and we note the importance of reporting to senior level management, external agencies and the Minister with the information available in Whiti. The Board would like to see more detail of the ongoing support available to ensure that information in Whiti is used to support leaders and kaimahi to act or inform their decision-making. For future reporting and following the roll out of Whiti we will be requesting information to gauge its success (i.e., usage statistics, engagement statistics, frontline satisfaction, training delivered, and requests for support).</p> <p>A significant amount of work towards Whiti had already been completed prior to the publishing of Te Kahu Aroha and the Future Direction Plan. The project is on track for national roll out in April 2022 in a staged delivery approach, with ongoing development over the course of the roll out scheduled. Whiti is identified in several other activities, so a successful roll out will be important for progress in other areas. We look forward to giving our initial feedback in Quarter 2 and a more substantial report on progress in Quarter 3.</p>	<p>Potential to align with Te Kahu Aroha Part 4: 22 - Performance Report Framework should align with well-defined strategy, purpose and visions</p> <p>23 – Improving the availability and range of data for decision-making</p> <p>24 – Prioritising ongoing development of the information infrastructure</p> <p>25 – Improving information sharing, taking into account the purpose and enabling features of the Privacy Act.</p> <p>This may also align with Recommendation 15 with respect to improving the sophistication of workload management.</p>	5.4 5.5 (EDAP)

Released Under Official Information Act 1982

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
5.2	Develop options for replacing the Oranga Tamariki case management system in a cost conscious and timely way. The replacement will capture more detailed information on, for example, the needs of tamariki and whānau, progress in meeting those needs, and the experiences of tamariki and whānau who interact with us.	<p>Business Case Development A redraft of the Programme Business Case is under way for a long-term alternative to CYRAS. Current focus is on reflecting feedback provided by Treasury and Government Chief Digital Officer.</p>	<p>Direction Decision needs to be made on how to progress, and how to govern, development and delivery of the programme business case.</p> <p>Note: this work sits under the Social Work Practice Joint Steering Committee.</p>		<p>The replacement of the case management system is key as this impacts directly on frontline work and the quality of information and data available to inform decisions. The information provided indicates only the intention to bid for funding with no clear evidence or indication of how this work may progress. If the bid for funding to develop a business case is successful, this could take a considerable amount of time to develop. If unsuccessful, there is no clear plan for how this action can commence. The delay against this action is a concern and the Board would like more information regarding this work for future reporting.</p>	<p>Potential to align with recommendation 15 with respect to caseload management and recommendation 24 in relation to the ongoing development of information infrastructure.</p>	

Released Under Official Information Act 1982

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
<i>6-12 month activities</i>							
5.3	Share data and evidence on needs and challenges of whānau and the support and resources that can make a difference.	<p>Policy There is work underway to remove immediate operational barriers to information sharing. Oranga Tamariki is working with other agencies.</p> <p>Training and Resources Development and delivery of resources and training to support staff to understand information sharing provisions in the Oranga Tamariki Act continues</p>	<p>Activities under 1.8 will continue to surface data and evidence of whānau needs and challenges, which can support better informed data sharing.</p> <p>Sharing of information will be developed as part of the community enabling work with the first focus on the three communities</p>		<p>While there is progress on this action, the Board see this work as contingent on ensuring the information needs of the community are known, understood and respected. Any actions taken should specifically address these information requirements. We would like more information on the revised policies, training programmes and any resources scheduled for development, as well as evidence that these are being leveraged to access resources and support for whānau. In addition, we would like to know more about any barriers that remain for sharing information and the plans to address these.</p> <p>Although the work references the activities under Action 1.8, the Board would like to know more about how the insights and data will be used to inform better data sharing or how this work will be developed under the Enabling Communities work.</p> <p>Progress so far shows work to support frontline staff to better understand the information sharing provisions in the Oranga Tamariki Act with the development of animated videos on the staff intranet and resources on the public facing website. There is also work underway with other agencies to remove operational barriers.</p>	Potential to align with the following recommendations: 6 – with respect to community planning; 23 – in intent to improve availability, relevance and range of data for decision-making, and 25 – in relation to information sharing in line with the Privacy Act.	1.8

Released Under Official Information Act 1982

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
5.4	Review performance management framework to align with revised organisational strategy and vision.	Whiti. As per 5.1 - Initial review of Performance Management Framework already complete. From the review, some interim adjustments to performance reporting can now be made.	Under development in Phase 2 of organisational reset. Any significant overhaul of performance reporting to be done once the organisational strategy is crystallized		<p>To progress this action, there needs to be a confirmed organisational strategy and vision. As such, this is paused until the new leadership team is confirmed. While not specifically called out, we believe this work may be contingent on the progress of other strategies and frameworks; this may include workforce development, kaimahi ora, and the models of practice reflected elsewhere under the Future Direction Plan.</p> <p>The Board would like to know more about the role of Whiti in performance reporting, as it is understood to be a suite of reports and not itself a performance management tool.</p>	Potential to align with recommendation 22 with respect to Performance Reporting Framework, and should align with recommendation for a well-defined strategy, purpose and vision.	5.1 Phase 2

Released Under Official Information Act 2000

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
<i>12-24 month activities</i>							
5.5	Replace the Oranga Tamariki data warehouse to enable data collected to be centralised and analysed to inform monitoring and decision-making	<p>EDAP FY22/23 funding assigned from within baseline.</p> <ul style="list-style-type: none"> Statement of work with external provider (Qrious) approved and finalised through until the 25th March 2022. Proof of concept for data migration completed. First phase of the recruitment of the Data Management team is complete and with recruitment of the Data Manager the team now stands at 3 FTE 	<ul style="list-style-type: none"> 1st and 2nd release of EDAP's high level design to be approved (early 2022). Programme test plan to be completed and published (early 2022). Implementation of data modelling tool (early 2022). Discovery build of EDAP to commence (early 2022). 		<p>This action is important to improve the availability, relevance and range of data available to inform decision-making. The Board would like more detail to ascertain what other information sources will be integrated and centralised as part of the ongoing development of the information infrastructure. We would like to hear more about the benefits across various tiers of the organisation and user groups, and we would like to better understand how the activity will achieve the intent of this action.</p> <p>There has been a good level of activity so far and there is more scheduled for the coming months. The Board will provide further assurance on this action in Quarter 2.</p>	May align with recommendation 23 in its focus to improve the availability, relevance and range of data for decision-making, and with recommendation 24 to prioritise the ongoing development of the information infrastructure.	5.1
5.6	Embed evidence-based decision making from sites to national office, that encompass several actions including implementing new performance reporting tools to make data and information available to all staff to inform decision-making.	<ul style="list-style-type: none"> Whiti. As per 5.1 - application of the Child Wellbeing Model and building evaluation and evidence and improved performance reporting and culture into the continuous learning cycle. Draft concept for monthly organisational performance reporting, based partly on Whiti data, circulated internally for consultation. 	<ul style="list-style-type: none"> Ongoing continuous improvement of Whiti performance reporting. First monthly organisational performance report to senior leadership February 2022. 		<p>This action appears dependent on the roll out of Whiti. The Board would like to hear more about how Whiti will translate to evidence-based decision-making.</p> <p>Whiti will make operational data more available to all staff and we would like to know how the information is intended to be used in sites, regional offices and national office to support decision-making, and how this could impact practice. The Board looks forward to seeing more information over the next quarter to assist us to assess the degree to which Whiti can support the intent of this action, and to gauge what other work is underway to embed evidence-based decision-making across the organisation.</p> <p>We would also like more information to understand how the Child Wellbeing Model evaluation and evidence will be built into the continuous learning cycle, and what processes are being put into place to help to translate this work into evidence-based decision-making.</p>	Potential to align with recommendation 15 with respect to workload management, and recommendation 23 in relation to improving availability, relevance and range of data for decision-making.	5.1 5.4

Detail Summary of the progress to embed the Future Direction Plan

	Action	Current Activity	Activity Planned	Engagement	Assurance Summary	Te Kahu Aroha	Link
5.7	Deploy the Social Wellbeing Agency's Data Exchange to make sure we can seamlessly share data between ourselves and partners in a safe and secure way	<ul style="list-style-type: none"> Phase 1, the technical implementation of the Data Exchange has been completed. The team moved into business-as-usual delivery for the Phase 2 deployment of the data sharing platform. Two Care Partners were successfully migrated onto the Data Exchange, with a further three in the final stages of testing. The first return of data from a Care Partner was successfully completed on the 10th November 2021. 	<ul style="list-style-type: none"> Progressive roll out of the Data Exchange platform to all Care Partners will continue through the next quarter, with the forecast completion June 2023. Currently the team are working with 20 Care Partners to support them to have their systems, processes and data ready for deployment of the Data Exchange and conversations have begun with another six partners. Work is underway with the Whiti project team to capture requirements for the data dashboards to be built into the software. Planning is underway to document and develop the referral process with Care Partners to be built into the Data Exchange. 		<p>While there has been progress in this space, the Board would like more information to assess whether the activity to date meets the intention of this action.</p> <p>We would like to hear more about how information was agreed for sharing and how the information shared helps to achieve a future-proofed tikanga approach to sharing information with hapū, iwi, Māori collectives and communities. Community engagement is important for this work, to ensure the information needs of the communities are known, understood and respected, and that activity against this action serves to address these information needs. We would like more evidence of consultation, how this information for sharing was selected, and whether it acts to better serve the needs of the communities and partners. It is noted that only Care Partners are mentioned, and the Board would like to know if other agencies or partners will be incorporated in time.</p> <p>There has been a good level of activity underway, and movement to 'business-as-usual' is encouraging.</p>	Potential to align with recommendation 6 to build Oranga Tamariki's responsiveness to partners, and to community requests for the information needed to know what support whānau require and what resourcing should be provided to match these needs. Additionally, potential to align with recommendation 25 to improve information sharing, taking into account the purpose and enabling features of the Privacy Act.	Phase 2

Released Under Official Information Act 2000

FUTURE DIRECTION PLAN

IN-CONFIDENCE

SUPPORTING ACTIVITIES

Secretariat understanding of the progress to embed the Future Direction Plan

Supporting Work	Description	Activity Completed	Activity Planned	Te Kahu Aroha
Oranga Tamariki Action Plan (OTAP)	OTAP is a key mechanism to support the changes we are trying to achieve through the Future Direction Plan. Chief Executives of children's agencies are required to set out how they will work together to improve the wellbeing of the core population of interest to Oranga Tamariki. OTAP is a key opportunity to advance shared accountability, communication and collaboration to action the intent of Te Kahu Aroha and the Future Direction Plan.	<p>Oranga Tamariki has been working with other relevant agencies (incl children's agencies) to draft the Oranga Tamariki Action Plan (the Action Plan).</p> <p>The Action Plan signals cross-agency commitment to prioritising populations of interest to Oranga Tamariki and highlights the cross-agency pieces of work that will be most crucial to improving the wellbeing of the core populations of interest.</p> <p>The draft plan includes actions for agencies to support locally-led approaches to prevention. The Action Plan received initial support from the Social Wellbeing Board on 24 November and Child and Youth Wellbeing Strategy Ministers on 8 December.</p>	Children's agencies to publish Oranga Tamariki Action Plan in early 2022.	Potential to align with O.A.R 2 and 3
National Governance Board	The Ministerial Advisory Board recommended that a permanent and National Governance Board for Oranga Tamariki be established to have reach into and across other agencies' and support the sustained change the Ministry is undertaking.	On hold	On hold	Aligns with O.A.R 3
Ministerial Advisory Board Residence, YJ and Care Reviews	The Ministerial Advisory Board plans to deliver three additional reviews focusing on Youth Justice, Care and Disabilities by 31 July 2022. Recommendations from these reviews will generate additional activities which will need to be sequenced and prioritised alongside Te Kahu Aroha and the Future Direction Plan activities.	The Ministerial Advisory Board released its Residence Report in late 2021. Oranga Tamariki are implementing all of the recommendations, many of which will be implemented under the Future Direction Plan.	Remaining reviews to be conducted and completed (August 2022).	Residence Review and Phase 2 work programme

Released Under Official Information Act 1982

2. Ministerial Advisory Board Second Quarterly Report

HIPOKINGIA KI TE KAHU ĀROHA A TE WHĀNAU

'He taniwha kei te haere mai - he taniwha tae kuhu, tae huna e kore rawa koutou e kitea, e kore koutou e mohio kua tae mai, kia kitea rano i ngā kanohi a o mokopuna. Ina tae ki tēnā, kua e patua i o mokopuna - engari hipokingia o koutou mokopuna ki te kahu āroha a te whānau.'

These are the words of Aperahama Taonui. They are the foundation of all the Board's work.

TE KAHU ARIKI: MINISTERIAL ADVISORY BOARD'S SECOND QUARTERLY ASSURANCE REPORT

1. This report provides a summary of the Ministerial Advisory Board's (the Board's) assessment of Oranga Tamariki's progress towards change for the past quarter, March to May 2022. It also notes themes and examples of what we have heard through engagement over the last quarter, particularly from Oranga Tamariki's frontline staff, in support of the Board's assessment.
2. Before summarising our assessment, we set out our framework for our assurance work.
3. Te Kahu Ariki is how we define our assurance framework. This has evolved from our first assurance report Te Kahu Rangatira, as we believe that the focus should be on reflecting the arikitanga expressed and embodied in the word Tama-Ariki and inherent in the aspiration articulated in the name Oranga Tamariki.

TE KAHU ARIKI – THE BOARD'S ASSURANCE FRAMEWORK

4. It is the view of this Board that each child is an Ariki in their own right. It is this reflection through whakapapa that underpins the Board's work in Te Kahu Aroha, and through Te Kahu Ariki, the aspiration for Oranga Tamariki as it moves forward into the future.
5. Te Kahu Ariki is born out of the whakaaro that underpins Te Kahu Aroha. It is the intention of this Board to ensure that our work is seen through the lens of Te Au o te kanohi Māori, and to reinforce the aspiration embodied in the very name Oranga Tamariki.
6. This whakaaro draws inspiration from the feathers that make up Te Kahu Ariki, and acknowledges the different manu and their feathers that adorn this cloak. It is this kahukura that the Board utilises to indicate our levels of assurance on the actions and activities by Oranga Tamariki as they progress their journey of change.
7. Throughout this report you will see each action identified with one of the colours of Te Kahu Ariki.

Raranga huruhuru manu:

- Kākāriki – Kiwi
- Kōwhai – Korimako
- Karaka – Kākā
- Whero – Tieke

8. The point of distinguishing between the colours of the feathers of the manu is not so much to draw positive or negative connotations, but rather to draw attention to where it is needed most. We have ascribed a colour to each feather and bird, reflective of their nature and importance, and true to the aspiration of 'hipokingia ki te kahu aroha a te whānau'. It is the ultimate aspiration of this Board to be able to provide to the Minister a kahukura adorned only by the feathers of the kiwi. This will be the confirmation that the Board's role to provide assurance has successfully supported Oranga Tamariki to achieve the aspiration embedded in its name.
9. Te Kahu Ariki is both a literal and metaphorical cloak of assurance. The Board provides this update on how the cloak is taking shape after another three months of work to embed the Future Direction Plan (FDP). The overall view can be seen on the one-page visualisation of the cloak, showing work has advanced from its starting point but that attention is still needed in a number of areas. Crucially, in aspects of the cloak that are necessary to support its overall integrity and to enable it to achieve the impact that is most needed.

OVER HALF OF THE FUTURE DIRECTION PLAN ACTIONS ARE PROGRESSING

10. This section sets out the Board's high-level view of progress towards implementing the FDP.
11. The high-level view of Te Kahu Ariki shows that 23 of the 40 actions of the FDP are progressing as expected. More actions are assessed as having shifted to kiwi or korimako, and an obvious milestone is the establishment of Te Riu.
12. In terms of quantifying progress over the last quarter, of the 40 actions of the FDP (including the four sub actions of tohu 2.5):
 - Five are kākārīki, reflecting the feathers of the kiwi
 - 18 are kōwhai, reflecting the feathers of the korimako
 - Six are karakā, reflecting the feathers of the kākā
 - Two are whero, reflecting the feathers of the tieke
 - Nine remain greyed out, reflecting that the Board is not yet able to provide assurance on them.
13. The Board is pleased to see that over half of the actions are progressing satisfactorily, and we see evidence of momentum building in some areas and good potential for this to accelerate. At the same time, we note that we have not been able to assess the nine actions that are greyed out. Where we can, we provide commentary on these to help support further action.
14. We have some concerns that these actions remain latent nine months into the implementation of the FDP. If actions are not central to future progress, it may be acceptable for these to remain latent at this stage, though cannot remain so for another quarter considering that it will then be a year since the release of the FDP. If the actions are core platforms that other actions are dependent on, these should have begun by now.

We think there are several areas where this is the case, for example confirming the operating model to support locally-led, regionally enabled and centrally supported decision making. It is important that this is not just a catch phrase. It needs to add value to how all kaimahi work and how Oranga Tamariki supports Māori and communities to lead prevention, and work in partnership for statutory aspects. Another example is for tohu/action 3.6, where we know of work underway that is business as usual at both local and national levels that is not captured and not reflected by the statement of 'No work planned'.

15. As stated in our first quarterly report, we need a clear sense of the intended outcomes of activities and actions, and realistic and measurable indicators of progress in place, so it is feasible to judge whether milestones are being met. While there is evidence of a range of positive action, it is not yet clear what impact the activity is intended to have and what this will add up to in the longer term, and more importantly what positive benefit those actions will have for tamariki and whānau. Without an outcome lens on the FDP, it is not clear how Oranga Tamariki will know whether the plan is on track, and to what ends.

The report presents a balanced view of opportunities to ensure Oranga Tamariki can best support whānau and communities through its functions

16. This section sets out a more specific summary of the highlights we have identified over the last quarter. These are drawn from the attached detailed table, which should be read with this commentary as we do not attempt to summarise all our assessment and commentary here. This summary focuses on the highlights and gaps for attention in the next quarter.
17. We understand the critical importance of communities having faith and trust in the Oranga Tamariki system. This is vital to ensuring that Oranga Tamariki can best support whānau and communities in its statutory functions. Therefore, we purposefully set out where we see positive progress, in order to support trust to grow. At the same time, we also understand the importance of credible and constructive criticism of where more attention is needed in Oranga Tamariki's challenging work. This summary attempts to balance these two objectives.
18. Last quarter we had a separate section on priorities that we did not feel were adequately covered by the FDP. This quarter, we include those areas within our general assessment to avoid unnecessary repetition. These should each be understood as areas the Board will be looking for evidence of progress on across our quarterly assurance reports, and explicitly to keep the vision and intent of Te Kahu Aroha in line of sight in the FDP.
19. The final section of this report sets out themes of feedback from the frontline. This reinforces both the positive and less positive assessments of progress we are able to make in Te Kahu Ariki.

SUMMARY OF PROGRESS TOWARDS CURRENT PRIORITIES

Support for the frontline needs to be given urgent attention over coming months

20. Through our engagement from sites to national office, we have observed increasing hope and active preparation for a better future for the organisation, and most importantly, for tamariki and their whānau. While this remains tempered with some anxiety that the changes are not yet embedded and could revert back to long standing default settings, we heard and saw evidence of change that is supporting progress towards the future direction.
21. However, it needs to be understood that the pressure the frontline has been under for a long while is not yet improving for many and their kaimahi ora is fragile. This needs to be given urgent attention over the coming months. We understand that the Chief Social Worker and DCE Quality Practice and Experiences are underway with work to identify options to relieve pressure on the frontline, and we offer our support to them in tackling this long-standing challenge which must be an absolute priority.

Sites and communities are getting ready to partner

22. There is widely-held agreement from the sites we spoke with for the need to devolve, and some sites are ready and rearing to go. This is hugely promising and gives us confidence. In at least some areas, working in partnership is already delivering better outcomes for tamariki and their whānau. As captured in the feedback from the frontline, this work has already enabled whānau to be the key decision-makers for their tamariki, with Oranga Tamariki undertaking a supporting.
23. At the same time, while willing and eager to advance, others are not sure how to proceed. They are awaiting clarification of the plan to partner and invest, and need active support and guidance from national office to move in the future direction. Communities are also ready to partner and invest but need certainty to invest confidently. The confidence to take action ahead of the plan being set and communicated by national office seems to depend on individual site and regional leadership. Some exciting programmes and innovations are evident where local leadership is confident and has strong relationships with their community. To ensure this is consistent, we repeat our recommendation from Te Kahu Aroha, and as stressed also in our first quarter report, that a strategy to partner and invest is needed so that sites can all move ahead in confidence, and partners can have certainty for their investment planning. We have recently been informed that a plan is to be developed, but to date have had no line of sight of its progress and believe it needs to be prioritised to support devolution. We would like to be able to provide assurance on this plan in our next quarterly report.
24. The strategy to partner and invest needs to be shared with the frontline while it is being developed. This will enable them to share their local initiatives, what has worked, and what challenges they have faced. Sites should not have to work out the model for themselves, especially when there are established successes to build from. It is heartening to see positive examples of partnership at the local level, as we have in our hui with sites and partners. We are not confident, however, that national office is aware of these. This is

particularly noting that the relevant actions on Oranga Tamariki's quarterly update do not note these examples of progress. These initiatives offer great material to learn and model from.

Further work is needed to support frontline staff to understand the vision embedded into the Future Direction Plan and Te Kahu Aroha

25. Meanwhile, we continue to hear from those we have engaged with on the frontline that they are still not familiar with the FDP. They are eager to know more about this, and its genesis. There was a higher degree of familiarity with Te Kahu Aroha, but also a desire to know more and specifically how the FDP will help deliver the aspirations of Te Kahu Aroha. Those who were familiar with Te Kahu Aroha expressed that it gave them hope that their reality and their aspirations for tamariki were understood. They want this reflected in Oranga Tamariki's response also.

26. A number of kaimahi did acknowledge that they may have been told about the FDP, but that they get such a volume of material from national office and are so stretched at the site level that they risk missing information. They need information on changes that is purposefully targeted to their stretched everyday realities, and that walks them through change until it is embedded.

27. Resourcing pressures at sites is noted above already as being pressing and not yet improving. While this may not be a situation that can be reversed automatically, considering how long standing the pressures at the frontline have been and also understanding the financial pressures that Oranga Tamariki is under, we think there are two clear opportunities to mitigate the pressure in the near to medium term. These are:

- Firstly, the workforce strategy needs to continue to develop positively, as it appears to be doing currently. This will allow identification of allied workforce roles that can alleviate pressure from social workers by freeing them up to concentrate on delivering excellent social work.
- Secondly, making it clear when other government agencies will lead or support in meeting the needs of tamariki and their whānau. This requires a transparent approach to how agencies can together address the gaps that tamariki and their whānau can experience, when there is not clarity as to which government agency is responsible.

The Oranga Tamariki Action Plan is progressing, and there is a lot of expectation of what it needs to deliver

28. We have been told that the Oranga Tamariki Action Plan (OTAP) is advancing at the national level. However, the sites we have spoken with have not heard of it or been asked to input into it, and they are not yet witnessing any systemic improvement in how agencies work together to support whānau and tamariki in need. Where there is collaboration between agencies, it remains down to the personalities and local relationships and networks. It is critical that system cohesion is addressed. Where there is cohesion, it can deliver effectively for tamariki, rangatahi and their whānau and communities, as well as support communities to lead. There are heavy expectations on OTAP to ensure a more

systemised, consistent, cohesive and enduring approach, and we look forward to seeing how OTAP will deliver against these weighty expectations.

29. Related to this, the FDP notes that the Regional Public Service Commissioners are to play an enabling role in supporting the system to be more cohesive at the regional level. These commissioners are appointed by the Public Service Commission, and we understand they have been an important part of the regional Covid response. They may offer significant promise to support regional cohesion, but we have seen no evidence that they are yet focused on implementing the Oranga Tamariki FDP. We would like to see specific evidence on this for the next assurance report. This could be a key enabling feature of the system and should be in place by the next quarter to support the locally-led, regionally-enabled and nationally supported model to be tangible.

There is a need to ensure coordinated support for tamariki, including tamariki whaikaha

30. Support from other agencies on a consistent basis can really help improve outcomes for tamariki, particularly when their needs are neuro-diverse or disability related. Where the support or responsibility is not forthcoming, it can leave a significant gap. This seems particularly the case for tamariki who are not seen as having immediate health needs but rather as having 'developmental' or 'mental wellbeing' challenges, and who don't meet what can be quite narrow criteria for support from other agencies. Their needs can fall between the gaps, and/or default to Oranga Tamariki as the agency perceived to have general responsibility for children, even without care and protection issues being apparent. This relates to the recommendations in Te Kahu Aroha for a prevention lens, as it is not acceptable (and needless to say it is not likely efficient or a good use of public resources) for tamariki whaikaha and tamariki with neuro-diverse experiences and their whānau to have to wait for need to hit crisis levels and risk escalating to care and protection issues for them to receive support. While we have confidence that the move to partnership on prevention will greatly help with ensuring better and more timely services, there is an opportunity to address the workload pressures that the gaps in consistent government collaboration result in. This is as, currently, kaimahi are having to pick up responsibilities that could, and sometimes should, be being led by other parts of the government system.

31. We heard time and again from the frontline and from partners (as set out in our section on feedback from the frontline), that the process to get support from other agencies is variable, energy sapping and can ultimately be fruitless, and often with little guidance from national office as to what is supposed to happen. This means social workers are having to reinvent the wheel of what can be done case by case and without a guide to navigate across the system. Support will often fall back to Oranga Tamariki and how site managers can twist and stretch their limited site budgets to bring in bespoke services to meet the needs of tamariki, even when it is not for care and protection issues.

32. This is not a new phenomenon. It is why in Te Kahu Aroha we called out a priority need for a cross agency response to meeting the needs of tamariki and their whānau. We hope that OTAP can deliver, and that it will have the needs of tamariki and whānau whaikaha at front and centre of its priorities as these New Zealanders have been marginalised for too long. This will need to include consideration of increasing care and placement options for tamariki whaikaha. They should not have to receive a support and protection response

through the very constrained care and protection residential options when those are not primarily their needs. More appropriate specialist care options are needed.

33. The Board has been receiving regular updates on the development of Oranga Tamariki's Disability Strategy which we understand is due to be completed by May next year. We are pleased to see this important kaupapa is progressing, however we do have concerns about the lengthy timeframe to deliver. We have been advised that the completion of this strategy will not impact on opportunities in the meantime for Oranga Tamariki to improve its responsiveness to the needs of tamariki whaikaha. The Board will continue to follow the progress of this work.

There is a need to clarify the core role and purpose of Oranga Tamariki, so that social work can be given space and support to be excellent, and to develop an outcomes framework to support enduring transformation

34. In our first quarter report, we argued for the need for an outcomes framework to be developed to support the implementation of the FDP. We have become more convinced of the need for an outcomes framework through our analysis this quarter. We see a number of actions progressing in terms of the activities committed to. While this is positive, it is not clear what the actions are collectively adding up other than reflecting levels of output and activity. While we have been told an outcomes lens will be developed, we have seen no evidence of planning for this and will be looking for active evidence of a more strategic approach to measuring and communicating impact for our next quarterly report.
35. On social work practice more specifically, we see evidence of promising progress and reception of the practice shift. We observe, however, that there is not good alignment of the practice shift across the FDP. This is to the extent that it is not clearly aligned with any one action or theme. This makes it difficult to capture the sum total of the progress towards the shift and reinforces that the plan is weighted towards activity rather than outcomes. A strategic outcomes lens would help address this. There also needs to be ongoing commitment to workshop and support the frontline in the shift as it is not a deliverable to be marked off, so much as a paradigm shift that needs ongoing support so it can be truly transformational at both the strategic and operational levels.
36. At the same time as seeing the promise of the practice shift, we are frustrated by the lack of progress on supervision, induction and training. These are areas that are core to supporting Oranga Tamariki's core workforce. It is critical that supervisors have the time capacity to offer regular reflective and casework supervision, and to receive it themselves. Excellent supervision is what drives excellent social work practice. But despite stating this nearly a year ago in Te Kahu Aroha, and repeating it in our first quarterly report, supporting supervision remains an outstanding and pressing matter. This is also the case for lifting the consistency and regularity of induction for new social workers and of regular and planned professional development. Together, supervision, induction and training are pivotal to reclaiming the professionalism of social work as core to what Oranga Tamariki leads on. We expect to see more progress on this issue by the next quarter as this is within Oranga Tamariki's immediate sphere of control and should not have to wait on external factors.

37. Our final comment in this summary of our assessment is that, following on from social work being core to what Oranga Tamariki exists for and should lead on, we echo our call from Te Kahu Aroha, repeated in our first quarterly report, that the purpose of Oranga Tamariki must be made clear. At the moment it can be held responsible for most matters pertaining to tamariki, despite the lead responsibilities of a range of other agencies. At the same time, outside of Youth Justice, it is not clear what the role of the agency is for rangatahi, or how their needs are prioritised. It is no doubt useful to many that there is ambiguity as to the scope and parameters of Oranga Tamariki's role. We do not consider this optimal, however, for tamariki, rangatahi and their whānau whom Oranga Tamariki exists to serve. It means that kaimahi and resourcing are stretched in too many directions, and unable to get on top of their workload. It is inevitable that Oranga Tamariki cannot do everything well. However it must do statutory social work very well. This is what will help tamariki and rangatahi who really need Oranga Tamariki, and this is what Oranga Tamariki must lead on, and be able to deliver, without distraction.
38. While Oranga Tamariki has engaged with us in the work to set its purpose, and we acknowledge the willingness to include us in the conversation, we fear that the issue is being approached too narrowly to achieve the transformation needed. We want to see an appetite to take this back to first principles as to who Oranga Tamariki really exists to serve. We repeat our challenge that the role and purpose of the agency must be clarified. Therefore, its vision must be open to changing also, or the agency will remain unable to please many and not able to deliver for those who need it most. This is while purporting to be able to 'ensure all tamariki or children in Aotearoa New Zealand are in loving whānau or family and communities where oranga tamariki can be upheld'.
39. While we understand and admire the aspiration behind the current vision statement, we do not believe any government agency can ensure 'all' whānau and families are loving, and this misconceives the role of the state, and ability to be effective by any state agency. It is also counter to the desire expressed by many for Oranga Tamariki to intervene less in the lives of families and to instead enable whānau, families, iwi, hapū, Māori and communities together to lead prevention so that state intervention is ultimately not needed, and meanwhile is needed less and less. Most of all, it is potentially dangerous as it risks losing sight of those who really need Oranga Tamariki to support them towards safe and improved outcomes through effective social work.

THEMES FROM FEEDBACK

40. In this section, we provide an outline of the key themes that we heard from the frontline. We purposefully sought their input as an important marker of visibility of change and whether that change is delivering as intended to drive effective support for tamariki. This section responds to the Minister's request to highlight the voices of the frontline in our assurance reporting. The majority of those we spoke with at sites around the motu were not familiar with the detail of the FDP (or in a number of cases, with the plan itself). This means that their views are not easily able to be structured in line with the plan's actions, though they generally align readily enough with the themes identified above.

41. We received this feedback and input through hui with the Oranga Tamariki frontline and partners. In preparing this quarterly report, we have met with around 350 kaimahi from sites across the country through a series of 14 online clinics.

42. These themes are also informed by additional hui we had with sites and their partners, which were organised to support our phase two reports on care, Family Group Conferences, and the unmet needs of tamariki whaikaha in the Oranga Tamariki system. We will report in more detail on these matters in the coming months, within the umbrella of our Te Kahu Aroha framework. This will be informed in addition by planned ongoing engagement with tamariki and rangatahi advocacy groups, including specifically for tamariki whaikaha.

43. Through these hui, we had the opportunity to meet with a range of partners working with Oranga Tamariki, including iwi social services, strategic partners and section 396 providers. We heard about a range of positive emerging relationships, with some practical actions already underway in partnership with Oranga Tamariki in some areas. Others are ready to go or are actively readying themselves for next steps but are awaiting clarity of what the plan is and how they will be resourced. We heard of some exciting and positive experiences, whereby working in partnership is already delivering better outcomes for tamariki and whānau, reducing the number of tamariki needing to be taken into statutory care, and also reducing overwhelming workloads for Oranga Tamariki kaimahi.

Themes from frontline engagement

44. This section sets out the themes we heard coming through most strongly from discussion with the frontline in terms of progress they are seeing towards implementation of the FDP and the hope they have in the potential for transformation. In places, quotes that exemplify the themes are included to add a direct sense of the tone and depth of the theme.

45. The Board has had a strong sense in all conversations with the frontline that we have been profoundly welcomed at site and regional level, with kaimahi openly and willingly sharing their hopes and frustrations with us. There are positive signs emerging from these conversations, as well as barriers that need to be addressed.

46. This includes that many have expressed hope in the change that is identified and promised, but that they remain uncertain that the change will actually eventuate. A number told us that they believe that change needs to be deeply embedded. They caution Te Riu to be aware of the ease of defaulting back to past type, and to have a mitigation strategy in place to respond to outside pressures to be more interventionist and punitive.

The frontline want input to national policies and strategies – and clearer engagement and messaging

47. A number explicitly stressed that they are pleased to see Te Riu now in place and are supportive of both the new leadership, and the new direction. They want to be able to help and this means they need openness to being heard. They have not felt this has been the case in recent years. They want to be confident that their views will be actively sought by central leadership. They really want the opportunity to input to strategies, particularly to have their voices reflected in strategies that are intended to support them, such as the kaimahi

ora strategy. They feel that their views need to be sought and heard at the national level, so they can provide insight of day-to-day reality of their work.

More must be done to monitor and report on successful examples of frontline work

48. As part of this, a clear theme that came through is that there has been limited socialising of Te Kahu Aroha and the FDP to the frontline. Kaimahi want to know more about what the future aspiration is, how the FDP will impact their work at the day to day level, and what guidance they will receive to help them navigate to the future state.

49. The lack of awareness of the FDP, the Kaimahi Ora strategy, OTAP and other national level plans shows an opportunity to establish more effective mechanisms to share narratives, and learn and model from the frontline to the centre and vice versa. There seems to be a communication gap, and that while information flows in large volumes, the key points of the communication are often missed and the mechanisms used to disseminate the information is not always effective.

50. A specific example of this includes the range of promising initiatives in partnership with iwi and communities that we heard about from the frontline but do not seem to be known about at national office. Yet these offer evidence of tangible progress. It is in national office's interest to know about and reflect these in their reporting and planning to support progress of the FDP. This would also help other sites see accessible models that they could take inspiration from and understand how to progress. The Board consider that initiatives like these provide national level support functions an opportunity to monitor, report and plan towards realising the action within the FDP.

51. Another example is the Practice Shift which has been rolled out through a series of kanohi ki te kanohi workshops. The frontline has told us these were effective and engaging, and that this method should be considered normal practice for supporting important kaupapa and shifts in practice and understanding. This is in contrast with the volume of online communications that are received by the frontline. We are told it is hard to distinguish priorities within a growing inbox. Frontline staff fear important information gets lost while they respond to critical incidents.

Kaimahi are excited about the Practice Shift

52. Generally kaimahi are onboard and excited about the Practice Shift but they feel they need more support to make the shift transformational and enduring.

"The practice shift is a massive change and really needs to be able to consolidate and settle. ... There is a huge problem with the lack of caregivers – would be great if there were short term option for respite or a circuit breaker for care so we can take the time to support the whānau to make an enduring plan"

53. A number of sites were excited to tell us that positive relationships are being built with their iwi and with local Maori providers and the community, and this is being actively led by kairaranga.

"They provide amazing cultural support"

"Iwi services in our area are developing, it's only been six months"

"Our Kairaranga also conduct hui for our transition to independence cases"

"The Kairaranga is supporting us in the Māori practice shift"

"Kairaranga can be amazing – where well connected and available to site, cultural support makes a huge difference to our ability to build trust. Kairaranga can advocate for whānau and that is huge. Also so helpful for rangatahi and the transition to adulthood discussions"

54. Other agencies are not on the practice shift journey, however, and do not take the same approach to trying to keep tamariki with their whānau. Kaimahi want to know that national office is working to bring other agencies along on the practice shift.

"Some counsel for children don't agree with whānau-led decisions, they are saying you just need to take orders"

"Other agencies aren't all on the same path and there is a rub, particularly with the Family Court but not only – we're leading and some are following and others are just not on the same page. And we are being pressured by some to take custody, where it is not needed"

"Feels like we are the only ones in the government system trying to keep kids out of care though – rest of system is working against us. And resourcing not adequate and not supported by other agencies"

The frontline is supportive of devolution and partnership but require committed support to enable enduring relationships

55. Frontline kaimahi are on board with the devolution of resourcing and decision-making to iwi and community groups.

"It's been exciting for me, focusing on partnership. Seeing the changes for tamariki and whanau"

56. They are actively engaging and preparing for devolution and partnership, with some trialing innovative models with their communities. However, they are concerned that resourcing will not be provided to enable them to deliver on this, hampering their confidence as to what they can agree to with partners. They are eagerly awaiting clarity from national office as to what the parameters of partnering are, as they fear they are risking under delivering and failing to meet expectations.

"There is a disconnect from what comes out from national office and what is down at site. We have to do it all ourselves"

"Resourcing community providers has become a real issue due to the fiscal issues"

"We want to push partnering and relationships in our site and region. We started doing that during COVID with community and iwi and we started to form that relationship. Recently an hour before the meeting we got word from national office

we don't have the money and we won't have money to progress until 2024. It was very embarrassing and has impacted the relationship with the iwi"

The plan to move to Locally-led, Regionally-enabled, Nationally-supported is not yet clear

57. The frontline needs clarity as to what a locally-led, regionally enabled and nationally supported approach actually means. They have seen and felt an increasing shift over recent years to the opposite, with decision making being centralised away from them. This has been exemplified by a range of delegations being removed from the site level. It reduces the ability for agile local decision making and also causes inefficiencies as multiple levels of sign off are required. Partners know that local managers do not hold all the necessary delegations and are unsure who to talk with for each decision. We were told that the frontline has lost a lot of oversight of funding with their financial delegations significantly decreased, and this means that shifting funding is dependent on a national investment plan.

58. In relation, many frontline staff do not have a good understanding of what is or has been purchased locally. This appears to be due to uneven communications and unaligned boundaries between care and protection, partnering for outcomes and youth justice. It is not yet clear how planning to realign these to support the practice shift is proceeding, and the frontline want clarity on this soon.

Co-location has proven effective

59. At the same time, many noted that when they know each other and are co-located between care and protection, partnering for outcomes and youth justice colleagues, they can successfully leverage each other's resources and networks. They want this to become more consistent across sites.

"Depends on our individual relationship with PFO as to what we know about, and what we mean by local – community level rather than regional level as that talks to being able to work with little local providers as well as those with scale"

60. We have also heard of examples where a multi-disciplinary approach has been effective at reducing harm through getting tailored support to whānau before risks escalated to crisis point. This work has, in the examples we were told of, been stopped due to funding constraints and lack of evaluation to prove the value of the investment.

"Our local multi-disciplinary team identified a lot of cases coming to site. This was really effective in the prevention space, but the trial ended due to funding ending, but it was working so well and was really helping whānau. And we found out last week that the review hasn't even been done. And now we're back on intake and seeing so many cases that could be going to the multi-disciplinary team for prevention. Such a shame that we stop delivering a service to whānau because of the top down decisions"

The significant lack of placements, including for tamariki whaikaha, causes extra stress for kaimahi and for tamariki and whānau

61. The lack of available placements is an on-going issue for the frontline. Specialist placements are often just not available, and there is a primary need for emergency/short

term and care and protection placements. We are hearing that motel usage to accommodate young people is not uncommon.

“No young person with high disability needs should be placed in a motel”

62. Some social workers also reported that when motel rooms are not available, they resort to sleeping at site offices alongside the young people. We were told that some offices have a bed on the premises in the children’s room which will be used by the young person, and kaimahi will rest on whatever furniture is available. The next day, the task of searching for a placement option is then repeated by the social worker.

“When there are no placements or motels available – I have to drive around all night”

“When I arrive to work some mornings, I find some staff sleeping in the office”

63. It is very clear that there is a need for a significant increase of resourcing and placements for tamariki and rangatahi with disabilities and/or high and complex needs. This has come up in discussion with virtually every site and is an example of where a cross agency and multi-disciplinary approach needs to be in place.

64. At each engagement, staff discussed the impact of amendments to the legislation regarding tāngata whaikaha. The impact of the repeal of section 141 has been significant. We were told that the section has not been replaced and this has had a number of negative impacts, particularly for finding appropriate services for tamariki whaikaha. At the same time, there has been an increasing number of tamariki whaikaha being reported to Oranga Tamariki.

“We’ve been struggling since the section 141 repeal. Some children have had to come into care due to their disability that their parent’s couldn’t deal with. Whānau need support not statutory intervention”

65. While kaimahi spoke positively about support from their Regional Disability Advisors, they are concerned by how effective sites are for supporting tamariki whaikaha.

“Our office has a 14 social workers tag team staying with a young person in a motel. One social worker has clocked up 17 hours of toil in one week”

“There is a lack of support for trauma, mental health and developmental disorders that other agencies won’t take responsibility for. It’s a real gap in responsibility. They want us to have to take responsibility and take them into care rather than support them to stay out. FASD is only going to grow this gap and resulting huge development and behavioural issues – Mental Health pushes back and say not their’s but rather trauma or developmental and tell us it’s our responsibility. Really hope there’s a strategy for addressing this as it’s such a problem”

“So many times, parents and whānau are judged for not being good parents but are actually doing really well in a very difficult situation. Most of the parents [of tamariki whaikaha] we see are broken by the time they come to us. The system has absolutely failed them”

Clarity of roles and responsibilities

66. Kaimahi have told us about the significant pressure on the frontline due to a lack of government collaboration, and the broad expectations of their role.

“Oranga Tamariki get asked to do everything, including from the Courts, Ministry of Education and from Work and Income”

“Social Workers are depleted because we are doing all of the other’s jobs like education, mental health, courts, health – it should not all sit with us”

“Biggest difficulty currently is with the District Health Board, they have a different view of partnership, its them and us”

“We feel unsupported by health and education, all the other agencies say it’s too hard, not my problem, we can’t”

67. Where effective cross agency work is happening, we were told this depends on local relationships. The frontline want to be confident that Te Riu is working to systemise this and address the long-term barriers to collaboration with other agencies, including shared resourcing. They want to know that Te Riu will advocate for an across sector approach.

68. The frontline also specifically want to be involved with the process to clarify Oranga Tamariki’s purpose. They agree this must be clarified, as while they know their role at the local level, they do not feel that the place of Oranga Tamariki in the system is clear and this is unhelpful for everyone.

“Some of this is that Oranga Tamariki gets asked to do everything – need to agree our core role, as we are asked and expected to fund everything – from judges through to other agencies, education, housing etc leave it all to us. Becomes very political very quickly. Optimistic but not confident. We’ve got to keep on trying”

Dedicated support for effective social work is needed

69. While it is promising to see the focus on understanding the practice shift and thinking on how it can be implemented locally, we are not seeing a parallel focus on ensuring understanding of what statutory social work is and how social workers are supported to understand what they lead on.

70. We heard from many of the frontline that they do not have the knowledge and skills needed for effective practice when working with tamariki whaikaha and disabled parents. They spoke of the need for specialised disability training for all social workers and a clear pathway within Oranga Tamariki for information and guidance.

71. As identified in Te Kahu Aroha and as outlined in our first assurance report, the lack of consistent offering of training, induction, and professional development, including on what statutory social work is, remains a clear gap. We are unsure why this critically important but relatively ‘low hanging’ priority is not being picked up.

“There is no training or professional development in the ever-changing environment we are working within, how do we navigate through that?”

“Such a shortage of staff means we are too frantic to prioritise supervision, and with so many changes coming down from above and it’s difficult to see which is going to last, and when we’re under so much pressure. Everyone is very dedicated and wants to do their best, but we’re constantly in crisis management and things just fall off the to do list. This really bothers me”

“The intention is there but our supervision is pulled into consults and other meetings”

72. Supervisors would like social workers to have timely induction and not everything delivered via e-learning. Delayed induction increases the pressure on an already stretched supervisory role. Timely induction training should be prioritised.

“By the time a social worker starts their induction training, it’s too late, they have already been doing the job”

“Social Workers are being asked to put faith in something they can’t relate to. We need face to face, not email. Need to use different platforms, people want to say something but have given up”

“All training is still being done online; we miss out on kanohi ki te kanohi”

Caseload pressures are still impacting on effective social work

73. The impacts of inconsistent supervision, training and induction are increased by the pressure of having to cover for after hours, following working a full day. Many frontline staff spoke of their concern for health and safety, having to transport young people long distances, often taking the whole night, to hard found placements and then be back at their desk the following day.

“Being called out on after hours is now the norm not the exception”

“I’ve been a social worker for 22 years and in this field for 15 years and I’ve never seen it like this before”

“There are just no reserves. We don’t have the capacity to be able to take the toil. I don’t want to work all the time, I really don’t. And we have our own whānau and they need our attention also. We’ll all just burn out and then what?”

74. Social workers told us they do raise their concerns at the site level, and have confidence that their site management is doing what they can to address these challenges. For some, things have improved following site management intervention, though for others the problems are more systemic and therefore are not able to be addressed at the site level. Regardless, the many social workers we spoke with don’t feel this reality is understood away from the site level.

“We have confidence when we raise things to our supervisor and site manager but no confidence above the site manager”

“When it hits higher levels, it falls on deaf ears”

“Please listen to us, come to the regions, every place is different. Listen to what we are really needing’

“Kaimahi ora - if we’re not kei te pai, we can’t make the practice shift despite or commitment to it. We need to be heard on this and feel that our concerns are validated”

75. It is comments such as these that reinforce the need, as set out in our summary section, for kaimahi ora to be urgently addressed, and for national office to routinely and proactively seek the input of frontline kaimahi into strategies and policies so these can be effective for and responsive to the needs of the frontline. Ultimately this is needed to improve outcomes and strengthen the impact of quality social practice for tamariki, rangatahi and their whānau.

Released Under Official Information Act 1982

Oranga Tamariki’s focus for the next 18 months

1. Implementing the organisational reset below the leadership team, confirming regional boundaries and the new operating model.
2. Strengthening the feedback and complaints system through immediate improvements and commencing implementation of a broader plan to deliver ‘fit-for-whānau’ complaints experiences.
3. Progressing Residential Care and Other Matters Bills, as well as integrating Service Delivery initiatives under the **Te Oranga o Te Whānau Portfolio**, to support the transition plan to close residences.
4. Supporting tamariki and whānau participation in existing practices and processes and Future Direction Plan change initiatives, building towards a future state systematic approach to tamariki and whānau participation and influence on decision-making.

Board high-level assurance summary

There has been progress towards this theme and there is evidence that structural change is imminent [1.2, 1.3, 1.5, 1.6]. It is unclear what the new operating model will look like and how this will impact on the overall transformation. We lack clarity regarding how the regional boundaries and resourcing will shift and until this becomes apparent, we cannot be confident on the solidity of progress.

In response to strengthening the feedback and complaints system, the programme of work strives to ensure tamariki and whānau are central to decision making. The work progressed under action 1.8 to embed the voice of tamariki and whānau at the centre of decision-making is not yet visible. While promising, we do not feel that the activity collectively meets the intent of this tohu.

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>0-6 month activities (September 2021 – March 2022)</i>							
1.1	Determine how functions are grouped for best effect, and then put in place a leadership team to reflect this, drive further change, and set culture. This will ensure that professional social work practice is appropriately reflected at this leadership level.	<p>Te Riu Leadership Structure went live on 12 April 2022. The smaller leadership team holds a different set of accountabilities focused on:</p> <ul style="list-style-type: none"> • The Ministry’s core purpose, • professional social work practice, and • how the Ministry partners to deliver services locally to best meet the needs of tamariki, rangatahi, whānau, and communities. <p>Two of the eight are required to be certified social workers. This is intended to ensure the professional social work practice perspective is reflected at the leadership level.</p>	Oranga Tamariki have stated that this action is now complete.	<p>The new leadership team (Te Riu) came into effect on 12 April, and the Board has been advised that further recruitment is planned as some appointments are interim. We signal the need to have a plan in place to address those future vacancies and the uncertainty this situation generates for the organisation.</p> <p>To ensure this action translates to better outcomes for tamariki and whānau, an overarching outcomes framework is critical for ongoing accountability.</p>	Potential to align with: overarching recommendation 1 re upstream prevention; overarching recommendation 2 regarding purpose, including restoring the mana of social work and the OCSW; and overarching recommendation e, re ensuring all within Oranga Tamariki understanding their role in contributing recommendation 20, but this will be dependent on implementation of form	Phase 2	<p>Kiwi</p> <p>While complete, there are questions about the long-term ambitions of this action being met. The Board will keep a watchful brief.</p>

Te Oranga o Te Whānau Portfolio: A process is currently underway to bring Service Delivery initiatives into an integrated ‘whole of care’ portfolio underpinned by tikanga, matauranga Māori, bold aspirations and iwi partnerships. The Portfolio brings together Whānau Care, Youth Justice and Specialist Groups Homes, Care Residences Redevelopment (Transforming Te Oranga and Te Kaahui Whetuu), the Care Investment & Planning (Cost of Care) programme as well as the Care Continuum (Future Model of Care) under the mantle of Te Oranga o Te Whānau. Reporting for the portfolio will be provided at the next reporting period.

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>0-6 month activities (September 2021 – March 2022)</i>							
1.2	Alongside the development of a new operating model, consider what functions and models best support subsequent change below the leadership team.	<p>Progress as planned Timeframe to deliver: June 2023</p> <p>Initial discussions on the functional changes below the leadership level have occurred.</p>	<p>Functional changes beneath the leadership team planned for discussion and prioritisation among Te Riu by the beginning of June. Subsequent discussions among Te Riu are scheduled for early June and will form the basis of an approach and timeline to sequence delivery of the future phases of the organisational reset.</p> <p>The review of the functions below the leadership team and the pace at which these can be implemented is dependent on work to reset regional boundaries and the development of the regional operating model.</p>	<p>The Board looks forward to seeing a concrete plan with clear milestones and timeframes for how this work will progress.</p> <p>This quantum of change must demonstrate significant and positive benefits for tamariki and whānau.</p> <p>The Board would like to know if this is the same operating model as referred to in actions 1.3 and 1.5.</p> <p>We look forward to providing more fulsome assurance towards this action and related actions in the next Te Kahu Ariki quarterly report.</p>	Not associated with any specific Te Kahu Aroha recommendation directly	1.3 1.5 1.6 Phase 2	Kākā

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
0-6 month activities (September 2021 – March 2022)							
1.3	Reset Oranga Tamariki regional boundaries to have one common set across the agency that better reflect the communities it serves.	<p>Progress as planned Timeframe to deliver: June 2023</p> <ul style="list-style-type: none"> A desk-based analysis was completed and potential opportunities to establish a common set of regional boundaries was presented to Te Riu. <p>This analysis accounted for operational practicalities and was guided, in order of priority, by the following:</p> <ul style="list-style-type: none"> Minimising disruption to current and emerging partnered practice approaches and agreements. Iwi and hapū areas of interest. The boundaries of key agencies Oranga Tamariki work with (e.g., Police, MSD). Territorial authorities and statistical areas. <p>Responsibility for owning and taking forward the initial analysis will be led by the DCEs Service Delivery and DCE Māori, Partnerships and Communities, with the Director Transformation as support.</p> <p>Initial meetings to progress this work have occurred, including a meeting with the Public Service Association (PSA) to discuss their involvement in this mahi.</p>	<p>By end of July 2022</p> <ul style="list-style-type: none"> Defining the scope of change and identifying resources. Agreeing communication and engagement plan. Defining interdependencies to support sequencing and delivery Developing a TOR for PSA engagement and input. <p>Alignment and interdependency mapping with the regional operating model will occur on an ongoing basis.</p> <p><i>Work to deliver Actions 1.3 and 1.5 will enable and progress delivery on Actions 1.6 and 2.3.</i></p> <p>Challenge(s) to future delivery:</p> <ul style="list-style-type: none"> Requires consultation with local leaders, partners, and iwi to ensure decisions are not disconnected from these communities and whānau. 	<p>We understand this action as bringing together the organisation’s operating boundaries, so they are consistent across all service lines. The Board has been given limited information regarding the planning of this work and we would value a briefing on the plan and progress to date.</p> <p>The Board would like to:</p> <ul style="list-style-type: none"> understand how this work supports other key programmes of change, such as the Enabling Communities strategy; establish if this work encompasses the redistribution of investment and resource to reflect community need and priorities; and be informed about planned consultations with local leaders, partners, Māori collectives and kaimahi. <p>We feel that progressing this work is pivotal to delivering quality outcomes for tamariki and whānau and successfully achieving the strategic outcomes set for Oranga Tamariki.</p>	<p>Potential to align to all three overarching recommendations as well as:</p> <ul style="list-style-type: none"> 3 - Understanding what regional governance arrangements exist 4 – Ring-fence resourcing to support regional planning 6 – Responsiveness to partners 7 – Community workforce needs 8 – Local helplines 11 – Developing social sector workforce plan 16 – Triage from NCC to communities 19 – Ensure adequate resource for communities to lead upstream prevention 	1.5 1.6 2.3 Phase 2	<p>Kākā</p> <p>It is important for this work to progress in the next quarter. The agency and the community are in a holding pattern until this is progressed.</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
0-6 month activities (September 2021 – March 2022)							
1.4	Strengthen the feedback and complaints system so it is 'fit-for-whānau', and ensures that tamariki, rangatahi and their whānau have their voices heard and have confidence in the process.	<p>Progress with some challenges Timeframe to deliver: June 2023</p> <p>Manaaki Kōrero <i>Improvements to residential grievance process:</i></p> <ul style="list-style-type: none"> Completed scoping of initial improvements to the grievance process. Commenced stocktake of work already underway relating to each immediate improvement (ongoing). Established agreements with general managers to progress development of immediate improvements to the residential grievance process. <p><i>Develop and implement fit-for-whānau complaints, grievance, information, assistance and advice processes:</i></p> <ul style="list-style-type: none"> Signed contract with VOYCE to co-design with tamariki, rangatahi and whānau a future state blueprint for complaints, grievance, information, assistance and advice processes. <p>Delays this quarter:</p> <ul style="list-style-type: none"> COVID-19 limited residence staff capacity to engage. This has delayed the intended commencement of the delivery against opportunities for immediate improvements (April to July 2022). Small working groups have been formed to workaround this challenge. 	<p>Improvements to residential grievance process</p> <ul style="list-style-type: none"> Design and deliver immediate improvements to the residential grievance process (July 2022 delayed from April). <p><i>Develop and implement fit for whānau complaints, grievance, information, assistance and advice processes</i></p> <ul style="list-style-type: none"> VOYCE-Whakarongo Mai to facilitate co-design with tamariki, rangatahi and whānau a future state blueprint for fit-for-whānau feedback, complaints, information and advice systems and processes (October 2022). Support kaimahi to work with VOYCE, tamariki, rangatahi and whānau to develop and implement internal process changes or solutions that enable the co-design the experience (Nov 2022 – Feb 2023). Develop and implement a prioritised or sequenced plan for wider-scale solution development and implementation, ensuring VOYCE-Whakarongo Mai, tamariki, rangatahi and whānau have a quality assurance role in implementation (February 2023 onwards). <p><i>Improvements to existing Feedback and Complaints processes.</i></p> <ul style="list-style-type: none"> Work is underway to integrate ongoing improvement activity within the wider Feedback & Complaints service. Change processes will be driven through Manaaki Kōrero. <p>Challenge(s) to future delivery:</p> <ul style="list-style-type: none"> Beyond initial improvements to grievance process, funding needs to be secured for FY23/24 for implementation of the 'fit-for-whānau' system. 	<p>There has been progress against this action, although we understand there have been delays due to COVID-19.</p> <p>The Board understands Oranga Tamariki is working with VOYCE – Whakarongo Mai to co-design a future state blueprint. All parties agree that the future complaints system must:</p> <ul style="list-style-type: none"> have whānau at the centre, ensuring confidence in a process that enables their concerns and feedback to be heard, listened to and respected; be accessible for all including tamariki and whānau whaikaha. <p>To be able to provide assurance we need more clarity on:</p> <ul style="list-style-type: none"> issues that require immediate attention in the current grievance process and the projected timeframe to address these; progress against the fit-for-whānau blueprint. <p>We look forward to providing further assurance against this action in the next quarter.</p>	Aligns with the Residence Report and potentially with recommendation 5 of Te Kahu Aroha with respect to ensuring voice of tamariki and rangatahi are at the centre of all planning and delivery	5.1 5.3 5.5 5.6	Korimako

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>6-12 month activities (March 2022 – September 2022)</i>							
1.5	Develop an operating model that drives locally led, centrally enabled ways of working.	<p>Progressed as planned Timeframe to deliver: April 2022 onwards</p> <ul style="list-style-type: none"> Completed desk-based analysis of the key elements for a locally led, centrally enabled regional model. Analysis was presented to Te Riu in late April as preparatory thinking for DCEs Service Delivery and Māori, Partnerships and Communities to own and take forward, with support from the Director Transformation. Initial analysis identified what functions, services and supports are required locally, regionally, and centrally to enable the regional model as outlined in Te Kahu Aroha. Analysis was based on previous reviews and enquiries, as well as feedback gathered from Tier 3 leaders, local and regional kaimahi, communities and iwi. Engaged with PSA to discuss their involvement in this mahi. 	<p>By end of July 2022 key activities</p> <ul style="list-style-type: none"> Defining the scope of change and identifying resources. Agreeing communication and engagement plan. Defining interdependencies to support sequencing and delivery. Developing a terms of reference for PSA engagement and input into the regional model mahi. Mapping and management of interdependencies with other initiatives [e.g., Enabling Communities, Tamariki and Whānau Participation approach, Partnering Strategy, Investment Strategy and Workforce will occur on an ongoing basis. <p><i>Work to deliver Actions 1.3 and 1.5 will enable and progress delivery on Actions 1.6 and 2.3.</i></p> <p>Challenge(s) to future delivery:</p> <ul style="list-style-type: none"> Requires consultation with local leaders, partners, and iwi to ensure decisions are not disconnected from these communities and whānau. 	<p>We note the initial work undertaken towards this action. The Board would value an opportunity to see the engagement plan, as feedback from staff and community organisations highlight a lack of clarity as to what it means to be 'locally-led, centrally-enabled'.</p> <p>The Board is not clear on the interdependencies between actions 1.2 and 1.5 and what the deliverables for this work are. We require further information as to how they align.</p>	Potential to align with overarching recommendation 1 with respect to enabling upstream prevention.	1.3 1.5 1.6 2.3 2.5 Phase 2	Korimako

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
1.6	Ensure the operating model allows the agency to invest more resources and staff into early support	<p>Not yet progressed Timeframe to deliver: April 2022 onwards</p> <p><i>This work will be progressed as part of the work against Actions 1.3 and 1.5.</i></p> <p>In the meantime, the organisation is already actively looking for opportunities to invest more resources and staff into early support as part of the Relationships, Partnership and Decision Making workstream.</p>	<p><i>Work on Action 1.6 can begin after initial work on Actions 1.3 and 1.5 has progressed.</i></p>	<p>The Board understands that progress against this action is dependent on actions 1.3 and 1.5 and as such, we are unable to provide assurance this quarter.</p> <p>We see this action as critical, as supporting whānau early can assist to prevent escalation - and therefore prevent need for statutory intervention. We would like to hear more about this and whether any opportunities have been identified to test initial thinking to ensure future progress towards this action delivers tangible change for tamariki and whānau.</p> <p>The Board expects to provide some assurance on this action in our next Te Kahu Ariki report.</p>	Potential to align with overarching recommendation 1 with respect to enabling upstream prevention.	1.3 1.5 1.6 Phase	<p>The Board has not received enough information to be able to provide assurance that work is progressing according to the Future Direction Plan timeframes. A strategy to partner is still urgently needed.</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
1.7	Through a fit-for-purpose transition plan, close our current care and protection residences and replace them with a model that enables tailored care for tamariki with high and complex needs.	<p>Progress as planned Timeframe to deliver: June 2023</p> <ul style="list-style-type: none"> Caregiver Information System went live in February and is now being rolled out to regions incrementally. Work is underway to integrate a number of service delivery initiatives into the Te Oranga o Te Whānau Portfolio, including a number of initiatives progressing actions 1.7 and 4.7. Work this quarter under initiatives that will be later integrated into the Portfolio includes: <p>Transforming Te Oranga</p> <ul style="list-style-type: none"> Further engagement with Ngāi Tahu planned to understand their aspirations for Te Oranga. This will explore broader collaboration opportunities. Conversations with Ōtākou Health Ltd (Ngāi Tahu S396 Provider) was held. <p>Alternatives to Residences</p> <ul style="list-style-type: none"> A report is being prepared outlining initial analysis of various capital works programmes across Oranga Tamariki and seeking approval for reprioritisation of capital projects within the Associate DCEs Youth Justice and Care Services areas to resource transition out of Kaahui Whetuu and Te Oranga. 	<ul style="list-style-type: none"> Caregiver information system rolled out to all regions (June 2022). Residential Care and Other Matters Bill enacted (mid 2023). Integration of service delivery initiatives into the Te Oranga o Te Whānau Portfolio to occur soon. Future work planned that will be integrated into the portfolio includes: <p>Transforming Te Oranga</p> <ul style="list-style-type: none"> Initial engagement with Ngāi Tahu and mana whenua Ngāi Tūāhuriri is expected by May 2022. Alternatives to Residences based on capital project reprioritisation recommendations in the initial analysis report, a Cabinet Paper will be prepared for submission by end FY21/22 (July 2022). 	<p>The Board has not seen evidence of progress towards this action since the last quarter. It is our understanding that the plan presented to the Board previously remains in place.</p> <p>We are curious about the work being prepared on the various capital works programmes and the reprioritisation of capital projects. We would like to understand the impact this work has on the current residential replacement programme.</p> <p>The Board has concerns that this action appears to have stalled. Our view is that the work needs to not only be focused on reframing residential services, but also on expanding care options with communities and partners that support tamariki whaikaha, tamariki that Oranga Tamariki define as high and complex needs, and their whānau. The Board is critically aware of the high level of unmet demand and scarcity of placements.</p> <p>We will take a closer look at residences in the next quarter.</p>	Residence Report, noting that the report stressed the importance of more options for residential care rather than focusing on closing current limited options.	1.7 4.7	<p>Korimako</p> <p>The Board is concerned that progress against this action has slowed as Oranga Tamariki is silent on some activities that were included in the last quarterly report.</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
12-24 month activities (September 2022 – September 2023)							
1.8	Place the voices of tamariki and rangatahi at the centre of decision-making at all levels and support tamariki and whānau to participate in and be central to decision-making.	<p>Progressed with some challenges Timeframe to deliver: June 2023</p> <p><i>Work is underway to re-organise the Action 1.8 work programme. This is expected to include:</i></p> <ul style="list-style-type: none"> Strengthening existing participation practice and processes including participation in existing initiatives (see below) Ensuring tamariki and whānau participation and influence in FDP change initiatives and connected to Action 1.5, and describing key elements of a future system and operating model that supports tamariki and whānau participation and influence in decision making. <p><i>Work on existing initiatives</i></p> <p>Te Tohu o te Ora</p> <ul style="list-style-type: none"> Survey piloted successfully in Bay of Plenty and Upper South regions with results distributed to kaimahi in pilot regions. <p>Youth Advisory Group</p> <ul style="list-style-type: none"> Commitment from CE to establish FTE position for a care experienced advisor to support FDP actions; Provided feedback on improvements to residential grievance processes. Advocated to Transitions Support Service GM for expansion to eligibility criteria. <p>Commenced desktop review of current insights from engagement with tamariki, whānau and community about participation, to inform the wider 1.8 programme and workstreams development.</p> <p>Delays this quarter: <i>Due to COVID, delays to</i></p> <ul style="list-style-type: none"> Te Tohu o Te Ora delivery in 10 regions; and Whānau Experience Survey pilot survey. 	<ul style="list-style-type: none"> Clear articulation of 1.8 programme will be developed, focused on existing participation practice and processes, change initiatives and future state systematic approach to tamariki and whānau participation in decision making. This will include the role of social workers and caregivers in supporting participation, priority activities, timeline, milestones and monitoring mechanisms (e.g., dashboard to evidence decisions that reflect tamariki/whānau voice). <p><i>Planned work under existing initiatives includes:</i></p> <p>Te Tohu o te Ora</p> <ul style="list-style-type: none"> Deliver survey to tamariki in remaining 10 regions (June-July 2022); share results with tamariki in pilot regions. <p>Whānau Experience Survey</p> <ul style="list-style-type: none"> Commence survey pilot in Upper South (June 2022). <p>Youth Advisory group</p> <ul style="list-style-type: none"> Meet with Te Riu to establish ways of working together to support system change; Meet with Policy to provide advice on Residential Care and Other Matters Bill; Progress development of enabling tamariki participation resources for social workers. Complete desktop review on tamariki and whānau views on participation (July 2022). This will inform priority areas for the Action 1.8 work programme 	<p>The Board is pleased that Oranga Tamariki is focused on articulating how the intent of this action will be achieved. We see this work as valuable for the organisation's continuous improvement.</p> <p>We look forward to being advised of the findings of Te Tohu o te Ora, Whānau Experience Survey and the activities attached to the Youth Advisory Group. We are also interested in the work on grievance processes, and the desktop review of insights from tamariki, whānau and community about participation.</p> <p>In order to provide assurance, the Board requires information on what and how the Oranga Tamariki Youth Advisory Group is enabled to hear and voice strategic concerns regarding Ministry policy, procedures and actions.</p> <p>The Board is concerned that Oranga Tamariki is silent on avenues of direct or proactive engagement with tamariki and whānau.</p> <p>We note that the work programme plans include caregivers, and we encourage that their voices are heard, listened to and respected.</p>	<p>Potential to align with overarching recommendation 2 with respect to ensuring that social workers have the capability and capacity to deliver effective support, as well as recommendation 5 re ensuring the voice of tamariki and rangatahi are at the centre of all planning and delivery.</p>	1.4 1.5	<p>Korimako</p> <p>The Board is positive about the organisation replanning the programme of work to deliver the intent of this action. We would like to be engaged with on the work commenced so far, in order to be able to provide assurance that tangible progress is being achieved under this action.</p>

Oranga Tamariki’s focus for the next 18 months

Improving the organisation’s cultural capability, build the Kamahi Ora Strategy, making available key supports for frontline staff for their wellbeing, while also beginning to develop the Workforce Strategy (both internal and wider sector) and embedding positive and safe workplace model standards and culture across the organisation.

Board high-level assurance summary

The Board is concerned that there has been no progress towards the Kaimahi Ora Strategy since the last quarter. The work so far does not recognise the breadth and varying nature of needs across all kaimahi. In addition, the dependency between kaimahi ora and the capacity for supervision and reflection is not evident. This is a core programme of work under the Health, Safety and Wellbeing Strategy and it is contingent on funding approval. In parallel, the Workforce Strategy has commenced, and we look forward to receiving regular updates for this work. We feel that work towards this action should not be silent on activity to address the needs of tamariki whaikaha or their whānau.

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link
<i>0-6 month activities (September 2021 – March 2022)</i>						
2.1	Develop a Kaimahi Ora strategy for all staff, supporting staff to have work life balance and provide regular opportunity to debrief following traumatic events and manage the cumulative impacts of their work.	<p>Progressed as planned Timeframe to deliver: June 2023 <i>Longer term work 2-4 years (2025).</i></p> <p>Kaimahi Ora Strategy Finalised the Kaimahi Ora Strategy, which consists of three core Pou:</p> <ul style="list-style-type: none"> • <i>Ārai tukino</i> Prevent Harm. • <i>Whakatoko i te tōrunga</i> Promote the Positive. • <i>Whakahaere māuiui</i> Manage Illness. <p><i>Consultation</i> Consultation with wider kaimahi groups was completed which enabled to design to begin.</p> <ul style="list-style-type: none"> • A series of kaimahi consultation workshops were conducted outlining the Kaimahi Ora Strategy, obtaining direct feedback and supporting refinements to approach. • Consultation with Our Practice Shift is ongoing to ensure ongoing alignment. <p><i>Programme Management Development</i></p> <ul style="list-style-type: none"> • Onboarded specialist programme delivery expertise onto the programme. This will enable a structured approach to programme design and delivery through to 2025. <p><i>Engagement and Programme Planning</i></p> <ul style="list-style-type: none"> • Developed stakeholder engagement strategy and began Programme Management Plan development. 	<p>Year 1 Focus <i>Initial focus (by June 2023):</i></p> <ul style="list-style-type: none"> • Implementation of psychological first aiders – 48 kaimahi to receive training (4 per region). • Delivery of 2 x ‘Recognising and Addressing Vicarious Trauma’ training sessions in each region. • Development of a Critical Incident Support policy with mandatory debriefing or other specialist intervention in place • Planning with clarity on Programme Outputs, Outcomes and Benefits across each Programme Year. • Understanding dependencies with Positive and Safe Workplaces and Workforce Strategy. • Evidence base for caseload measurement, working alongside/supporting the Performance Management Framework. 	<p>The Board is yet to receive a copy of the finalised Kaimahi Ora Strategy and we are therefore unable to provide assurance against this action.</p> <p>Oranga Tamariki’s report suggests workshops were held with wider kaimahi groups to obtain feedback on the strategy. A significant number of staff have stated that they have not been consulted in the development of this work.</p> <p>The underpinning principle of the Kaimahi Ora Strategy is work-life balance and wellbeing. Engagement with frontline staff has highlighted that some of the activities they are being directed to undertake are in conflict with these principles. This matter has been raised with the Chief Social Worker and the DCE Quality Practice & Experience.</p> <p>We note that the implementation of the Kaimahi Ora Strategy is contingent on funding approval.</p>	<p>Potentially aligns with intent of overarching recommendation 2, and specifically with recommendations 12 – Improve induction, training and professional development; 13 - Ensure social workers have the capacity and capability for both case and reflective supervision; and 14 – Lift training in legislative parameters.</p>	<p>Tieke</p> <p>The assurance summary column outlines the rationale for this feather.</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
0-6 month activities (September 2021 – March 2022)							
2.2	Implement the public services Positive and Safe Workplace model.	<p>Progress as planned Timeframe to deliver: June 2023. <i>Longer term work through till the end of 2025.</i></p> <p>Positive and Safe Workplaces:</p> <ul style="list-style-type: none"> Launched our Internal Leadership Mentors hub on intranet and started promotions via communications channels. Draft update of recruitment policy addressing the role of unconscious bias has been circulated for feedback. Range of Essential Leader Conversation (ELCs) clinics launched focused on leading change, Kaimahi Ora, giving and receiving feedback, anatomy of trust: building relationships and leadership resilience. Work commencing with internal communications team to incorporate regular messaging via multiple channels. Employee led networks have been identified and pages for a Te Pae hub developed. Diversitas agreed as future Unconscious Bias training provider. Diversity and Inclusion Strategy update workplan approved. Recruitment policy currently being updated. 	<ul style="list-style-type: none"> Leading the Oranga Tamariki Way (LOTW) programme re commencing (May 2022). Positive and safe workplace standards added to all staff induction (June 2022) <p>Work over next 6 to 12 months:</p> <ul style="list-style-type: none"> Expand leadership offerings within Oranga Tamariki to include specific streams for emerging leaders, Pacific, and Māori kaimahi. Evaluate and update the Leading the Oranga Tamariki Way (LOTW) Introduce New People Leader and New Leader of Leaders Programmes from the Leadership Development Centre (LDC). Commence work to become a Rainbow Tick Certified Organisation. Establish employee led network hub on Te Pae. Deliver Unconscious Bias training to all leaders and kaimahi. Update Diversity and Inclusion Strategy (2022). Review and/or update recruitment policy, including role of unconscious bias, etc. <p>Challenge(s) to future delivery:</p> <ul style="list-style-type: none"> No funding allocated to this mahi. Activities are currently progressed via existing resourcing. Internal investment and funding decisions are being confirmed by 30 June. Kaimahi with expertise on creating new induction content in our Learning Management System (LMS) not available and position not backfilled. 	<p>The Board has received limited information to show progress against this action.</p> <p>We understand that progress is contingent on funding approval and recruitment.</p> <p>The Board suggests that consideration is given to extending the Diversity and Inclusion workplan and Unconscious Bias training to include understanding the needs of kaimahi whaikaha.</p>	Not directly associated with any specific Te Kahu Aroha recommendation.	Phase 2	<p>Korimako</p> <p>There is evidence of activity, however, the Board has limited information on the progress of this action. We feel that, overall, this tohu is on track and should not detract from areas of higher priority in the Future Direction Plan.</p>

Released under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>6-12 month activities (March 2022 – September 2022)</i>							
2.3	Develop a model to inform allocation and resourcing decisions at regional and national level.	<p>Progress as planned Timeframe to deliver: 2022 onward</p> <ul style="list-style-type: none"> Ongoing work within development of Whiti (Performance Monitoring Framework) will support this Action by informing understanding of workload demand, including an initial module for SCAF being rolled out and further modules to be developed in the future. Links to Actions 5.1 and 5.4. <p><i>Action 2.3 will be progressed initially by work under Actions 1.3 and 1.5.</i></p>	<ul style="list-style-type: none"> Integration of Service Delivery initiatives into the Te Oranga o Te Whānau Portfolio to occur soon; Future work planned will progress delivery of this Action. <p><i>Work on Actions 1.3 and 1.5 will enable future delivery of 2.3.</i></p>	The Board does not have sufficient information to provide assurance on this action.	Potentially aligns with overarching recommendations 1 and 3 re ensuring investment in communities and adequate resourcing, as well as overarching recommendation 2 with respect to ensuring the workforce is matched to deliver to the needs of the community	1.3 1.5 2.3 5.1 5.4 Phase 2	The Board does not have sufficient information to provide assurance on this action.

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
2.4	Develop for all staff, in conjunction with the three whare wānanga, a suite of appropriate cultural competency programmes, to ensure staff can engage with whānau and wider communities in culturally responsive ways.	<p>Progress as planned Timeframe to deliver: June 2023</p> <p>Te Hāpai Ō, the Māori Cultural Capability <i>Tū Māia</i></p> <ul style="list-style-type: none"> Confirmed 500 staff for first intake to the Tū Māia training programme. Training programme to be launched with an initial 500 staff enrolled (May 2022). <p><i>Organisational development</i></p> <ul style="list-style-type: none"> Launch Te Hāpai Ō resources on MyLearn to support cultural capability (May 2022). <p><i>Capability Survey</i></p> <ul style="list-style-type: none"> DCE approval of cultural capability baseline survey. Release cultural capability baseline survey (May 2022). Monitoring evaluation and learning approach agreed with Evidence Centre. Partnered with and aligned cultural capability messages with PPG and OD groups. <p>Minor delays this quarter to:</p> <ul style="list-style-type: none"> Te Hāpai Ō resources launch postponed due to delays with internal business lines to quality assure and approve the resources. Outcomes framework and evaluation approach completion was delayed. This was due to capability and capacity issues with internal partnering business lines. This will now have progressed by September 2022. 	<p>Te Hāpai Ō, the Māori Cultural Capability</p> <ul style="list-style-type: none"> Develop Te Reo Māori vision (June 2022) Develop Te Reo Māori strategy (September 2022). Develop Māori Language Plan (December 2022). Deliver the second and third intakes for March and October 2023, respectively. Ongoing refinement and delivery of training and materials (June 2023). 	<p>The Board is pleased with the progress achieved against this action. Te Hāpai Ō is comprehensive and, in addition to the three wānanga, this programme of work has made resources available to all staff. The learning outcomes of Tū Māia are important for the organisation's ability to address historical system inadequacies and achieve the intent and expectation of the Oranga Tamariki Act.</p> <p>The Board would like to hear more about how a permanent uplift in cultural capability will be achieved, now and in the future. We look forward to providing further assurance in our next Te Kahu Ariki report.</p>	General alignment with overarching recommendation 2 in its focus on ensuring a workforce fit for the needs of tamariki, rangatahi, and their whānau.		Kiwi

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link
12-24 month activities (September 2022 – September 2023)						
2.5	Develop a workforce strategy that will support high-quality social work, which will include (2.5a-d):	<p>Progress as planned Timeframe to deliver: June 2024</p> <p>Initial meeting with Shannon, on behalf of the Ministerial Advisory Board, was held to discuss approach, framework and timeframe. There is a commitment to continue updates on a six-weekly basis.</p> <p>Internal Workforce Strategy</p> <ul style="list-style-type: none"> Internal working group established Two main focus areas agreed: <ul style="list-style-type: none"> The social worker and natural support system and team around this role. Specialist/high and complex needs within our Residence Environment. <p>Sector Workforce Strategy</p> <ul style="list-style-type: none"> Overview of scope, stakeholders, current and future state completed. 	<p>Internal Workforce Strategy</p> <ul style="list-style-type: none"> Current state analysis, agree components of strategy, and clarify the role of the social worker supporting teams (June 2022). Clear articulation of future state (October 2022) Consult and finalise strategy (March 2023). <p>Sector Workforce strategy</p> <ul style="list-style-type: none"> Cross Sector Working Group established (June 2022). Clear articulation of future state (June 2023). Consult and finalise strategy (June 2024). Integration of Service Delivery initiatives into the Te Oranga o Te Whānau Portfolio to occur soon. Future work planned will progress delivery of this Action. <p>Challenge(s) to future delivery:</p> <ul style="list-style-type: none"> Residence staff capacity to engage, can be a potential future limitation to progressing as planned. 	<p>The Board received a verbal update from Oranga Tamariki on the progress of the Workforce Strategy and are comfortable with the progress thus far.</p> <p>The Workforce Strategy has a number of streams including; recruitment, training options (e.g., apprentices, 'earn and learn'), and the wider social sector workforce.</p> <p>At this stage it seems focused on the internal Workforce Strategy. Work to delegate functions to community will need further thought.</p>	<p>Potential to align with overarching recommendation 2 with clarifying the purpose of Oranga Tamariki, including who the organisation exists to serve, strengthening professionalism and voice for social work, lifting capacity and capability for supervision, induction, training, professional development and building a workforce fit for purpose for the needs of tamariki, rangatahi, whānau and the community.</p>	<p>Korimako</p> <p>The assurance summary outlines the rationale for this feather.</p>
a)	Clarifying the role of Oranga Tamariki social workers, and other professionals;			<p>The Board received a briefing from Oranga Tamariki that confirmed that Oranga Tamariki social workers and other professionals are the focus of the Workforce Strategy stream.</p> <p>Whilst the focus at this time is on Oranga Tamariki social workforce, the strategy must consider the workforce required to ensure devolution proceeds seamlessly.</p>	<p>May align with overarching recommendation 2 with respect to clarifying the purpose of Oranga Tamariki, and overarching recommendation 3 in relation to the role of Oranga Tamariki within the broader government ecosystem.</p>	<p>Korimako</p> <p>The assurance summary outlines the rationale for this feather.</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>12-24 month activities (September 2022 – September 2023)</i>							
b)	Working alongside the SWRB and ANZASW to continue to build the social work workforce			The Board is advised that the SWRB is engaged with this work and there is SWRB representation on the Workforce Strategy Project Group.	Potentially aligns with overarching recommendation 2 with relation to clarifying the purpose of Oranga Tamariki, and recommendations 12 and 13 with respect to improving induction, training, personal development, and capability and capacity for supervision.		Kiwi The assurance summary outlines the rationale for this feather.
c)	Identifying the workforce needs of the community, regions and site			The Board understands that there is good engagement from some key leads, region and site representatives and community partners. We would like to see the cross-sector workforce strategy developed to support sustained and enduring devolution of authority to communities.	Potential to align with recommendation 7 re engagement for community planning as this should include consideration of workforce needs for the community.		Korimako The assurance summary outlines the rationale for this feather.
d)	Training, career progression pathways, leadership and professional development and workforce planning.			While the Board understands that there is work in progress, there is a level of frustration with the delay in delivering core training packages to frontline staff e.g., Induction, Social Work and the Law, and Supervision training. Staff at site offices report that the e-learning mechanism is not an effective form of learning. They are required to prioritise their time, with critical and urgent matters needing to take precedent over training.	Potential to align with recommendations: 12 - improving induction, training and personal development; 13 - capability and capacity of supervisors; 14 – ensure training for legislative requirements and parameters.	2.1	Kākā The assurance summary outlines the rationale for this feather.

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>12-24 month activities (September 2022 – September 2023)</i>							
2.6	Invest in the capability of leaders (especially frontline leaders) to ensure shifts to practice and culture take place that support a locally-led, centrally-enabled way of working and that support tamariki and whānau to participate and be central in decision making.	<p>Not yet progressed Timeframe to deliver: June 2023</p> <p>No work planned this quarter. Work will be progressed in Phase 2 of the organisational reset</p>	<p>To be actioned in Phase 2</p> <p>The Leaders in Practice professional development programme will be developed and initially delivered to leaders holding roles responsible and accountable for frontline practice (i.e., supervisors, practice leaders, team leaders) by June 2022.</p> <p>To support action 2.6, the programme could be rolled out further after organisational reset Phase 2 to additional leaders vital to the success of the new operating model.</p> <p><i>Refer to Action 1.3, 1.5 and 1.6 for updates on the operating model, and Action 4.3 for updates on the Leaders in Practice programme</i></p>	There has been no progress towards this action as it was on hold for phase 2 of the organisational reset. The Board is therefore unable to provide assurance at this time.	Potential to align with recommendation 13 with respect to capacity, and time, space, and priority for supervision. Also potentially recommendation 17, to reclaim the intent behind Family Group Conferences to empower whānau decision making.	<p>1.1 1.3 1.5 1.6 2.6 4.3</p> <p>Phase 2</p>	<p>There has been no progress towards this action within the forecasted timeframes of the Future Direction Plan.</p> <p>The Board does not have enough information to provide assurance on this action at this time.</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
12-24 month activities (September 2022 – September 2023)							
2.7	Establish trained specialist caregiving roles for our high and complex needs tamariki that recognise the skills required to work with our most vulnerable tamariki and enable appropriate remuneration and ongoing development and support to be provided.	<p>Not yet progressed Timeframe to deliver: June 2023</p> <p>No work planned this quarter. Work will be progressed in Phase 2 of the organisational reset</p>	<p>To be actioned in Phase 2</p> <p>Note that a comment in the previous report indicated workforce strategy components need to be completed first, however caregiving is out of scope for workforce strategy, therefore is not a precursor for this action.</p> <p>Integration of Service Delivery initiatives into the Te Oranga o Te Whānau Portfolio to occur soon; future work planned will support delivery of this Action.</p>	<p>There has been no progress towards this action as it was on hold for phase 2 of the organisational reset. To provide assurance, the Board would need evidence that planning reflects the full spectrum of need for tamariki and whānau.</p> <p>The Board feels that work towards this action should not be silent on activity to address the needs of tamariki whaikaha or their whānau.</p> <p>We recognise that to reach the aspiration of Te Kahu Aroha, there must be:</p> <ul style="list-style-type: none"> strengthening of the provisions for specialist caregivers for tamariki, including for tamariki whaikaha; work to build the capability and capacity for whānau to care for their tamariki at home or in the community; building of community options, particularly in remote communities that are isolated from services and supports. 	May align, to some extent, with the intent of overarching recommendation 1, and has potential to align with workforce development.	2.5 Phase 2	<p>There has been no progress towards this action within the forecasted timeframes of the Future Direction Plan.</p> <p>The Board does not have enough information to provide assurance on this action at this time.</p>

Released Under Official Information Act 1982

TE KAHU ARIKI

Oranga Tamariki's focus for the next 18 months

Ensure the foundations are laid for a community led, regionally supported and centrally enabled structure. We will also build on current locally led initiatives that are already in place. There will be an initial focus on four communities who are already leading locally developed initiatives where Oranga Tamariki can further support the community, hapū, iwi and site as an enabler.

Board high-level assurance summary

The Board understands that a reset to the approach for the 'Enabling Communities' programme of work is underway. We have seen evidence meanwhile that there are pockets of innovation that have been led locally. This has occurred where there are strong relationships between Oranga Tamariki and their communities. The Board are encouraged to hear that Te Kahu Aroha is at the heart of the reset approach, and that key strategic documents have been cross-referenced to ensure the programme of work achieves the intent of this theme. Frequent updates to the Board have been committed to.

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link
0-6 month activities (September 2021 – March 2022)						
3.1	Work with iwi and community leaders and Regional Public Service Commissioners in each region to identify opportunities to co-design services and co-locate with partners.	<p>Progress with some challenges Timeframe to deliver: June 2023 with some long-term work concluding June 2026</p> <p>Enabling Communities:</p> <ul style="list-style-type: none"> A review of this programme of work has been undertaken. A new approach has been developed and is being tested across business groups and with the Ministerial Advisory Board. <p>Whānau Care:</p> <ul style="list-style-type: none"> Co-design continues with Ngāti Kahungunu Iwi Incorporated and Te Whānau o Waipareira. Ngāti Kahungunu ki Tamaki Nui a Rua achieved level one 396 accreditation. Taumarunui Kokiri Trust completed requirements for level one 396 accreditation. <p>Spaces and Places:</p> <ul style="list-style-type: none"> Ngāruawāhia Additional investment approved to create a tamariki and whānau space, and to co locate Waikato Rural North kaimahi into a Mokopuna Ora led space, with Mokopuna Ora leading design and requirements. Pukekohe Hui held with Ngā hau e whā Marae committee (Marae Chair). High level proposal (Heads of Terms) to be drafted. Draft concepts discussed for whānau space. Ōtara Heads of Terms Agreement being drafted with Ngati Tamaoho. Potential for co tenancy. Pāpāmoa and Te Awamutu spaces complete and ready to progress co location opportunities with mana whenua and community partners. 	<p><i>Oranga Tamariki are resetting the approach to Enabling Communities (actions 3.1 - 3.6).</i></p> <p>Challenge(s) to future delivery: Spaces and places</p> <ul style="list-style-type: none"> Capacity constraints for partners due to COVID response may result in delays. Capacity constraints for internal teams due to organisational change (structural and budget constraints) may result in delays. Shortage of construction materials and labour can cause delays. <p>The involvement of Regional Public Service Commissioners signals an opportunity for other agencies to support Māori and communities to meet the needs of whānau early to prevent their escalation into the state's care and protection system.</p> <p>Other agencies have an interest in better supporting whānau early through strategies and programmes using mechanisms such as the Social Sector Commissioning approach, such as:</p> <ul style="list-style-type: none"> The OTAP; First 1000 Days; and Te Aorerekura. 	<p>The Board understands that the agency see the Regional Public Service Commissioners as key enablers of cross agency prevention efforts and early support. The Board would value a conversation to further understand how the Regional Public Service Commissioners will be effective for embedding the work under the Enabling Communities strategy.</p> <p>We welcome the addition of two more communities under the Enabling Communities work.</p> <p>It was evident from the briefing to the Board received that Te Kahu Aroha has guided the direction of progress.</p>	<p>This work has the potential to align with the intention behind overarching recommendation 1, to support communities to lead upstream prevention, and recommendation 11 with respect to developing a social work sector workforce strategy that meets the needs of the community also.</p>	Kākā

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
0-6 month activities (September 2021 – March 2022)							
3.2	Greater investment in partners with a particular focus on early support.	<p>Progress with some challenges Timeframe to deliver: Ongoing</p> <p>Analysis is underway to develop options for shifting our current investment from other services into early support initiatives. As per action 3.1, there are opportunities to link into investments already delivered in the early support space by other agencies. Work within specific initiatives this quarter includes:</p> <p>Enabling Communities:</p> <ul style="list-style-type: none"> Work in 4 initial communities and nationwide continues. <p>Ngā tini Whetu:</p> <ul style="list-style-type: none"> Early intervention prototype continues to be delivered by partners, supported by Whānau Ora. Quarter 2 performance report received from Whānau Ora <p>Intensive Response:</p> <ul style="list-style-type: none"> Funding arrangements concluded with eight of 15 locations. Seven locations were in development which have potential for Intensive Response expansion if additional funding is secured. 	<p><i>Oranga Tamariki are resetting the approach to Enabling Communities (actions 3.1 - 3.6).</i></p>	<p>The Board is pleased to see the onboarding of a further two communities as part of the Enabling Communities work programme. As Oranga Tamariki progresses this programme of work, we will be looking to see how communities can signal their readiness to lead and partner.</p> <p>The Board understands that Oranga Tamariki has begun work to develop a strategy that supports investment into early support with partners. We agree this is necessary and would welcome a briefing on this work.</p> <p>We know there is promising work underway at the site and regional level, but we are unsure that it is connected to an overarching national strategy to drive consistency and clarity. We understand there is an investment and partnership strategy to be developed, and we look forward to receiving a briefing on this.</p>	<p>Potential to align with overarching recommendation 1 in relation to prevention focus, as well as recommendation 4 to ring-fence funding for regional investment.</p>	<p>1.4 1.6 3.1 3.5</p>	Korimako

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
3.3	Fundamentally shift how we assess and respond to reports of concern with our partner agencies to ensure collaborative decision-making and support at the earliest possible point.	<p>Progress with some challenges Timeframe to deliver: 2022 onwards</p> <p>No work planned this quarter, but scoping will begin in the next quarter based on our experiences to date in sharing decisions with Māori communities at other sites. Note this aligns with work that will be done under 4.6.</p>	<p><i>Oranga Tamariki are resetting the approach to Enabling Communities (actions 3.1 - 3.6).</i></p>	<p>The Board understands through frontline engagement that there is some great work underway at a local level. However, these are locally-led initiatives rather than represent a coordinated approach. There are some community groups who are ready to progress to sharing more responsibility.</p> <p>Te Kahu Aroha highlighted that the National Contact Centre (NCC) was not fit-for-purpose for all sites and the Board would welcome a conversation on this recommendation.</p>	<p>Has potential to align with overarching recommendation 1 in relation to supporting upstream prevention. Otherwise, aligns to some extent with recommendation 16 with respect to the National Contact Centre, noting Cabinet endorsed this, as with all other recommendations of Te Kahu Aroha. However, there is no corresponding action on the NCC in the Future Direction Plan.</p>	<p>3.2 4.6</p> <p>Phase 2</p>	<p>The Board does not have sufficient information to provide assurance on this action.</p>
3.4	Ensure the delivery of Transition Support Services to ensure that rangatahi are successfully supported to transition to independence and prevent future generations from coming to notice.	<p>Progress with some challenges Timeframe to deliver: 2022 onwards</p> <p>Transition Service Expansion:</p> <ul style="list-style-type: none"> Development of new collateral for frontline kaimahi supporting increased understanding of transition obligations and required processes, including the Entitlement to Remain or Return to living with a Caregiver (ETRR). Investigate enabling factors for sites with good preparation, planning and referral rates. Synthesis of referral data, internal quality assurance data on transition related care standards and youth survey results to present to Services for Children and Families and Youth Justice leadership teams. <p>Delays this quarter:</p> <ul style="list-style-type: none"> Start of training frontline kaimahi in use of new collateral was delayed due to teams dealing with COVID responses. Work with Whiti team to get reliable referral data into the database was deferred due to prioritisation of other data for Whiti roll out. 	<p><i>Oranga Tamariki are resetting the approach to Enabling Communities (actions 3.1 - 3.6).</i></p>	<p>Based on progress against the Future Direction Plan, the Board feels that the uptake for Transition Services are an important avenue of change, and crucial for supporting successful transition to independence. The Board would welcome an opportunity to spotlight the needs of rangatahi for the next quarterly report.</p>	<p>Linked to the Residence Report (exiting YJ or Care residences to uncertain support)</p>	<p>5.1</p>	<p>Korimako</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
12-24 month activities (September 2022 – September 2023)							
3.5	Prototype new approaches to partnering to enable decision-making and resourcing to be made in closer proximity to whānau.	<p>Progress with some challenges Timeframe to deliver: Ongoing</p> <p>Intensive Response:</p> <ul style="list-style-type: none"> Communities of Practice continue with live locations, first “Reflections” workshop held with Raukawa in Tokoroa and pending with Whakatu in Nelson. Final synthesis report from the Evidence Centre due for reporting to the Minister and release. 	Oranga Tamariki are resetting the approach to Enabling Communities (actions 3.1 - 3.6).	The Board is encouraged to hear that the five core communities are being invited to self-determine their priorities. Where these fall outside the scope of Oranga Tamariki’s core purpose, the Board would like to know how the Ministry could help communities to navigate the system.	Could align with overarching recommendation 1 with regard to upstream prevention focus, however, it needs to be clearer as to what is being prototyped. The listed activities are already underway, and its not clear what is different to current business-as-usual activity.	3.1 3.2 3.6 Phase 2	Korimako
3.6	Invite and resource communities to work together in the Care and Protection system (reclaim the intent of FGCs to enable whānau-led decision making).	<p>Progress with some challenges Timeframe to deliver: Ongoing</p> <p>No work planned this quarter, but scoping will begin in the next quarter based on our experiences to date in delegating this authority to Māori communities at other sites</p>	Oranga Tamariki are resetting the approach to Enabling Communities (actions 3.1 - 3.6).	<p>The Board does not have sufficient information to provide assurance on this action.</p> <p>We know of work that is underway or planned at local and national levels, and hold some concerns that the ‘no work planned this quarter’ does not accurately reflect the level of resourcing and investment in this area.</p>	<p>Potential to align with overarching recommendation 1 with respect to upstream prevention, as well as recommendations 4 - Ring-fencing resourcing 17 – Reclaiming intention of Family Group Conferences, and 19 – Adequate and equitable investment.</p> <p>This may align, once more detail has developed, with recommendations 2 and 3 with respect to supporting community planning and identifying existing regional governance arrangements.</p>	3.1 3.5 3.6 Phase 2	The Board does not have sufficient information to provide assurance on this action.

Released Under Official Information Act 1982

TE KAHU ARIKI

Oranga Tamariki's focus for the next 18 months

To continue to fundamentally shift our approach to practice with relationships with tamariki, whānau, communities and partners at the heart. Our practice will draw from a te ao Māori knowledge base, methods and principles which are relational, restorative and inclusive. The Practice Shift will benefit tamariki and whānau Māori and meet the needs of all children and families we work with.

Board high-level assurance summary

The Practice Shift is the primary focus under this theme. We understand the Practice Shift is one mechanism for change and appears to be embedding positively. However, it cannot be seen as the only response to these actions. The Board feels that induction, training and supervision should also be key priorities. Feedback from the frontline outlines that there has been minimal change in these areas since the release of Te Kahu Aroha. Social workers at all levels report that induction, training and supervision are ad-hoc. Significant numbers of staff recognise capability and capacity are issues for the organisation. We look forward to tangible change in the next quarter.

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link
<i>0-6 month activities (September 2021 – March 2022)</i>						
4.1	Build a framework that incorporates the current practice standards and the SWRB competency standards into one place.	<p>Progress with some challenges Timeframe to deliver: June 2022 <i>Pending extension to June 2023.</i></p> <p>Our Practice Shift: Sites continued to complete a 12-week learning cycle aimed at laying the foundations for understanding the practice shift and introducing the practice framework.</p> <p><i>Development of the practice models and tools to support application of the Practice Framework continued.</i></p> <ul style="list-style-type: none"> Completed development of the Mirimiri ā kōrero tool and guidance for trials. Approach planned for trials to test and evaluate the framework and tools in practice within a small number of sites. Completed a set of cue cards for Va'aifetu Practice Model <p><i>In progress</i></p> <ul style="list-style-type: none"> Oranga framing described for practical application Āta facilitation guide Finalise evaluation approach <p>Delays this quarter:</p> <ul style="list-style-type: none"> COVID 19 outbreaks delayed engagement with sites and regions for preparation of Mirimiri ā kōrero trials from May to July. 	<p>Residence hui for Auckland will be held in June 2022. Initiate trial of applied practice models and tools in two to three sites. For trials, this includes: <i>May 2022</i></p> <ul style="list-style-type: none"> Complete: <ul style="list-style-type: none"> Oranga framing cue cards; Āta facilitation guide; and Finalise evaluation approach. <p><i>June 2022</i></p> <ul style="list-style-type: none"> Engage trial sites begins <p><i>July 2022</i></p> <ul style="list-style-type: none"> Develop learning resources for trials and begin trials. <p><i>September 2022</i></p> <ul style="list-style-type: none"> Develop and test Te Toka Tūmoana and Bi cultural Supervision models to trial and begin evaluation approach. <p><i>Continue to January 2023</i></p> <ul style="list-style-type: none"> Continue trial of Mirimiri ā kōrero, Te Toka Tūmoana and Supervision. <p>Further development and planning (work pending extension) <i>February 2023</i></p> <ul style="list-style-type: none"> Finalise Va'aifetu model Provide recommendations for national implementation of the tools, models and supervision approach <p><i>March 2023</i></p> <ul style="list-style-type: none"> Begin development of a third practice model, informed by Signs of Safety Finalise an Oranga framed assessment tool <p><i>June 2023</i></p> <ul style="list-style-type: none"> Evaluation approach for non supervision complete <p><i>September 2023</i></p> <ul style="list-style-type: none"> Supervision ongoing evaluation approach completed 	<p>Building a framework that is underpinned by the SWRB competency standards assists to ensure quality and competent social work practice. The Ministry, as the biggest employer of social workers, is accountable to support social workers in their mahi. To date, there has been no direct conversation with SWRB on this specific action.</p> <p>SWRB looks forward to progressing this work.</p>	<p>This could potentially align with overarching recommendation 2 with respect to clarifying the purpose of Oranga Tamariki and meeting core social work functions. Specifically, potential to align with recommendations 10 - Restoring the influence of the Chief Social Worker 13 – Ensure supervisors have the capability and capacity to provide both case and reflective supervision.</p>	<p>Kākā</p> <p>The Board recognises the progress of the Practice Shift, however, this is not fully aligned to this action. Evidence of work to incorporate the SWRB competency standards is needed to provide assurance on this action.</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
4.2	Set a clear direction to only use S78 Without Notice Orders for tamariki when there is clear evidence of solid engagement or attempts at engagement with whānau, which leads to no workable safety plan being put in place.	<p>Progress as planned Timeframe to deliver: Ongoing</p> <ul style="list-style-type: none"> Completed a second review of S78 practice covering January 2021 to August 2021, and provided a report to the : <ul style="list-style-type: none"> Minister; Ministerial Advisory Board; Ombudsman’s Office; Children’s Commissioner; and The Independent Children’s Monitor. Over the period reviewed, there continues to be a decrease in S78 orders (21 pēpi compared to 53 the previous period and down from 141 for the same period in 2017). While Māori pēpi continue to be disproportionately represented, the gap is decreasing (down from 70% of orders made to 48% in 2021). Practice guidance has been strengthened in core areas relating to our practice with pēpi. 	<p>Case file analysis for all pēpi under 30 days old placed in Oranga Tamariki custody under a section 78 order is an ongoing monthly process.</p> <ul style="list-style-type: none"> We will undertake case file analysis of pēpi who did not come into care but were otherwise supported to understand more deeply how our practice has shifted. Quarterly updates on progress will be provided to the Minister for Children, The first update is scheduled for July 2022. The Ombudsman’s Office has agreed that public reporting will move to annually. The next report will cover the 12-month period from September 2021 to August 2022. This will be published in early in 2023. 	<p>The Board acknowledges that there has been an observable drop in the number of uplifts pursuant to S78 Without Notice, and we were pleased to receive the organisation’s second report on S78 practice. We understand from this report that the decline in the number of uplifts pursuant to S78 with pēpi may be attributable to social workers working in a more planned way with whānau.</p> <p>The dramatic change in practice causes the Board concern that there may be tamariki being left in unsafe situations due to S78 Without Notice orders being considered unpalatable. The organisation needs to have a mechanism in place to self-monitor this risk. To mitigate this, we understand that planning is underway. It is encouraging to hear that Oranga Tamariki is extending the monthly case file analysis to review uplifts pursuant to S78 for all tamariki and rangatahi. We welcome more information to understand how findings of the case file analysis are contributing to continuous improvement. We would value knowing more about how well guidance is implemented and applied on the frontline.</p>	<p>Not associated with any specific Te Kahu Aroha recommendation directly. However, may have some relationship to recommendation 14 to ensure appropriate training for social work, including as to legal parameters.</p>		Korimako

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
4.3	Working with the SWRB introduce micro-credentialing for supervision and other specialist areas, which recognises the skills and knowledge that are required by supervisors and other specialist roles.	<p>Progress with some challenges Timeframe to deliver: December 2022</p> <p>Leaders in Practice and Pūawai Induction Programmes:</p> <ul style="list-style-type: none"> • End to end workplan was developed and presented to the new DCE. • Development of the Leaders in Practice Programme and Pūawai Induction Programme continues, including ongoing work to align with the Oranga Tamariki Practice Shift. • Drafts completed and presented for the (proposed) Capability Framework and Recognition Framework. • Discussions are underway with NZQA to establish relationships and re establish Oranga Tamariki's Government Training Establishment status, so we can micro credential with NZQA. • Established working relationship with SWRB to align learning outcomes with annual practice certificate competencies for social workers. • Continuous improvements of existing core learning content to align with new Practice Framework. 	<ul style="list-style-type: none"> • Continue to iteratively embed Practice framework into existing learning content. • Engage with SWRB on opportunities to work collaboratively. • Pūawai and Leaders in Practice Programmes completed, internal micro credentialing for supervision and other specialist areas implemented (December 2022). <p>Challenge(s) to future delivery:</p> <ul style="list-style-type: none"> • Team lacked a Learning Management System resource, impacting timely delivery of online learning components. Recruiting for this resource has been approved to address gaps. • Fiscal challenges required PD to shift people across the programme to deliver on FDP intent. This required people to be upskilled, impacting timeframes. • Clarification of workstreams has confirmed that accredited transformational learning programmes, underpinned by the Practice Framework, will need to be delivered to achieve intent. This clarification has made it clear that completion needs to be shifted from June to December 2022. • Working with CPMO to manage the competing priorities that will impact the service delivery groups. 	<p>The Board would like further information regarding work that has progressed with Oranga Tamariki developing an internal micro-credentialing framework for accreditation. We understand that this framework will look and behave like the NZQA framework, and support Oranga Tamariki's shift to using unit standards associated and monitored by the NZQA.</p> <p>Conversations with the SWRB have started, and credentialing for supervision is the first practice scope. The Ministry and SWRB will develop a workplan to progress this work, and the Board is pleased to hear that the budget bid to advance this work has been successful.</p> <p>The Board looks forward to an update in the next quarter.</p>	<p>Potential to align with aspects of recommendation 13, which focuses on supervisors having the capacity and capability to provide both case and reflective supervision. Also, potential alignment with recommendation 11 re ensuring workforce development so that all roles have appropriate pathways for training and skills.</p>		Kiwi

Released under Official Information Act 2008

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
4.4	Ensure the appropriate application of MAPA and STAR by instituting a revised restraint practice, including more frequent training and recertification.	<p>Progress with some challenges Timeframe to deliver: December 2022</p> <p>STAR Training 2.0:</p> <ul style="list-style-type: none"> Implementing STAR 2.0 training in residences was scheduled for April but has been delayed to June. <p>Safety Interventions Foundation Level <i>Previously MAPA:</i></p> <ul style="list-style-type: none"> Working to increase the numbers of instructors in <p>Delays this quarter:</p> <ul style="list-style-type: none"> STAR Training 2.0 Implementation of STAR 2.0 training in residences was delayed from April to June. The training must be reviewed by qualified experts prior to delivery, and experts previously scheduled were reprioritised to work on COVID 19 response activities. Other qualified reviewers are currently being identified. Care and Protection residences trained at the current foundation level. 	<p>STAR Training 2.0:</p> <ul style="list-style-type: none"> Reviewed by internal quality assurance (Training and Development Quality Assurance Panel) (May 2022). Training implementation in Residences (June 2022). Work to micro credentialise STAR and related trainings continues (ongoing). Safety Interventions Foundation Level Progressing instructors towards the Safety Interventions Advanced and Emergency level. Residences instructors will be enrolled on next available training (August 2022). Will then commence full rollout of Safety Interventions Advanced and Emergency Level across residence and community homes (June 2023). <p>Challenge(s) to future delivery:</p> <ul style="list-style-type: none"> Safety Interventions Foundation Level numbers of Instructors trained has decreased due to attrition. Increased training required to address this. 	The Board notes that implementing STAR 2.0 training in residences was scheduled for April 2022 but has been delayed to June 2022. The Board acknowledges the progress so far and the further activity planned over the next 3-6 months.	Residence Report		Korimako
4.5	Develop standard operating procedures for national consistency.	<p>Progress as planned Timeframe to deliver: June 2022 (onwards)</p> <ul style="list-style-type: none"> Work continues to review and improve all practice policy and guidance to ensure that it aligns with the Practice Framework. This has included adding prompts and questions to all pieces of operational policy to guide application of the policy. Work is underway to update Youth Justice environment Standard Operating Procedures (SOPs) Care and Protection are in the process of allocating resource to advance SOP development for Care and Protection with the SOP development team. 	<ul style="list-style-type: none"> Ensure all practice policy and guidance aligns with the Practice Framework (ongoing under 4.1 activity). <p><i>Ongoing</i></p> <ul style="list-style-type: none"> Update Youth Justice environment SOPs Resource and update Care and Protection environment SOPs. 	<p>The Board understood that further work on this action would be progressed once Te Riu was in place.</p> <p>We have been advised that the Youth Justice team are continuing with the development of residential Standard Operating Procedures (SOPs). We understand that this work has not progressed to roll-out.</p> <p>The Board is aware that there is work underway to progress the development of SOPs for Care and Protection environments over the next 12 months.</p>	Residence Report	Phase 2	Korimako

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>6-12 month activities (March 2022 – September 2022)</i>							
4.6	Fundamentally shift how staff assess and action reports of concern to ensure safety and security of tamariki and whānau based on best practice.	<p>Not yet progressed Timeframe to deliver: July 2022 onwards</p> <p>This work is yet to commence as scoping discussions are yet to occur in Te Riu .</p> <p>Parallel to this mahi, a new Practice Framework has been introduced to enable a shift of our approach to practice to understand oranga and respond to the safety and wellbeing of tamariki in restorative and relational ways within the context of their whakapapa, whānau , hapū and iwi, while working collaboratively with our iwi and Māori partners. As this framework is embedded the shift in practice will include how Reports of Concern are assessed and actioned in the future. Aligns with and supports future work that will be done under Action 3.3.</p>	Scoping work with Te Riu to occur July 2022.	<p>This action was due to commence when Te Riu was appointed, however this has subsequently been scheduled to now commence in July 2022.</p> <p>Te Kahu Aroha highlighted that the National Contact Centre (NCC) was not fit-for-purpose for all sites and the Board continues to seek clarity on a review of the NCC.</p> <p>The New Practice Framework is seeking to be more responsive to, and to support, tamariki within the context of their whānau. Frontline have received the initial training positively.</p> <p>Progress towards this action will be considered alongside action 3.3 for the next Te Kahu Ariki report.</p>	<p>Residence Report</p> <p>This may align with Recommendation 16 of Te Kahu Aroha with respect to the NCC and potential to refer more to non-statutory services.</p>	<p>3.3 4.1 4.5 Phase 2</p>	The Board does not have enough information to provide assurance on this action at this time.
4.7	Through a fit-for-purpose transition plan, close our current residential and protection homes and replace them with smaller purpose-built homes to enable tailored care for the high complex needs tamariki in care.	Reference Action 1.7	Reference Action 1.7	Reference Action 1.7	Residence Report	1.7	<p>Korimako</p> <p>As per the assurance summary against Action 1.7</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>12-24 month activities (September 2022 – September 2023)</i>							
4.8	Develop a three-month post-degree professional practice course, partnering with tertiary providers, to develop a statutory child protection component that would involve a paper and placement within Oranga Tamariki.	<p>Not yet progressed Timeframe to deliver: December 2022</p> <p>No work planned this quarter; work will be progressed in Phase 2 of the organisational reset.</p>	<p>To be actioned in Phase 2.</p> <p>Work by professional development to establish micro credentialling via the Puāwai and Leaders in Practice Programmes, will enable this to be delivered in the future.</p>	<p>The Board does not have enough information to provide assurance on this action at this time.</p> <p>The Board questions whether the December timeframe is realistic. We feel this work is a priority, however, for this to be successful there should be consideration given to reforecasting the timeframe.</p>	<p>Potential to link to aspects of recommendations 11, 12, 13 and 14 of Te Kahu Aroha in relation to developing a social sector workforce, improving induction, training and personal development, ensuring supervisors have the capacity and capability for dedicated supervision and improvements in training for legislative requirements.</p>	<p>2.5 2.6</p> <p>Phase 2</p>	<p>The Board does not have enough information to provide assurance on this action at this time.</p>

Released Under Official Information Act 1982

Oranga Tamariki's Focus for the next 18 months

Developing the tools and infrastructure to support data and evidence-based decision making and support improved performance and outcomes for tamariki and whānau. This includes ensuring communities have the data and tools needed to achieve their aspirations and drive evidence-based change within their communities/regions.

Board high-level assurance summary

There has been progress towards most actions under this theme and there appears to be some clear prioritisation for the organisation within the theme. This is specifically in the ongoing rolling out of the performance reporting tools to the frontline, and in efforts to replace the Oranga Tamariki data warehouse. Despite this progress, the inability to progress work to improve the case management system may hamper tangible lifts in data quality for the organisation. The Board feels the 'Enabling Communities' work is one mechanism to surface the information needs of whānau and care partners to inform the scope of work and more comprehensively deliver towards the intent of Actions 5.3 and 5.7.

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>0-6 month activities (September 2021 – March 2022)</i>							
5.1	Continue to roll out new performance reporting tools which make data and information available to operational staff from social workers and site managers all the way to the leadership team to inform their decision-making.	<p>Progress with some challenges Timeframe to deliver: June 2023 <i>National rollout begins in April</i></p> <p>Whiti:</p> <ul style="list-style-type: none"> Completed the first draft of the national rollout plan. Started national rollout engagement with early release region leaders and started kaimahi walkthroughs on new content. Ongoing work with early release regions (Taranaki Manawatu & South Auckland) for the development and testing of new Whiti products continued for Intakes, Assessment and Interventions teams. Continued to rebuild Whiti's core data model. This is a critical dependency for the Enterprise Data & Analytics Platform (EDAP). <p><i>Programme Management Development</i></p> <ul style="list-style-type: none"> Onboarded specialist programme delivery expertise onto the programme. This will enabling a structured approach to programme design and delivery through to 2025. <p>Delays this quarter:</p> <ul style="list-style-type: none"> National rollout, completion of the data modelling and front-end reports, and national rollout training material were all delayed one month due to COVID related absences and staff turnover. 	<p><i>May 2022</i></p> <ul style="list-style-type: none"> Complete the Whiti Backend and Front End for Interventions, Full Assessments and My Mahi Complete National rollout training material. Start the national rollout training for early release regions. <p><i>May/June 2022</i></p> <ul style="list-style-type: none"> Undertake national rollout engagement and commence nationwide training and coaching once the Whiti application has been release. <p><i>June 2022</i></p> <ul style="list-style-type: none"> Complete rollout of Whiti nationwide (i.e., release Whiti application to kaimahi at all Services for Children and Families sites, and site and regional leadership teams). <p><i>Ongoing</i></p> <ul style="list-style-type: none"> Continue to revise and refine operational performance reporting supported by Whiti to align with emerging organisational direction and priorities. <p>Challenge(s) to future delivery:</p> <ul style="list-style-type: none"> Staff turnover has resulted in loss of IP and created risks to delivering as scheduled in the future. 	<p>The Board understands that the Whiti dashboard is being rolled out on a region-by-region basis to kaimahi at all Service Delivery sites, and site and regional leadership teams.</p> <p>We note that training and coaching sessions will be offered to help staff learn the basics and support the adoption of Whiti into their everyday mahi. We remain unsure of how engagement with Whiti will be monitored, and we would value more information to understand what mechanisms are in place to measure how Whiti improves the frontline work.</p> <p>The Board welcomes a demonstration of Whiti and a conversation to understand the improvements this will deliver for the frontline.</p> <p>Planned activity suggests that work to migrate Whiti onto the Enterprise Data & Analytics Platform (EDAP) is imminent. We are interested to know how this might impact the development and roll out of future reports to the frontline and operational staff.</p>	<p>Potential to align with Te Kahu Aroha Part 4 :</p> <p>22 - Performance Report Framework should align with well-defined strategy, purpose and visions</p> <p>23 – Improving the availability and range of data for decision-making</p> <p>24 – Prioritising ongoing development of the information infrastructure</p> <p>25 – Improving information sharing, taking into account the purpose and enabling features of the Privacy Act.</p> <p>This may also align with Recommendation 15 with respect to improving the sophistication of workload management</p>	5.4 5.5	Kiwi

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link
0-6 month activities (September 2021 – March 2022)						
5.2	Develop options for replacing the Oranga Tamariki case management system in a cost conscious and timely way. The replacement will capture more detailed information on, for example, the needs of tamariki and whānau, progress in meeting those needs, and the experiences of tamariki and whānau who interact with us.	<p>Progress with some challenges Timeframe to deliver: To be determined. <i>Timeframes are dependent on the business case option being agreed.</i></p> <p>CYRAS Replacement</p> <ul style="list-style-type: none"> Initial work done to estimate out-year costs for a CYRAS replacement for Treasury forecasting purposes. CYRAS replacement has been included as a proposed initiative in the business planning process for FY22/23 	<ul style="list-style-type: none"> Work underway to look at baseline funding opportunities to enable work to start work now, prior to Treasury approval of additional funding (Ongoing). <p>Challenge(s) to future delivery:</p> <ul style="list-style-type: none"> Funding has not been secured to fully plan or deliver on this action. Internal investment and funding decisions are being confirmed by 30 June 	<p>The Board understands that funding has not been secured to progress the replacement of the case management system. We are unable to provide assurance at this time as funding decisions are still to be confirmed. We hold some concerns that there is no contingency plan in place.</p> <p>The replacement of this system is key, as it impacts directly on the frontline work and the quality of information and data available to inform decisions.</p>	Potential to align with recommendation 15 with respect to caseload management and recommendation 24 in relation to the ongoing development of information infrastructure	

Released Under Official Information Act 1982

Tieke

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>6-12 month activities (March 2022 – September 2022)</i>							
5.3	Share data and evidence on needs and challenges of whānau and the support and resources that can make a difference.	<p>Progress as planned Timeframe to deliver: Ongoing</p> <ul style="list-style-type: none"> Activities under 1.8 will continue to surface data and evidenced whānau needs and challenges, which can support better informed data sharing. Sharing information will be developed where relevant as part of the community enabling work. Development of guidance to support kaimahi in applying a tikanga Māori perspective when sharing information. Engagement with the Office of the Privacy Commissioner to understand how the Privacy Act 2020 can support information sharing. Developed an understanding of the operational barriers to effective information sharing. 	<ul style="list-style-type: none"> Where relevant, sharing of information will be developed as part of 'Enabling Communities' work. Engagement with an expert Rōpū Māori established to support work underway on the Residential Care and Other Matters Bill. Continue engagement with the Office of the Privacy Commissioner to understand how the Privacy Act 2020 can support information sharing. 	<p>The Board notes the progress and would value more information to understand how the 'Enabling Communities' work will facilitate the sharing of data.</p> <p>The Board is encouraged by the continued engagement with the Privacy Commissioner and the work done to understand the operational barriers to effective information sharing. We would value an opportunity to hear more about what was learned from this work, and how barriers are being addressed.</p> <p>The Board requires more information to give assurance that revised policies, training programmes and resources are being leveraged to access resources and support for whānau.</p>	<p>Potential to align with the following recommendations: 6 – with respect to community planning; 23 – in intent to improve availability, relevance and range of data for decision-making, and 25 – in relation to information sharing in line with the Privacy Act.</p>	1.8	Korimako

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
5.4	Review performance management framework to align with revised organisational strategy and vision.	<p>Progress with some challenges Timeframe to deliver: To be determined. <i>Timeframes are dependents on organisational strategy development.</i></p> <p>No work planned for this quarter on the performance management framework.</p> <p>In parallel to this mahi, work has commenced to refine the Ministry's organisational purpose and strategy. This includes reviewing the language used to ensure this is empowering rather than deficit-based.</p> <p>Note that work previously reported on Whiti will enable future adjustments to the framework to be reflected in operational performance reporting.</p>	<ul style="list-style-type: none"> Review of the framework will begin once the organisational strategy is in place. <p>Challenge(s) to future delivery:</p> <ul style="list-style-type: none"> Dependent on the organisational strategy first being in place. 	<p>The Board notes that work to review the Performance Management Framework has not progressed over the past quarter. We note that this work is dependent on work to refine the organisation's strategy.</p> <p>The Board has had initial engagement with Oranga Tamariki for feedback on a proposed purpose statement. We feel that achieving clarity of the vision, mission and core purpose is key to successfully achieving the Future Direction Plan and the intent of Te Kahu Aroha. The Board would welcome further engagement to support the agency's work to crystallise the vision, mission and purpose.</p> <p>We look forward to providing assurance on this action in our next Te Kahu Ariki report.</p>	Potential to align with recommendation 22 with respect to Performance Reporting Framework, and should align with overarching recommendation 2 to have a well-defined strategy, purpose and vision.	5.1 Phase 2	The Board does not have enough information to provide assurance on this action at this time.

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>12-24 month activities (September 2022 – September 2023)</i>							
5.5	Replace the Oranga Tamariki data warehouse to enable data collected to be centralised and analysed to inform monitoring and decision-making.	<p>Progress as planned Timeframe to deliver: June 2023</p> <p>Enterprise Data and Analytics Platform (EDAP):</p> <ul style="list-style-type: none"> 1st, 2nd, 3rd and 4th release of EDAP's high level designs approved. Programme test plan completed and published. Data modelling tool implemented. Discovery build of EDAP completed. 	<p><i>July 2022</i></p> <ul style="list-style-type: none"> Completion of build, configuration, test and C&A activities to support the implementation of Releases 1 to 4 of the EDAP platform. Base EDAP platform delivered (Releases 1 to 4) - Build, Quality Assurance & Production environments deployed ready for use by data engineers. RFQs for Data Catalogue and Analyst Toolkit issued and evaluation process progressed. <p><i>July ongoing</i></p> <ul style="list-style-type: none"> Joint team will commence the build out of the EDAP Curated Integrated Zone. 	<p>The Board notes that work to replace the Oranga Tamariki data warehouse (EDAP) has progressed well in the last quarter. We would value a briefing to provide a more fulsome assurance summary in our next Te Kahu Ariki report.</p> <p>It is unclear whether the intent of this action can be achieved if a long-term replacement to the current case management system is not progressed. While EDAP will centralise the information available, fundamental improvements to data quality, and the ability to evidence practice and support decision-making is contingent on information collection systems.</p>	May align with recommendation 23 in its focus to improve the availability, relevance and range of data for decision-making, and with recommendation 24 to prioritise the ongoing development of the information infrastructure.	5.1 5.2	Korimako
5.6	Embed evidence-based decision making from sites to national office, that encompass several actions including implementing new performance reporting tools to make data and information available to all staff to inform decision-making.	<p>Progress with some challenges Timeframe to deliver: Ongoing</p> <p>Whiti</p> <ul style="list-style-type: none"> As per 5.1 application of the Child Wellbeing Model and building evaluation and evidence and improved performance reporting and culture into the continuous learning cycle (ongoing). <p>Organisational Performance Reporting</p> <ul style="list-style-type: none"> First monthly organisational performance report to senior leadership February 2022. 	<p><i>Ongoing</i></p> <ul style="list-style-type: none"> Monthly organisational performance reporting continues. Continuous improvement of Whiti performance reporting. <p>Challenge(s) to future delivery:</p> <ul style="list-style-type: none"> Monthly organisational performance reporting in a transition period in April and May due to staff turnover. Postponement of monthly reporting in the leadership agenda for April. Reporting content is lighter touch than normal. 	<p>The Board acknowledges the progress of action 5.1 and recognises its contribution to the success of this action. However, we understand this action as being more comprehensive and relating to systems and processes being put in place to embed evidence-based decision making across all parts of the organisation.</p> <p>The Board has not received information to indicate that processes or systems are being considered to achieve this action. We are therefore unable to provide assurance at this time.</p>	Potential to align with recommendation 15 with respect to workload management, and recommendation 23 in relation to improving availability, relevance and range of data for decision-making.	1.8 5.1 5.2 5.4 5.5	Kākā

Released under the Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>12-24 month activities (September 2022 – September 2023)</i>							
5.7	Deploy the Social Wellbeing Agency's Data Exchange to make sure we can seamlessly share data between ourselves and partners in a safe and secure way.	<p>Progress as planned Timeframe to deliver: Phase 1 & 2 - June 2023 Phase 3 & 4 - December 2023</p> <p>Data Sharing with Care Partners (Data Exchange):</p> <ul style="list-style-type: none"> Rollout of phase 2 is ongoing. Five care partners have been successfully migrated onto the Data Exchange, with a further seven in testing. There are currently 25 Care partners in progress. Work has commenced with the Whiti team on creating a dashboards to be built into the software. Planning and scoping has commenced for phases 3 & 4 of the project. This is for Oranga Tamariki to be able to send referral data via the Data Exchange. <p>Delays this quarter:</p> <ul style="list-style-type: none"> Progress slowed due to delays with the ongoing Covid pandemic. 	<ul style="list-style-type: none"> Currently the team are working, or are in contact, with 40 care partners. This is an increase of 14 partners since last reported. <p><i>June 2023 (forecasted completion)</i></p> <ul style="list-style-type: none"> Progressive rollout of Data Exchange to all care partners will continue through the next quarter. Work will continue on the creation of a dashboard for Data Exchange. <p><i>December 2023 (forecasted completion)</i></p> <ul style="list-style-type: none"> Plan to commence Phases 3 & 4 in Q1 or Q2 of the FY2022/23. <p>Challenge(s) to future delivery:</p> <ul style="list-style-type: none"> We are dependent on care partners timeframes and their system readiness for Data Exchange. Planning work will continue for phases 3 & 4, this work is dependent on funding approval. 	<p>The Board is pleased to see continued progress with increasing data sharing with care partners. We are interested to know whether the 'Enabling Communities' work could help surface the information requirements of care partners and support care partner readiness to advance the roll out of data exchange.</p> <p>The Board is curious as to whether the information of care partners will be involved in the work to centralise information sources under action 5.5, and whether this would help embed the information of care partners into organisational planning and decision-making as part of action 5.6.</p>	<p>Potential to align with recommendation 6 to build Oranga Tamariki's responsiveness to partners, and to community requests for the information needed to know what support whānau require, and what resourcing should be provided, to match these needs. Additionally, potential to align with recommendation 25 to improve information sharing, taking into account the purpose and enabling features of the Privacy Act.</p>	5.1 5.3 5.5	Korimako

Released Under Official Information Act 1982

Supporting Work	Description	Activity Completed	Activity Planned	Te Kahu Aroha
Oranga Tamariki Action Plan (OTAP)	OTAP is a key mechanism to support the changes we are trying to achieve through the Future Direction Plan. Chief Executives of children’s agencies are required to set out how they will work together to improve the wellbeing of the core population of interest to Oranga Tamariki. OTAP is a key opportunity to advance shared accountability, communication and collaboration to action the intent of Te Kahu Aroha and the Future Direction Plan.	Oranga Tamariki Action Plan was endorsed by Cabinet on 4 April 2022. The publication of the plan is subject to development of an implementation plan. The implementation sets out collective commitment to achieve significant results for children and young people in the priority populations. The practical actions that agencies will implement by the end of 2022, and key governance and accountability arrangements. Work started on the in-depth assessments of housing, health, and education needs for the priority populations.	Children’s agencies to publish Oranga Tamariki Action Plan in early 2022.	Potential to align with O.A.R 2 and 3
National Governance Board	The Ministerial Advisory Board recommended that a permanent and National Governance Board for Oranga Tamariki be established to have reach into and across other agencies’ and support the sustained change the Ministry is undertaking.	On hold	On hold	Aligns with O.A.R 3

Released Under Official Information Act 1982

3. Ministerial Advisory Board Third Quarterly Report

HIPOKINGIA KI TE KAHU ĀROHA A TE WHĀNAU

'He taniwha kei te haere mai - he taniwha tae kuhu, tae huna e kore rawa koutou e kitea, e kore koutou e mohio kua tae mai, kia kitea rano i ngā kanohi a o mokopuna. Ina tae ki tēnā, kua e patua i o mokopuna - engari hipokingia o koutou mokopuna ki te kahu āroha a te whānau.'

These are the words of Aperahama Taonui. They are the foundation of all the Board's work.

TE KAHU ARIKI: MINISTERIAL ADVISORY BOARD'S THIRD QUARTERLY ASSURANCE REPORT

- 1) This report provides a summary of the Ministerial Advisory Board's (the Board's) assessment of Oranga Tamariki's progress towards change for the past quarter, June to August 2022. Within our summaries of progress, we note feedback and examples of what we have heard through engagement over the last quarter, particularly from Oranga Tamariki's frontline kaimahi.
- 2) This is the first time we have been able to weave feedback from the frontline into the summary of our assessments against Future Direction Plan (FDP) themes. This is as in the previous two quarters, the topics of feedback reflected top of mind matters for frontline kaimahi, and these did not align with the FDP. Over the last quarter we have seen the start of a shift towards a more aligned approach. While we are not able to align comments with all themes or many of the specific actions within each theme yet, we see this as a promising sign of evolution. We also take confidence from the commitment by Oranga Tamariki to position the progress of the FDP to more of an outcomes lens, and look forward to seeing this purposefully develop over the coming quarter.
- 3) In the last section of this report, we provide our views on progress with the implementation of recommendations from the Residence Report we provided you in October 2021. As we approach one year on from delivering this report, we believe that it is timely to assess progress. We note that the challenging issue of placements and ensuring appropriate specialised care matched to the needs of tamariki and rangatahi reinforces that this review is timely. We also see potential to align further action to address these challenges with the recommendations of our recent report, particularly for tamariki and rangatahi whaikaha.

TE KAHU ARIKI FRAMEWORK

- 4) Before summarising our views for this quarter, we briefly set out our framework for our assurance work, Te Kahu Ariki.
- 5) It is the view of this Board that each child is an Ariki in their own right. It is this reflection through whakapapa that underpins the Board's work in Te Kahu Aroha, and through Te Kahu Ariki, the aspiration for Oranga Tamariki as it moves forward into the future.
- 6) Te Kahu Ariki is born out of the whakaaro that underpins Te Kahu Aroha. It is the intention of this Board to ensure that our work is seen through the lens of Te Au o te kanohi Māori, and to reinforce the aspiration embodied in the very name Oranga Tamariki.

- 7) This whakaaro draws inspiration from the feathers that make up Te Kahu Ariki and acknowledges the different manu and their feathers that adorn this cloak. It is this kahukura that the Board utilises to indicate our levels of assurance on the actions and activities by Oranga Tamariki as they progress their journey of change.
- 8) Throughout this report you will see each action identified with one of the colours of Te Kahu Ariki. Raranga huruhuru manu:
- Kākāriki – Kiwi
 - Kōwhai – Korimako
 - Karaka – Kākā
 - Whero – Tieke
 - We also assign grey to actions that are either not live or are being reworked to better align with an outcomes approach.
- 9) The point of distinguishing between the colours of the feathers of the manu is to draw your attention to where it is needed most, as indicated by tieke or kākā. At a high level, we use the symbolism of our manu taonga, with kiwi as the pinnacle – if aspirational – reflection of a thriving Aotearoa. We believe this symbolism is readily understood by New Zealanders and helps deepen collective understanding of the needs and opportunities for improving wellbeing for tamariki and mokopuna in Aotearoa today.
- 10) We have ascribed a colour to each feather and bird, reflective of their nature and mana, and true to the aspiration of ‘hipokingia ki te kahu aroha a te whānau’. It is the ultimate aspiration of this Board to be able to provide to the Minister a kahukura adorned only by the feathers of the kiwi. This will be the confirmation that the Board’s role to provide assurance has supported Oranga Tamariki to achieve the aspiration embedded in its name.
- 11) Te Kahu Ariki is both a literal and metaphorical cloak of assurance. The Board provides this update on how the cloak is taking shape after one year of implementation of the FDP, and nine months of assurance that implementation is gathering momentum in the necessary direction. The overall view can be seen on the ‘one-page visualisation’ of the cloak, showing work is continuing to advance, and highlighting where attention is still needed.

IMPLEMENTATION OF THE FUTURE DIRECTION PLAN CONTINUES TO PROGRESS

- 12) This section sets out the Board’s high-level view of progress towards implementing the FDP. As a summary statement, it is our view that implementation of the FDP continues to progress as a whole.
- 13) A high-level view of Te Kahu Ariki shows that the majority of the FDP are progressing as expected – 23 are unchanged from last quarter; six actions have improved in the level of assurance we can give, while four have regressed (one from korimako to kākā, and three to tieke though this is in reality only two actions as 4.7 is a repeat of 1.7). A new factor for this quarter is that seven have moved to grey. This reflects two important considerations:
- i) Firstly, the reporting this quarter has been noticeably more accurate than in the previous two quarters, as implementation is testing work programme design. This

means some things have changed status because the reporting on them this quarter is more accurate than for the last quarter.

- ii) Secondly, some actions are being rethought by Oranga Tamariki, and are being redesigned to evolve in a more strategic direction; this is particularly the case with theme three which, while still entitled 'Relationships, Partnering and Decision Making', reporting from Oranga Tamariki on this theme this quarter shows it is being shifted to the 'Enabling Communities' programme.

14) We comment more on this shift below but note that this causes us to revise the number of actions we are actively providing assurance on this quarter down from 40 to 26. Of the actions that have regressed, we draw your particular attention to action 1.7 (and 4.7) relating to the closure of residences. We have not yet seen the transition plan for closing residences that the action specifically commits to, and we believe is needed for such a sensitive and significant decision as closing care and protection residences. We have also assessed action 5.6 as tieke, as we do not see adequate evidence of progress since the last quarter, particularly when we indicated we would be looking for meaningful action by now. For this to move in the next quarter, we will need to see evidence that an evidence-based approach to decision-making is gaining traction more generally.

15) While we do not assess actions that are greyed out this quarter, we nonetheless provide a general comment for the action, and across the actions within each theme. (Our overall comment is positioned alongside Oranga Tamariki's focus for the next 18 months for each theme.)

16) In terms of quantifying progress over the last quarter, of the 40 actions of the FDP (including the four sub actions of action 2.5):

- Seven are kākāriki, which we ascribe to the feathers of the kiwi
- 12 are kōwhai, which we ascribe to the feathers of the korimako
- Four are karaka, which we ascribe to the feathers of the kākā
- Three (including both 1.7 and 4.7) are whero, which we ascribe to the feathers of the tieke
- 14 are greyed out, reflecting that the Board is not able to provide assurance on them this quarter as they are either continuing to evolve or are not currently active.

We expect traction over the whole plan by our next assurance report

17) We note that this quarter we have not been able to assess a number of actions and, where this is the case, we have greyed these out. It is notable that the number of actions greyed out has risen from the last quarter from nine to 14 this quarter. While we noted in our last assurance report that we had some concerns that actions remained latent this far into the implementation of the FDP, we acknowledge that sometimes inability to report specific progress can indicate that necessary time is being taken to take these actions back to a more principled and well-founded approach.

18) We believe this is the case for theme three this quarter. We understand this theme is evolving from Relationships, Partnering and Decision-making to Enabling Communities. Our understanding is that this has required Oranga Tamariki to take a step back to assess the overall approach for the theme and then shift to develop a more strategic basis to move forward from. We agree this is needed but note it means we are unable to provide

assurance on progress over the last three months, as the activity we have been reporting to under Enabling Communities does not align with the specific actions of the existing theme three. We think this is an acceptable position at this stage and we want to signal our support for the change in approach. We will, however, be looking over the next quarter for more specific evidence of progress and what planned activity under this theme is potentially able to add up to in terms of outcomes and indicators of progress towards these.

- 19) In other places we have had to grey the action out for more logistical or sequencing reasons, as there has not been the ability for Oranga Tamariki to make progress over the last quarter. An example of this is action 1.5 which is to confirm the operating model to support locally-led, regionally enabled and centrally supported decision making. For this action we noted in our last quarterly assurance report that we wanted to see evidence of progress over this quarter, and we were concerned three months ago it had not advanced. We are advised, however, that this has had to remain on hold while the permanent appointment to the Service Delivery line was made. This was unable to happen for this quarter, though we know the new DCE Service Delivery has now just taken up their role.
- 20) We once again stress that we look forward to progress on this action over the coming quarter, as there are a number of dependencies awaiting the establishment of the locally-led, regionally enabled and nationally supported operating model. These dependencies will be assisted by the development of the strategy to partner and the strategy for investment. We agree both of these strategies are necessary, though we have not yet seen them. We hope to see them taking shape in the next quarter.
- 21) This leads to several related observations. While, as outlined already, we accept and in fact welcome the step back to take a more strategic approach in some areas this quarter, we note that Oranga Tamariki set the original actions and timeframes without seeking our advice, even though the FDP was in response to Te Kahu Aroha. Because the FDP was crafted without what we think was close enough alignment with Te Kahu Aroha or with a supporting strategic framework, Oranga Tamariki now find themselves needing to reassess relevancy and timeframes for some actions. We believe this needs to happen and so, as indicated, for this quarter our assessments have reflected this.
- 22) Our view is that the plan needs to evolve to keep it current and fit for purpose, and that Oranga Tamariki should advance this over the coming quarter, where it is practical to do so and does not detract from programme delivery. We do not wish to be reporting to you in December, one year on in our assurance function, that significant parts of the plan remain inactive because they are not fit for purpose or are still needing to be reworked to be more strategic. Our responsibility and obligation is to provide you with assurance on progress towards the future direction of Oranga Tamariki, and we do not wish to keep you waiting any longer than the end of this year for assurance across a whole, aligned and meaningful plan. The shift towards an outcomes-lens over 'activity busy ness' that we have heard is underway is meanwhile welcome and will support the scale of change needed and the horizon that must be the long-term guide. We would like clear timeframes set for both the evolution of the plan and the outcomes framework for it, as they need to be closely aligned and they need to evolve together.

23) We also note the Board's recommendations from our report on disability matters that we recently provided to you. We look forward to providing you with assurance in coming quarters on these recommendations that we expect will be included within the FDP.

SUMMARY OF PROGRESS BY THEME INCLUDING FEEDBACK FROM THE FRONTLINE

24) In this section, we provide some comments on our views of progress for each theme over the last quarter. These are drawn from the **attached** detailed table, which should be read together with this commentary, as we do not attempt to summarise all our assessment and commentary here.

25) Overall, there is building evidence in most themes that there is work underway to support future change. At the same time, the Board considers there is an equal need to support kaimahi with the here and now challenges they are facing. It is critical to ensure that tamariki, rangatahi and their whānau are getting the support and responses they need right now to ensure their safety and wellbeing.

26) We stated in our last summary report for Q2 that we understand the critical importance of communities having faith and trust in the Oranga Tamariki system so that Oranga Tamariki can support improved outcomes for tamariki and rangatahi. In our quarterly reports we therefore purposefully set out where we see positive progress, in order to support trust to grow. At the same time, we understand the importance of credible and constructive criticism of where more attention is needed in Oranga Tamariki's challenging work. This summary attempts to balance these two objectives.

Theme 1: Organisational Blueprint

27) Overall, there has been mixed progress against this theme. We see promising progress in both the work to strengthen the feedback and complaints system, and the functional changes below the leadership team. However, there are currently three actions on hold which is two more than last quarter. These actions were placed on hold awaiting the new DCE Service Delivery.

28) We highlight our concerns with the potential implications of the status of action 1.7, regarding residences. We cannot give assurance currently that progress to close the residences, and ensure there are appropriate alternatives, is on track. This is because we have not seen the transition plan that this action requires and we are not even sure that the development of this plan is underway yet.

29) We note that work progresses in the absence of a clear strategic approach to partnering and investment. We repeat our recommendation from Te Kahu Aroha, and reiterated in our first two quarterly reports, that a strategy to partner and to invest is needed to help sites move ahead with confidence, and so that partners can have certainty for their investment planning. We have recently been informed that a strategy for each is to be developed, but to date have had no line of sight of progress and we need to see them in order to be more confident that this theme is on track and can support devolution to Māori collectives and to communities. We therefore look forward to seeing progress with both over the next quarter.

30) The strategies to partner and invest also need to be shared with the frontline while they are being developed. This will enable the frontline to share their local insights, including what has worked and what challenges they have faced. Sites should not have to work out the model for themselves, especially when there are established successes to build from in other sites or regions.

Feedback from the frontline that is relevant to this theme

31) Feedback from the frontline of relevance to this theme centres around the desire for more two-way conversations with national office. This is so that communication is more meaningful for both and frontline kaimahi have the opportunity to input into the future direction of Oranga Tamariki. To do so, they first need to understand the FDP and many still feel they are not adequately familiar with it. This is due both to capacity challenges as the frontline remains very stretched caseload wise, and to what some say are ineffective and overwhelming information flows from national office. They also want to understand national office priorities more, as they are not confident currently that they speak the same language as to priorities and what changes are necessary. To enable this, they wish to be able to feedback to national office on a regular basis, not just to receive material from national office about policies they are required to implement, without dialogue. Frontline kaimahi want to know their views are heard and understood, and that there will be follow up in response.

32) More specifically, many we spoke with feel that their work and the pressure they are under is not understood. Some expressed a desire for Te Riu to connect regularly with frontline kaimahi, to be clear of Te Riu's priorities and areas of focus. Without regular engagement, understanding and having a sense of connection between national office and sites, frontline kaimahi say they do not always know how to advocate at the community level for the changes that national office is leading.

33) Instead, frontline social workers hold the view that there is a lack of understanding – and of valuing - of the context and complexities of the work that is undertaken at sites. Both social workers and some frontline leaders talked about the volume of email communication they receive. They are unclear of the prioritisation within the information, and therefore key messaging risks getting lost in the midst of the amount of material received.

34) Some examples of the range and consistency of views we heard on this are:

“Expectations and messaging coming down has been really challenging”

“We don't know what do first”

“Pressure on sites doesn't seem to feature and are not understood”

“I beg you to please keep talking to social workers. The view of social workers gets watered down”

35) Some kaimahi are concerned that community and NGO partners that currently provide services locally are losing their funding from Oranga Tamariki. Some said that there had not been an opportunity for them to provide their views on their community's needs and

there had been a lack of engagement with sites as to their view of which services and providers were effective at supporting and meeting local need. For example, we heard:

“We were just told”

“If they (Senior Leadership Team) asked for feedback, we would tell them who provides quality services”

Board suggestions to address any gaps in communications

- 36) We believe that there would be value in identifying ways to support both national office and the frontline to know they are in the same waka, working to the same outcomes, and they need each other to be successful. Frontline kaimahi have a lot to contribute in terms of experience of what has been tried before, what has and can work and ideas for innovation. Their experience and intelligence are reservoirs that should be tapped into. The information flow needs to shift, at least in part, from national office sending out information to the frontline, to national office informing itself about the needs and realities of the frontline. We know that some national office kaimahi have worked as social workers or at sites, but we are not confident that there is a general understanding of the reality of working for Oranga Tamariki within communities and how hard this work can be. We wonder therefore whether there would be value in considering the development of modules specifically for national office kaimahi to have more opportunity to understand frontline work, and to see more clearly how their roles at national office can better support frontline kaimahi.
- 37) We have recently had an early design of a new, strategic approach to communications shared with us. This is visionary, aspirational, and inspirational in intent, and we welcome that. At the same time, there is an urgent need for pragmatic communication based on material that the frontline can utilise to access the FDP, understand the intentions and commitments of Te Riu and national office, and see progress against the FDP's themes and where they can input and help drive it forward.
- 38) There is otherwise a risk that the frontline and national office are not yet all paddling in the same direction. We believe this is remediable, and the new communications strategy will help over time, but there needs to be action over the coming quarter designed to help frontline kaimahi understand and connect with the FDP and their role in it.

Theme 2: People and Culture

- 39) The Board acknowledges the promising planning shared with us that sets out a better future state for kaimahi ora, however, we continue to await detail on how the current pressing need to improve kaimahi ora will be addressed. As in previous quarters, a significant focus of the feedback we received from the frontline this quarter is on the state of their kaimahi ora currently. This is included in the feedback relevant to this theme set out in the following section.
- 40) We expect the Oranga Tamariki Action Plan (OTAP) should help with sharing responsibility and resourcing for delivery over time, and that this should ultimately help with the workload of Oranga Tamariki's frontline. However, we have not seen anything specific to be able to see that other agencies are yet readying themselves to support delivery at the flaxroots

level. We remain curious, as last quarter, to know the status of the Regional Public Service Commissioners (RPSC), as we see their roles as crucial for bringing the government system together at the regional level. We note that tamariki under the care of the Oranga Tamariki Chief Executive, including those in residences, tamariki under the oversight of youth justice and tamariki transitioning out from Oranga Tamariki care, are the priority population for OTAP. This is a promising commitment, but to be able to provide assurance that this is going to mean more joined up support for these tamariki and rangatahi, we need information over the next quarter as to the practical details of what this commitment means, and as to what the RPSCs are going to lead or offer their support on, and when.

- 40) We also continue to await progress with development of the Oranga Tamariki resource allocation model and we are unclear whether this action is in reference to workload complexity and caseload measurement only or whether it is also relevant to fiscal and people resource, and asset management and allocation. Meanwhile, we are confident that Te Hāpai Ō is comprehensive and that the programme is progressing well and supporting participating kaimahi in enhancing their cultural competency. We are similarly confident with progress with the workforce strategy, while recognising it needs more time to fully develop and to move beyond its current internal focus.

Feedback from the frontline relevant that is relevant to this theme

- 41) The frontline has felt an ongoing tightening of constraints in the agency's fiscal position which is, according to some, risking impact on ability to fulfil tamariki plans and orders. It is also creating potential delays for some sites in not being able to advance recruitment of social workers and other allied roles. This in turn is increasing the workload pressure for some sites. Moreover, kaimahi have different understandings of the financial situation, and have told us that messaging and application appears to be inconsistent from one region to another. This includes a range of understandings as to which positions can continue to be recruited for, including whether kairaranga are considered to be a frontline position, and what support is available to advance the practice shift.

- 42) We heard many comments such as:

"Existing social workers have to absorb the cases. We have to manage on top of our busy caseloads"

"I feel that cases need to be at a critical point before we get finances approved"

"If we want to set up whānau to thrive, we need to have putea to service plans and orders"

- 43) We are told that some sites and kaimahi are having to more often refer whānau to resources from the community, such as local foodbanks, where they may have previously provided supermarkets vouchers. Others said they are no longer using Individual Expenditure Cards to buy tamariki food or bring kai to a meeting with whānau.

"We are trying to empower families so they can access supports, but we also refer out to community support if required"

"It's been huge for us, working in the intensive intervention a lot of safety planning and keeping kids out of care, it's hard to juggle with not having money to support"

44) Regardless, we were told that sites are trying their best within the circumstances:

“People are making a fine effort. We also have some good practice leaders to keep the focus on where we should be going”

Theme 3: Relationships, Partnering and Decision-Making

45) The Board notes the change in reporting style for this theme to align relevant actions against and across tracks one and two of Enabling Communities in an integrated manner. This is a significant evolution from the published actions under the FDP towards a description and understanding that better reflects Te Kahu Aroha. The Board also understands that this is a very significant new direction for a government agency and will need to proceed at varying paces and in different ways, as befits the needs of tamariki and rangatahi, whānau, hapū, Māori collectives, and community partners. We take this opportunity to suggest that the different approach being taken for this theme through the parallel Enabling Communities work programme represents timely opportunity to update the FDP as a living document, as and where it is evolving through building to delivery.

46) The promised shift towards an outcomes-lens for this theme, as for the whole FDP, is welcome as it will support the scale of change needed and the long-term horizon that must be steadily navigated towards, particularly to enable devolution to be successful. It is pleasing to see progress with track one pilots, and with track two early mover communities under Enabling Communities, but at the same time we need to see how this will be amalgamated with the ‘Relationships, Partnering and Decision-making’ theme. The Board expect to work closely with Oranga Tamariki, together with the ICF, to support devolution under this theme to be successful, enduring and sustainable into the future.

47) While we strongly support devolution to communities, we wish to also clearly signal that there is a pressing need for Oranga Tamariki to show how it plans to actively take account of the diversity of needs for all tamariki and rangatahi, not just the needs of tamariki and rangatahi Māori. While we believe that prevention should be led by communities for all tamariki in the first instance, we caution against seeking to place responsibility for all tamariki and rangatahi to Māori collectives and iwi of the rohe. They need the space to prioritise the needs and opportunities to support their tamariki, rangatahi and whānau first for the disparity that Māori have experienced to be addressed. We are concerned otherwise that the conditions needed for devolution to be successful are not in place.

48) We also believe that the needs of tamariki and rangatahi who do not whakapapa to local iwi or who are not Māori must be actively considered. Their communities should be supported to meet their needs in parallel with Māori collectives leading for their tamariki. As we said in Te Kahu Aroha, we wish all tamariki and rangatahi in Aotearoa to be safe and able to thrive, and do not think that neglecting the needs of any of our tamariki will help achieve the equity we seek for Māori.

- 49) We make these comments now, as while we see good promise with the progress under this theme, the most effective time to build a system that works for all is from the beginning. While we know that work is proceeding in good faith, we do not want this theme to advance in a direction that inadvertently excludes any tamariki, rangatahi or whānau from being able to access the support they need to be safe and able to thrive.
- 50) Relevant feedback from engagement with the frontline for this theme is included in the feedback under the next theme, Social Work Practice, as much of this was in relation to the Practice Shift.

C. Theme 4: Social Work Practice

- 51) The Board acknowledges progress made in a number of areas across this theme including the monthly case file analysis for all pēpi under 30 days old placed in custody under a section 78 order, and through the Chief Social Worker issuing practice notes to all kaimahi to build understanding, as with presentation of review findings to frontline senior kaimahi. These actions can only strengthen the application of practice guidance for frontline kaimahi. The Board is also pleased to see some progress on micro-credentialing and on some of the residential standard operating procedures.
- 52) For the next quarter, the Board welcomes further information on understanding how professional development and training can aid frontline kaimahi understanding and application to practice, and explicitly on Oranga Tamariki's plan for training and guidance for kaimahi to support tangata whaikaha. We also wish to see that analysis of section 78 use includes looking at outcomes for all tamariki placed in custody under this order, not just those of pēpi under 30 days old.

Feedback from the frontline that is relevant to this theme

- 53) Relevant feedback from engagement with the frontline for this theme focuses on the Practice Shift, and how this is supporting devolution at the site level. It is clear from our conversations that overall, the frontline is in strong agreement with Oranga Tamariki's direction to devolve prevention and other aspects of care to Māori collective, hapū, iwi and community partners. In fact, there was overwhelming positive agreement from kaimahi on the need for this to happen. However, there is some concern that patience in building capacity and capability is needed in order to be able to meet the demand and to ensure devolution is successful. For example, we were told:

"We now have 5-6 providers we contract to work through the reports of concern which has led to a greater understanding of the work we do"

"The community are taking 40-50% of our intake referrals and I've noticed a reduction in re-referrals"

- 54) There is a parallel need alongside Oranga Tamariki's Practice Shift and in support of Section 7aa, to support the other agencies to understand and support the shift and future direction of Oranga Tamariki. Some reported that other agencies, including the Courts, are not equally comfortable with the pace or ambition for change, and are not adequately or at all familiar with the Practice Shift. There is a need to engage and educate across the

sector or there will be drags on progress and potentially contradictory processes for tamariki, rangatahi and whānau to work through.

“It is frustrating that other government agencies don’t get the future direction. For example, education, health, courts, and the lawyer for children, or police - they still come to FGCs and just read out the things the child has done wrong, with no focus on strengths”

55) There is also some concern that not all kaimahi are confident in Oranga Tamariki’s statutory roles, and more clarity is needed as to where Oranga Tamariki should continue to lead. Some said that there is not enough focus on training and clarity of their statutory role. Kaimahi believe they must undertake robust, well-reasoned assessments, and that these assessments underpin their work and decisions. Some supervisors commented that more specific communications from senior leaders on the role of statutory social work would be helpful to address these concerns, and to clarify that Oranga Tamariki still has an important statutory lead role.

“We all need to be clear of the roles and responsibilities”

Improving supervision experiences

56) We were very pleased to hear that the amount of supervision being received has notably increased over the last quarter for some kaimahi, a number of whom said they feel their practice is actively supported through supervision, with some noting that they are having either regular or ad hoc supervision, depending on their work priorities. While the supervision we heard about has been generally more case focused rather than focused on practice reflection, this is a significant marker of progress and it is very pleasing compared with what we heard during engagements for the first and second quarters.

“Exceptional supervision and I genuinely feel valued”

57) There are variables within this, for example, cultural supervision is not consistent across regions. We also heard a number of times that while social workers reported that they have positive experiences with their supervisor, they do not feel that their supervisors themselves get adequate support or training from the organisation. In addition, some of the supervisors we spoke with reported that they had very little professional development, though several did say they had a current professional development plan and some said they had enrolled into the ‘Leading the Oranga Tamariki Way’ programme. Several supervisors acknowledged they received regular supervision from their site managers and felt they had an opportunity to grow and develop. One Practice Leader talked about the site funding kaitiaki sessions every two months, and others spoke about active communities of practice and regional peer supervision.

“We get a lot of opportunities for training, our practice leader is awesome”

Feedback relevant to placements and residences

58) Through engagement for this quarter, we heard that some social workers have noticed a substantial increase in younger offenders, coupled with a lack of care placement options for them. This is increasing the potential need to utilise youth justice (YJ) residences for

younger rangatahi. Kaimahi say they are struggling with how to best support particularly those presenting in the YJ system under the age of 14 years old.

“They cannot be charged but there is a gap in services for that age group”

59) Social workers continue to tell us, as in previous engagement, that they are frustrated with how many of these rangatahi have not been in school for several years and that engaging with the Ministry of Education on this is not necessarily straightforward.

60) We continue to hear that motels are having to be used if there are no other community care options available, and we were told at times, tamariki are placed in residences if there are no bail homes available. This is despite it not being an appropriate option for this age range. On other occasions, younger offenders are being placed in community remand homes without adequate support, and this can lead to a greater risk of absconding.

“Our biggest stress is placements, especially for teenagers. I am consulting constantly with our placement team but most end up in motels with trackers”.

“Far too often because care and protection do not have provision of placements. We can’t provide best outcomes if we are locking them away”

61) We provide these comments on the need for placements for a range of tamariki and rangatahi to reinforce what we found in our recent report on the needs of tamariki whaikaha, and also to support our review on progress against the recommendations we made in our Review of Residences, nearly a year ago. We provide more information on this later in the report.

Theme 5: Data, Insights and Evidence

62) We understand that the roll-out of Whiti and work to advance EDAP (the Enterprise Data and Analytics Platform) is progressing well, with both actions improving this quarter. We welcome the child-centred focus of the new data structure and the mechanisms in place within Whiti to help reconcile work completed with case management system records. In lieu of formal data quality assurance mechanisms, this is a helpful step in assisting the frontline to maintain accurate records.

63) The magnitude of the programme to replace CYRAS is recognised and we are encouraged to finally see a plan in place. At the same time, we do not feel that there has been meaningful progress to embed evidence-based decision-making across all levels of the organisation and we hold some concern over the delays to the Data Exchange work programme.

64) We did not receive any feedback from the frontline of specific relevance to this theme, however, we will make this a focus for the next quarter. We hope that evidence of the impact of Whiti for sites will start to be available by then, and that data sharing options with partners will become visible to sites and partners.

OUR ASSESSMENT OF PROGRESS AGAINST THE RECOMMENDATIONS OF OUR 2021 RESIDENCE REPORT

- 65) The final section of this reports explores the progress that has been made on the recommendations we made in our 2021 review of residences report. (Table 2, **attached**, sets out our framework for assessing progress against the recommendations.)
- 66) At an overall level and combining with the relevant actions of the FDP, the level of assurance we can provide on residences is mixed. We recognise that there has been progress over the last year, and that there are some promising plans in place to develop new physical environments in lieu of the current residential offerings. We are concerned however about the decision to close care and protection residences in the near future without the promised transition plan being in place, and without recognition that the biggest issue for rangatahi otherwise in need of residences is the lack of specialised care options and placements. We believe, as we said a year ago, that this should be the first focus, rather than starting with closing the current approximately 30 bed capacity of care and protection residences. These bed numbers do not in any way reflect a measure of the demand for specialised placement and care, but are a crucial existing offering.
- 67) We understand the external pressure to close residences, including from the evidence being shared in the Royal Commission as to how damaging residences could be for tamariki and rangatahi. We agree that ultimately residences need to close, as their physical environments offer limited ability for a therapeutic environment and present the potential for inappropriate care and increased levels of risk, but we believe that sequencing the closure is key – that is, the new builds should be in place before current options are taken away.

Background

- 68) In July 2021, the Board was asked by the Minister for Children to ‘visit all Oranga Tamariki Care and Protection and Youth Justice Residences for the purpose of assessing and reporting back on the care, safety and treatment provided to the children and young people who are residents’. In response, we undertook a focused review to explore whether there were systemic issues across institutional residences, noting we did not investigate operational issues at individual residences.
- 69) Through this review, we have identified gaps in the provision of specific care and treatment by some residences. We determined that residences were inadequately supported, with inappropriate physical environments, and without the necessary specialised workforce and skills to deliver therapeutic care to meet the needs of tamariki and rangatahi in residence. While our review was mixed, it was our view that with sufficient resourcing and appropriate prioritisation, most of these issues could be remedied, at least for the medium term while the new builds in community settings are completed over the coming five years.
- 70) We identified five areas for immediate attention:
1. The significant unmet demand for acute care places and the urgent need for more options for secure therapeutic care;
 2. A workforce purposefully matched to this unique category of care, and to support those tamariki and rangatahi that are in residential care;

3. National-level support for residences, including for national standard operating procedures and with recruitment, induction, training, and supervision;
4. The opportunity to refresh the grievance process so it is fit for purpose to support ongoing improvements to residential care;
5. The need to provide a holistic and therapeutic approach for each tamaiti in the care of the residences, as well as in the broader care system, with regular monitoring and assurance in place to ensure a culture of continuous improvement.

One year on from our Residences Report

- 71) In this section of our Te Kahu Ariki report we provide an update on the progress made to address those recommendations. We also highlight emerging concerns that have come to light when we have revisited five residences (one care and protection and four youth justice residences) between June and August 2022.
- 72) The 'Residence Assurance Framework' (Table 2, attached) synthesises this information. The body of information reflects engagement with residential kaimahi, rangatahi,¹ project and programme work leads, subject matter experts, oral and written briefings. We also utilise literature to inform best practice within residential settings.
- 73) In preparing this update, we were limited in our ability to meet with rangatahi living in residences; we will provide further insights shared by rangatahi as part of future reports. In addition, some members from Te Rōpū Pūmanawa (which consists of five rangatahi with care experience, including lived experience in the residences referenced in the original residences report in October 2021) have also been given the chance to review and provide feedback on the advice traversed here.

Progress Update

- 74) There is work underway to consolidate various service delivery initiatives related to residential care. Specifically, we note:
- the presence of the kaupapa where quality of care underpins the work of all residential staff. The safety and wellbeing of the young people is at the core of all they do;
 - provision of targeted education and programmes for young people under 17 years old;
 - the development and micro-credentialling of the Youth Justice Induction Programme, 'Te Waharoa';
 - the micro-credentialling of STAR and leadership training for Youth Justice staff;
 - the strengthening of standard operating procedures;
 - improving the accessibility of the grievance process; making the system user friendly for young people.
- 75) Youth Justice residences have made steady and considered progress to address the recommendations set out in the October 2021 report and should be commended on their determination to improve the current state.

¹ Refers to rangatahi living in residences at the time the MAB completed their engagements

76) In comparison, we are concerned that progress for Care and Protection residences has not matched this pace. We believe this is due to the pending closure of the Care and Protection residences, and a correlative deprioritising of investment in these services. While there are tamariki and rangatahi in the residences and an ongoing demand for them, it seems crucial for progress to continue to be made to ensure they are the best environments they can be for those in their care.

Update on specific progress against each of our five recommendations

77) *The significant unmet demand for acute care places and the urgent need for more options for secure therapeutic care*

- Care and Protection residences continue to operate at near full capacity. Demand for residential placements outstrips the ability to supply, resulting in tamariki and rangatahi at times having limited viable, quality care options which adequately meet their needs.
- There continues to be numbers of tamariki and rangatahi with complex and behaviour management needs placed in motels or community homes with a range of carers while they await vacancy in residences. The level of skill and experience of the supervision staff employed to manage the complex and behavioural needs of those young people is uncertain.
- Rangatahi raised their awareness of the lack of suitable placement options. They stated that they know the reasons why they remain in residential care, and feel they have no power to determine their future plans. This position was supported by staff at residences.
- At times, when there are no suitable placements available, social workers are required to provide oversight and supervision for these young people both during the day and overnight. This is alongside the expectation that these staff also fulfil their day-time accountabilities. This service provision gap requires addressing.

78) *The need for a workforce that is purposefully matched to this demand, and to support those tamariki and rangatahi that are in residential care*

- The lack of a unified workforce strategy for residences is an impediment to quality recruiting and retaining staff. We are aware that Youth Justice has made progress on its workforce strategy.
- Several residences highlighted that recruitment of staff is not a seamless process. Delays in approval to progress appointments often results in the preferred applicant securing alternative employment. It is noted that the Police vetting process is a key contributor to the delay.
- Retaining staff is an issue. Vacancies in several residences hinder the opportunity for staff to attend training or receive supervision as daily operational requirements take precedence.
- Residences identified that full occupancy and high volume of staff vacancies presents significant health and safety risks to both staff and rangatahi. Recently, several staff employed at youth justice residences cited being afraid to present for work duties

because of the increased violence and aggression being displayed by the older residents.

- The Board has not yet received an update on workforce planning from care and protection residences, while Youth Justice have presented its work on training pathways, the induction package and the training for both leaders and youth workers.

79) *The need for more national-level support for residences, including for national standard operating procedures and with recruitment, induction, training, and supervision*

- The Board has not yet received an update on the progress for more targeted support from national office for residences.
- Standard operating procedures are being progressed. The Board would like an indication when this work will be completed.
- Residence staff spoke of the continued use of a paper-based record management system. The paper-based system is laborious particularly for auditing and compliance reporting. The adoption of a more sophisticated system to streamline the process is welcomed by residential staff.
- Youth Justice has been progressing with training for its staff. The Induction Programme, 'Te Waharoa' provides new staff with a solid overview of organisational expectations and service requirements.
- Micro-credentialing STAR and leadership training for staff is being progressed.

80) *The opportunity to refresh the grievance process so it is fit for purpose to support ongoing improvements to residential care.*

- Reporting grievances continues to be managed by rangatahi submitting a written complaint. Some rangatahi do not have well developed written skills and this presents a barrier for them and to ensuring their voices are heard. Residential staff stated that rangatahi are able to approach other adults to support them to make a complaint. Notwithstanding this offer, rangatahi are reluctant to utilise that assistance.
- We understand that work is underway to introduce a suite of improvements as part of the Manaaki Kōrero work programme led by the Voices of Children and Young People's team, including technological options to the grievance process in the upcoming quarter.

81) *The need to provide a holistic and therapeutic approach for each tamaiti in the care of the residences, as well as in the broader care system, with regular monitoring and assurance in place to ensure a culture of continuous improvement.*

- The development of OTAP is an important opportunity to drive a shared systems approach for tamariki and rangatahi. Beyond this, we have not received an update on the development of therapeutic approaches that meet the needs of tamariki and rangatahi.

- The sharing of information gathered at sites is not always accessible to residential staff. This creates a barrier particularly in the development of holistic plans and also for the other agencies such as Education and Health to contribute and determine their contribution to the residential plan.

Emerging concerns

82) Visits to residences this quarter identified concerns around managing and providing for the unique needs of the 17-19-year-olds in youth justice residential settings, as well as the lack of available care and protection residential placements.

83) The amendments to the Oranga Tamariki legislation in 2019 increased the age of young people from 17 to 19 years. The impact on youth justice residences has been two-fold: firstly, an increase in demand for beds, and secondly a reflection that the current service provision is not responsive to this older cohort and was not designed with their needs in mind.

- The service provision at youth justice residences for the most part is centred on young people under 17 years of age. Education and life skills programmes have been designed to fit the younger age group (12-16 years).
- The older young people find it difficult to remain interested and to be responsive to many of the current programmes. The opportunity for them to engage in vocational training and extend their work skills is limited.
- Several of the older young people are large in stature, are life experienced and more complex to manage. Some are aggressive and violent. A small number of the residents are patched or aspiring members of gang organisations.

Care and Protection Residential Placements

84) Currently, Care and Protection residences offer around 18 placements to rangatahi. Oranga Tamariki has announced that over time care and protection residences will cease to exist in its current form. The intention to close Care and Protection Residences comes at a time when the demand for residential placements is increasing. We understand the plan to address the demand for safe residential placements is to be met by working with Māori collectives, iwi and communities to establish community homes, and to develop other placement alternatives.

85) We note that the proposed timeframe for the completion of the new purpose-built homes is not for some while. Furthermore, it is likely that Māori collectives, iwi and community providers will require time to build their capacity and capability to deliver models of care that meet the needs of tamariki and rangatahi. The Board understands the drive to create a new and different future, however, the planning for this must not be at the expense of today's rangatahi.

86) The Board acknowledges the programme exploring alternative options to extend the range of care options by Māori collectives, iwi and communities to better meet the needs of tamariki and rangatahi in the future.

Further assurance for Te Kahu Ariki 4

87) The Board seeks assurance from Oranga Tamariki for the fourth quarterly assurance Report on four specific matters so that we can have a fuller picture of progress and areas for attention:

- the steps being taken to ensure the safety of the rangatahi and staff in residences, in particular youth justice residences (17-19 year olds)
- the plan to address the significant demand for care and protection residential placements
- the progress and preparation of the suite of community care options which over time will replace the care and protection residences
- update on progress against the Residence Report recommendations from the Care and Protection residence leadership group.

Released Under Official Information Act 1982

Oranga Tamariki’s focus for the next 18 months

Focus for next 18 months: Implementing the organisational reset below the leadership team, confirming regional boundaries and the new operating model. Strengthening the feedback and complaints system through immediate improvements and commencing implementation of a broader plan to deliver ‘fit for-whānau’ complaints experiences. Progressing Residential Care and Other Matters Bill, as well as integrating Service Delivery initiatives under the Te Oranga o Te Whānau Portfolio, to support the transition plan to close residences. Supporting tamariki and whānau participation in existing practices and processes and Future Direction Plan change initiatives, building towards a future state systematic approach to tamariki and whānau participation and influence on decision-making. Update from their FDP report

Board high-level assurance summary

Overall, there has been mixed progress against this theme. We see promising progress in the work to strengthen the feedback and complaints system, and with subsequent change below the leadership team. However, there are currently three actions on hold; this is two more than last quarter. These actions were placed on hold awaiting the new DCE Service Delivery. We are concerned with implications of the status of action 1.7 – we cannot give assurance that progress to close the residences and, critically, ensure there is appropriate alternatives to residences, is not on track as we have not seen the Transition Plan that this action requires. We note also that work progresses on a number of front in the absence of a clear strategic approach to partnering and investment, and look forward to seeing progress with both over the next quarter as they are needed to help guide transformation.

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>0-6 month activities (September 2021 – March 2022)</i>							
1.1	Determine how functions are grouped for best effect, and then put in place a leadership team to reflect this, drive further change, and set culture. This will ensure that professional social work practice is appropriately reflected at this leadership level.	<p>Completed</p> <p>In July, a permanent appointment was made for the DCE Service Delivery role. The new DCE will start with the Ministry on 12 September. A recruitment plan is in place for the DCEs System Leadership and People and Culture & Enabling Services roles. Once completed all Te Riu roles will have permanent appointees.</p>	Complete Te Riu recruitment (November 2022).	<p>In the last quarter the Tumu Tuarua te Tuku Ratonga was appointed, and we acknowledge the work to confirm other appointments. We look forward to working with Te Riu.</p> <p>The importance of an overarching outcomes framework for ongoing accountability has been accepted by Oranga Tamariki. The Board looks forward to being updated on the progress of this.</p>	Potential to align with: overarching recommendation 1 regarding upstream prevention; overarching recommendation 2 regarding purpose, including restoring the mana of social work and the OCSW; and overarching recommendation regarding ensuring all within Oranga Tamariki understanding their role in contributing recommendation 20, but this will be dependent on implementation of form.	Phase 2	<p>Kiwi</p> <p>We assess this action at green, considering the full Te Riu team is now recruited for. To keep progress at this level, we would like to see how Te Riu intend to consolidate the across the actions in the FDP, and confirmation of who is accountable for both each action, and for their collective impact</p>

Te Oranga o Te Whānau Portfolio: A process is currently underway to bring Service Delivery initiatives into an integrated ‘whole of care’ portfolio underpinned by tikanga, matauranga Māori, bold aspirations and iwi partnerships. The Portfolio brings together Whānau Care, Youth Justice and Specialist Groups Homes, Care Residences Redevelopment (Transforming Te Oranga and Te Kaahui Whetuu), the Care Investment & Planning (Cost of Care) programme as well as the Care Continuum (Future Model of Care) under the mantle of Te Oranga o Te Whānau. Reporting for the portfolio will be provided at the next reporting period.

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
0-6 month activities (September 2021 – March 2022)							
1.2	Alongside the development of a new operating model, consider what functions and models best support subsequent change below the leadership team.	<p>In progress Timeframe to deliver: June 2023 Functional changes below leadership level have been presented to Te Riu and the Chief Executive for discussion:</p> <p>Service Delivery</p> <ul style="list-style-type: none"> An interim leadership team is in place until the newly appointed DCE Service Delivery commences work in September. The review of structure will be ongoing <p>Office of the Chief Social Worker A recruitment plan in place for a new team with completion due for October 2022.</p> <p>Quality, Practice & Experiences</p> <ul style="list-style-type: none"> Propose changes to leadership team and re-design of functions. Planning is in progress. <ul style="list-style-type: none"> Consultation with impacted kaimahi (Oct 2022) Final decision (Dec 2022) New structure live (Feb 2023). <p>People, Culture & Enabling Services</p> <ul style="list-style-type: none"> Proposed structure change to create a new centralised Data, Digital and Insights team. Planning is in progress. <ul style="list-style-type: none"> Consultation with impacted kaimahi (Oct 2022) Final decision (Dec 2022) New structure live (Feb 2023). <p>Delays this quarter</p> <ul style="list-style-type: none"> Sequencing. Each business area has its own different set of challenges, complexity, and urgency for change. People & Leadership: Implementation of HRIS/Payroll programme requires 2 month freeze on any change and a change consultation process. Interdependencies: Work to identify interdependencies is needed to ensure the changes made achieve the collective priorities of Te Riu and our strategy and Future Direction. 	<p>Discussion will continue among Te Riu regarding the prioritisation and sequencing of further structural change below the leadership level, and will be guided by the Oranga Tamariki strategy and Future Direction Plan. The Director Transformation will support this prioritisation and decision-making with an aim to mitigate change fatigue among kaimahi (ongoing) .</p> <p>By the end of October 2022 there will be a clear view of sequencing and timeframes for further structural change below the leadership level for:</p> <ul style="list-style-type: none"> Māori, Partnerships & Communities. System Leadership. Transformation. <p>Activity for these groups will most likely continue next year (ongoing) Included will be work to develop a:</p> <ul style="list-style-type: none"> Proposal for how best to organise data, digital and information functions (potential impact on all DCE areas above). Communications plan and change approach, endorsed by Te Riu, to support the tranche of structural changes and minimise the impact on kaimahi 	<p>We understand that the Oranga Tamariki Organisational Strategy on a Page will be a foundation document for subsequent change. We are advised that this work is closely linked with actions to reset operational boundaries and the development of the regional operating model.</p> <p>By next quarter, we want to see how this work will be advanced.</p> <p>We note that we have been receiving regular presentations from Te Riu regarding activities underway to support FDP action. We have been provided with the option for regular kanohi to kanohi korero with the full Te Riu leadership team to work through any concerns the Board has, and to provide feedback on areas we are supportive of the direction and where we can offer guidance.</p>	Not associated with any specific Te Kahu Aroha recommendation directly	1.3 1.5 1.6 Phase 2	<p>Korimako</p> <p>Over the coming quarters, we will be looking to see how structural changes are impacting on capacity and capability to deliver</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
0-6 month activities (September 2021 – March 2022)							
1.3	Reset Oranga Tamariki regional boundaries to have one common set across the agency that better reflect the communities it serves.	<p>On hold</p> <p>Timeframe to deliver: Not yet confirmed</p> <p>Challenges faced this quarter slowed progress to deliver these activities. Oranga Tamariki remain at the concept stage for resetting the regional boundaries.</p> <p>There is no progress to report against this action from last quarter</p> <p>Delays this quarter</p> <ul style="list-style-type: none"> Temporary DCE Service Delivery: the decision document for the new Te Riu structure indicated the DCE Service Delivery as the owner of this action. Agreeing scope and the direction of this mahi has been a secondary focus of the outgoing DCE Service Delivery, due to the competing operational priorities they have taken to prepare for a permanent appointment to this role. We see value in undertaking planning activities for this action with the permanent leader, who will be accountable for its delivery. <p>Challenge/s to future delivery:</p> <ul style="list-style-type: none"> Requires consultation with local leaders, partners, and iwi to ensure decisions are not disconnected from communities and whānau. 	<p>By end of October 2022 there will be a clear owner of this work, who will be accountable for leading this action.</p> <p>Ongoing work reported includes:</p> <ul style="list-style-type: none"> Agree scope and outcomes for this action. Identify resources to deliver this action. Plan for engagement with the communities this action is seeking to better serve. Progress discussions with the PSA about their involvement in this action. Define the connection between Action 1.3 and action 1.5 <p><i>Work to deliver Actions 1.3 and 1.5 will enable the progress of actions 1.6 and 2.3.</i></p>	<p>It has been confirmed that the intent of this action is to consolidate operating boundaries for the organisation's service lines, so that one common set of boundaries exists.</p> <p>The Board understands that the Te Oranga o te Whānau Portfolio have assumed a separate set of boundaries that reflect iwi and rohe.</p> <p>We have been advised that Oranga Tamariki is working to resolve the many boundaries the organisation works with, and that this work is still in progress.</p> <p>We would welcome an opportunity to hear more about the progress of this work, and of progress at the regional level.</p> <p>It would be helpful to have an understanding of how these regional boundaries align with the regional service structures of other government agencies and existing convening and funding regional localities. For example, it would be useful to understand MSD's Work and Income boundaries, as well as the localities of the Regional Public Service Commissioners, to ensure there are no gaps in services.</p> <p>We would appreciate an indication of Oranga Tamariki planning, if any, to consider the possibility of alignment of Service Delivery boundaries with other significant Service Delivery government agencies.</p>	<p>Potential to align to all three overarching recommendations and :</p> <ul style="list-style-type: none"> 3 – Understanding what regional governance arrangements exist 4 – Ring-fence resourcing to support regional planning 6 – Responsiveness to partners 7 – Community workforce needs 8 – Local helplines 11 – Developing social sector workforce plan 16 – Triage from NCC to communities 19 – Ensure adequate resource for communities to lead upstream prevention 	<p>1.5</p> <p>1.6</p> <p>2.3</p> <p>Phase 2</p>	<p>Noting that this action has gone on hold since the last quarter, we are unable to assess progress fairly. We will be very concerned if this shows no progress by next quarter. To give assurance against this action we would welcome early engagement with the DCE Service Delivery.</p>

Released Under Official Information Act 1987

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
0-6 month activities (September 2021 – March 2022)							
1.4	Strengthen the feedback and complaints system so it is 'fit-for-whānau', and ensures that tamariki, rangatahi and their whānau have their voices heard and have confidence in the process.	<p>In progress Manaaki Kōrero <i>Improvements to residential grievance process.</i></p> <ul style="list-style-type: none"> Immediate improvement areas confirmed Initial improvements have been designed with kaimahi responsible for delivering the grievance process and with VOYCE Whakarongo Mai. Implementation approach endorsed by DCEs and handed to Service Delivery for implementation from August 2022 <p><i>Develop and implement fit for whānau complaints, grievance, information, assistance and advice processes</i> Timeframe to deliver: July 2023</p> <p>VOYCE Whakarongo Mai :</p> <ul style="list-style-type: none"> finalised engagement approach for tamariki and rangatahi. Working to finalise engagement approach with whānau. <p><i>Improvements to existing feedback and complaints processes</i></p> <ul style="list-style-type: none"> Improvements continue to take place reflecting ongoing development work There have been significant improvements in the last six months in the timeliness of responses to feedback providers. <p>Delays this quarter:</p> <ul style="list-style-type: none"> Capacity constraints and competing priorities for residence kaimahi has impacted delivery timeframes for improvements to residential grievance processes. Developing a whānau engagement approach that is ethical and meets our partnership obligations with VOYCE Whakarongo Mai has taken longer than planned and delayed work whānau. <p>Challenges to future delivery:</p> <ul style="list-style-type: none"> Capacity issues and competing priorities are likely to be an ongoing challenge. Funding required to implement a wide range of changes to deliver a 'fit for whānau' system is unknown until the blueprint is completed by tamariki and whānau. We are committed to delivering immediate improvements through existing budgets. 	<p><i>Improvements to residential grievance process.</i> Support operational delivery of the following activities from August 2022:</p> <ul style="list-style-type: none"> Improve the language and accessibility of tools and resources. For instance, redesign the 'What's up' form and improve the response letter language Develop more mechanisms for rangatahi to raise a complaint via. Involve piloting an interactive digital form in residences. Teach self-advocacy as a social skill. Pilot teaching rangatahi self-advocacy as a skill in Puketai residence with VOYCE Whakarongo Mai. Improve investigation standards and training: refresh and improve the Whaia te Maramatanga training/resources to support timely responses to rangatahi. Increase the profile of advocacy in residences. Provide information to explain what advocates are, identify who they are and ensure there is regular access to advocates. <p><i>Develop and implement fit for whānau complaints, grievance, information, assistance and advice processes.</i></p> <ul style="list-style-type: none"> Work with tamariki, rangatahi, whānau and caregivers to describe a future state led by VOYCE Whakarongo Mai (Aug – Dec 2022). Develop and implement a prioritised and sequenced plan for wide scale solution development and implementation and ensure VOYCE Whakarongo Mai, tamariki, rangatahi and whānau have a quality assurance role in implementation (February 2023 onwards) <p><i>Improvements to existing feedback and complaints processes.</i></p> <ul style="list-style-type: none"> Ongoing work with the Feedback and Complaints team to ensure insights gained are shared and reflected across improvement of current, and design of future, processes. 	<p>The Board recognises that Manaaki Kōrero is comprised of two workstreams.</p> <p>One workstream is focused on improvements to the residence grievance process. The Board is encouraged by the progress to strengthen this process.</p> <p>We understand that these improvements are being introduced in residence institutions only. There is a question about the applicability to 'residences' as defined under the Oranga Tamariki Act. Further discussions will be had with Oranga Tamariki.</p> <p>The second workstream is focused on developing and implementing a fit-for-whānau complaints, grievance, information assistance, and advice process. The Board is encouraged by the work of Oranga Tamariki for this action, but expects Oranga Tamariki to ensure their partners are best supported to provide advice to meet the timeframes required of advice tendered by Ministers, and take responsibility when those timeframes are not met. Oranga Tamariki needs to consider capacity of partners in setting the timeframes for delivery of this work, and we expect Oranga Tamariki to support partners and community organisations with capacity building, and, when commissioning partnered work, build in timeframes that work for partners not just for Oranga Tamariki or government.</p> <p>We look forward to hearing more about the progress of a blueprint design for our next quarterly report.</p> <p>The Board is strongly supportive of the work Oranga Tamariki has completed so far on the Manaaki Kōrero work programme, and understand this work has now progressed to the implementation phase.</p>	Aligns with the Residence Report and potentially with recommendation 5 of Te Kahu Aroha with respect to ensuring voice of tamariki and rangatahi are at the centre of all planning and delivery	5.1 5.3 5.5 5.6	<p>Kiwi</p> <p>For the next quarter we would like to see that options to expand this to all tamariki and rangatahi n care, not just in residences, is being considered.</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>6-12 month activities (March 2022 – September 2022)</i>							
1.5	Develop an operating model that drives locally led, centrally enabled ways of working.	<p>In progress/On hold</p> <ul style="list-style-type: none"> The concept mahi completed by the Transformation Group and presented to the Chief Executive and Te Riu, highlights the need for key FDP actions and initiatives that will inform how we organise our regional structures and processes to support us in achieving the intent of Te Kahu Aroha. Work to connect the concept with the Enabling Communities and Te Oranga o Te Whānau programmes is underway to ensure kaimahi are alongside the journey to devolution to communities. These programmes are leading our way forward by developing ways of working alongside partners and communities, which central to the regional model concept and will significantly influence what this action can deliver. Work has commenced to develop a pilot structure for the new site model, which includes capability upskilling for leaders and supervisors to improve performance and service delivery outcomes. Delivery in Feb 2023 is contingent on funding being agreed. Work to finalise the scope, outcomes and delivery plan for this action is key one the newly appointed DCE Service Delivery commences work as they are the primary owner of this mahi. <p>Delays this quarter: Temporary DCE Service Delivery: the decision document for the new Te Riu structure indicated DCE Service Delivery as the owner of this action who will comment employed in September.</p> <p>Challenge/s to future delivery: Requires consultation with local leaders, partners, and iwi to ensure decisions are not disconnected from these communities and whānau. We have made connection with those leading on action 1.8 to ensure our planning includes appropriate tamariki and whānau participation. All of these are currently manageable</p>	<p>By end of October 2022 we will have a clear owner of this mahi, who will be accountable for leading this action.</p> <p>Oranga Tamariki will</p> <ul style="list-style-type: none"> Finalise scope and outcomes for this action (ongoing) including phasing if needed Identify resources to deliver this action (ongoing) Define what locally led, centrally enabled means so this can be communicated with frontline kaimahi (ongoing) Plan for engagement with the communities this action is seeking to better serve (ongoing) Progress discussions with the PSA about their involvement in this action (ongoing) Continue building connection with key FDP actions to ensure drivers of our future ways of working (such as Enabling Communities and Te Oranga o Te Whānau) influence how this mahi develops (ongoing) <p>Mapping and management of interdependencies with other initiatives [e.g., Enabling Communities, Te Oranga o Te Whānau, Tamariki and Whānau Participation approach, Partnering Strategy, Investment Strategy and Workforce Strategy (see Action 2.5)] will occur on an ongoing basis. Work to deliver Actions 1.3 and 1.5 will enable and progress delivery on Actions 1.6 and 2.3.</p>	<p>The Board is advised that this action is currently on hold, though the last quarterly report from Oranga Tamariki had noted some progress on this action.</p> <p>We understand that the newly appointed DCE Service Delivery will progress this action and we look forward to meeting them and learning more about this work and how it is being progressed.</p> <p>The Board has not yet seen the concept plans produced by the Transformation Team nor the work to connect the concept plan to the Enabling Communities and Te Oranga o te Whānau work programmes.</p> <p>We do not have enough information to provide assurance on the work that has progressed this quarter.</p> <p>To gain a better understanding of the progress toward achieving this action the Board would welcome engagement to:</p> <ul style="list-style-type: none"> Learn more about the analysis which has informed early thinking, scope and direction of work; See the engagement plan. Feedback from staff and community organisations continue to emphasise a lack of clarity as to what it means to be 'locally-led, centrally-enabled', and how this will be achieved; Understand how the changes to provider funding, and the impact on the sector, are being responded to through the locally-led, regionally enabled operating model. <p>As in our comments for 1.3 above, the board is also unsure of the role of other local and large sized service delivery agencies in supporting this work programme, including the role of the Regional Public Service Commissioners who have a convening and financial accountability function within Te Kawa Mataaho. Therefore, it would be helpful also to have an understanding of how regional boundaries may align with the regional service structures of other government agencies.</p>	<p>Potential alignment with overarching recommendation 1 with respect to enabling upstream prevention.</p>	<p>1.3 1.5 1.6 2.3 2.5 Phase 2</p>	<p>The Board notes that there has been progress on work to develop Te Oranga o te Whānau and the Enabling Communities work. However, we do not see progress against this action specifically.</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
1.6	Ensure the operating model allows the agency to invest more resources and staff into early support	<p>See FDP 1.6, 11 Not yet progressed</p> <ul style="list-style-type: none"> This action is dependent on the core sub strategies for Oranga Tamariki, namely: <ul style="list-style-type: none"> Partnering Investment Workforce Strategies. The outcomes within these strategies will influence the direction this action takes. This action is contingent with, and is an input for, action 1.5. It will be closely connected to actions 2.3 and 3.2 <p>Delays this quarter:</p> <ul style="list-style-type: none"> The Strategy on a Page has been delivered by Oranga Tamariki. The core sub strategies, which hang off our strategy, are yet to be developed and are key dependencies for work to begin on this action but we expect these will be resolved soon <p>Challenge to future delivery:</p> <ul style="list-style-type: none"> Continued dependencies as mentioned above. 	<p><i>By end of October 2022, we will have a clear owner for this mahi , who will be accountable for leading this action.</i></p> <p><i>The owner will then work to agree scope and outcomes for this action. Work on this action further to define scope and outcomes is dependent on the delivery of core sub strategies, as indicated (ongoing)</i></p>	<p>The Board has been loosely briefed that some action has been taken to support a partnering strategy, but we have not been privy to a detailed update on this strategy. We understand that there has been no progress against an investment strategy.</p> <p>We are unsure how the scale of work underway to deliver the Enabling Communities work programme can progress in the absence of these strategies.</p> <p>The Board holds some concern that disruptions in the social sector will have unintended consequences that are contrary to the intent of this action.</p> <p>We would like a detailed presentation on work to progress Action 1.5, the changes to provider funding, and investment in the enabling communities programme, to be able to provide comment on this action.</p> <p>The Board has flagged its concerns about the process of engagement with the sector, and that Oranga Tamariki has not given the sector the opportunity to input into the new way of working.</p> <p>We recognise that this is new territory for Oranga Tamariki.</p>	Potential to align with overarching recommendation 1 with respect to enabling upstream prevention.	1.3 1.5 1.6 Phase	The Board is concerned that one year on from Te Kahu Aroha this work has still not progressed, and critical investment decisions are being made without the value of a partnership or investment strategy

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
1.7	Through a fit-for-purpose transition plan, close our current care and protection residences and replace them with a model that enables tailored care for tamariki with high and complex needs.	<p>In progress</p> <p>Timeframe to deliver: June 2023</p> <p>A hui was held on 14 July with kaimahi across Service Delivery and enabling functions. The work to create alternatives to care and protection residences now sits within the Te Oranga o te Whānau portfolio. There are many connections between the work within Te Oranga o Te Whānau and the development of alternatives to our care and protection residences.</p> <p>Within Te Oranga o Te Whānau, the priority is a deliberate shift to 'Integrated Care models' developed by Te Oranga o Te Whānau partners. This is because partners' models represent integrated care across the care continuum and life course of tamariki, including transitions and supports that would normally be available for placements that might have gone to our care and protection residences.</p> <p>Challenges to future delivery:</p> <ul style="list-style-type: none"> Current placement decision making, including placements into our care and protection residences, sits with Oranga Tamariki and Oranga Tamariki is largely reliant on its own intelligence in making those decisions. Decision making from the partners' perspective has a focus on the life journey of tamariki and whānau and aspirations for their future trajectory. This is a different way of looking at tamariki rather than thinking about different service lines. Hapū, iwi and Māori partners have the benefit of whakapapa knowledge and people and service networks, that they bring to placement decision-making. 	<p>Pilots</p> <ul style="list-style-type: none"> Commencing in Tāmaki Makaurau and Te Tai Tonga with Te Oranga o Te Whānau partners. Pilots will test responsiveness to Partner-led Integrated Care Models and help partners to this change (ongoing). <p>Alternatives to Care and Protection Residences</p> <p>A paper is being prepared for Te Riu (Sep 2022) on:</p> <ul style="list-style-type: none"> The joined-up care models of our partners that accommodate the diverse needs of tamariki, including those that may need placement in care and protection residences. The range of placement options to cater to the needs of tamariki and rangatahi. Proposed timeframes for the following workstreams to create alternatives to the Care and Protection residences. Tamariki and Whānau; <ol style="list-style-type: none"> Partners; People (Planning, Change, Consultation); Property; Regulatory; Communications; and Engagement. Interim, medium, and long-term implementation planning to be done in consultation with tamariki, whānau and partners under new partner Care Models. The need to prioritise partner consultation across Oranga Tamariki functions to assist with the future trajectory. <p>Enabling functions are contributing to the planning and advice to Te Riu which is intended to outline the plan and seek agreement to progress.</p> <ul style="list-style-type: none"> In collaboration with the Policy team, a paper will be drafted for Joint Ministers outlining the intended approach to various Capital projects. This will be available before the next quarterly report (Nov 2022). 	<p>The Board accepts that a decision has been made to close the care and protection residences.</p> <p>While understanding that the care and protection residences are not ideal environments, we are concerned with aspects of this decision:</p> <ul style="list-style-type: none"> We are concerned about the lack of focus or planning to mitigate the challenges that exist now, in the present. It does not cater to the disparate and complex needs of tamariki and rangatahi who are referred to care and protection residences. To date, Oranga Tamariki has been unable to provide a clear definition of high and complex needs. A clear definition is crucial to ensure that comprehensive planning can be undertaken to give effect to this action. There are currently no clear timeframes for when care and protection residences will close. While we understand the intent is to progress quickly, work to replace care and protection residences with smaller specialist care homes involves a significant amount of capacity and capability building for new providers and may not be able to match the pace of closure. We believe that the grievance process should be considered for the model to replace residences now, before they are in place. <p>The Board lacks clarity on the progress and scope of the pilot in Tamariki Makaurau and the progress of work in Te Tai Tonga. We look forward to receiving more information.</p> <p>We note we have not been updated on the plans on the new YJ builds, which have been shared with us previously, and query whether this means the plans for new builds have slowed down. We look forward to an update on the community homes.</p>	Residence Report, noting that the report stressed the importance of more options for residential care rather than focusing on closing current limited options.	1.7 4.7	<p>Tieke</p> <p>We feel this work risks focusing on the future at the expense of adequate consideration of the existing needs of tamariki and rangatahi. We need to see clear evidence that the impact for tamariki and rangatahi is actively monitored to check for unintended consequences and impacts. While we understand that there is a strong degree of external pressure to close care and protection residences, we stress this action is about having a fit-for-purpose transition plan. The Board has not seen the plan or specific evidence that it is yet being developed.</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
12-24 month activities (September 2022 – September 2023)							
1.8	Place the voices of tamariki and rangatahi at the centre of decision-making at all levels and support tamariki and whānau to participate in and be central to decision-making.	<p>In progress Timeframe to deliver: June 2023</p> <p>Strengthening voice and participation of tamariki</p> <ul style="list-style-type: none"> The programme consists of four workstreams and was approved by the Organisational Blueprint Joint Steering Committee. <p>Youth Advisory Group</p> <ul style="list-style-type: none"> Met with Minister Williams to request eligibility for transition support services to be extended. Minister Williams has asked to meet with the group again in September to discuss further. Met with the deputy chief executives to give advice on the organisation's response to Royal Commission findings. <p>Review of tamariki and whānau views on participation.</p> <ul style="list-style-type: none"> Work has been completed. The insights have been shared with practice programme leaders and are informing development of practice tools, professional learning and induction and practice design. <p>Te Tohu o te Ora</p> <ul style="list-style-type: none"> Survey delivered in ten regions. End date extended by three weeks to 12 August to increase participation. As of 10 Aug, 653 tamariki and rangatahi have taken part. <p>Whānau experiences survey</p> <ul style="list-style-type: none"> As of 26 July, there were 29 completed responses (35% response rate). It will remain open until 12 August. <p>Delays this quarter:</p> <ul style="list-style-type: none"> Te Tohu o te Ora was extended by three weeks to allow more time for staff to offer the survey to tamariki. <p>Challenge to future delivery:</p> <ul style="list-style-type: none"> Low participation rate for Te Tohu o te Ora compromises ability for findings to drive change at all levels. This action is dependent on operational, practice and change initiatives valuing tamariki and whānau voice and participation. 	<p>Workstream 1: Strengthen existing participation practice and processes</p> <ul style="list-style-type: none"> Test resources for kaimahi to support tamariki and whānau participation in Practice Approach trials. These will aid wider roll out (Sep-Oct 2022). Complete Youth Advisory Group video advocating for tamariki participation. This will be promoted on the Practice Centre (Nov 2022) <p>Workstream 2 : Ensure tamariki and whānau participation and influence in FDP change initiatives</p> <ul style="list-style-type: none"> Test dashboard of FDP initiatives as a way of evidencing decision-making that reflects tamariki and whānau voices (Oct 2022). <p>Workstream 3: Determine critical elements of future state participatory models</p> <ul style="list-style-type: none"> Gather insights from existing initiatives that support whānau-led decision-making (Nov 2022). Findings will inform next steps for the development of future state participatory models. <p>Workstream 4: Gather and share insights to support understanding of tamariki and whānau perspectives</p> <p><i>Surveys</i></p> <ul style="list-style-type: none"> Te Tohu o te Ora: site, region and national results available from September. Whānau Experiences: Results available from September. Voices of rainbow tamariki and rangatahi results from December. Caregiver survey: questions about caregiver experiences of supporting tamariki participation will be included in final survey for 2022 <p><i>Review of tamariki and whānau views on participation</i></p> <ul style="list-style-type: none"> Further engagement to share findings, including Pacific team, regional practice leads, FGC coordinators. <p><i>Youth Advisory Group</i></p> <ul style="list-style-type: none"> Further input to Residential Care and Other Matters Amendment Bill; Review advisory group model for 2023-24 group. 	<p>The Board is encouraged to see progress against this action. We received an overview of the intent of each workstream and look forward to seeing how these translate practically.</p> <p>The Board thinks that surveys are only one mechanism to hear and reflect the voices of tamariki, rangatahi, whānau and caregivers, and that this can limit participation. We feel there could be more channels and opportunities to reflect the voices of tamariki, rangatahi, whānau.</p> <p>We understand that the term of the current Youth Advisory Group will end in September. We encourage Oranga Tamariki to revisit options to ensure the continuity of advocacy until the new group is appointed.</p> <p>To show that the voices of tamariki and rangatahi are valued, it is important that they are reflected in continuous enhancement of practice, and in the agency's responsiveness to the needs and aspirations of tamariki and rangatahi.</p> <p>It is clear that a lot of work has been done and good progress made to commence activity that will address the first part of the action. We lack clarity on how this work achieves the second part to support tamariki and whānau decision-making.</p> <p>In our work programme, the Board has reinvigorated the existing relationship with Te Rōpū Pūmanawa; this rōpu consists of five rangatahi with a range of different experiences in the care and protection system. To date, we have updated their terms of reference and extended it to the end of 2022. Te Rōpū Pūmanawa will provide their own view to us as a Board of the progress they see on the FDP and actions against Te Kahu Aroha.</p>	<p>Potential to align with overarching recommendation 2 with respect to ensuring that social workers have the capability and capacity to deliver effective support, as well as recommendation 5 re ensuring the voice of tamariki and rangatahi are at the centre of all planning and delivery.</p>	<p>1.4 1.5</p>	<p>Korimako A core purpose of the legislation is to support whānau decision-making, and to support tamariki and rangatahi to voice their needs, wants and aspirations. There are opportunities that exist explicitly through the intake and assessment process and FGCs. We see none of this reflected in the programme of work and we think that there is a lot that could be said on this that is not being recognised.</p>

TE KAHU ARIKI

Oranga Tamariki's focus for the next 18 months

: Improving the organisation's cultural capability, build the Kaimahi Ora Strategy, make available key supports for front-line staff for their wellbeing, while also beginning to develop the Workforce Strategy (both internal and wider sector) and embedding positive and safe workplace model standards and culture across the organisation

Board high-level assurance summary

The Board acknowledges the promising planning toward a better future state for Kaimahi Ora, but continues to await detail on how the current pressing needs to improve kaimahi ora will be met. While other programmes of work are underway across the FDP to address immediate pressures, there is a risk that these systemic issues will persist if solutions are not reflected in the kaimahi ora programme. We continue to await progress with development of the resource allocation model, and are unclear whether this action is only in reference to workload complexity and caseload measurement, or fiscal and people resource and asset management and allocation. We are confident that Te Hāpai Ō is comprehensive and that this work is progressing well, and is the workforce strategy, while recognising it needs more time to fully develop. We would like to see progress over the next quarter include an expansion from the current internal focus of the workforce strategy.

IN CONFIDENCE

PEOPLE AND CULTURE

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>0-6 month activities (September 2021 – March 2022)</i>							
2.1	Develop a Kaimahi Ora strategy for all staff , supporting staff to have work life balance and provide regular opportunity to debrief following traumatic events and manage the cumulative impacts of their work.	<p>In progress Timeframe to deliver: June 2023. Long term work 2 to 4 years (end 2025)</p> <ul style="list-style-type: none"> Completed the Kaimahi Ora Programme Plan v1, detailing-planned outputs Quarterly through to end of FY22/23, and yearly through Programme Years 2 and 3. This plan sets out how kaimahi will be represented in the development of Programme outputs, through a Design Advisory Board and Kaimahi Reference Group. This group will be established following Te Riu endorsement. [Stakeholder engagements to clarify Kaimahi Ora as a work programme within Te Rautaki Hauora, Haumarume te Oranga, the Health, Safety and Wellbeing Strategy 2025. Continued Engagement with various Oranga Tamariki groups. Completed analysis on kaimahi experiences with the current Critical Incident Support Service provided by Benestar.] Identified and recorded causal factors of poor psychological health, input these into the draft Psychological Support Framework which is under development. Reviewed incidences of Occupational Violence and Aggression, as causal for vicarious trauma and poor mental health. Identified providers of Psychological First Aid, began development of provider selection criteria. <p>Challenges to future delivery:</p> <ul style="list-style-type: none"> External expertise in the area of Psychological Support requires commercial agreement, which in turn requires funding commitment. Extended delay in funding approval (>1 month) will lead to Programme delay. 	<ul style="list-style-type: none"> Confirmation of Advisory Board and Reference Group membership, scheduling of ongoing hui (September). Kōrero Mai survey including wellbeing questions (September 2022) Refresh current Te Pae wellbeing content (September 2022). Completion of the Psychological Support Framework (December 2022) Finalise selection criteria for provider of Psych 1st Aid. Completion of provider procurement, determination trainees, training content and schedule (December 2022). Production of Programme: Benefits Management Plan (September 2022) Assurance Plan (October 2022) Change Implementation Plan (December 2022) <p>The Change Implementation Plan will describe how Kaimahi Ora will be brought to the awareness of all Oranga Tamariki kaimahi and ensure every kaimahi is brought on the journey, leading to proactive care for mental health and wellbeing.</p>	<p>The Kaimahi Ora work programme is a key deliverable of Te Rautaki Hauora, Haumarume te Oranga.</p> <p>We acknowledge this programme of work is to ensure the wellbeing and safety of Oranga Tamariki kaimahi. We also understand that not all parts of the strategy can be implemented immediately. We have been briefed on other programmes of work that that are underway to address immediate pressures.</p> <p>The Board again signals that it is concerned for the well-being and safety particularly of Oranga Tamariki front-line staff. The Board's view is that the Kaimahi Strategy needs to be more advanced and responsive particularly to the well-being and safety particularly of front-line kaimahi.</p> <p>We support the utilisation of the Design Advisory Board and Kaimahi Reference Group to provide channels for consultation and engagement with kaimahi. Board engagements verify that kaimahi have solid views on the strategies that would assist them in their work e.g. ensuring supervisors have the time capacity to provide quality supervision and a process that enables staff to debrief during and after stressful and traumatic events which are from time to time part of the child protection context.</p>	<p>Potentially aligns with intent of overarching recommendation 2, and specifically with recommendations 12 – Improve induction, training and professional development; 13 - Ensure social workers have the capacity and capability for both case and reflective supervision; and 14 – Lift training in legislative parameters.</p>	2.2 2.3 2.4	<p>Kākā</p> <p>The Board recognises the work completed this quarter.</p> <p>We expect that in the next quarter the strategy will deliver meaningful and practical support for kaimahi.</p>

Tohu āi	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>0-6 month activities (September 2021 – March 2022)</i>							
2.2	Implement the public services Positive and Safe Workplace model.	<p>In progress Timeframe to deliver: June 2023. Longer-term deliverables due end of 2025</p> <p><i>Providing Strong Leadership</i></p> <ul style="list-style-type: none"> Defined themes from focus groups last quarter and strawman concept has emerged. Need to socialise and gain contribution from Te Riu before socialising with whole organisation. Work on the Leadership Development Framework has commenced <p><i>Fostering Good Working Relationships:</i></p> <ul style="list-style-type: none"> Wider communications around this work has been created to provide feedback on relevant activities including core and common schedule to increase participation in compulsory core and common learning Te Tohu Huataki employee recognition programme was held in June with individual and group awards across 8 categories. All of Organisation Induction underway with integration of Positive and Safe Workplace Practices (PSWP) messaging. <p><i>Trusted Policies & Processes:</i></p> <ul style="list-style-type: none"> DRAFT Employee led networks policy has been created will be going to Te Riu with a noting paper late August. Updated recruitment policy submitted to Te Riu for review in July. Amended version for sign off in August <p>Delays this quarter:</p> <ul style="list-style-type: none"> Leadership development framework portfolio lost momentum with the loss of last Organisational Development (OD) Manager. Project now back on track. Focus group attendance was low, and one session was cancelled due to no shows. 	<ul style="list-style-type: none"> Essential Leaders Conversations quarterly schedule launched in August with spaces filling up fast. Sessions include: Kaimahi Ora, The Anatomy of Trust, Giving and Receiving Feedback, Communicating with Impact, and Leading Change and Transition (ongoing) Employee led networks hub to be launched on 22 August. There are 15 networks currently confirmed that cover four groups, namely: Māori, Pacific, Diversity, Inclusion & Equity, and Data and Research networks (August 2022). Commencing the Rainbow Certification/Pride Pledge process (August 2022). Kōrero Mai survey tool go live date is 29 August 2022 (August 2022) Delivering Unconscious Bias Pilot Training (October 2022). Pacific mentoring proposal to address the need of Pacific representation in leadership and account the nuances of Pacific leadership/different needs of various Pacific cultures (October/November 2022). Reviewing the internal flagship programme Leading the Oranga Tamariki way (LOTW) commencing (November 2022). Delivering the New People Leader & Leader of Leader Pilot Programmes (October/November 2022). Custom fit for purpose leadership development offerings for Māori and Pacific Leaders (February 2023). Building the Leadership Development Framework expected completion (June 2023). 	<p>In line with our recent report on disability matters, we expect to see a focus on disability rights within implementation of the Positive and Safe Workplace model.</p> <p>Overall, while results are not yet available this action appears to be on track otherwise and should not detract from areas of higher priority in the Future Direction Plan.</p>	Not directly associated with any specific Te Kahu Aroha recommendation.	2.1 2.3 2.4	Korimako

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link
<i>6-12 month activities (March 2022 – September 2022)</i>						
2.3	Develop a model to inform allocation and resourcing decisions at regional and national level.	<ul style="list-style-type: none"> This action point covers or has connections to a number of other action points across the FDP. The pilots within Te Oranga o te Whānau (which now also include Track 1 from the Enabling Communities programme of work) will provide the ideal opportunity to check the coordination of our functions, models and resourcing in response to the joined up and integrated care models with partners. Ongoing work within the Whiti/EDAP programme will support this action by bringing all necessary data for modelling into one place and providing a toolset for modelling. 	<ul style="list-style-type: none"> Confirm an appropriate owner for this action point and confirm scope across the FDP (October 2022). The work within the Te Oranga o Te Whānau Portfolio will incorporate a holistic approach that will integrate Oranga Tamariki functions with our partners' full care models (ongoing). <i>As work on Action 2.3 progresses, it will support and inform actions 1.3 and 1.5 (among others) and further updates will be provided in future reports</i> 	<p>The ownership and scope of this action to date has been unclear. It appears no tangible progress has been made while clarification of ownership has been awaited.</p> <p>The Board is curious about the intention of this action, and the reference to specific resource and allocation to inform more sophisticated workload management or, more broadly, fiscal resources and assets.</p> <p>In either case, the work undertaken could be crucial for other programmes of work including the Workforce Development Strategy, Te Oranga o te Whānau, Partnering and Investment strategies, and the Kaimahi Ora work programme. The Board feels that an indication of ownership and a plan to progress against this is needed.</p>	<p>Potentially aligns with overarching recommendations 1 and 3 re ensuring investment in communities and adequate resourcing, as well as overarching recommendation 2 with respect to ensuring the workforce is matched to deliver to the needs of the community</p>	<p>1.3 1.5 2.3 5.1 5.4</p> <p>Phase 2</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
2.4	Develop for all staff, in conjunction with the three wānanga, a suite of appropriate cultural competency programmes, to ensure staff can engage with whānau and wider communities in culturally responsive ways.	<p>Completed Timeframe to deliver: June 2022</p> <ul style="list-style-type: none"> There will be ongoing delivery and monitoring and considerations for cohort 2. Design of a training programme co-designed by the 3 wānanga is complete. Delivery is still underway with the first cohort of 500 staff: Tū Māia training programme started on 18 May 2022 with 4 induction webinars. As at end of July, Tū Māia is in week 11 of a 25 week training programme. Te Hāpai Ō Baseline survey released to staff; 54% of staff have responded. <p>Delays this quarter:</p> <ul style="list-style-type: none"> Lack of resourcing is causing delays to progressing Te Hāpai Ō approach. 	<ul style="list-style-type: none"> Launch Te Hāpai Ō resources on MyLearn to support cultural capability (September 2022). Release results of Te Hāpai Ō cultural capability baseline survey (September 2022) Develop MEL (monitoring, evaluation and learning) evaluation tools (September 2022 delayed from May). Develop Te Reo Māori strategy (December 2022 delayed from Q1 FY2022/23) Develop Māori Language Plan (December 2022). Planning to deliver the 2nd and 3rd Tū Māia intakes. Potential Intake 2 in March 2023 and Intake 3 in October 2023. Ongoing refinement and delivery of Tū Māia training and Te Hāpai Ō resources (June 2023). 	<p>The Board is encouraged by the ongoing progress of this action. We are hearing that it is exceeding participants' expectations. We understand it is a comprehensive programme, but would appreciate more information for the next quarter as to how it incorporates intersectionality with Whaikaha Maori, as with other important intersections.</p> <p>In addition to the three wānanga, this programme of work has made resources available to all staff. The learning outcomes of Tū Māia are important for the organisation's ability to address historical system inadequacies and achieve the intent and expectation of the Oranga Tamariki Act.</p> <p>We understand the first cohort of 500 staff that participated in the Tū Māia cultural capability training will be completing their training soon.</p> <p>Oranga Tamariki has noted that cohorts 2 and 3 may no longer progress within the expected timeframes. Whilst this will be disappointing for kaimahi intending to go on the course over the coming months, the Board understands the impact of the fiscal restraints Oranga Tamariki is operating within.</p> <p>The Board is aware of the high proportion of Oranga Tamariki kaimahi that are yet to participate in Te Hāpai Ō in order for Oranga Tamariki to achieve the cultural capability shift required to achieve the intent of this action. An indication of when this will be recommencing would be appreciated by the Board. Meanwhile, we look forward to hearing more in the next quarter about the baseline survey results, evaluation framework, and the Te Reo Māori Plan, as well as feedback from kaimahi who</p>	General alignment with overarching recommendation 2 in its focus on ensuring a workforce fit for the needs of tamariki, rangatahi, and their whānau.	2.1	<p>Kiwi The programme has progressed well to date. However, we are unsure what 'considerations for cohort 2' means and what the reference to a lack of resourcing is signaling. We will be concerned if this means delays to Tu Maia proceeding for cohorts 2 and 3. We look forward to the insights from the evaluation of the programme and we will keep a watchful brief.</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
12-24 month activities (September 2022 – September 2023)							
2.5	Develop a workforce strategy that will support high-quality social work, which will include (2.5a-d):	<p>In progress Timeframe to deliver: June 2024</p> <ul style="list-style-type: none"> Internal cross functional workgroup established - includes members with frontline operational expertise, organisational strategy and policy, human resources. High level framework for workforce strategy development completed, stakeholder engagement plan begun. Seven workstreams determined, specifically focussing on the role of a Social Worker and supporting roles (Oranga Tamariki perspective), and social worker career pathways. Engagement with multiple stakeholders across multiple functions within Oranga Tamariki to understand the inter dependencies and links the Workforce Strategy will have with other programmes and projects occurring. Continued engagement with multiple stakeholders across multiple functions within Oranga Tamariki to understand the inter-dependencies and links with the Workforce Strategy will have with other programmes and projects occurring. Particularly the Partnering Strategy, Enabling Communities to inform our thinking on strategies that will be driven by community needs. Visioning hui conducted on what future workforce may need to be to meet the organisation shift. Communication and engagement plans underway. Development of internal Wall Walk material. <p>Challenges to future delivery:</p> <ul style="list-style-type: none"> Development of strategy is dependent on the development of organisational plans and strategies to be completed as these will inform and evolve this programme e.g. partnering and enabling communities. 	<ul style="list-style-type: none"> Finalise communications and engagement plan (Sep 2022). Alignment of programme to the recently developed Oranga Tamariki Strategy on a Page (Aug 2022). Wall Walk developed and delivered to key stakeholders to socialise the key insights gathered to date, future workforce ideas (Aug – Oct 2022). Articulation of future state (Oct 2022). Deep dive into high and complex needs within the residence environment (Sep – Oct 2022). Draft internal workforce strategy (longer term) provided to Chief Executive for comment (October 2022). 	<p>The Board has recently received a presentation on the Workforce Strategy.</p> <p>There is a strong social work voice present on the project team. There are clear timeframes and milestones to achieve the objectives.</p> <p>The Board has heard from Oranga Tamariki that they have met with the SWRB. We understand that future engagements are planned and these will be more in-depth. We look forward to the update.</p> <p>We note we would also expect consideration of how the Regional Disability Advisor roles are being grown and supported to enhance the whole workforce understanding of delivering high quality social work and support for all tamariki and rangatahi under the care of Oranga Tamariki.</p> <p>The Board stresses that in the development of the workforce stream that a public safety lens is applied over all parts of this work.</p>	<p>Potential to align with overarching recommendation 2 with clarifying the purpose of Oranga Tamariki, including who the organisation exists to serve, strengthening professionalism and voice for social work, lifting capacity and capability for supervision, induction, training, professional development and building a workforce fit for purpose for the needs of tamariki, rangatahi, whānau and the community.</p>		<p>Korimako</p> <p>We acknowledge that work is continuing to progress for the workforce strategy and we are confident this will continue over the coming quarters. We recognise it needs more time to fully develop and we would like to see this include an expansion from the current internal focus.</p> <p>We look forward to reviewing the outcomes of the 'deep dive' into high and complex needs within the residence environment.</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>12-24 month activities (September 2022 – September 2023)</i>							
a)	Clarifying the role of Oranga Tamariki social workers, and other professionals;	Clear understanding of the current state for the Social Worker role within Oranga Tamariki conducted and will be used when identifying the gaps with future state.	<ul style="list-style-type: none"> Continued understanding of aligned allied professional roles supporting the Social Worker role to be completed. (Sep 2022). Clear articulation of roles required in the future to be developed. (Oct 2022). 	The focus remains on Oranga Tamariki social workers and the allied professional workforce. We look forward to receiving further updates on the progress of work to understand the workforce requirements that will ensure a seamless transition to enabled communities.	<p>May align with respect to clarifying the purpose of Oranga Tamariki, and overarching recommendation 3 in relation to the role of Oranga Tamariki within the broader government ecosystem.</p> <p>This purpose does not align with overarching recommendation 2 with regards to clarify the purpose of Oranga Tamariki.</p>		Kākā
b)	Working alongside the SWRB and ANZASW to continue to build the social work workforce	<p>See FDP 2.5(B), p17 Relationship established with SWRB and Aotearoa Association of Social Workers (ANZASW). Focus to work closely with these organisations on what is developed for Oranga Tamariki and share learnings that can contribute to a Sector Wide Workforce Strategy which is being led by SWRB.</p> <ul style="list-style-type: none"> Regular meetings established. <p>Challenges to future delivery:</p> <ul style="list-style-type: none"> Resource and capacity for both the SWRB and ANZASW to contribute to this mahi. As lead agency, SWRB progress on the sector social services workforce strategy will keep our focus on internal at this stage. 	<ul style="list-style-type: none"> Memo for Chief Executive will be co-developed with SWRB on what support options for the SWRB to assist in sector workforce development and cross agency workgroup (August 2022) Discussion and implementation of recommendations to occur (if applicable).(September 2022) TOR developed with SWRB and ANSASW detailing scope and responsibilities of each agency on the delivery of the Sector Workforce Strategy (these need to be determined and articulated). (October 2022). 	<p>We understand that SWRB and ANZASW provide input into this work.</p> <p>The Board looks forward to the progressing the collaborative working relationship with ANZASW and SWRB.</p>	Potentially aligns with overarching recommendation 2 with relation to clarifying the purpose of Oranga Tamariki, and recommendations 12 and 13 with respect to improving induction, training, personal development, and capability and capacity for supervision.		Kiwi
c)	Identifying the workforce needs of the community, regions and site	<p>See FDP 2.5(C), p17 Workforce Strategy Programme team members have established connections with key project leads within Oranga Tamariki to ensure our programme is aligned to the Partnering Strategy</p> <ul style="list-style-type: none"> Initial engagement with programme team on the five priority regions and support needed. <p>Challenges to future delivery:</p> <ul style="list-style-type: none"> Awaiting outcomes from other streams to inform our programme. Ability to know what information can be shared with our external partners. 	<ul style="list-style-type: none"> Further understanding of the five priority regions and their project plans to implement, be locked step with them in the workforce strategy that will need to be developed (August 2022 - October 2022). Further understanding on all regions and their readiness for devolution to be established. (August 2022 -October 2022). 	<p>Within the project team, there is evidence of good representation across the different areas of Oranga Tamariki. Going forward, it is vital that the key voices of the Social Work and NGO Social Sector have the opportunity to have input into the planning of a future sector.</p> <p>The Board looks forward to a well-developed workforce strategy that will over time underpin a sustainable and enduring response to individuals and communities that require support and assistance.</p>	Potential to align with recommendation 7 re engagement for community planning as this should include consideration of workforce needs for the community.	EC	Korimako

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>12-24 month activities (September 2022 – September 2023)</i>							
d)	Training, career progression pathways, leadership and professional development and workforce planning.	<p>See FDP 2.5(D), p17</p> <ul style="list-style-type: none"> Participating in the Earn as you Learn programme led out by Employment, Education and Training board and supported discussions on Earn as you Learn programmes for developing more opportunities for new social skilled people into the sector. Established relationship with core functions who are responsible for delivering professional development for kaimahi (Professional Development Team). <p>Challenges to future delivery:</p> <ul style="list-style-type: none"> Outcomes for this stream are delivered by another area of the organisation. Need to get closely aligned with the Professional Development team in ensuring learning and development programs being developed for social workers and supervisors are aligned with future direction. 	<ul style="list-style-type: none"> Engagement with Professional Development team and understanding of how the Workforce Strategy Programme can inform and enable their projects and programmes in development. (August 2022 September 2022). Look at opportunities where critical programs, such as supervision, management 101, can be fast tracked (October 2022 November 2022). 	<p>The Board's patience is being tested with the lack of progress for this action, particularly regarding the delay in providing quality and timely training for frontline staff.</p> <p>To reiterate this is crucial for: statutory induction training; undertaking assessments; social work and the law; case notes and writing reasoned reports and court documents; and supervision training.</p> <p>There is a persistent disconnect and understanding between what the FDP project lead briefings to the Board on, compared with what the Board is told through engagement with frontline staff.</p> <p>The plan for front-line staff development needs to be a feature for the Quarter 4 report.</p>	<p>Potential to align with recommendations: 12 - improving induction, training and personal development; 13 - capability and capacity of supervisors; 14 – ensure training for legislative requirements and parameters.</p>	2.1	<p>Kākā</p> <p>While the Board acknowledges that there is a level of activity reported this quarter, we remain concerned that this is not translating to the prioritisation of training and professional development which we have been calling for since Te Kahu Aroha was released.</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
12-24 month activities (September 2022 – September 2023)							
2.6	Invest in the capability of leaders (especially frontline leaders) to ensure shifts to practice and culture take place that support a locally-led, centrally-enabled way of working and that support tamariki and whānau to participate and be central in decision making.	<p>The Professional Development workplan to respond to this action includes the following areas:</p> <ol style="list-style-type: none"> 1. Build the learning infrastructure that preferences Ako Māori and delivers transformational learning solutions to ensure shifts in culture and practice take place. 2. Deliver the Leading Practice program for new and emerging Supervisors and Team Leaders of social workers that is informed by the Practice Approach. For efficiency purposes we are combining our efforts and resources to concurrently rebuild the Puāwai foundational learning program for new social workers. 3. Tertiary Offering Sponsor a further 20 places in the 2023 post graduate bi cultural professional supervision kaitiakitanga program with Te Wānanga o Aotearoa following the successful graduation of 19/21 Oranga Tamariki in the 2022 12-month program. The 2023 group will target supervisors, practice leaders, and team leaders across care and protection, YJ, Care Services, Adoptions, and residences. The program will be managed by Professional Development and supported by last year's graduate group. <p>Delays this quarter:</p> <ul style="list-style-type: none"> • COVID impacted across the Professional Development rōpū slowing our progress in this quarter, the impact will be better understood over the next quarters work. <p>Challenges to future delivery</p> <ul style="list-style-type: none"> • Stakeholder wānanga will require getting the right leaders to the table to have these conversations and reach a shared agreement. • Transformational learning solutions that are informed by the practice shift and built on the principles of Ako Māori is relatively new in Oranga Tamariki and relies on a partnered approach. Change fatigue remains an ongoing risk when implementing new and different solutions into frontline practice. 	<p>Learning Infrastructure</p> <ul style="list-style-type: none"> • Develop a Learning Approach, in partnership with key stakeholders, that Oranga Tamariki can use to describe how to support the workforce to build their skills and capabilities to deliver a quality service informed by the practice approach. First proposal for Te Riu consideration (November 2022). • Build a capability framework to scaffold learning for social workers across 100 and 200 level, and 300 level for supervisors, team leaders, and practice leaders. Final draft to be presented to JSC for approval (September 2022) • Build a Recognition Framework that offers accredited pathways including micro credentialling.. • Develop a learning system including program delivery, systems support, and workplace applied learning in partnership with key stakeholders including frontline leadership. A system that will inform assessment and completion of learning outcomes to become accredited (ongoing). • Upgrade the MyLearn/ Learning Management System (LMS) platform to support the blended learning experience of face to face, and online interactive capability. We have created a dedicated MyLearn team lead by a LMS specialist to improve the platform that will support the development and delivery of our new learning programs including accreditation and linking to the SWRB competency logs for social workers (ongoing). <p>Deliver Leading Practice and Puāwai programs</p> <ol style="list-style-type: none"> 1. At the content and curriculum development stage with wānanga scheduled across September/October/November 2022 with the following 4 groups. 2. Social Workers Registration Board (SWRB), Practice group, and Professional Development will meet to strengthen our shared understanding of how to work 	<p>The Board looks forward to a full briefing on this action for the next quarter. We note that there is a lot of work reported here by Oranga Tamariki. However, currently do not have enough detail to provide assurance.</p>	<p>Potential to align with recommendation 13 with respect to capacity, and time, space, and priority for supervision. Also potentially recommendation 17, to reclaim the intent behind Family Group Conferences to empower whānau decision making.</p>	<p>1.1 1.3 1.5 1.6 1.8 2.6 4.1 4.3 4.8 Phase 2</p>	<p>There has been no progress towards this action within the forecasted timeframes of the Future Direction Plan.</p> <p>The Board does not have enough information to provide assurance on this action at this time.</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>12-24 month activities (September 2022 – September 2023)</i>							
2.7	Establish trained specialist caregiving roles for our high and complex needs tamariki that recognise the skills required to work with our most vulnerable tamariki and enable appropriate remuneration and ongoing development and support to be provided.	<p>Not yet progressed Timeframe to deliver: June 2023</p> <ul style="list-style-type: none"> A comment in the previous report indicated workforce strategy components need to be completed first; however, caregiving is out of scope for workforce strategy, therefore is not a precursor for this Action Point. Integration of Service Delivery initiatives into the Te Oranga o Te Whānau Portfolio to occur soon; future work planned will support delivery of this Action Point. <p>Challenges to future delivery:</p> <ul style="list-style-type: none"> There is no clear resource, fiscal or people, to commence this programme of work. 	<ul style="list-style-type: none"> Meet with the FDP Programme team and Te Oranga o Te Whanau to understand mahi in place that will support this work (November 2022). <p><i>Note: there are synergies with Care Investment and Planning work, however, the related workstream within that mahi is presently on hold.</i></p>	<p>The Board notes the comment that “there is no clear resource, fiscal or people, to commence this programme of work”. The Board acknowledges the risk Oranga Tamariki carries by not progressing this action.</p> <p>To reiterate, the persistent theme from all levels of the organisation as well as community providers is the scarcity of specialized placements. This is particularly pertinent.</p> <p>In our recently completed report on disability issues, we highlighted the urgent need for specialist placements and caregiving with the skills and knowledge to support tamariki and rangatahi whaikaha, and their whānau, parents, and caregivers.</p> <p>The Board expects an update with progress on this action for Quarter 4.</p>	<p>May align, to some extent, with the intent of overarching recommendation 1, and has potential to align with workforce development.</p> <p>This action should be further developed to address gaps identified in the Board’s recent report on Disability matters.</p>	2.5 Phase 2	<p>There has been no progress towards this action within the forecasted timeframes of the Future Direction Plan.</p> <p>The Board does not have enough information to provide assurance on this action at this time.</p>

Released Under Official Information Act 1982

TE KAHU ARIKI

Oranga Tamariki's focus for the next 18 months

Over time, many of the services and supports for tamariki and their whānau currently led by Oranga Tamariki will change. Māori and communities will lead the development, design and delivery of solutions that meet the needs of tamariki and whānau in their communities. Oranga Tamariki's footprint will reduce allowing its social worker workforce to respond to those who need critical and immediate help.

These changes require Oranga Tamariki to think very differently about its core operations, who it partners with and how those partnerships with Māori and communities are funded. Enabling Communities through Tracks One and Two are fundamental to delivering these shifts.

Board high-level assurance summary

The Board notes the change in reporting style for this theme to align relevant actions against and across tracks one and two of Enabling Communities in an integrated manner, and the significant evolution from the published actions under the FDP towards a description and understanding that better reflects Te Kahu Aroha. The Board also understands that this is a very significant new direction for a government agency and will need to proceed at varying paces and in different ways, as befits the needs of tamariki and rangatahi, Māori collectives, and community partners. The promised shift towards an outcomes-lens for this theme and for the whole FDP over 'activity busy ness' is welcome as it will support the scale of change needed and the long-term horizon that must be steadily navigated towards. While it is pleasing to see progress with track one pilots, and with track two early mover communities, this is a theme on which the Board expect to work closely with Oranga Tamariki, together with the ICF, so that we can support the scale of change needed and so that it is enduring and sustainable into the future. We take this opportunity to suggest that the different approach being taken for this theme through the parallel Enabling Communities work programme represents timely opportunity to update the FDP as a living document as and where it is evolving through building to delivery.

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link
<i>0-6 month activities (September 2021 – March 2022)</i>						
3.1	Work with iwi and community leaders and Regional Public Service Commissioners in each region to identify opportunities to co-design services and co-locate with partners.			<p>The Board is encouraged by the significant level of engagement and activity to move purposefully toward working in collaboration with iwi, hapū, and community. We would like to see the strategic plans to partner and for investment however as it is difficult to have confidence in reported activities when there is no strategic plan against which these can be mapped.</p> <p>We see detail is forming and recognise that the path ahead will be challenging for Oranga Tamariki as it learns how to deliver its responsibilities in a partnered way. This is a reason why we have repeatedly stressed, both in Te Kahu Aroha and in our assurance reports, the need for an outcomes-lens to be applied. This can help the organisation navigate these challenges and stay true to course.</p> <p>We are pleased to see a language and resource shift to developing an outcomes approach and seek assurance that this is being developed in alignment with this action and theme.</p> <p>We see the Regional Public Sector Commissioners as key enablers of change in supporting the government system to cohere at the regional level. They will be important for supporting OTAP to deliver tangible change for tamariki, rangatahi, and their whānau at the flax roots level.</p> <p>In order to provide assurance, we need more information on:</p> <ul style="list-style-type: none"> • How the RSPCs are placed to lead the government system regionally; • What mechanisms exist to coordinate, weigh, and sequence regionally escalated and nationally mandated priorities; • How the strategy to partner will enable the progress against this action. 	<p>While still early in terms of design completion and delivery, this work is showing clear potential to align with the intention of Te Kahu Aroha, to support communities to lead upstream prevention, and recommendation 11 with respect to developing a social work sector workforce strategy that meets the needs of the community also.</p>	<p>1.3 1.5 1.6 1.7 2.5 3.2 3.3 3.4 3.5 3.6</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link
<i>0-6 month activities (September 2021 – March 2022)</i>						
3.2	Greater investment in partners with a particular focus on early support.			<p>The Board is encouraged by the progress of work with the accelerated communities, and recognises the reprioritisation of investment in early support led by regional leaders.</p> <p>At the same time, we have heard concerns as to the way Oranga Tamariki has engaged with providers regarding changes in funding, including that this has created mistrust and disruption among the social sector.</p> <p>While understanding that the purpose of this change has been to support the intent of this action, the Board seeks assurance that the decisions are based not only on the organisations themselves, but also on the communities engaging with the services.</p> <p>We have been told that Oranga Tamariki is leaving in place funding for Māori, Pasifika, and Whaikaha service providers. However, we have concerns that funding changes are driven solely by how service providers identify and not also on the populations they serve.</p> <p>The Board would like more information on the prioritisation process for continued funding. We would also like to see the work to address any impacts for tamariki, whānau, and caregivers as a result of changes in provider funding.</p>	Potential to align with overarching recommendation 1 in relation to prevention focus, as well as recommendation 4 to ring-fence funding for regional investment.	1.4 1.6 3.1 3.5

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link
6-12 month activities (March 2022 – September 2022)						
3.3	Fundamentally shift how we assess and respond to reports of concern with our partner agencies to ensure collaborative decision-making and support at the earliest possible point.	<p>Work was done to include Track One from the Enabling Communities programme of work into our pilots within Te Oranga o te Whānau (Te Tai Tonga and Tāmaki Makaurau).</p> <p>We have completed an initial stocktake that highlights how many sites are actively working with Māori and communities across the following parts of our existing operating model:</p> <ul style="list-style-type: none"> • Triaging reports of concern (intake and assessment) • Handing over hui a whānau • Handing over FGC coordination. Once this data from all sites is collated and reviewed, we will be better able to identify and implement improvements that assist Oranga Tamariki to become a more responsive organisation for tamariki and whānau as well as partners. <p>Challenges to future delivery:</p> <ul style="list-style-type: none"> • Data from sites won't necessarily tell us about the quality of decision making. We see an opportunity to determine with partners, some core principles of decision making, and consider whether these principles are given due recognition in the Act. • We need to determine how these decision principles, particularly in relation to Reports of Concern, extend to agencies such as the NZ Police and Ministry of Health and how will that be realised at a practical level to benefit tamariki. • Decisions about tamariki placements in Te Ao Māori rarely occur outside of whānau, hapū and iwi collective decision making. We suggest this is true of most households where decisions by children happen within the collective in those households. We will need to consider whether the Act gives full effect to collective decision making by whānau, hapū and iwi. 	<ul style="list-style-type: none"> • The pilots will provide the ideal opportunity to check the coordination of our functions in response to joined up and integrated care models with our partners. At the same time we are working with other Whānau Care partners across the motu to begin broadening the reach of their care models. The Tāmaki Makaurau pilot includes a review of the approach (by March 2023). • We want to be both responsible and responsive by utilising every tool at our disposal and the skills base we have in the organisation already, to support the change shift by Oranga Tamariki and sustainability for partners, to ensure they are set up for success (ongoing). 	<p>Engagements held recently have highlighted the progress to adopt a shared approach to triaging reports of concerns and undertaking intake assessments jointly with communities.</p> <p>The Board would like to hear more about the stock take of initiatives with Māori collectives and community groups that have been completed.</p> <p>We have heard through our engagements that these approaches have, at times, been successful at mitigating escalation to a statutory response and the risk of harm to tamariki and whānau increasing.</p> <p>Establishing the efficacy of interventions and key success factors will help support organisational continuous improvement and embed evidence-based decision-making. It is important to understand which actions are most effective at mitigating escalation to statutory intervention and better outcomes for tamariki and whānau.</p> <p>We look forward to receiving more information so that we can provide a more fulsome update in our next assurance report.</p>	<p>The Board recognises the intent of the Enabling Communities work programme and believe transformative path that more closely reflects the intentions of Te Kahu Aroha.</p> <p>This has potential to align with overarching recommendation 1 in relation to supporting upstream prevention. Otherwise, aligns to some extent with recommendation 16 with respect to the National Contact Centre, noting Cabinet endorsed this, as with all other recommendations of Te Kahu Aroha. However, there is no corresponding action on the NCC in the Future Direction Plan.</p>	<p>3.2 4.6</p> <p>Phase 2</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link
6-12 month activities (March 2022 – September 2022)						
3.4	Ensure the delivery of Transition Support Services to ensure that rangatahi are successfully supported to transition to independence and prevent future generations from coming to notice.	Te Oranga o te Whānau pilots include Track 1 of Enabling Communities which includes Transitions. Oranga Tamariki acknowledges that partners have their own models of care to meet the needs of tamariki across the full age span to adulthood. Transitioning to independence is a process of learning and development that occurs from infancy. Within Oranga Tamariki we call the process to independence; “transitions” with some set of tasks that frame a point in time (with reference to the requirements in the Act). This transition period falls within the scope of our partners’ models of care and some are already contracted to provide existing transition services.	<i>The work within the Te Oranga o te Whānau pilots and with other Whānau Care partners will incorporate a holistic approach that will integrate transitions within our partners’ full care models (ongoing).</i>	The Board would welcome engagement with the Transitions Services and on youth benefit payment policy to ensure an aligned approach is in place	Linked to the Residence Report (exiting YJ or Care residences to uncertain support)	5.1
12-24 month activities (September 2022– September 2023)						
3.5	Prototype new approaches to partnering to enable decision-making and resourcing to be made in closer proximity to whānau.			<p>In addition to the pilots and first communities under both Tracks One and Two, the Board remains strongly of the view that FGCs, and transitioning the coordination of the whānau conferencing process to Māori collectives and communities, is an obvious and necessary step that needs to be continued and accelerated.</p> <p>The Board will be providing their views on the continued importance of FGCs, and whānau being the key decision-makers, in a letter to the Chief Executive in the coming weeks.</p>	Could align with overarching recommendation 1 with regard to upstream prevention focus, however, it needs to be clearer as to what is being prototyped. The listed activities are already underway, and its not clear what is different to current business-as-usual activity.	<p>3.1 3.2 3.6</p> <p>Phase 2</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link
12-24 month activities (September 2022 – September 2023)						
3.6	Invite and resource communities to work together in the Care and Protection system (reclaim the intent of FGCs to enable whānau-led decision making).	<p>Te Oranga o te Whānau have also progressed engagements so far with:</p> <ul style="list-style-type: none"> • Ngāti Porou. • Te Tai Tokerau partners. • Tāmaki Makaurau partners. • Taumarunui partners, Ngāti Haua, Ngāti Tuwharetoa and Ngati Maniapoto. • Otakou Health Limited (mandated s396 partner for Ngāi Tahu). • Waihōpai. • Rangitāne. • Te Whanganui a Tara partners. <p>Engagements have resulted in specific actions including, but not limited to,</p> <ul style="list-style-type: none"> • funding for two Family Group Conference coordinators and associated training for Waitomo Papakainga; and • Funding the proposed transition of existing homes to partners in Auckland and Dunedin. <p>Reports on the pilots will be provided in future reports including our partners' own measures of success.</p> <p>Challenges to future delivery:</p> <ul style="list-style-type: none"> • Resourcing includes information sharing, policy development and legislative review. Information sharing assists partners to make placement decisions in tandem with agency support • Recent Oranga Tamariki data model work identified that out of 71 data types collected by Oranga Tamariki, we can only report on 58% of them. We cannot report on 41% of data types because these are mostly unstructured data types for example case notes in CYRAS. These unstructured data types become problematic when planning for tamariki needs if information crucial to their needs is invisible to those that need it. • Some of the stocktake work in the pilots is intended to fill some of these information gaps but we also hope to get some innovation around information sharing and ways of working through that mahi. 	<ul style="list-style-type: none"> • <i>Reports on the pilots will be provided in future reports including our partners' own measures of success (ongoing).</i> 	<p>The Board's sense is that progress in this area has slowed. For us to give assurance we look forward to a full briefing to understand the scope of progress of initiatives in each of the five communities and what exactly is being delivered to achieve the intent of this action.</p> <p>The Board would also like to understand the status of the strategic partnerships and how commitments and relationships agreed through the strategic partnerships will be reflected in this theme.</p> <p>The issues that relate to information sharing continue to be a barrier to delivering high quality outcomes for tamariki, rangatahi, and whānau.</p>	<p>Potential to align with overarching recommendation 1 with respect to upstream prevention, as well as recommendations 4 - Ring-fencing resourcing 17 – Reclaiming intention of Family Group Conferences, and 19 – Adequate and equitable investment.</p> <p>This may align, once more detail has developed, with recommendations 2 and 3 with respect to supporting community planning and identifying existing regional governance arrangements.</p>	<p>3.1 3.5 3.6 5.2 5.3</p> <p>Phase 2</p>

TE KAHU ARIKI

Oranga Tamariki's focus for the next 18 months

To continue to fundamentally shift our approach to practice with relationships with tamariki, whānau, communities and partners at the heart. Our practice will draw from a te ao Māori knowledge base, methods and principles which are relational, restorative and inclusive. This Practice Approach will benefit tamariki and whānau Māori and meet the needs of all children and families we work with.

IN-CONFIDENCE

Board high-level assurance summary

The Board acknowledges progress made in a number of areas across this them including the monthly case file analysis for all pēpi under 30 days old placed in custody under a section 78 order and the Chief Social Worker issuing Practice Notes to all kaimahi to build understanding and the presentation of review findings to front line senior kaimahi. These actions can only strengthen the application of practice guidance for front line kaimahi. The Board is also pleased to see some progress on micro-credentialing and on some of the residential standard operating procedures. For the next quarter, the Board welcomes further information on understanding how professional development and training can aid front line kaimahi understanding and application to practice, as well as updates on all the actions within this theme, and explicitly on Oranga Tamariki's plan for training and guidance for kaimahi to support tangata whaikaha..

SOCIAL WORK PRACTICE

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link
------	--------	------------------	------------------	-------------------	---------------	------

0-6 month activities (September 2021 – March 2022)

4.1	Build a framework that incorporates the current practice standards and the SWRB competency standards into one place.	<p>Completed Practice Shift</p> <ul style="list-style-type: none"> Four sites in Tamaki Makaurau, Westgate, Panmure, Otara and the National Call Centre, were selected in mid June as trial sites to test new applied practice resources, with engagement commenced in July. The development of some of the applied resources for trial was achieved including: <ul style="list-style-type: none"> Mirimiri ā kōrero and associated practice guidance. Āta facilitation guide. Engagement with trial sites began in July. Develop learning resources for trials and begin trials continued. <p>The Social Workers Registration Board (SWRB) competencies are embedded in the core domain of the Practice Framework , Ngākau Whakairo (rights, professional obligations and responsibilities) which drives all the other domains A dedicated space on Te Pae for practice and learning is currently in development.</p> <p>Delays this quarter:</p> <ul style="list-style-type: none"> COVID 19, winter illness the progress of project deliverables and impacted business as usual in residences delaying the residence hui. Project management team vacancies also impacted the progress deliverables this quarter. Continued development of the oranga cue cards, evaluation approach and remaining learning resources to support the trial. Continue to be unable to recruit into the change management role that is critical to supporting the trial. We are working closely with Change Portfolio Management Office to fill vacancies. <p>Challenges to future delivery:</p> <ul style="list-style-type: none"> A lack of communications support to ensure the practice framework, and progress towards the national roll out of 	<ul style="list-style-type: none"> Residence hui for Tamaki Makaurau rescheduled (Aug and Nov 2022). Enter into the 3 trial phases with selected sites. <ul style="list-style-type: none"> Phase 1 get ready by understanding site and practice culture (Aug/Sept 2022) Phase 2 orientation to theory, evidence and connectivity of new resources (Sep 2022) Phase 3 models and resources in practice using a 'learn on the job approach (Sep/Oct 2022). The above trial phases will include testing the below models and tools: <ul style="list-style-type: none"> The new relational practice process. The new oranga framing tools and processes The Mirimiri ā-Kōrero consult and sense making tool. The Āta facilitation tool and process. Te Toka Tūmoana practice model. The tangata whenua and bicultural supervision model. Evaluation commences in all four sites (by end of 2022/beginning of 2023). New models and tools will be iterated in real time and over the trial period described above based on evaluation findings. Scope and plan development of further aspects of Practice Framework: <ul style="list-style-type: none"> Finalise Va'aifetu model (Feb 2023). Provide recommendations for the national implementation of the tools, models and supervision approach (Feb 2023). Begin to develop a third practice model, informed by Signs of Safety (March 2023) Finalise an Oranga framed assessment tool (March 2023). Evaluation approach for non supervision complete (June 2023). Supervision ongoing evaluation approach complete (Sep 2023) 	<p>The Board acknowledges that the SWRB Competence Standards are now embedded in the core domain of the Practice Framework, Ngākau Whakairo (rights, professional obligations and responsibilities), and this underpins the other domains of the Practice Framework.</p> <p>We would welcome more information to understand how professional development and training support embedding this action.</p> <p>The Board would welcome an opportunity to hear about the progress of the trials of the Practice Shift as they progress and what evaluation process is in place to given confidence that the Practice Shift is delivering the intended outcomes.</p>	<p>This could potentially align with overarching recommendation 2 with respect to clarifying the purpose of Oranga Tamariki and meeting core social work functions. Specifically, potential to align with recommendations 10 - Restoring the influence of the Chief Social Worker 13 – Ensure supervisors have the capability and capacity to provide both case and reflective supervision.</p>	<p>Korimako</p> <p>We are comfortable now that the SWRB competence standards can be accessed by staff, however, we would like to see specific consideration of how to monitor the implementation of the competence standards.</p>
-----	--	---	--	---	---	--

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link
6-12 month activities (March 2022 – September 2022)						
4.2	Set a clear direction to only use S78 Without Notice Orders for tamariki when there is clear evidence of solid engagement or attempts at engagement with whānau, which leads to no workable safety plan being put in place.	<p>Substantial progress Timeframe to deliver: 30 March 2023 pending the outcome of current ongoing monitoring activity.</p> <ul style="list-style-type: none"> Case file analysis for all pēpi under 30 days old placed custody under a section 78 order is an ongoing monthly core practice quality assurance activity. This enables faster feedback loops to sites and ensures any gaps and learning opportunities promptly addressed to support ongoing improvements in our practice. Implemented a new process to facilitate direct feedback on practice to sites for all cases reviewed. To aid information gathering and continuous practice improvement. Develop and action plan second public report to further strengthen practice and respond to key insights Several actions have been implemented including <ul style="list-style-type: none"> Issuing Practice Notes to all kaimahi from the Chief Social Worker to build knowledge and understanding of the purpose and function of the Safety and Risk Screen and use of Care and Protection Resource Panels. Presenting review findings to frontline Practice Leaders, Regional Senior Advisors, the Family Group Conference Team Leader network, and practice kaimahi in National Office with the view to reinforce quality practice requirements. Initial work to identify future changes needed to the Safety and Risk Screen process to be progressed as part of the wider Practice Programme and quality assurance mahi. Service Delivery also review new section 78 orders for all tamariki and rangatahi on a weekly basis. This includes checking that the required internal sign off process has been completed, that orders are correctly recorded, and to ensure operational data is updated as required. 	<p>Case file analysis for all pēpi under 30 days old placed in Oranga Tamariki custody under a section 78 order will continue as part of the core practice quality assurance work programme (ongoing).</p> <ul style="list-style-type: none"> A new quarterly update on the findings of this work to support ongoing oversight and continuous improvement internally will be completed. This will include a focused selection of key quality indicators from the review findings. It is intended to supplement the more substantive annual public report summarising the findings of practice with unborn and new born pēpi. The next public report will cover the twelve-month period from September 2021 to August 2022, to be published early in 2023 (August 2022 and ongoing) Complete a new thematic practice quality assurance review focused on practice for unborn and newborn pēpi who did not enter care under a section 78 order but were otherwise supported by Oranga Tamariki. This will support our understanding of the extent to which the decrease in section 78 orders for pēpi in recent years reflects quality practice and decision making in addressing concerns about the safety of these pēpi. Alongside this work, the Oranga Tamariki Evidence Centre will also complete a review of available data and insight at the population level to further support our understanding of the drivers and impacts of the overall reduction in care entries for all tamariki (October and ongoing) A monthly report for Service Delivery leaders will be completed that will provide quantitative data on all section 78 orders made during the month. This data over time will support the identification of trends at both national and regional levels. The data may also lead to deeper dives where required to better understand what is driving certain trends, including areas of strength and opportunities for further improvements (ongoing) 	<p>The board acknowledges the work commenced to address its feedback last quarter. However, at this time, our concerns have not been mitigated.</p> <p>In order to provide assurance against this action, we need to see the findings from the analysis to understand the correlation between the change in practice and safety of children. The Board will work with Oranga Tamariki this quarter to ensure its concerns are known and understood.</p> <p>The Board understands that an intention to apply for a s78 requires a quality social work assessment and an analysis to evidence that this action is necessary. That where a social worker believes such an action is necessary that this judgement is supported by the organisation. The Board engagements suggests that such support is not always present.</p> <p>The Board would like to understand why Quality Practice and Experiences is not leading the quality function for review of safety outcomes for all section 78 orders. The Board acknowledges that both areas have important insights to contribute, however, are of the view the QPE have a key role in enhancing quality practice and there is space for continuous improvement.</p> <p>We look forward to receiving an update on the findings of the work underway on practice regarding the substantial decrease in the use of section 78s, as soon as this is ready.</p>	<p>Not associated with any specific Te Kahu Aroha recommendation directly. However, may have some relationship to recommendation 14 to ensure appropriate training for social work, including as to legal parameters.</p>	<p>Korimako</p> <p>We recognise the progress of work commenced this quarter. Because of the criticality of real outcomes for tamariki we must see proof of safety improvements for all tamariki subject to S78 and not just pēpi.</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
4.3	Working with the SWRB introduce micro-credentialing for supervision and other specialist areas, which recognises the skills and knowledge that are required by supervisors and other specialist roles.	<p>In progress Timeframe to deliver: December 2022</p> <ul style="list-style-type: none"> Oranga Tamariki are one of only five Government agencies that hold Government Training Establishment (GTE) status that gives authority to deliver accredited programs that meets NZQA standards. This status is managed by Professional Development the group building the infrastructure to deliver on Action Points 2.6, 4.3, and 4.8. The infrastructure includes a new recognition framework to support accredited pathways including micro credentialed modules to build the qualifications according to NZQA standards. Note some activity in Action Point 4.3 that was reported in the Quarter 3 is now reported correctly under Action Point 2.6. The recognition framework is now described and will inform a pilot micro credentialed module "Care and Protection Law". <p>Challenges to future delivery:</p> <ul style="list-style-type: none"> Offering accredited programs requires a team of assessors and moderators to meet regulatory obligations by NZQA. Professional Development have one qualified assessor and moderator who will support the micro credentialed module being piloted in October 2022. The challenge will be articulating and securing the resources to deliver a suite of accredited programs across Oranga Tamariki. 	<ul style="list-style-type: none"> As per Action Point 2.6, in September 2022 the Social Workers Registration Board (SWRB), Practice group, and Professional Development will meet to strengthen our shared understanding of how we will work together to deliver on actions that rely on partnering with the SWRB. A focused conversation will be held to know how we will deliver on expectations described in the wellbeing funding (\$1.5m) managed by the SWRB to support Oranga Tamariki to increase the quality of its social work practice (September 2022). We have confirmed a high-level approach and some key first steps which will be progressed through a hui to be held between SWRB and key Oranga Tamariki staff (September 2022) Deliver the new micro credentialed module on legislation in partnership with the legal team (October 2022). 	<p>The Board is pleased to see that work has progressed with Oranga Tamariki to develop internal micro-credentialing which has informed the pilot module "Care and Protection Law". The Board would value an overview of this module prior to delivery.</p> <p>It is positive that Oranga Tamariki has engaged in initial discussions with the SWRB and that this has progressed to a hui to formalise the working relationship.</p> <p>There are several conversations occurring across the organisation regarding micro-credentialing and we are unsure of how the various programmes are aligned.</p>	<p>Potential to align with aspects of recommendation 13, which focuses on supervisors having the capacity and capability to provide both case and reflective supervision. Also, potential alignment with recommendation 11 re ensuring workforce development so that all roles have appropriate pathways for training and skills.</p>		Kiwi

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
4.4	Ensure the appropriate application of MAPA and STAR by instituting a revised restraint practice, including more frequent training and recertification.	<p>See FDP 4.4, p27</p> <p>In progress Timeframe to deliver: June 2023</p> <p>STAR Training 2.0</p> <ul style="list-style-type: none"> External review of content and training implementation is complete. Training implementation in Residences is currently underway. Scale, duration, and frequency of training has increased. STAR 2.0 NZQA certification and micro credentialising in progress (ongoing) <p>Safety Interventions Foundation Level</p> <ul style="list-style-type: none"> Safety Interventions Advanced and Emergency level training has been completed by key personnel in each residence Commencement of rollout of Safety Interventions Advanced and Emergency Level across residence and community homes (June 2023). <p>Delays this quarter:</p> <ul style="list-style-type: none"> STAR 2.0 NZQA certification process is currently held by OT National Professional Development team. Safety Intervention training rollout was initially delayed due to availability of external provider. Availability of appropriately qualified people to review content. <p>Challenge/s to future delivery:</p> <ul style="list-style-type: none"> Staff availability for training due to resource constraints is the biggest factor determining frequency, accessibility, and speed of rollout. Recruitment of three Training Facilitators is currently on hold, affecting instructor capacity. Currently insufficient advanced and emergency instructors in two locations, due to absence 	<p>STAR Training 2.0:</p> <ul style="list-style-type: none"> Introduction of refresher trainings across the year for kaimahi. (across FY22/23). Making successful STAR Training completion a requirement for employment (by June 2023). <p>Safety Interventions Foundation Level</p> <ul style="list-style-type: none"> Three foundation level Instructors will be enrolled on the next available Advanced and Emergency training. Once completed, commencement of the Safety Interventions Advanced and Emergency Level across residence and community homes will occur (ongoing). Bi-Monthly Instructor Forums will commence on the 1 st of September 2022 focusing on training delivery consistency (September 2022). 	<p>The Board notes the change in timeframe to deliver by 6 months and the limitation of resource impacting the delay of the STAR 2.0 NZQA certification process.</p> <p>We also note that both staffing vacancies and the hold on recruitment of trainers will impact the implementation and ability to kaimahi to embed STAR and Safety Interventions Foundation Level (formally MAPA).</p> <p>The Board looks forward to being advised when the 'hold' will be lifted. This training is imperative for all staff to ensure the safety and wellbeing of tamariki and rangatahi are kept at the forefront.</p>	Residence Report		<p>Korimako</p> <p>While this is still korimako we hold some concerns about the resource available to progress this work.</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
4.5	Develop standard operating procedures for national consistency.	<p>Ensure all practice policy and guidance aligns with the Practice Framework</p> <ul style="list-style-type: none"> The Oranga Tamariki practice approach and new practice framework are embedded in the development and updates of all practice policy and guidance. All practice policies include an application of the Practice Framework at the beginning of the policy to guide kaimahi. These are available on the Practice Centre for kaimahi to access as and when they need them. We have foundational documents to guide writers in the process and quality assurance checkpoints to ensure alignment and consistency. All practice policies include an application of the Practice Framework at the beginning of the policy to guide kaimahi. We have progressed publication of several new and updated policies and guidance this quarter, including (but not limited to): <ul style="list-style-type: none"> Advocacy for parents and whānau or family (new). Whakamana te tamaiti or rangatahi through advocacy (new). Case recording (updated). Information sharing (updated). <p>Youth Justice Standard Operating Procedures (SOPs) for:</p> <ul style="list-style-type: none"> Searches have been completed with training rolled out from July 2022. Medication have been drafted and are under review and sign out. Implementation is planned from September 2022. Secure Care have been drafted and are under edit, review and sign out. Implementation is planned for October 2022. Managing a safe environment are under development. Implementation is planned from October 2022. Off-site movements have been developed are due for sign out in September. Implementation is planned from November 2022. <p>Care and Protection Standard Operating Procedures:</p> <ul style="list-style-type: none"> Strategic decision been made to collaborate with YJ on the above SOPs to ensure alignment and practice consistency rather than progressing separate SOPs. Resourcing allocated for this purpose. <p>Delays this quarter:</p> <ul style="list-style-type: none"> Progress delayed in youth justice residences due to COVID 19 implications and the small subject matter expert group leading this. Also experienced complexities within the legal 	<ul style="list-style-type: none"> We will continue new/updated practice policy and guidance to be finalised and published in the next quarter including (but not limited to): <ul style="list-style-type: none"> Enrolling and supporting ākona Māori in Māori boarding schools (August 2022). Remand homes policy (Sep 2022). Escorting policy (Sep 2022). Travel policy (Sep 2022). Care arrangements (Oct 2022). YJ SOPs finalisation of remaining SOPs to be completed and implemented, including assurance mechanisms (November) C&P SOPs complete the review of YJ residence SOPs and identify core legislative distinctions that need to be made to meet the C&P residence context. Identify what, if any, additional SOPs are required and commence development (December 2022). <p>Challenge/s to future delivery</p> <ul style="list-style-type: none"> To support the practice programme we will continue to need to update practice policy and guidance to align with our practice approach; the same subject matter experts are required to support practice change in the trial sites and we anticipate capacity challenges which may slow down/delay publication. Both YJ and C&P SOPs implementation may require change in previous ways of working to ensure alignment with legislation; we will support this with a change management approach and post implementation assurance. 	<p>The Board notes the decision for collaboration across Care and Protection and Youth Justice SOPs for practice consistency.</p> <p>We recognise the development of the YJ SOPs and that there has been progress on several key SOPs.</p> <p>The Board is firm in its position that SOPs guides and underpins the work and decisions that are mad by staff, therefore progressing this work is critical for the organisation.</p> <p>The Board is concerned about the timeframe for completion, particularly given the majority are due to be implemented over September and October 2022.</p> <p>The Board would welcome a draft of the SOPs as they become available. We expect further progress in the fourth quarter.</p>	Residence Report	Phase 2	<p>Korimako In order to progress to kiwi, SOPs for Medication, Secure Care, and Managing a safe environment would need to be completed.</p> <p>Tangible progress is needed - the Residence Report called out SOPs over a year ago, and we expect significant progress in their development over the coming quarter.</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
4.6	Fundamentally shift how staff assess and action reports of concern to ensure safety and security of tamariki and whānau based on best practice.	<p>See FDP 4.6, p29</p> <p>In progress Timeframe to deliver: June 2022 (onwards)</p> <p>Initial scoping work with members of Te Riu occurred in June 2022 Hui held for Quality Practice and Experiences practice leadership kaimahi to update on the Enabling Communities two tracks. This was an important scope clarification opportunity and will support the next phase of work.</p> <p>Challenge/s to future delivery:</p> <ul style="list-style-type: none"> There may be changes to assessment approaches that are identified within the Enabling Communities work that need to proceed faster than the holistic consideration of assessment. The connection between the teams engaging within regions and the practice programme will be vital to ensure we are able to respond and test emerging approaches that can then be shared back with the programme team. 	<p>Further scoping will be done with the Quality Practice and Experiences Practice and Practice programme leads and Action Point owners 1.5 and 3.3. This hui will focus on scoping the priorities and identifying leads to:</p> <ul style="list-style-type: none"> Shift internal ways of working that don't support partnered practice (Decision Response Tool); and Identify ways of working that require significant consideration (e.g. Role and function of the NCC). <p>In this meeting the dependencies and intersections with the other action points in responding with partners to reports of concern will be discussed (August 2022).</p> <p>Legal advice will be commissioned on whether our current legal framework presents any barriers to shared decision making ; having clarity may enable us to move faster in the next phase or may require recommendations for legislative change to realise our future direction (August 2022)</p> <p>Scoping of early enhancements to assessment approaches will be identified and will include information gained through the Chief Social Workers practice review currently underway (October 2022).</p> <p>As part of the practice programme and Action Point 4.1 we will finalise an Oranga framed assessment tool (March 2023).</p>	<p>Te Kahu Aroha was clear in its intent that reports of concern should be assessed and actioned to ensure the safety and security of tamariki and rangatahi.</p> <p>However, the Board is unclear whether this action achieves that intent, and over time this has become less clear.</p> <p>We would like to see specific planning as to how this action and action 3.3 will progress in support of one another</p>	Residence Report	3.3 4.1 4.5 Phase 2	<p>The Board does not have enough information to provide assurance on this action at this time.</p> <p>In order to be able to provide assurance next quarter, the Board would appreciate early sharing of planning and to understand any any identified barriers to progress.</p>
4.7	Through a fit-for-purpose transition plan, close our current residential and protection homes and replace them with smaller purpose-built homes to enable tailored care for the high complex needs tamariki in care.	Ref 1.7	Ref 1.7	Ref 1.7	Residence Report	1.7	<p>Tieke</p> <p>As per the assurance summary against Action 1.7</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<p>1 2-24 month activities (September 2022 – September 2023)</p>							
4.8	Develop a three-month post-degree professional practice course, partnering with tertiary providers, to develop a statutory child protection component that would involve a paper and placement within Oranga Tamariki.	<p>See FDP 4.8, p29</p> <p>The plan was to commence this work in 2023 however based on Ministerial Advisory Board advice from the Quarter 3 report, Professional Development will beginscoping with Social Workers Registration Board (SWRB) as the regulators of post graduate qualifications related to social work. Scoping will also include consultation with tertiary providers and assessment of Social Work qualifications to understand the learning outcomes that the post grad program would deliver that also complements the learning outcomes in the Puāwai induction program for new social workers.</p> <ul style="list-style-type: none"> • The infrastructure required to develop this accredited program is underway as per Action Point 2.6 and 4.3. • Work will need to be undertaken to determine which tertiary provider is best positioned to partner with Oranga Tamariki to develop the three month post graduate program. 	<ul style="list-style-type: none"> • This will be discussed at the planned wānanga with SWRB and the Practice Group (in September 2022). • The development of the three month program will be scheduled for February 2023 alongside HR to include the placement component (February 2023) 	Oranga Tamariki is yet to engage with the SWRB. We look forward to a fulsome update of this wānanga and key future objectives.	Potential to link to aspects of recommendations 11, 12, 13 and 14 of Te Kahu Aroha in relation to developing a social sector workforce. Improving induction, training and personal development, ensuring supervisors have the capacity and capability for dedicated supervision and improvements in training for legislative requirements.	2.5 2.6 Phase 2	The Board does not have enough information to provide assurance on this action at this time.

Released Under Official Information Act 1982

Oranga Tamariki's Focus for the next 18 months

Developing the tools and infrastructure to support data and evidence-based decision making and support improved performance and outcomes for tamariki and whānau. This includes ensuring communities have the data and tools needed to achieve their aspirations and drive evidence-based change and practice within their communities/regions.

Board high-level assurance summary

We understand that the roll-out of Whiti and work to advance EDAP is progressing well, with both actions improving this quarter. We welcome the child-centred focus of the new data structure and the mechanisms in place within Whiti to help reconcile work completed with case management system records. In lieu of formal data quality assurance mechanisms, this is a helpful step in assisting the frontline to maintain accurate records. The magnitude of the programme to replace CYRAS is recognised, and we are encouraged to finally see a plan in place. At the same time, we do not feel that there has been meaningful progress work to embed evidence-based decision-making across all levels of the organisation, and hold some concern over the delays to the Data Exchange work programme.

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>0-6 month activities (September 2021 – March 2022)</i>							
5.1	Continue to roll out new performance reporting tools which make data and information available to operational staff from social workers and site managers all the way to the leadership team to inform their decision-making.	<ul style="list-style-type: none"> The national rollout of Whiti to all Care and Protection kaimahi is well underway and will complete next quarter. Most of the Whiti back end and front end for interventions and full assessments completed (May). Complete National rollout training material (May). Start the national rollout training for early release regions (May). Undertake national rollout engagement and commence nationwide training and coaching once the Whiti application has been released (May/June). Most of the rollout of Whiti nationwide has been completed (i.e. release Whiti application to kaimahi at all Services for Children and Families sites, and site and regional leadership teams) (June/July). Supporting action activities: Continue to revise and refine operational performance reporting supported by Whiti to align with emerging organisational direction and priorities (ongoing). <p>Delays this quarter: Delay to My Mahi due to COVID 19 and staff turnover.</p> <p>Challenges to future delivery: Staff recruitment and retention in an overheated data/analytics market.</p>	<p>The focus for the next quarter is to complete the national rollout to Care and Protection staff, continue Whiti development, engage the rest of Service Delivery to plan and prioritise the delivery of reporting to meet their needs, and start the migration of Whiti development onto the Enterprise Data and Analytics Platform.</p> <ul style="list-style-type: none"> Start engagement with Service Delivery (Youth Justice and Care Services) and concept design (August 2022). Complete Region profile, Site Overview expansion, Transfers, and My Mahi page development and release (September 2022). Prioritisation and planning of Whiti development to the end of the financial year (September 2022). Complete national rollout onboarding training to all Care and Protection Sites (October 2022). Start the migration of Whiti development from IAP to EDAP (October 2022) Start development of prioritised Service Delivery Whiti pages (November 2022) Complete delivery of the core of what the frontline needs from CYRAS data (June 2023). Remove the reliance on MSD legacy reports for the frontline (June 2023) 	<p>The Board appreciated receiving a demonstration of Whiti this quarter and the opportunity to hear how delivery has progressed. Work on the roll-out of Whiti has progressed well with Services for Children and Family sites.</p> <p>The Board recognises the value of the built-in feedback mechanisms to help reconcile work completed with case management system records. In lieu of a formal data quality assurance mechanism, this is a helpful step in assisting the frontline to maintain accurate records.</p> <p>We understand that Whiti is being used to inform frontline planning and have heard this tool is being used by leaders to distribute caseloads equitably according to their complexity. We would like to see progress against the resourcing and allocation model (action 2.3) to validate this.</p> <p>The work programmes for actions 5.1 and 5.5 have been consolidated to ensure Whiti can be migrated to the Enterprise Data and Analytics Platform (EDAP). In the interim, work with youth justice and care services is progressing to understand their information requirements.</p> <p>We are pleased to hear the work programme is expanding to address frontline information requirements across other business lines.</p>	<p>Potential to align with Te Kahu Aroha Part 4:</p> <p>22 - Performance Report Framework should align with well-defined strategy, purpose and visions</p> <p>23 – Improving the availability and range of data for decision-making</p> <p>24 – Prioritising ongoing development of the information infrastructure</p> <p>25 – Improving information sharing, taking into account the purpose and enabling features of the Privacy Act.</p> <p>This may also align with Recommendation 15 with respect to improving the sophistication of workload management</p>	5.4 5.5	<p>Kiwi</p> <p>The programme is progressing well and for this to remain kiwi we would like more information on the progress of the migration and expansion of reports for other service lines over the coming quarter.</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link
<i>0-6 month activities (September 2021 – March 2022)</i>						
5.2	Develop options for replacing the Oranga Tamariki case management system in a cost conscious and timely way. The replacement will capture more detailed information on, for example, the needs of tamariki and whānau, progress in meeting those needs, and the experiences of tamariki and whānau who interact with us.	<p>In progress Timeframe to deliver dependent on the business case option being agreed.</p> <ul style="list-style-type: none"> Baseline funding opportunities to enable work to start this financial year have been clarified (June) Engaged external experts to finalise the Programme Business Case (anticipated completion in December 2022). Confirmed resource in Policy to complete associated Cabinet paper (anticipated completion in December 2022). Completed a view of the high level milestones for phased delivery of digital enablers to enable transformational change through to F25. Continued engagement with Treasury and the Treasury Gateway Team <p>Challenges to future delivery:</p> <ul style="list-style-type: none"> There could be challenges in identifying and sourcing the appropriate practice and technical subject matter experts needed to lead this work due to market constraints. 	<ul style="list-style-type: none"> Endorsed approach from Te Riu (paper is currently under development) (September 2022) Engage vendor for firm enterprise pricing so these costs can be accurately represented in Programme Business Case and Cabinet paper. Completion of Programme Business Case and Cabinet paper. (November 2022). Approval of paper (including permission to enter into enterprise agreement) by Cabinet (December 2022). Internal business case to Treasury for review (before June 2023). Note: the internal business case is for the self funded work to deliver first digital enablers in FY23, aligned with strategic approach in Programme Business Case. Building from the initial project team, commence phased stand up and capability building of a programme team (December 2022 February 2023). 	<p>The Board recognises the magnitude of this action and is heartened to see some progress. Various funding and resourcing challenges continue to be worked through, including identifying baseline funding opportunities.</p> <p>We acknowledge that this programme is in its early stages, and we are interested in its progress. We would welcome an opportunity to consider early drafts of the cabinet paper and look forward to frequent updates.</p>	Potential to align with recommendation 15 with respect to caseload management and recommendation 24 in relation to the ongoing development of information infrastructure	<p>Korimako This programme has a long timeframe for delivery, and it is too early for any concrete progress. A move towards kiwi would be supported by early and detailed sharing of work undertaken.</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
5.3	Share data and evidence on needs and challenges of whānau and the support and resources that can make a difference.	<p>In progress Timeframe to deliver Ongoing</p> <p>Enabling Communities Where relevant, sharing of information will be developed as part of Enabling Communities work.</p> <p>Residential Care and Other Matters Bill <i>Information Sharing</i> Engagement with an expert Rōpū Māori established to support work underway on the Residential Care and Other Matters Bill.</p> <ul style="list-style-type: none"> Completed phase 1 engagement with the Rōpū Māori, other government agencies, Oranga Tamariki, and Independent Crown Entities on the issues regarding information sharing with iwi and Māori partners, with a focus on the section 66 (information sharing) provisions in the Oranga Tamariki Act. Continued engagement with the Office of the Privacy Commissioner to understand how the Privacy Act 2020 can support information sharing. Further engagement with Office of Privacy Commissioner on respective work underway considering privacy and tikanga Māori. <p>Delays this quarter:</p> <ul style="list-style-type: none"> Lack of overall ownership. 	<ul style="list-style-type: none"> Definition of scope and high level roadmap of activities (September 2022) <p>Residential Care and Other Matters Bill (Information Sharing):</p> <ul style="list-style-type: none"> Develop and run a survey seeking to further investigate barriers and enablers for information sharing (October 2022). Phase 2 engagement on options development (October 2022). Provide advice to Minister regarding potential recommendations to improve our approach to sharing information with iwi / Māori partners (October 2022). <p>Enabling Communities activities:</p> <ul style="list-style-type: none"> Where relevant, sharing of information will be developed as part of Enabling Communities work. 	<p>The Board acknowledges the complexities involved in striking a balance between sharing information and protecting privacy.</p> <p>We are unclear about the ownership of this programme even though work is commencing at pace under the ‘enabling communities’ track.</p> <p>The Board is encouraged that there is ongoing engagement with the Privacy Commissioner, and we welcome an opportunity to hear about any other solutions that have been progressed in addition to the development of operation guidance.</p> <p>We would appreciate an update on the progress of information sharing so that we can see how Oranga Tamariki understands the needs of whānau, and can place that understanding at the centre of delivering this action.</p>	<p>Potential to align with the following recommendations: 6 – with respect to community planning; 23 – in intent to improve availability, relevance and range of data for decision-making, and 25 – in relation to information sharing in line with the Privacy Act.</p>	1.8	<p>Korimako</p> <p>While we see evidence of progress, without a clear understanding of which this work will be developed as part of the Enabling Communities programme. Until this work is done it is unlikely we will have clarity as to what this work is trying to achieve.</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>6-12 month activities (March 2022 – September 2022)</i>							
5.4	Review performance management framework to align with revised organisational strategy and vision.	<p>In Progress Timeframe to deliver: December 2022</p> <ul style="list-style-type: none"> Continued to refine the Ministry’s organisational purpose and strategy, including incorporating feedback from the Ministerial Advisory Board. This culminated in our strategy, which is a key dependency for the performance framework review, being endorsed this quarter. To help inform our review we researched international examples of child protection and wellbeing performance measures. For peer comparability we looked to our Australian counterparts, as well as various frameworks from the UK. <p>Challenges to future delivery:</p> <ul style="list-style-type: none"> We have not been able to recruit performance specialists in the current labour market. Resourcing challenges will continue as we are carrying several vacancies and need to go out to the market again. 	<ul style="list-style-type: none"> Over the next quarter, we will identify a hierarchy of performance measures from which we can baseline and track progress against our strategy. This includes selecting the strongest indicators that we can feasibly measure at the outcome, result, and delivery levels for our performance framework. 	The Board does not have enough information to provide assurance on this action at this time.	Potential to align with recommendation 22 with respect to Performance Reporting Framework, and should align with overarching recommendation 2 to have a well-defined strategy, purpose and vision.	5.1 Phase 2	Kākā

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
12-24 month activities (September 2022 – September 2023)							
5.5	Replace the Oranga Tamariki data warehouse to enable data collected to be centralised and analysed to inform monitoring and decision-making.	<p>In progress Timeframe to deliver: June 2023</p> <p>The focus of this quarter was to establish the core platform to support future data engineering activities.</p> <ul style="list-style-type: none"> Completed build, configuration, test and certification & accreditation activities to support the implementation of Releases 1 to 4 of the Enterprise Data & Analytics Platform (EDAP) Base EDAP platform delivered (Releases 1 to 4) Build, Quality Assurance & Production environments deployed ready for use by data engineers. Request for Quotes for Data Catalogue and Analyst Toolkit issued and evaluation process progressed (July). Joint team commences the build out of the EDAP Curated Integrated Zone (July ongoing). <p>Delays this quarter: Key technical issue affecting how change data from CYRAS is brought into EDAP took additional effort. Now (August) resolved without delaying critical path activities.</p>	<p>The next quarter is focused on building the initial areas of the Reporting Zone, this allow us to make sense of the raw data from CYRAS turning a case-centered data structure into a child-centered one for reporting datasets</p> <ul style="list-style-type: none"> Data Catalogue and Analyst Tools selected (September 2022). Reporting and visualisation (PowerBI) and data exchange (Eightwire DX) tools implemented for EDAP (September 2022). The initial 4 data domains in the Reporting Zone have been developed (October 2022). Data Catalogue and Analyst Tools implemented on EDAP (December 2022) HRIS data feed to EDAP established (April 2023). Archive Information Analytics Platform, data, code and documentation migrated from MSD (June 2023) 	<p>The Board recognises the progress to replace the Oranga Tamariki data warehouse and recent updates on this. We welcome the child-centered focus of the reporting datasets.</p> <p>We see the merit of integrating actions 5.1 and 5.5 to help ensure the seamless migration of Whiti.</p> <p>During engagements, we heard that there has been good progress toward building the data infrastructure to support the delivery of this action. We are interested to know that analysts are prepared and will be ready to engage with the suite of analytical tools competently to query the data sources when available. The team has committed to providing the Board with ongoing updates on the capability and resource development to support analytical staff through the transition.</p> <p>We look forward to the next progress update for this programme of work.</p>	<p>May align with recommendation 23 in its focus to improve the availability, relevance and range of data for decision-making, and with recommendation 24 to prioritise the ongoing development of the information infrastructure.</p>	5.1 5.2	Kiwi

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>12-24 month activities (September 2022 – September 2023)</i>							
5.6	Embed evidence-based decision making from sites to national office, that encompass several actions including implementing new performance reporting tools to make data and information available to all staff to inform decision-making.	<p>In progress Timeframe to deliver: ongoing</p> <p><i>Supporting action activities:</i></p> <ul style="list-style-type: none"> • Monthly organisational performance reporting continues (ongoing). • Continuous improvement of Whiti performance reporting (ongoing). 	Definition of scope and high level roadmap of activities (September 2022).	<p>Reporting against this action continues to show no substantive progress in embedding evidence-based decision-making across all levels of the organisation. However, the Board acknowledges the use of Whiti amongst frontline leaders should support more proactive management of cases, and could be utilized as a proxy in lieu of case complexity and workload measures. This work is related to being able to achieve more equitable workload allocation across staff, as well as for other purposes such as fully understanding implications from the decline in the use of section 78 orders.</p> <p>We see incremental steps toward evidence-based decision-making forming across some Future Direction Plan actions. For this to move in the next quarter, we will need to see evidence that this approach is gaining traction more generally.</p>	Potential to align with recommendation 15 with respect to workload management, and recommendation 23 in relation to improving availability, relevance and range of data for decision-making.	1.8 5.1 5.2 5.4 5.5	<p>Tieke</p> <p>We have assessed this as tieke as we do not see adequate evidence of progress since the last quarter, when we indicated we would be looking for meaningful action by this quarter. For this to move in the next quarter, we will need to see evidence that an evidence-based approach to decision-making is gaining traction more generally.</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
12-24 month activities (September 2022 – September 2023)							
5.7	Deploy the Social Wellbeing Agency's Data Exchange to make sure we can seamlessly share data between ourselves and partners in a safe and secure way.	<p>In progress Phase 1 & 2 June 2023 Phase 3 & 4 December 2023</p> <ul style="list-style-type: none"> Progressive rollout of Data Exchange to all Care partners will continue through the next quarter, with forecast completion by June 2023. In the last quarter, 4 organisations have completed the work to enable them to use data exchange instead of email to share key data about tamariki in partnered care. Overall there are now 9 organisations using data exchange, 8 in testing, and a further 31 in progress. Nine organisations are yet to start. This includes 5 whānau care partners. Work continues on the creation of dashboards for Data Exchange. The forecast completion of this work remains June 2023. Planning work has been deferred to F24 for phases 3 & 4, as funding is not available in F23. <p>Delays this quarter:</p> <ul style="list-style-type: none"> Phases 3 and 4 deferred to F24 due to funding availability in F23. Partner capacity to progress through engagement and onboarding has been limited due to combined impacts of sickness, and delays with Oranga Tamariki funding decisions. <p>Challenges to future delivery:</p> <ul style="list-style-type: none"> Resourcing of both BAU and project functions following recent resignations. 	<ul style="list-style-type: none"> Establishment of a programme view to prioritise and plan for deployment of Data Exchange beyond current scope (57 currently active care partners) (June 2023). 	<p>We understand that delays to Phase 3 and 4 will mean that Oranga Tamariki will be unable to send referral data via the exchange.</p> <p>The Board would be interested to understand how this impacts on partnering under the 'Enabling Communities' track.</p> <p>More information is required to understand the implications of this constraint in quarter four.</p>	<p>Potential to align with recommendation 6 to build Oranga Tamariki's responsiveness to partners, and to community requests for the information needed to know what support whānau require, and what resourcing should be provided, to match these needs. Additionally, potential to align with recommendation 25 to improve information sharing, taking into account the purpose and enabling features of the Privacy Act.</p>	<p>5.1 5.3 5.5</p>	<p>Korimako</p> <p>It is pleasing to see the amount of work progressing for this action but we will need more specific information on how sharing is going for partners in order to be able to move this to kiwi for the next quarter</p>

Supporting Work	Description	Activity Completed	Activity Planned	Te Kahu Aroha
Oranga Tamariki Action Plan (OTAP)	OTAP is a key mechanism to support the changes we are trying to achieve through the Future Direction Plan. Chief Executives of children's agencies are required to set out how they will work together to improve the wellbeing of the core population of interest to Oranga Tamariki. OTAP is a key opportunity to advance shared accountability, communication and collaboration to action the intent of Te Kahu Aroha and the Future Direction Plan.	Oranga Tamariki Action Plan was endorsed by Cabinet on 4 April 2022. The publication of the plan is subject to development of an implementation plan. The implementation sets out collective commitment to achieve significant results for children and young people in the priority populations. The practical actions that agencies will implement by the end of 2022, and key governance and accountability arrangements. Work started on the in-depth assessments of housing, health, and education needs for the priority populations.	Children's agencies to publish Oranga Tamariki Action Plan in early 2022.	Potential to align with O.A.R 2 and 3
National Governance Board	The Ministerial Advisory Board recommended that a permanent and National Governance Board for Oranga Tamariki be established to have reach into and across other agencies' and support the sustained change the Ministry is undertaking.	On hold	On hold	Aligns with O.A.R 3

Released Under Official Information Act 1982

4. Ministerial Advisory Board Fourth Quarterly Report

HIPOKINGIA KI TE KAHU ĀROHA A TE WHĀNAU

'He taniwha kei te haere mai - he taniwha tae kuhu, tae huna e kore rawa koutou e kitea, e kore koutou e mohio kua tae mai, kia kitea rano i ngā kanohi a o mokopuna. Ina tae ki tēnā, kua e patua i o mokopuna - engari hipokingia o koutou mokopuna ki te kahu āroha a te whānau.'

These are the words of Aperahama Taonui. They are the foundation of all the Board's work.

TE KAHU ARIKI: MINISTERIAL ADVISORY BOARD'S FOURTH QUARTERLY ASSURANCE REPORT

- 1) This report provides a summary of the Ministerial Advisory Board's (the Board's) assessment of Oranga Tamariki's progress towards change for the past quarter, September to November 2022. This quarter we have sought feedback specifically from kaimahi Māori and from Pasifika kaimahi to test the changes they are seeing and feeling and, more generally, the impact of these changes at the frontline of Oranga Tamariki. We note that this report marks a full year of assurance reporting from the Board.
- 2) The last section of this report sets out a summary of two additional areas the Board has been following up on this quarter. These are:
 - i) Residences - Follow up from Te Kahu Ariki 3 on our assessment of progress against the recommendation of our 2021 Residence Report
 - ii) Disability - Update on the Board's disability report recommendations and the Oranga Tamariki Disability Strategy.

TE KAHU ARIKI FRAMEWORK

- 3) Before summarising our views for this quarter, we briefly set out the framework for our assurance work, Te Kahu Ariki.
- 4) It is the view of this Board that each child is an Ariki in their own right, with whakapapa linking tamariki to their tupuna and to future descendants. This is a fundamental concept underpinning the Board's work in Te Kahu Aroha and guides our assurance role and framework, Te Kahu Ariki.
- 5) As we stressed throughout Te Kahu Aroha, it is the intention of this Board to ensure that our work is seen through the lens of Te Au o te kanohi Māori, and to reinforce the aspiration embodied in the very name Oranga Tamariki.
- 6) This whakaaro draws inspiration from the feathers that make up Te Kahu Ariki and acknowledges the different manu and their feathers that adorn this cloak. It is this kahukura that the Board utilises to indicate our levels of assurance on the actions and activities by Oranga Tamariki as they progress their journey of change.

- 7) Throughout this report you will see each action identified with one of the colours of Te Kahu Ariki. Raranga huruhuru manu:
- Kākāriki – Kiwi
 - Kōwhai – Korimako
 - Karaka – Kākā
 - Whero – Tieke
- 8) The point of distinguishing between the colours of the feathers of the manu is to draw your attention to where it is needed most, as indicated by tieke or kākā. At a high level, we use the symbolism of our manu taonga, with kiwi as the pinnacle. We believe this symbolism is readily understood by New Zealanders and helps deepen collective understanding of the needs and opportunities for improving wellbeing for tamariki and mokopuna in Aotearoa today.
- 9) We have ascribed a colour to each feather and bird, reflective of their nature and mana, and true to the aspiration of 'hipokingia ki te kahu aroha a te whānau'. It is the ultimate aspiration of this Board to be able to provide to the Minister a kahukura adorned only by the feathers of the kiwi. This will be the confirmation that the Board's role to provide assurance has supported Oranga Tamariki to achieve the aspiration embedded in its name.
- 10) Te Kahu Ariki is both a literal and metaphorical cloak of assurance. The Board provides this update on how the cloak is taking shape after over one year of implementation of the Oranga Tamariki Future Direction Plan (FDP). The overall view can be seen on the one-page visualisation of the cloak, showing work is continuing to advance and highlighting where attention is still, or newly, needed.

IMPLEMENTATION OF THE FUTURE DIRECTION PLAN

- 11) This section sets out the Board's high-level view of progress towards implementing the FDP.
- 12) In previous reports there were greyed out actions that had not yet been started or, as was the case for theme 3 last quarter, where there was a significant change to the approach. This means that it was challenging to assess progress fairly.
- 13) Oranga Tamariki has reported this quarter that all actions, apart from action 1.6, are now live.
- 14) Nonetheless, the Board has assessed action 1.6 through our Te Kahu Ariki framework. Our expectation at this stage, over one year on in the FDP's life cycle, is that all actions should be active. Therefore, this quarter all actions have been assessed and have been ascribed a colour.
- 15) A high-level view of Te Kahu Ariki shows that the majority of the 40 actions of the FDP are progressing as expected; 16 actions are unchanged from last quarter and 14 actions have moved from greyed out to active (four assessed as korimako, six assessed as kākā, four

assessed as tieke). Excluding the actions previously greyed out, five actions have improved in our level of assurance, while five have regressed.

16) In terms of quantifying progress over the last quarter, of the 40 actions of the FDP (including the four sub actions of action 2.5):

- Five are kākārīki, which we ascribe to the feathers of the kiwi
- 19 are kōwhai, which we ascribe to the feathers of the korimako
- 11 are karaka, which we ascribe to the feathers of the kākā
- Five are whero, which we ascribe to the feathers of the tieke

17) The Board is pleased that there has been a significant shift from greyed out actions to all actions being active this quarter. However, the Board considers overall progress on the actions of the FDP as mixed.

18) We are particularly disappointed at the progress of action 2.1 *'Develop a Kaimahi Ora strategy for all staff, supporting staff to have work life balance and provide regular opportunity to debrief following traumatic events and manage the cumulative impacts of their work'*. While there is evidence of work underway for the Kaimahi Ora strategy, the wellbeing needs of kaimahi are still pressing, and the activity outlined does not address the fundamental pressures kaimahi face daily. The work to date seems to focus solely on support options for individual kaimahi, rather than improving the wider system issues which are the real problem.

19) Another action which causes the Board concern is 2.5 *'Develop a workforce strategy that will support high-quality social work'*. We are of the view that the workforce strategy is a critical component to supporting transformation. However, at this time, we are troubled that this strategy is not receiving the support and drive needed from Te Riu. The Board acknowledges that there has been a lot of activity outlined by Oranga Tamariki for this action; it is difficult to identify any tangible progress from all that activity.

20) We expect, however, to see clear progress on both actions 2.1 and 2.5 over the next quarter. We see these as high priority items for the successful transformation of Oranga Tamariki.

21) In comparison, the Board is pleased with the progress of actions 1.7 and 4.7 which both relate to the residences. It is heartening to see that our advice from the last quarter was acknowledged, and action has been taken by Oranga Tamariki, particularly with regards to addressing the here-and-now needs of young people in residences. We hope the quality of engagement and the progress continues for us to be able to maintain confidence over future quarters.

22) The Board is also pleased with the progress of action 2.5(d) *'Training, career progression pathways, leadership and professional development and workforce planning'*. It is good to see priority being given to training for new social workers and supervisors, and the development of a consistent induction programme for new kaimahi.

23) Furthermore, we note that action 3.4 *'ensure the delivery of Transition Support Services to ensure that rangatahi are successfully supported to transition to independence and prevent future generations from coming to notice'* is progressing well. However, due to the different approach to the reporting of theme 3, this positive progress was not included in Oranga Tamariki's quarterly report.

24) It is acknowledged that Oranga Tamariki is an organisation tasked with difficult and challenging work with a lot of change underway all at once. This means there are competing priorities and resources are stretched. This makes clear communication of priorities critical.

The Future Direction Plan needs to be refreshed and there is a need for a prioritisation process

25) As previously outlined, while the FDP was developed in response to Te Kahu Aroha, Oranga Tamariki set the original actions and timeframes of the FDP in isolation and without the Board's input. Sixteen months on from the release of Te Kahu Aroha, the Board questions whether the FDP, as it stands, remains fit-for-purpose for current needs. The FDP should be a living document that supports the organisation to flourish. The Board muses whether a refreshed plan with revised timeframes would be of benefit to Oranga Tamariki.

26) Theme 3 on Partnering, Relationships and Decision Making is a clear example of this. Oranga Tamariki has reported differently on this section in its last two quarterly reports. It has reported against 'Enabling Communities' rather than against each of the actions originally identified under the partnering theme. We are supportive of the effort to shift the theme to a more strategic and holistic approach to partnering so that relationships are genuine and reciprocal.

27) However, the Board has been tasked with providing assurance on each of the actions of the FDP as written and published last year. We have found this to be challenging. As it stands, Oranga Tamariki is not able to provide updates on the six individual actions of theme 3, as they are seeking to be true to a genuine partnership approach rather than respond to a top-down set of actions.

28) The Board notes that, while there seems to be hesitance in changing wording of the actions, a number of timeframes have been changed by Oranga Tamariki since the FDP was published. We believe that this is because the timeframes set out in the FDP were far too ambitious for the complexity and quantity of work required. A number of timeframes were clearly not realistic. An example of this is the original commitment to close residences within six months. On one hand we are perplexed that FDP timeframes are unilaterally changed by Oranga Tamariki (without notice). However, the wording of actions and themes is not being adjusted so that the actions remain relevant and implementable.

29) Furthermore, some actions this quarter have been marked as completed by Oranga Tamariki as the wording of the action has been taken at face value as opposed to considering what the action is intending to achieve. An example of this is action 1.1 *'Determine how functions are grouped for best effect, and then put in place a leadership team to reflect this, drive further change, and set culture. This will ensure that professional*

social work practice is appropriately reflected at this leadership level'. The Board sees establishing Te Riu as only one part of the action, with driving organisational change and setting the culture as the fuller intent of the action. It is not yet clear how progress towards culture change is advancing. A further example is action 4.1 *'Build a framework that incorporates the current practice standards and the SWRB competency standards into one place*'. While the framework may have been developed, this is yet to be fully embedded across the organisation, and evidence of achieving the desired outcomes is not yet clear. We are concerned that focusing on tools rather than outcomes risks missing the point.

- 30) When actions of the FDP are completed by Oranga Tamariki, the Board would like to see the focus then shift to analysing and evaluating the results achieved by that action to drive continuous improvement. A focus on continuous improvement is crucial for areas as sensitive as child protection and youth justice. Both service lines are judged by high profile cases and complaints, so Oranga Tamariki must be ready to show how it has responded strongly and consistently through best practice.
- 31) In Te Kahu Ariki 3, we noted that Oranga Tamariki had committed to developing an outcomes framework for the FDP. We see this as a critical step to ensuring clarity on: the intentions of each action; how each component contributes to the theme; how this in turn supports the overall transformation; and how the progress of each layer is measured. Without this framework, it will be difficult to assess whether an action can be marked as truly complete. The Board has not received an update on the development of the outcomes framework. We hope this framework will be in place for the next quarterly report.
- 32) While reviewing previous Oranga Tamariki quarterly reports for comparison, the Board has noticed that for some actions the activity outlined as planned for the coming quarter is not then covered in the next quarterly report. An example of this is action 5.3; last quarter there was a broader range of activity planned for this quarter than was included in Oranga Tamariki's latest report. There was no reference to this activity nor explanation as to whether this was no longer relevant, whether it is still planned, or on a longer timeframe. It will assist Oranga Tamariki to retain the confidence of the Board if, in reporting on previous quarterly report commitments, Oranga Tamariki includes progress of all activities against the action.
- 33) We urge Oranga Tamariki to consider refreshing the FDP so that, across each theme, the actions are fit-for-purpose, the timeframes for delivery are realistic, and the intent of each action is clear. We suggest that this is done alongside the development of the outcomes framework to support the overall plan.
- 34) Additionally, we suggest that Oranga Tamariki considers four to five actions across the plan be prioritised and actively led by Te Riu. This is so the big-ticket items will have the attention these actions deserve. It is the Board's view that Oranga Tamariki continues to be stretched by the broad range of commitments in play at once. The Board is happy to support Oranga Tamariki with this work, as we consider identifying core priorities for the coming year would be a logical part of the outcomes framework to guide the FDP.

Incorporating actions to address system barriers for tamariki and rangatahi whaikaha

- 35) Refreshing the FDP could also enable purposeful alignment of actions towards recommendations made in our report on system barriers for tamariki and rangatahi whaikaha.
- 36) As our recommendations were accepted by the Minister, we do expect Oranga Tamariki to now be working towards implementing these. While we were not expecting great progress on this in the time since we completed our report, we were hoping that Oranga Tamariki's report would provide an update on initial planning around how these will be implemented. We were disappointed to not see a plan this quarter, and expect progress to be evident in the next quarter.

Oranga Tamariki's focus on fundamentally shifting the response to Reports of Concern

- 37) The Board is pleased to see that a focus on fundamentally shifting the response to Reports of Concerns has been specifically highlighted in Oranga Tamariki's latest quarterly report. We see this as a core building block to transformation of outcomes for tamariki and whānau.
- 38) We believe that this work needs to be progressed in collaboration across the Partnering, Relationships and Decision Making/Enabling Communities and Social Work Practice themes. This should also be alongside the commitment made in the recent practice review to strengthen intake and assessments for Reports of Concerns and lift consistency in assessment and investigation practice by Oranga Tamariki social workers.
- 39) Oranga Tamariki must also carefully consider the risks posed by unallocated queues and the length of time those cases remain dormant. This includes for children in care as well as new Reports of Concerns. In light of the latest practice review, the Board has a strong interest in understanding the action that will be taken to ensure volumes of ROCs and workforce issues are not impediments to quality safety assessments being completed in a timely way.

SUMMARY OF PROGRESS BY THEME

- 40) In this section, we provide high-level commentary on the progress for each theme over the last quarter. These are drawn from the attached detailed table, which should be read together with this commentary.

Theme 1: Organisational Blueprint

- 41) While noting there are areas of progress within theme 1, the overall culture appears to remain close to the situation we described in Te Kahu Aroha. That is, that Oranga Tamariki *'is an agency that is vulnerable to being blown off course by the headwinds it inevitably encounters over time'*. However, we continue to *'acknowledge that Oranga Tamariki's work is hard. Social workers are expected to manage ambiguity, uncertainty, and to make judgements that no other agency or professional is called upon to make judgement, within*

a system that requires them to constantly reassess priorities.¹ Until there is an outcomes framework to guide long-term progress, this vulnerability is likely to persist.

- 42) At the same time, the Board notes the shift in progress with residences. We are heartened that our advice in the last quarter was acknowledged and action was taken, particularly regarding the need to address the here-and-now needs of young people in residences. The Board is aware that service provision at the residences continues to be tenuous. We look forward to the next quarterly update to see how progress continues.

Theme 2: People and Culture

- 43) While the Board is mindful that there are capacity issues impacting across this theme, there is nonetheless evidence of projects being advanced. One of the inherent tensions that must be addressed is the reality that social workers continue to carry challenging workloads, including high numbers of cases and increased complexity. We note that the recent practice review commits to addressing the long-standing capacity and workload issues. The Board will therefore be looking carefully over the coming months to see how this progresses.
- 44) We believe that there is an urgent need to progress the workforce strategy, as the Board considers this a critical component to supporting transformation. This needs to be championed by Te Riu for it to progress further. The Board suggests meaningful discussions take place with the Social Work Registration Board (SWRB) on the benefits of exploring a paraprofessional workforce as a core component of the workforce strategy.
- 45) We note also that the Kaimahi Ora strategy is silent on the wider system issues and processes that impact wellbeing. To support accelerated progress on kaimahi ora, the Board recommends choosing a critical aspect that currently challenges kaimahi ora, such as afterhours duty and/or heavy caseloads, and starts to progress these as a priority in the near term.
- 46) While the Board has seen the Strategy on a Page document, the unique contribution and leadership that only Oranga Tamariki can deliver is still not specified. As Oranga Tamariki moves towards shared responsibility, identification of what Oranga Tamariki will retain as its core role, and what can and should be devolved, is critical to achieving transformation.
- 47) The Board is pleased to see priority being given to training for new social workers and supervisors, and the development of a consistent induction programme for new kaimahi. In time, we would like to see an evaluation of this, to be able to assess whether it supports and strengthens a social worker's understanding of their statutory responsibilities and obligations. Induction must be the foundation training that supports confident quality statutory practice, on an ongoing basis.

¹ Te Kahu Aroha page 10

Theme 3: Relationships, Partnering and Decision-Making/ Enabling Communities

- 48) Progress is evident across this theme, with all actions moved from grey in our last report to being live this quarter. However, we note the challenge presented to assessing actions 3.1 to 3.6 due to the original actions described under Relationships, Partnering and Decision-Making, and the work under Enabling Communities, not being the same. Activity and progress have been reported to us differently in an effort by Oranga Tamariki to shift the theme to a more strategic approach.
- 49) The Board agrees with the need to take a strategic, holistic approach to partnerships and relationships so they are genuine and reciprocal, rather than potentially fragile to the default position of being dictated by Oranga Tamariki. This means that the work being led by the Enabling Communities approach to take the theme in a more strategic and principles-based direction is necessary. However, it is difficult to make connections between what is being reported and the specific actions of the theme. This reinforces the need to be able to adapt the wording of FDP actions, so the actions remain relevant and meaningful.
- 50) The Board has received promising reports of progress with the seven pilot initiatives in the Enabling Communities programme. We are looking forward to the evaluation of these, as this will help inform options to support more communities to meet the needs of tamariki, rangatahi and whānau. The Board plans to seek assurance on progress from the perspective of communities in the latter half of 2023.
- 51) Furthermore, we note that the work of the Transition Support Services is progressing well. However, due to the different approach to the reporting of theme 3, this positive progress was not included in Oranga Tamariki's quarterly report.

Theme 4: Social Work Practice

- 52) A number of activities within this theme have moved from grey to active, reflecting progress across the theme. The Board remains anxious to see specific focus on, and evidence of, active monitoring for safety outcomes for all tamariki, not just for pēpi or through s78 changes. The Board encourages clear messages being shared with the frontline regarding the available suite of options, including applications of s78 without notice, as we have heard there is much confusion at sites. The frontline need to be confident that the right actions for children will be taken at the right time.
- 53) The Board notes progress with the practice shift, enabling a move towards oranga as a frame and to ensure social work practice is relational, inclusive, and restorative. The initial roll out of the practice shift to sites appears to have gone well and to have been enthusiastically received by frontline kaimahi. However, the work needed to embed this way of working is not complete and requires continued focus and strong regional and site leadership, particularly from practice leaders. In addition, there needs to be some thinking about the burden currently being felt by kaimahi Māori to provide expertise to colleagues, as well as being expected to manage their own complex caseloads. This point is captured in the feedback from kaimahi Māori set out in the section below.

- 54) While agreeing with the need for the practice shift, its implementation cannot be at the expense of a reduced focus on managing safety risks for tamariki and rangatahi. The Board would like to see more focus on the reporting of risks posed by unallocated queues, the length of time those cases remain dormant including the time taken to assess Reports of Concerns and the deallocated cases of children in care.
- 55) Training, continuing professional development, and quality supervision underpins quality social work practice. While it is promising to see progress with training, timely and sharp evaluations will provide evidence that the suite of training being delivered has a return on investment.

Theme 5: Data, Insights and Evidence

- 56) The Board is pleased to note substantial progress towards improving the entire data and information chain, from collection, to storage, to dissemination, and finally to applied use.
- 57) Theme 5 asks a lot of kaimahi in terms of a behavioural and cultural shift towards greater use and integration of data and evidence into their work. While this is a necessary shift, data and insights should support kaimahi, not the other way around. This is also true for supporting partners to access and utilise the information they need in order to lead evidenced change for their tamariki and whānau.
- 58) Information Technology challenges (particularly CYRAS) are already placing a burden on kaimahi capacity. It is important that the new system does not exacerbate this. The follow-through to instilling evidence-based decision-making across the organisation, and with partners, is the core of this theme, and the Board looks forward to seeing how this is being achieved.

FEEDBACK FROM KAIMAHI MĀORI ON THE TRANSFORMATION OF ORANGA TAMARIKI

Kei aku nui, kei aku rahi, kei ngā ringa raupā, tēnā koutou

To the many, to the plentiful, to those with calloused hands. Greetings to all.

- 59) During November and December 2022, the Board engaged with ten rōpū Māori across Aotearoa both virtually and kanohi ki te kanohi, to hear their views towards achieving the recommendations of Te Kahu Aroha through the FDP. This amounted to engagement with over 300 kaimahi Māori who bring a depth of expertise and cover a range of roles within the regions. There is this critical mass in the organisation, bringing forth over 2000 years of combined social work practice experience. Their mātauranga, underpinned by whanaungatanga, manaakitanga and kaitiakitanga uara, intrinsically informs and guides their work with tamariki, whānau and communities. They are clearly committed to working for Oranga Tamariki to improve the lives of tamariki, whānau, hapū and iwi. The depth of this skill and experience should be utilised to guide transformation.
- 60) Throughout our engagement, kaimahi Māori spoke of their support for Te Riu. However, they expressed their concern that many had not met their senior leaders yet and were unaware of Te Riu's key areas of focus to take the organisation forward. We heard that

kaimahi Māori want to understand the underpinning drive for the key decisions being made, and how these decisions support and contribute towards Te Riu's vision, including the new practice direction. Kaimahi Māori stressed that they want the public and their Minister to have confidence in the quality of work undertaken by Oranga Tamariki.

- 61) The Board heard that kaimahi Māori are genuinely supportive of the organisation's practice shift, which aligns to their own values. However, they called out the unreasonable burden on their time due to the organisation's expectation that they will teach tangata Tiriti cultural knowledge, and will provide support for others when working with Māori whānau. Kaimahi Māori expressed the weight of this expectation and stated that, at times, it is a heavy load. Many felt over-utilised, and that this contribution is often unrecognised and not always valued. An example of this is the assumption that kaimahi Māori will deliver components of the Practice Shift in lieu of, or in support of, tangata Tiriti site leaders. This includes at times being expected to translate and unpick concepts inherent in kupu Māori.
- 62) It was noted by kaimahi Māori that there has been a significant increase in the use of Te Reo across Oranga Tamariki. They acknowledge that the organisation works hard to grow a common understanding across all kaimahi on the concepts and meaning of different kupu. The Board agrees that it is important that the use of kupu by the organisation is fully contextualised, respected, and valued.
- 63) We heard that the use of expert Māori positions, including Māori practice coaches and kairāanga, are welcomed by kaimahi Māori. They encourage the growth of these positions being available to sites and regions to support the embedding of the Practice Shift and to support kaimahi when working with tamariki and whānau.
- 64) The Board is unaware of there being a current Māori Strategy in place at Oranga Tamariki. We would like to see the development of one that is focussed on the overarching vision of the organisation, working in partnership with iwi and directly supporting Te Riu in achieving the strategic objectives. Kaimahi agreed with the need for this. They are aware that there is an approved Pacific Strategy and so they wonder at the absence of a Māori strategy.

High level summary of feedback from kaimahi Māori

- 65) Communication from national office and regional office to the frontline is at times confusing and overwhelming, resulting in an overload of information. Kaimahi Māori advise that they struggle to ascertain what should be prioritised, and this impacts on their inability to implement and action everything at once. The overwhelming feedback to national office is that there is a continual demand to do 'extra', yet there is rarely instruction to stop doing anything. We heard consistently that the load on the frontline remains crippling.

"It's hard to understand what the priorities are so we can steer our sites to those, its overwhelming the amount of stuff that comes out of National Office"

"We need clarity from the leadership team to ensure we can do the best job"

- 66) Kaimahi Māori spoke about the disconnect between national office and the frontline, particularly when decisions are made that directly impact them. An example of this is the

adoption of new and keyless electric vehicles with start buttons located near the passenger area, making it difficult and dangerous when transporting young people. It is imperative that frontline kaimahi with practical knowledge are included in decisions that directly affect them and the day-to-day realities of social work. While kaimahi Māori accept that the goal of national office is to support the frontline, their plea to decision-makers is for them to seek feedback from sites, so that the best decisions can be made for kaimahi, tamariki, and whānau.

- 67) The Board is aware that there are financial constraints across the organisation. Kaimahi Māori highlighted that the financial constraints of the organisation are now directly impacting on their ability to provide reasonable support for tamariki and their whānau. The financial constraints are, for some kaimahi Māori, impacting on their ethical and professional decision-making. At times, the lack of financial support for plans and orders leaves kaimahi embarrassed, coupled with a sense of hopelessness that this will change.
- 68) We also heard that current financial constraints are impacting on the ability of site and regional managers to manage workload demands. There is inconsistency across the motu on roles that have green-light approval status. Some sites have been told that key positions that support social work functions are not currently able to be replaced, including youth workers, kairāanga and change leads. Kaimahi Māori are concerned that sites cannot meet the current work demands without being appropriately resourced. The recent practice review highlights that these concerns are valid.

"We had a really good change lead, but they left and haven't been replaced. They were not a green light role. We don't backfill positions. Then we are encouraged to take leave for kaimahi ora. But you can't rest because you are always thinking of work, and you know there is nobody looking after your caseload"

- 69) Kaimahi Māori expressed concern that the organisation incorrectly prioritises spending. One example which was highlighted was the significant cost for new laptops across the organisation when the current laptops in use were only a few years old. Regardless of the rationale for why the replacement was needed, kaimahi position was firm that investment in tamariki and whānau plans and orders need to be the priority.
- 70) Sixteen months ago, Te Kahu Aroha called out that there was evidence of a workforce under pressure that lacks professional leadership and support for social workers. We went on to say that Oranga Tamariki social workers are negotiating a complex and increasingly pressured environment, where difficult decisions are legitimised using risk advice and policy regimes which do not always support quality engagements, well-reasoned assessments or subsequent decision-making. Kaimahi Māori spoke about the potential for ramifications when they use their professional social work voice. Some spoke about not feeling confident or supported to express their professional concerns to site or regional leaders. A number of kaimahi raised a culture of bullying in their sites and regional teams.

"If you raise anything you are told you need to think about if this job is right for you? If you go against the grain, you are seen as being uncooperative, often isolated"

- 71) Kaimahi Māori reassert that it is time that the professional social work voice takes back its mana, and its view is considered at all levels of the organisation. The Board agrees that it is imperative that Oranga Tamariki listens and reacts appropriately to reasoned and professional judgements.
- 72) A significant number of kaimahi Māori spoke about feeling supported by their supervisors. They appreciated the advocacy on their behalf regarding a range of matters including financial requests, and that well-reasoned assessments and judgements should be taken seriously and supported. Social workers highlighted that supervisors try their best to provide quality support and direction. Kaimahi Māori stressed that the provision of quality support is impeded by supervisor workloads. Supervisors often find themselves in hybrid roles, covering both their substantive position and social work caseloads, due to sites carrying numerous vacancies.
- 73) Another frequent theme we heard throughout our engagement with kaimahi Māori is that there are limited pathway options for progression within the organisation. This is felt keenly by those on the frontline, including social and residential workers. Kaimahi Māori want options and opportunities to move beyond these roles into leadership and management positions so that a strong Māori lens can be applied at key decision-making and discussion forums.
- 74) The Board acknowledges the recent internal communications seeking applications for a 10-month Emerging Māori Leaders programme in conjunction with Te Kawa Mataaho Public Service Commission. Currently, this opportunity is only available to kaimahi who are aged between 23-30 years old. Kaimahi Māori have asked the Board to use its influence to talk to Te Kawa Mataaho to extend the upper age-range particularly, given some are not ready to take this opportunity before 30 years of age. The Board feels that extending the age range for this programme will ensure that all age groups can aspire to leadership roles.
- 75) We were encouraged by kaimahi Māori providing positive feedback on the Tū Māia training programme which supports kaimahi to build their cultural capability and competences. This is a critical tool for supporting the organisation to understand the need to devolve resources and services to iwi providers and partners.

“Tū Māia has been awesome. It’s an awesome introduction for kaimahi regarding colonisation and tikanga. I think it should be rolled out nationally or should at the least be part of induction”

- 76) Many kaimahi Māori spoke of their motivation to engage meaningfully with their communities about strengthening responsiveness to Māori within the social sector. This includes iwi and hapū being the lead on prevention and early support. Several kaimahi Māori provided examples whereby iwi are leading roles in the community, including the delivery of Family Group Conferences. They acknowledged that for some regions, further work and relationship building are necessary for the services to be embedded and successful. Kaimahi Māori are passionate and committed to working with partners.

77) Furthermore, there is a sense of excitement about the future and about the growing discussion and momentum towards the devolution of a range of responsibilities that Oranga Tamariki sites currently deliver. Kaimahi Māori have a sense that the delivery of direct services by iwi will soon be a reality.

78) A number of Oranga Tamariki kaimahi Māori delegates recently attended the Oranga Tamariki national Māori caucus hui and were excited about the reigniting of the national and regional rōpū working as a collective. They were heartened by the commitment made by the Chief Executive to support their mahi, and they acknowledged the leadership of the Pou Tikanga. Kaimahi Māori are committed to the organisation's kaupapa and to delivering quality services and being responsive to tamariki and whānau.

Next steps

79) The Board greatly valued the recent engagement with kaimahi Māori. We know these kaimahi are committed to improving outcomes for tamariki and their whānau. They are poised to support Te Riu, and progress towards the future direction of Oranga Tamariki. Kaimahi Māori are hopeful for the future, while they are mindful of the potential for uncertainty due to the challenging nature of balancing safety and protection with culture change. In order to grow confidence that transformation will be enduring, they want to hear and see Te Riu in person, and be able to engage regularly in conversations that contribute to strengthening and stabilising Oranga Tamariki now and for the future.

FEEDBACK FROM PASIFIKA KAIMAHI ON THE TRANSFORMATION OF ORANGA TAMARIKI

"From the heart of our Pacific people, we want a successful Oranga Tamariki"

80) During October and November 2022, the Board engaged with Pasifika kaimahi across Aotearoa to hear their views on progress towards the future direction of Oranga Tamariki. We were also aware that the Oranga Tamariki Pacific Strategy 2021-2024 and draft implementation plan were approved by the leadership team in March 2022, and we were interested in finding out more about the progress of this mahi. It became clear to the Board throughout our engagements that the Pacific Strategy had not been socialised with frontline kaimahi, as a significant number of kaimahi we spoke to were unaware of the existence of the strategy and its recommendations.

High level summary of feedback from Pasifika kaimahi

81) Kaimahi spoke about the importance of both regional and national Pasifika support functions. Pacific Peoples are not a homogenous group and kaimahi strongly advocate for dedicated ethnic-specific Pacific cultural advisors to ensure all Pacific nationhood and cultures are respected. This is also important to ensure the most culturally appropriate and relevant support for tamariki from Pacific communities.

82) Current data highlights that the majority of Pasifika kaimahi are employed in functions such as residential workers, administrative roles, and frontline social worker roles. There do not seem to be easily accessible pathways and opportunities for kaimahi to move beyond

those roles in the organisation, and we were told there are limited opportunities for Pasifika staff to be appointed into roles of influence and change. Currently, there is minimal representation of Pacific voices at the leadership level, and kaimahi advocate strongly for Pasifika to be represented in senior leadership positions to elevate Pasifika voices at decision-making tables.

83) Overwhelmingly, kaimahi spoke of their commitment to Oranga Tamariki and the communities they serve. The notion of 'service' was strongly highlighted as an integral value of Pasifika kaimahi. Being of service goes wider than their employment at Oranga Tamariki, it spans to their local communities, churches, and sporting groups. We heard that the obligation and responsibility to be of service often goes beyond normal working hours.

84) Pasifika kaimahi are committed to supporting Oranga Tamariki to be successful. They want to see Pasifika at the forefront along with tangata whenua when projects or initiatives are being considered.

Oranga Tamariki Pacific Strategy objectives and related feedback

85) To highlight themes identified in recent talanoa, the next section outlines the five objectives of the Pacific Strategy and sets out some of the kaimahi feedback.

Objective 1: Enabling Pacific Communities

86) The Board were given examples of regional and local partnering initiatives with communities that are working well. This includes the Tongan resource panel in Tāmaki Makaurau and the Lower South. We heard that the enduring relationships with the local Samoan Advisory Board and the Fijian Community Committee is enabling decisions to be made collectively that respond to and meet the needs of Pasifika tamaiti and aiga. To progress with future focused initiatives and partnerships, we believe that resourcing is required to support the needs of Pasifika aiga at the regional and community level.

Objective 2: Quality Social Worker Practice

87) The Board heard many examples of frontline Pasifika kaimahi being asked to provide cultural support for their colleagues, and to lead cultural practices and celebrations on top of their primary role. While some kaimahi are happy to take on these additional responsibilities, it was reported that the expectation came without consideration of their workloads or any insight into the level of their cultural knowledge.

88) Most kaimahi advocated strongly for the organisation to recognise the uniqueness of the full range of Pacific nations. There was a strong view that specific cultural advisor roles across the organisation would ensure that the various cultures of Pasifika nations underpin the work of Oranga Tamariki. These roles would also support frontline responsive practice, located at the regional level to support Pasifika aiga decision-making. This seems to accord strongly with our recommendations in Te Kahu Aroha, and the building momentum towards devolution of aspects of Oranga Tamariki's responsibilities and resources, in order to improve outcomes for all tamariki and their whānau and communities.

- 89) Pacific-focused induction, training, and ongoing professional development for all social workers is an area that requires attention and improvement.

"I am worried that tamaiti will not receive the proper support if social workers are not guided on how to connect. So many colleagues are not familiar with how we are as Pacific people. There is always a comparison between us and Māori, there are similarities, but we are different"

"There are lots of frameworks for each of our cultures but there is a lack of training. I recall having induction in 2019. I found it was too tokenistic. I haven't heard of Va'aifetū since my induction"

- 90) At the same time, kaimahi from another region highlighted the use of the Va'aifetū cultural framework:

"Over the past 3 months our site has provided three cultural reports to the family courts using the Va'aifetū cultural framework"

Objective 3: Pacific Workforce

- 91) A consistent theme we heard throughout our engagement with Pacific kaimahi this quarter was the need to establish pathways for Pasifika kaimahi to progress from frontline roles to leadership and management roles. Kaimahi spoke strongly about the absence of Pacific representation in senior leadership roles across the organisation. According to current data, Pasifika kaimahi employed by Oranga Tamariki are over-represented in enabling roles when compared with management or leadership roles.

- 92) The Board heard of kaimahi experiences where they felt strongly that they had been subjected to either conscious or unconscious bias. Examples of this include the common practice of allocating Pacific tamariki cases to Pacific kaimahi, and the limited opportunities Pacific kaimahi feel they have had to progress or be considered for secondment opportunities within the organisation.

- 93) Pasifika staff felt that, at times, their world view and experiences were not valued and were sometimes silenced.

"There are no Pasifika in leadership roles in my region. I don't feel that we (Pasifika) are considered for progression"

"We want to provide a voice at the table where it matters"

- 94) The Board acknowledges the recent internal communications seeking applications for the Tū Mau Mana Moana programme to enable Pacific leaders to explore and deepen their ancestral knowledge, empowering them to develop their leadership skills and move into more senior roles across the public sector. We are advised that this opportunity is currently only available for tier 4 or tier 5 kaimahi with leadership or people management

responsibilities. The Board encourages more accessible pathways to remedy the under-representation of Pasifika at tier 2, 3, and 4 roles.

Objective 4: Pacific Narratives, Evidence, Data, and Insights

95) The Board notes that many Pasifika kaimahi in the regions were not aware of the Pacific Strategy but whole heartedly supported the objectives when advised of them. Further socialisation of the strategy across all kaimahi is imperative to strengthen the organisation's response to Pasifika aiga and their communities to be able to deliver tangible outcomes that are both positive and sustainable.

96) The Board has been provided with current data regarding ethnicity sourced from the case management system (CYRAS) and we have been advised that this data does not accurately reflect tamaiti whose whakapapa is both Pasifika and Māori. The collection of multiple ethnicities is an area that must be improved to ensure te tamaiti's aiga and whānau are recorded correctly so tamariki can receive the most relevant support for their needs.

97) We were informed that several sites operate a paper-based system in addition to CYRAS so they can record information of relevance to Pasifika tamaiti and aiga that comes to the organisation's notice. The parallel system ensures that there is current and accurate information available so kaimahi can access, contact, and share community knowledge to support the aiga.

"CYRAS is often not correct. There is a high percentage of Māori and Pasifika, we want to do something with that information. We are trying to put a system in place. We can provide support and can find specific supports for consultations etc"

"Sometimes a social worker sees someone's last name on a new report of concern and assumes this name is Māori so their ethnicity in CYRAS is recorded as Māori when in fact they are Pasifika or half Pasifika"

Objective 5: Cross-Agency Collaboration

98) The Board has heard that Pasifika kaimahi are supportive of OTAP and work to hold other government agencies to account for providing responsive services to Pasifika children and young people with otherwise unmet needs, or where Oranga Tamariki is not the right agency to be leading support. We understand that currently the wait times for services for Pasifika young people and their aiga is often 9-12 months which is too long. This is similar to what we understand to be the case for rangatahi Māori.

Next steps

99) The Board greatly valued our recent engagement with Pasifika kaimahi as we heard some new and compelling ideas and challenges that, if addressed or expanded, could strengthen Oranga Tamariki's change journey. We look forward to regular updates on the implementation and progress of the Pacific Strategy to ensure that the vision and strategy objectives are realised. In addition, the Board encourages Oranga Tamariki to ensure the voices of Pasifika kaimahi are included and represented in all areas of OTAP. These

voices should also be included across Oranga Tamariki's work to devolve where needed, and to deliver continuously improving services and support to Pacific children and aiga when Oranga Tamariki is best placed to do so.

FOLLOW UP FROM TE KAHU ARIKI 3 ON OUR ASSESSMENT OF PROGRESS AGAINST THE RECOMMENDATIONS OF OUR 2021 RESIDENCE REPORT

100) In Te Kahu Ariki 3, the Board identified four key areas in which we needed further information to be able to provide assurance that work is being progressed in line with the recommendations of our 2021 residence report and the Future Direction Plan actions 1.7, 4.4, 4.5 and 4.7. These areas were:

- the steps being taken to ensure the safety of the rangatahi and staff in residences, in particular youth justice residences (17-20 year olds),
- the plan to address the significant demand for care and protection residential placements,
- the progress and preparation of the suite of community care options which over time will replace the care and protection residences,
- update on progress against the Residence Report recommendations from the Care and Protection residence leadership group.

101) The Board met with Oranga Tamariki residential leaders to get an update since the last quarter on the progress of work they are leading to address these four areas. The next section outlines what we heard. We acknowledge that the leaders we met with showed they had listened to the concerns we outlined and had worked hard to establish a plan to address the issues.

The steps being taken to ensure the safety of the rangatahi and staff in residences, in particular youth justice residences (17–20 year olds)

102) The Board is assured that there is now evidence of strategic planning in place to respond to the older cohort of young people placed in Youth Justice residences. This includes a Joint Violence and Aggression plan being developed to mitigate the impact of the increased risk of violence this older teen cohort can pose to other young people and staff in the residences. It also includes a Health and Safety assessment to identify areas of concern. This work is at an early stage, so we look forward to receiving a progress report next quarter.

The plan to address the significant demand for care and protection residential placements

103) The Board is encouraged by initial work underway to respond to the demand for care and protection placements in residences. This includes the Care Response workstream which is a care investment and planning project. We understand that this work will commence in early 2023, with a tentative implementation date of July/August 2023. We would encourage this work to move at pace and we welcome regular updates on progress, including any emerging barriers.

- 104) In addition to the above, the Board is keen to hear the progress of growing community capacity to support young people with a broader range of more fit-for-purpose residential support options. This includes repurposing resources to meet emergency placement demands, which should reduce the need for tamariki and rangatahi to stay in motels or at sites when other care options or placements are not available.
- 105) The demand on residential services across the motu has been responded to by Epuni Residence utilising its latent beds for a short period of time to help address the growing waitlist for care and protection residential beds. We consider this to be a promising sign of the flexibility to move support to immediate needs, while continuing with the planned growth in community options. As we said in Te Kahu Ariki 3, both of these are needed.
- 106) The progress of the Oranga Tamariki Action Plan (OTAP) and the collective action committed to by all relevant government agencies through it, is crucial to ensuring key government agencies take responsibility for providing resources that meet the health, disability and education needs of tamariki and rangatahi. This should help avoid the delays that we hear have often been experienced in accessing appropriate and timely services for tamariki and rangatahi. There has been too much reliance on what Oranga Tamariki can provide, and inadequate consideration of what other government agencies are responsible for providing.

The progress and preparation of the suite of community care options which over time will replace the care and protection residences

- 107) The Board has received an update on the progress of expanding the suite of community care options through Te Oranga o Te Whānau. The Board is particularly interested in the readiness and capacity of local governance groups within communities to create new and innovative models of care.
- 108) We would welcome an update on the governance of Te Oranga o Te Whānau and we are pleased to hear that the Oranga Tamariki Disability and Pasifika Chief Advisors will be represented. Their involvement is important to ensure that this work is inclusive.

Update on overall progress against the Residence Report recommendations

- 109) The Board acknowledges that there have been delays in responding to the recommendations of the residences report due to capacity issues and competing priorities. We know that Oranga Tamariki cannot change everything at once. The work to standardise job titles is an example of where there have been delays due to capacity constraints, and we are pleased to hear that traction is now being made on this.
- 110) It is a positive step that the induction programme 'Te Waharoa' has been modified for the distinct needs of both the Youth Justice and Care and Protection residences. We are pleased to hear it is being rolled out for new kaimahi across the motu.
- 111) The Board is also pleased to hear that Care and Protection has allocated resources to review the Standard Operating Procedures (SOPs) that set out procedures within Youth Justice residences. We acknowledge they must consider the legislative differences and

applicability for the care and protection residential settings. We look forward to hearing about further progress with the SOPs for both Youth Justice and Care and Protection residences in early 2023.

Next steps

- 112) The Board is pleased that Oranga Tamariki has taken on board the concerns raised in our residences report. The original plan for residences placed a heavy emphasis on the future at the exclusion of current challenges. It is promising to see that this has now broadened to allow a more evenly balanced and considered response that takes the immediate needs of residents and residences into account, as well as any future opportunities. We are encouraged by the shift in focus to ensuring the current demand for residential services is being addressed. At the same time, we have heard the commitment of Oranga Tamariki residential leaders to continue to drive and seek out future-focussed alternatives for more fit-for-purpose residential care options with Kaupapa Māori organisations and community partners.
- 113) The Board welcomes regular engagement with both Youth Justice and Care and Protection residential leaders to keep informed of progress and any barriers being encountered.

UPDATE ON THE BOARD'S DISABILITY REPORT RECOMMENDATIONS AND THE ORANGA TAMARIKI DISABILITY STRATEGY

- 114) In August, the Board provided an addendum report to Te Kahu Aroha, outlining seven recommendations to address system barriers for tamariki and rangatahi whaikaha, their whānau and caregivers. These recommendations were accepted. We expect Oranga Tamariki to now be working towards implementing these.
- 115) We do not expect there to have been great progress towards implementing the recommendations in the couple of months since we completed our report. However, we were hoping that Oranga Tamariki would at least update us on the early thinking of how they intend to implement these in the future. This was unfortunately not covered in Oranga Tamariki's quarterly report, nor was it covered in updates to the Board. For our next quarterly assurance report we expect that a plan will have been developed by Oranga Tamariki, and progress will be evident.
- 116) The Board has been advised that the Oranga Tamariki Disability Strategy has met delays but that it should be on track for completion by mid-2023. We will continue to work with the Oranga Tamariki Chief Advisor Disability to support this mahi.
- 117) We are also pleased that the Disability Advisory Group has now been appointed. We look forward to this group making a positive impact and supporting the drive for tamariki and rangatahi whaikaha, their whānau and caregivers to be taken into consideration across all aspects of Oranga Tamariki's work.
- 118) We note that separately, a complementary disability evidence plan has been approved and shared with the Board. This evidence plan proposes a considered and systematic

evidence programme for the next two to five years. Key components of this plan include monitoring, evaluation, research and learning. This plan is important to address the current lack of targeted data capture and analysis on tamariki and rangatahi whaikaha.

- 119) As a final comment, the Board is pleased to see that Oranga Tamariki is taking into consideration the needs of tamariki and rangatahi whaikaha across specific actions of the FDP. We urge all FDP action owners to consult with the Oranga Tamariki Chief Advisor Disability when planning activity under their assigned action, to ensure an inclusive and joined up approach.

ASSESSING PROGRESS WITH IMPLEMENTATION OF THE FUTURE DIRECTION PLAN IN 2023

- 120) At over one year into the implementation of the FDP, our assessment is of mixed overall progress. While some activities are progressing well, progress towards the intention of themes and towards the overall transformation is not as evident as we had expected. This is in part due to the continued absence of an outcomes framework for the FDP, meaning that not all progress underway is counted and reported in the same way by Oranga Tamariki.
- 121) While some activities are reported as completed, there is a risk that the intent of the action has been forgotten. The Board is strongly of the view that it is now time to adjust the FDP actions and themes where necessary to ensure they are relevant, achievable, and supporting overall transformation. Refreshing the FDP should be done in concert with the outcomes framework so over the next year there is greater transparency on progress made, and timeliness of the FDP actions remain on track.
- 122) In terms of Board engagement in the latter part of 2023, the Board intends to engage with a range of independent groups to test the impact of FDP progress. This will include checking in with whānau and communities to test the effect they are seeing and feeling as a result of effort and energy invested in the FDP.

The focus of Oranga Tamariki for the next 18 months

Implementing the organisational reset below the leadership team, confirming regional boundaries and the new operating model. Strengthening the feedback and complaints system through immediate improvements and commencing implementation of a broader plan to deliver ‘fit for-whānau’ complaints experiences. Progressing Residential Care and Other Matters Bill, as well as integrating Service Delivery initiatives under the Te Oranga o Te Whānau Portfolio, to support the transition plan to close residences. Supporting tamariki and whānau participation in existing practices and processes and Future Direction Plan change initiatives, building towards a future state systematic approach to tamariki and whānau participation and influence on decision-making.

Board high-level assurance summary

While noting areas of progress within Theme 1, overall culture appears to remain close to the situation we described in Te Kahu Aroha – that is, Oranga Tamariki is vulnerable to being blown off course by the inevitable headwinds that arise through the nature of the hard and challenging work of child protection and safety and youth justice, and without certainty of its core role and purpose. Until there is an outcomes framework to guide long term progress, this vulnerability is likely to persist.

At the same time, the Board notes the shift in progress with residences. The Board is heartened its advice in Q3 was acknowledged and action was taken, particularly regarding the need to address the here-and-now needs of young people in residences. The Board is aware that service provision at the residences continues to be tenuous. We look forward to the next quarterly update to see how progress continues.

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>0-6 month activities (September 2021 – March 2022)</i>							
1.1	Determine how functions are grouped for best effect, and then put in place a leadership team to reflect this, drive further change, and set culture. This will ensure that professional social work practice is appropriately reflected at this leadership level.	<p>Completed</p> <p>Timeframe to deliver: April 2022</p> <p>See FDP 1.1, page 7</p>	<ul style="list-style-type: none"> DCE People, Culture and Enabling Services has been appointed (starting in role 31 January 2023). 	<p>While all members of Te Riu have now been appointed, the Board notes there has been some recent shifts within the team and organisational culture continues to be uncertain and unstable. Addressing organisational culture is what we believe underpins this action. We do not therefore agree that this action can be described as either BAU or as completed.</p> <p>There needs to be a plan on how organisational culture will be addressed by Te Riu.</p> <p>As we stated in our previous report the need for an overarching outcomes framework was accepted by Oranga Tamariki. The Board looks forward to progress on this as we consider it is urgently needed to help stabilise organisational culture.</p>	Potential to align with: overarching recommendation 1 regarding upstream prevention; overarching recommendation 2 regarding purpose, including restoring the mana of social work and the OCSW; and overarching recommendation regarding ensuring all within Oranga Tamariki understanding their role in contributing recommendation 20, but this will be dependent on implementation of form.	Phase 2	<p>Korimako</p> <p>Leaders have been replaced. Based on the Kōrero Mai survey, confidence in Te Riu is not high. The Board would like to see progress with the Outcomes Framework.</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>0-6 month activities (September 2021 – March 2022)</i>							
1.2	Alongside the development of a new operating model, consider what functions and models best support subsequent change below the leadership team.	<p>In Progress</p> <p>Timeframe to deliver: June 2023</p> <p>See FDP 1.2, page 7</p>	<p>We are moving into the second phase of our transformation. Whilst discussions continue at Te Riu regarding the prioritisation and sequencing of further structural change below the leadership level, we will also be partnering with PricewaterhouseCoopers (PwC) to help us drive our transformation work programme forward. PwC will form part of a blended team with Oranga Tamariki staff to take this work forward.</p> <p>Over the next quarter:</p> <ul style="list-style-type: none"> The Quality Practice and Experiences group will release its proposal for consultation to staff on a proposed structure and release a decision. The Office of the Chief Social Worker will continue to establish and recruit for roles. Māori Partnerships and Communities are developing a proposal for change for consultation to staff, subject to resourcing <p>Beyond the next quarter:</p> <ul style="list-style-type: none"> DCEs System Leadership and People, Culture and Enabling Services are likely to propose changes next calendar year. 	<p>Now that the DCE Service Delivery is in place, the Board has received an initial briefing on an indicative approach to a new operating model. We were advised that the current timeframe for completion for this model is mid 2024. The Board feels that this is too long a timeframe and strongly assert that this needs to be in place earlier.</p> <p>We understand that some changes below the leadership team are starting to be considered. However, we are concerned that with the new operating model not yet in place, any early changes may lead to unnecessary disruption for kaimahi.</p> <p>We understand the communications plan has been put on hold over the last quarter, and we look forward to progress in the coming months.</p>	Not directly associated with any specific Te Kahu Aroha recommendation	1.3 1.5 1.6 Phase 2	Korimako

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>0-6 month activities (September 2021 – March 2022)</i>							
1.3	Reset Oranga Tamariki regional boundaries to have one common set across the agency that better reflect the communities it serves.	<p>In Progress</p> <p>Timeframe to deliver: October 2023</p> <p><i>*indicative time frame only – this will be confirmed through detailed scoping and the business case process</i></p> <p>See FDP 1.3, page 8</p>	<p>As discussed in our November presentation to MAB on this action and action 1.5, this quarter is focussed on the preparatory work needed for this mahi to progress:</p> <ul style="list-style-type: none"> • Refresh outcomes and benefits • Clarify scope and approach • Roadmap • Governance • Budget and resourcing • Programme business case (for this action and action 1.5) - dependent on resourcing. <p>This quarter, we will also begin communicating the vision and approach for this action with Te Riu, regional and local leaders, kaimahi, and national office.</p> <p>As the preparatory work indicated above develops, we will be able to update you on how we will engage externally on action 1.3.</p> <p>Beyond the next quarter: The indicative timeframe we shared with you for resetting Oranga Tamariki regional boundaries to have one common set across the agency is by end of October 2023 - alongside structural change for regional leadership (see action 1.5).</p> <p>Actions 1.3 and 1.5 will be managed within a single programme.</p> <p><i>Work to deliver Actions 1.3 and 1.5 will enable and progress delivery on Actions 1.6 and 2.3.</i></p>	<p>The Board has received an initial briefing on an indicative approach to resetting the Oranga Tamariki regional boundaries. This work is at an early stage. The Board provided feedback on the long timeframe for delivery proposed by Oranga Tamariki. We note in response, that the delivery timeframe has now been accelerated.</p> <p>We would like to see evidence that any impacts or unintended consequences of regional boundary changes will be carefully considered. Changes need to be beneficial for whānau and communities rather than based around organisational convenience.</p> <p>The Board expects to see the plan for the regional boundary reset, together with the model for resource allocation to be developed under action 2.3.</p> <p>We look forward to providing a further update in our next quarterly report.</p>	<p>Potential to align to all three overarching recommendations 1-3, and:</p> <ul style="list-style-type: none"> 3 – Understanding what regional governance arrangements exist 4 – Ring-fence resourcing to support regional planning 6 – Responsiveness to partners 7 – Community workforce needs 8 – Local helplines 11 – Developing social sector workforce plan 16 – Triage from NCC to communities 19 – Ensure adequate resource for communities to lead upstream prevention 	<p>1.5 1.6 2.3 Phase 2</p>	<p>Korimako</p> <p>With the DCE Service Delivery in place, this work has commenced with an indicative approach.</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
0-6 month activities (September 2021 – March 2022)							
1.4	Strengthen the feedback and complaints system so it is 'fit-for-whānau', and ensures that tamariki, rangatahi and their whānau have their voices heard and have confidence in the process.	<p>In Progress</p> <p>Timeframe to deliver:</p> <p>Delivery of improvements to residential grievance process is in progress (ongoing)</p> <p>Delivery of a fit-for-whānau system – design is in progress with implementation from March 2023 onwards <i>*Previously reported as delivered by July 2023. Timeframe for completion is determined by scope of change identified through tamariki and whānau co-design</i></p> <p>Improvements to existing feedback and complaints processes (ongoing)</p> <p>See FDP 1.4, page 9</p>	<p>Improvements to residential grievance process (building on work to date)</p> <ol style="list-style-type: none"> 1. Implementing new forms and tools with updated information and language across the residences (April 2023). 2. Delivering pilot for digital access to the grievance process and looking at other mechanisms that rangatahi can use (scoping by March 2023). 3. Teaching 'making a complaint as a social skill' across residences with VOYCE (initial scoping December 2022). 4. Improving investigation standards and training two components: 1. Improving the standards of reporting; workshops (December 2022-January 2023). 2. Investigator training module review, includes updated advocacy guidance (VOYCE) and advice regarding updated forms and relationship and communication between concurrent investigation streams (HR, Police/site, Grievance). Expected date of release of training (end June 2023). 5. Increasing profile of advocacy in residences. This is being delivered by VOYCE with the first deliverables (expected end December 2022). <p>Develop and implement fit for whānau complaints, grievance, information, assistance and advice processes</p> <ul style="list-style-type: none"> • Co-design with tamariki, rangatahi and whānau an experience roadmap for fit for whānau feedback, complaints, information and advice systems and processes. Led by VOYCE Whakarongo Mai (December 2022). • Develop a Service Blueprint and tools for implementing co-designed experience roadmap (first draft December 2022). • Develop and implement a prioritised/sequenced plan for wide scale implementation of Service Blueprint ensuring VOYCE Whakarongo Mai, tamariki, rangatahi and whānau have a quality assurance role (February 2023 onwards). <p>Improvements to existing feedback and complaints processes</p> <ul style="list-style-type: none"> • Reviewing policy and guidance to ensure decision making pathways are optimised and clarity of best practice standard (ongoing & finalised end March 2023) • Addressing recording enhancements to enable greater consistency in recording of site led complaints activity (ongoing incremental change, main IT changes before end of 2023). • Enhancing Quality Assurance activities over coming quarter across the full range of complaints pathways (ongoing, some already implemented, review completed by end March 2023). <p><i>Improving accessibility</i></p> <ul style="list-style-type: none"> • Design of leaflets and posters for sites and multimedia information based on insights from tamariki, rangatahi and whānau (some elements being created and launched by end March, all by end June 2023). <p><i>Relational Practice</i></p> <ul style="list-style-type: none"> • Offering greater flexibility in resolution meetings to meet feedback providers' needs (ongoing) • Engagement with all Site Managers to share best practice in restorative complaints practice (anticipated for February 2023). <p>It is expected that improvements and learnings from Manaaki Kōrero can be transferred across residential settings (e.g, remand, special group homes and community homes) with opportunities to align processes and practices.</p> <p>Note: Timeframes are subject to change. As we are working in partnership and engaging with community, deliverables for this project need flexible timeframes to support a collaborative, partner led approach.</p>	<p>The Board has received a briefing on the progress of the work to strengthen the feedback and complaints system. We were pleased to hear of the continued focus on immediate improvements to the system, as well as the future design work.</p> <p>A particular initiative which is encouraging is the work in the residences to support tamariki and rangatahi to exercise their right to make a complaint. Oranga Tamariki acknowledges that the current system is not fit-for-purpose. To address this, work is being undertaken to provide different pathways using digital technology. This work continues to be progressed.</p> <p>The future design work to develop a fit-for-whānau feedback and complaint process is being supported by VOYCE - Whakarongo Mai. At this time, the focus is on gathering feedback from the users. We look forward to seeing the service blueprint available in February 2023, and to an outline of the timeframe for its implementation. We are pleased to hear that the disability advisors have been included in this work, as we understand that a high proportion of tamariki and rangatahi in residences have a degree of disability, including developmental challenges.</p> <p>We see there is a lot of activity planned for the next quarter, and look forward to seeing tangible progress from this.</p>	Aligns with the Residence Report and potentially with recommendation 5 of Te Kahu Aroha with respect to ensuring voice of tamariki and rangatahi are at the centre of all planning and delivery	5.1 5.3 5.5 5.6	Kiwi

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
1.5	Develop an operating model that drives locally led, centrally enabled ways of working.	<p>In Progress</p> <p>Timeframe to deliver: staged delivery up to June 2024</p> <p><i>*Indicative timeframe only – this will be confirmed through detailed scoping and the business case process.</i></p> <p>See FDP 1.5, page 10</p>	<p>As discussed in our November presentation to MAB on this action and action 1.3, this quarter is focussed on the preparatory and foundational work needed for this mahi to progress:</p> <ul style="list-style-type: none"> • Refresh outcomes and benefits • Clarify scope and approach • Roadmap • Governance • Budget and resourcing • Programme business case (for this action and action 1.3) – dependent on resourcing. <p>This quarter, we will also begin communicating the vision and approach for this action with Te Riu, regional and local leaders, kaimahi, and national office. This includes building connection with key FDP actions to ensure drivers of our future ways of working (such as Enabling Communities, the Practice Programme, Te Oranga o Te Whānau etc.) influence and support how this mahi develops (ongoing).</p> <p>As the preparatory work indicated above develops, we will be able to update you on how we will engage externally on actions 1.5 and 1.3. We will also progress discussions with the PSA about their involvement in this action (ongoing)</p> <p>Beyond the next quarter: The indicative timeframes we shared with you for the indicative scope items (which are subject to change as a result of the preparatory work for this action indicated above):</p> <ul style="list-style-type: none"> • Decision on the future structure of sites (end of May 2023). • Decision on the future structure of regions and regional boundaries (end of August 2023). • Implement regional structure and boundary changes (end of October 2023). • Deliver local and regional leadership capability uplift (between October 2023 and end of the 2023 calendar year). • Implement site structure (including a refreshed site and regional accountability framework and financial delegations (early in 2024 - dependent on the delivery timeframes on the points above). • Phase 2 delivery Regional governance framework; Regional planning framework; Regional support and enabling network (delivered by end of June 2024 - dependent on the delivery timeframes on the points above). <p>If the preparatory mahi for this action planned for the next quarter results in significant changes to the indicative timeframes above, we will update you on this with a clear rationale for why the change is needed.</p> <p><i>Mapping and management of interdependencies with other initiatives [e.g., Enabling Communities, Te Oranga o Te Whānau, Tamariki and Whānau Participation approach, Partnering Strategy, Investment Strategy and Workforce Strategy (see Action 2.5)] will occur on an ongoing basis.</i></p> <p><i>Work to deliver Actions 1.3 and 1.5 will enable and progress delivery on Actions 1.6 and 2.3.</i></p>	<p>As we commented on for Action 1.2, now that the DCE Service Delivery is in place, the Board has received an initial briefing on an indicative approach to a new operating model. We were advised that the current timeframe for completion for this model is mid-2024. We think that this timeframe is too long, and the operating model needs to be in place earlier.</p> <p>The Board's advice to Oranga Tamariki is that in order to develop a successful operating model, it needs to be clear on its purpose, and what as an organisation it should uniquely be delivering. We are still not satisfied that this is clear.</p>	Potential alignment with overarching recommendation 1 with respect to enabling upstream prevention.	1.3 1.5 1.6 2.3 2.5 Phase 2	Kākā

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>6-12 month activities (March 2022 – September 2022)</i>							
1.6	Ensure the operating model allows the agency to invest more resources and staff into early support	<p>Not yet progressed</p> <p>Timeframe to deliver: TBD</p> <p>See FDP 1.6, page 11</p>	Next quarter, as part of the preparatory analysis for action 1.5, we will be scoping this action and developing a plan for how this action will connect in with and be delivered as part of the mahi for 1.5.	<p>As with actions 1.2,1.3 and 1.5 the progress of this action relies on the development of the new operating model which is still in an early stage, with a timeframe for completion currently set at mid-2024.</p> <p>The Board was presented with a briefing paper on prevention. Feedback was provided. We look forward to continuing to support Oranga Tamariki with this work.</p> <p>We have been advised that the Investment Strategy to support this work has not yet been developed. We expect a progress update in the new year.</p>	Potential to align with overarching recommendation 1 with respect to enabling upstream prevention.	1.3 1.5 1.6 Phase	<p>Tieke</p> <p>The Board notes that Oranga Tamariki reports this as the last remaining action that has not commenced. Regardless, the Board has chosen to assess this under our Te Kahui Ariki framework, rather than grey it out. This is considering the FDP is now 16 months on from publication and all actions within it should be live by now. We note this work is dependent on the investment strategy which is urgently needed.</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
1.7	Through a fit-for-purpose transition plan, close our current care and protection residences and replace them with a model that enables tailored care for tamariki with high and complex needs.	<p>In Progress</p> <p>Timeframe to deliver: June 2023</p> <p>See FDP 1.7, page 11</p>	<ul style="list-style-type: none"> Respond to Te Riu review of paper on alternatives to Oranga Tamariki Care and Protection residences (November 2022). More detailed planning across the workstreams and organisation functions and subsequent growth in the joining up of our functions to meet the integrated needs of partners (ongoing). 	<p>The Board has recently received a briefing on the progress of this action. In response to the comments in the Board's third quarterly report, Oranga Tamariki acknowledges that the work on the future state care options will be considered alongside, and not at the expense of, the current needs of the young people who require a residential placement. The goal to move to alternative and different care options and close the care and protection residences requires careful and considered planning, supported by forecasting of the future needs of the young people.</p> <p>The Board supports alternative approaches to the current residential offering being explored with community partners. We encourage careful consideration of the potential to repurpose current residences that may offer alternative ways to meet specific needs of tamariki and young people for short focused periods of time.</p> <p>The Board understands that Te Riu has been provided a paper on alternative pathways of care, including addressing the current waitlist for residential placements, and that further planning across the organisation is taking place.</p> <p>The Board is concerned that the timeframe to deliver this action is set for June 2023. A critical question for Te Riu is whether this timeframe is realistic?</p> <p>The Board welcomes early engagement on the future planning and the current strategies to manage the high demand for complex and residential placements.</p>		<p>1.7</p> <p>4.7</p>	<p>Korimako</p> <p>The Board is pleased with the conceptual shift in recognising the urgent requirement to meet the immediate needs of rangatahi while designing future options.</p> <p>Over the next quarter the Board will be looking for tangible delivery, otherwise this will be at risk of not progressing.</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
12-24 month activities (September 2022 – September 2023)							
1.8	Place the voices of tamariki and rangatahi at the centre of decision-making at all levels and support tamariki and whānau to participate in and be central to decision-making.	<p>In Progress</p> <p>Timeframe to deliver: June 2023 (timeframe to be updated in future report)</p> <p>See FDP 1.8, page 12</p>	<p>Workstream 1: Strengthen existing participation practice and processes</p> <ul style="list-style-type: none"> Develop kaimahi guide on use of refreshed My Rights My Voice booklet to support tamariki to voice their needs (June 2023). Develop engagement tools and resources, with emphasis on younger tamariki and disabled tamariki, to assist kaimahi to support tamariki to voice their needs (June 2023) Strengthen and utilise Practice Quality Assurance mechanisms to drive continuous improvement of practice that supports tamariki and whānau participation (ongoing). <p>Workstream 2: Ensure tamariki and whānau participation and influence in FDP change initiatives</p> <ul style="list-style-type: none"> Provide feedback and perspectives from tamariki and whānau to support planning and implementation of exiting residences (APs 1.7 and 4.7) (December 2023). Continue to work with FDP team on accountability mechanisms to evidence tamariki and whānau voice across FDP initiatives, including possible role of monitoring dashboard (March 2023) Appoint care experienced rangatahi to Advisor Tamariki and Rangatahi Voice role. This person will advocate for rangatahi voice in FDP initiatives identified as priorities by care experienced rangatahi (February 2023). Work with Disability team and Disability Advisory Group to make visible voices of disabled whānau and tamariki across specific FDP initiatives (June 2023). <p>Workstream 3: Determine critical elements of future state participatory models</p> <ul style="list-style-type: none"> Share examples of whānau led decision making approaches, and tamariki and whānau views on voice and participation, to support embedding of tamariki and whānau participation practice in transformation initiatives (eg. operating model, Te Oranga o Te Whānau, Enabling Communities) (March 2023). <p>Workstream 4: Gather and share insights to support understanding of tamariki and whānau Perspectives</p> <ul style="list-style-type: none"> National results from Te Tohu o te Ora and organisational response publicly available through Te Mātātaki 2022 (by the end of March 2023). Interim national results available for internal purposes (from November 2022). Term for the current Youth Advisory Group ends mid November (was extended). Term for new group commences February 2023, will include two members from current group. Between November and February work will continue to advance YAG advocacy and priorities. Opportunities for one off input from alumni have been offered. Develop and implement systematic approach to bringing voice and insights from VOYCE Whakarongo Mai youth council and kaiwhakamana into this action as an additional channel for tamariki voice (December 2023) Provide Oranga Tamariki leadership with insights from caregivers about enablers and barriers to supporting participation of tamariki in their care and recommendations for ways to strengthen their role (ongoing). 	<p>The Board received a short briefing on the progress of this action. It appears that progress may have slowed this quarter.</p> <p>The updates we have received to date have primarily been based on information gathered by surveys. As stated in our last report, we feel that this is only one mechanism to hear and reflect the voices of tamariki, rangatahi, whānau and caregivers which could limit participation. In the next quarter we would like to hear more about the full range of mediums being used to gather input.</p> <p>That said, we are interested in seeing the full results of Te Tohu o te Ora which should be made available through Te Mātātaki 2022 by March 2023. We have been initially advised that the participation rate was lower and there was little shift in the experiences of tamariki and rangatahi compared with last year's survey.</p> <p>The Board is aware that there is a lot of activity planned for the next quarter under this action, and we look forward to being updated on progress. We are particularly interested in the engagement tools and resources available to kaimahi to support younger tamariki and tamariki whaikaha to voice their needs. Additionally, we would like to hear more about the examples of whānau led decision-making approaches outlined by Oranga Tamariki.</p>	Potential to align with overarching recommendation 2 with respect to ensuring that social workers have the capability and capacity to deliver effective support, as well as recommendation 5 re ensuring the voice of tamariki and rangatahi are at the centre of all planning and delivery.	1.4 1.5	Korimako

TE KAHU ARIKI

The focus of Oranga Tamariki for the next 18 months

Improving the organisation's cultural capability, build the Kaimahi Ora Strategy, make available key supports for front-line staff for their wellbeing, while also beginning to develop the Workforce Strategy (both internal and wider sector) and embedding positive and safe workplace model standards and culture across the organisation.

Board high-level assurance summary

IN-CONFIDENCE

While the Board is mindful that there are capacity issues impacting across this theme, there is nonetheless evidence of projects being advanced. One of the inherent tensions that must be addressed is the reality that social workers continue to carry challenging workloads, including high numbers of cases and with increased complexity. We note that the recent practice review commits to work to address the long-standing capacity and workload issues, and will therefore be looking carefully over the coming months to see how this progresses. We consider there is an urgent need to progress the Workforce Strategy, as the Board considers this a critical component to supporting transformation. This needs to be championed by Te Riu for it to progress further. The Board suggests meaningful engagement needs to take place with the SWRB on the benefits of exploring a paraprofessional workforce as a core component of the Workforce Strategy. We note also that the Kaimahi Ora Strategy is silent on the wider system issues and processes that impact wellbeing. To support accelerated progress on kaimahi ora, the Board recommends choosing one or two critical aspects that challenge kaimahi ora currently, such as afterhours duty and/or heavy caseloads, and start to progress these as a priority in the near term. While the Board has seen the Strategy on a Page document, the unique contribution and leadership that only Oranga Tamariki can deliver is still not specified. As Oranga Tamariki moves to devolve, it is critical that there is shared clarity of what Oranga Tamariki will retain as its core role and what can and should be devolved or delivered in partnership.

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>0-6 month activities (September 2021 – March 2022)</i>							
2.1	Develop a Kaimahi Ora strategy for all staff, supporting staff to have work life balance and provide regular opportunity to debrief following traumatic events and manage the cumulative impacts of their work.	<p>In Progress</p> <p>Timeframe to deliver: June 2023, with longer term work 2-4 years (end 2025)</p> <p>See FDP 2.1, page 13</p>	<ul style="list-style-type: none"> Consult with kaimahi and their representatives on the Draft Wellbeing Policy including, Care; PSA; NUPE; APEX; People & Leadership; Health & Safety Reps; Health & Safety team; Legal team. Consultation will conclude (December 2022) Continue with consultation on the Wellbeing Support Framework including planning for the deployment of customised support mechanisms for Care & Protection Residences and Lower South Region SCaF sites. Planning to be completed by (March 2023). Using Kōrero Mai survey results, finalise the organisation's Psychological Health Assessment as a baseline for Benefits Measurement by (December 2022). Continue Union Engagement, consider representation / lead in Kaimahi Reference Group, by (December 2022). Present to Pacific Forum on Kaimahi Ora Scope and deliverables including Wellbeing Policy and Wellbeing Support Framework (December 2022). Develop proposal for future organisation Wellbeing Function: consider kaimahi - people leader interactions; current support from Benestar/WellNZ; Wellbeing Support Framework as an input; resource estimates, FTE/OPEX implications (March 2023). 	<p>The Board acknowledges the significant amount of planning and discussion being undertaken. Nevertheless, we are disappointed with the progress towards Kaimahi Ora. Much of the work to date has been centred on support options for individual kaimahi, and there is not enough focus on improving the wider system issues and processes.</p> <p>From our engagement with kaimahi at all levels, the Board has identified that there is a chasm between the strategic and conceptual thinking of the organisation, and implementation, particularly at regions and at sites. Kaimahi advise that they feel an absence of 'kaimahi ora'. This gap is confirmed by Pasifika kaimahi and kaimahi Māori we engaged with.</p> <p>The Board considers the Kaimahi Ora strategy as critical scaffolding for the transformation of Organa Tamariki. However, we assert that frontline kaimahi are the priority, as it is these kaimahi who respond to the safety and protection concerns of children and young people. The Kōrero Mai survey concurs with this assertion and calls out the need for clear, authentic, values-based leadership from Te Riu and third tier leaders.</p> <p>The Board is keen to be engaged in a discussion about setting a plan to commence the implementation of the Kaimahi Ora strategy. This must make visible and accessible the supports and procedures that are available to all kaimahi, including to support kaimahi to feel well placed and supported to be able to appropriately respond to the diverse range of needs of tamariki.</p> <p>Should Te Riu consider the timeframes set out in the FDP unachievable, an adjustment to the timeframes needs to be considered.</p>	<p>Potentially aligns with intent of overarching recommendation 2, and specifically with recommendations 12 – Improve induction, training and professional development;</p> <p>13 - Ensure social workers have the capacity and capability for both case and reflective supervision; and</p> <p>14 – Lift training in legislative parameters.</p>	<p>2.2</p> <p>2.3</p> <p>2.4</p>	<p>Kākā</p> <p>The Board is of the view that this action does not reflect the depth of need, and therefore does not address the urgent need for a focus on kaimahi ora.</p>

Tohu āi	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>0-6 month activities (September 2021 – March 2022)</i>							
2.2	Implement the public services Positive and Safe Workplace model.	<p>In Progress</p> <p>Timeframe to deliver: June 2023, with some long-term work through end 2025</p> <p>See FDP 2.2, page 14</p>	<ul style="list-style-type: none"> • Present findings from focus group and programme of work to Te Riu for input (January 2023) • Flexible working policy review plus integration of hybrid working guidance from Te Kawa Mataaho (November 2022) • Disability programme of work: <ul style="list-style-type: none"> • Reasonable accommodations policy and guidance to be launched (January 2023) • Adaptive technology requests and process clarified for kaimahi, and clear guidance published on Te Pae (February 2023) • Building the Leadership Development Framework (June 2023). • Delivering 'Unconscious Bias' pilot running 17 November 2022 with rollout to hiring leaders to be scheduled for January 2023 onwards. • Commencing the Rainbow Certification/Pride Pledge process (ongoing). • Reviewing the internal flagship programme Leading the Oranga Tamariki way commencing (January 2023). • LDC's New People Leader programme planning and preparation is underway for pilot to be run early 2023. Once pilot has been completed, we will pilot LDC's New Leader of Leaders programme. • Māori/Pacific leadership opportunity through Tū Mau Mana Moana, a programme for senior Pacific public service leaders from a diverse range of Ministries - we have three spaces available for Oranga Tamariki leaders and will run an Expression of Interest process. 	<p>The Board is pleased with the progress of this action. We are interested in learning more about some of the planned activity for the next quarter particularly in relation to whaikaha, Pasifika and takatāpui/rainbow groups.</p> <p>This action appears to be on track and should not detract from areas of higher priority in the Future Direction Plan.</p>	Not directly associated with any specific Te Kahu Aroha recommendation.	2.1 2.3 2.4	Kiwi

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>6-12 month activities (March 2022 – September 2022)</i>							
2.3	Develop a model to inform allocation and resourcing decisions at regional and national level.	<p>In Progress</p> <p>Timeframe to deliver: ongoing</p> <p>See FDP 2.3, page 14.</p>	<ul style="list-style-type: none"> There is work underway to lead a piece of work to better understand social worker capacity, caseload complexity and workload management, while supporting frontline kaimahi with improved supervision support. <p><i>As work on Action 2.3 progresses, it will support and inform actions 1.3 and 1.5 (among others) and further updates will be provided in future reports.</i></p>	<p>The Board is yet to see evidence of progress on this action and notes co-dependencies on progress with actions 1.3 and 1.5, as well as the development of an investment strategy.</p> <p>We would be interested in seeing the draft Demand Allocation Model that is reported as having been created and implemented for use in the F23 financial year.</p> <p>The recent practice review sets out that the Chief Social Worker is supporting work to understand social worker capacity, caseload complexity, workload management, and improved supervision. The Board would like to understand how these issues will be addressed, and the projected timeframe to do so.</p>	<p>Potentially aligns with overarching recommendations 1 and 3 re ensuring investment in communities and adequate resourcing, as well as overarching recommendation 2 with respect to ensuring the workforce is matched to deliver to the needs of the community</p>	<p>1.3</p> <p>1.5</p> <p>2.3</p> <p>5.1</p> <p>5.4</p> <p>Phase 2</p>	<p>Tieke</p> <p>The Board has found it difficult to score this action due to the lack of information or evidence received to show progress.</p> <p>The Board would like to see specific alignment between this action and the development of the investment strategy.</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
2.4	<p>Develop for all staff, in conjunction with the three whare wānanga, a suite of appropriate cultural competency programmes, to ensure staff can engage with whānau and wider communities in culturally responsive ways.</p> <p>Note: this Action only partially describes the work being done by Te Hāpai Ō to improve organisational cultural capability</p>	<p>Completed</p> <p>*Training programme developed by the 3 wānanga.</p> <p>Ongoing delivery and monitoring of cohort 1 and considerations for cohort 2 in 2023, in addition to progression of complementary initiatives to improve organisational cultural capability</p> <p>Timeframe to deliver: June 2022</p> <p>See FDP 2.4, page 15</p>	<p><u>Tū Māia training programme</u></p> <ul style="list-style-type: none"> Ngā Tauihu o Ngā Wānanga are evaluating the participants' experience and expect to report in December. Explore options for a second intake in 2023 calendar year and potentially a third intake in same calendar year. Capacity of both Ngā Tauihu o Ngā Wānanga and Oranga Tamariki will be a primary feasibility indicator. Explore accreditation and further training pathway options alongside Ngā Tauihu o Ngā Wānanga. <p><u>Te Hāpai Ō Resources</u></p> <ul style="list-style-type: none"> Launch Te Hāpai Ō resources on MyLearn to coincide with the release of the Te Hāpai Ō cultural capability baseline report. Ongoing refinement and delivery of Tū Māia training and Te Hāpai Ō resources (through June 2023). <p><u>Te Hāpai Ō Cultural Capability Baseline</u></p> <ul style="list-style-type: none"> Quality assure and design report. Release results of baseline survey. <p><u>Te Hāpai Ō Evaluation</u></p> <ul style="list-style-type: none"> Develop framework, approach and tools. <p><u>Te Reo Māori strategy</u></p> <ul style="list-style-type: none"> Defer development of a Te Reo Māori strategy to 2023/24 financial year while we, Oranga Tamariki builds critical mass for cultural capability and then can naturally progress toward a focused Te Reo Māori strategy. 	<p>The Board has been advised that the first cohort of 390 kaimahi have now completed the 21-week training programme, Tū Māia. We were advised in the last quarter that due to fiscal constraints the next cohort of participants was put on hold. We have now been updated that Oranga Tamariki are hoping to get the second cohort enrolled in the 2023 year, and hopefully before the end of the F23 financial year.</p> <p>The Board is interested in seeing results of the baseline survey and evaluations of Tū Māia, which we are advised should be available in February 2023.</p> <p>We acknowledge the work on Te Hāpai Ō continues to progress well.</p> <p>The Board notes that this action is described as completed by Oranga Tamariki. However, this action needs to be about continuous cultural improvement. We look forward to providing more assurance on this in our next quarterly report.</p>	<p>General alignment with overarching recommendation 2 in its focus on ensuring a workforce fit for the needs of tamariki, rangatahi, and their whānau.</p>	2.1	<p>Kiwi</p> <p>We note that Oranga Tamariki has identified some challenges due to financial constraints, and we would like to see this addressed so that future progress is not hindered.</p> <p>We acknowledge the note from Oranga Tamariki that this action only partially describes the work being done by Te Hāpai Ō to improve organisational cultural capability. We consider this an example of where the FDP should be refined so that it remains fit for purpose.</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>12-24 month activities (September 2022 – September 2023)</i>							
2.5	Develop a workforce strategy that will support high-quality social work, which will include (2.5a-d):	<p>In Progress</p> <p>Timeframe to deliver: June 2024</p> <p>See FDP 2.5, page 16.</p>	<ul style="list-style-type: none"> • Workforce Strategy Report to Chappie Te Kani and Te Riu, including future state approach, next steps, and action plan (November 2022). • Social Worker Workforce Strategy report presented to Ministerial Advisory Board, Social Work Registration Board (SWRB) and Aotearoa New Zealand Association of Social Workers (ANZASW). • Team Review, Reset, Recharge Hui set for 5/6 Dec to develop next 12-month workplan in conjunction with SWRB and ANZASW (December 2022). • SWRB Sector wide workforce strategy kick off hui attendance (December 2022). • Update Wall Walk presentation in preparation for wider delivery starting early 2023 with key external stakeholders. • Development of programme’s next steps for the social work workforce strategy. • Internal and external Communications and Engagement plan begins. • New team members expansion to include key external stakeholders (ANZASW, SSPA) via secondment for next phase of project (December 2022 – January 2023). • Develop Tactical Workforce Plan which is intended to address the immediate to short term critical workforce issues our front line kaimahi are experiencing, while the organisation concurrently implements its new strategy and operating model. • Residence resource identified to join team to focus on what is the workforce plan for high and complex needs within the residence environment. 	<p>The Board has received a further update on the Workforce Strategy. There has been some progress made against activities outlined in Q3, however some timeframes have not been met, resulting in work being deferred in some aspects of the programme of work for this action.</p> <p>We are of the view that the Workforce Strategy is a critical component to supporting transformation, but we do not have confidence that the Workforce Strategy is receiving the commensurate support and drive needed from Te Riu to reflect this. The Board acknowledges that a lot of activity is underway, but the essence of progress is difficult to identify. In the next quarter, the Board expects to receive a report highlighting the tangible progress made.</p> <p>At the time of writing, no update has been provided on the Regional Disability Advisor roles.</p> <p>Te Kaha Aroha highlights the need for a workforce strategy that supports the delivery of high-quality social work. It has been 16 months since Cabinet approved this, yet the Board cannot provide assurance that this work has adequately progressed.</p> <p>The Board encourages Oranga Tamariki to consider the achievability of these actions within the specified timeframes set out in the FDP.</p> <p>The Board continues to stress that throughout the development of the workforce stream, particularly in relation to exploring an allied workforce, a public safety lens must be applied to all parts of this work. Working closely with SWRB will support this.</p> <p>The Board celebrates the announcement of the expansion of Social Workers pay equity claim. However, the impact of this announcement may be significant for Oranga Tamariki. The Board is not aware of any mitigation strategies to offset the possibility of significant numbers of social work staff exiting the organisation.</p>	<p>Potential to align with overarching recommendation 2 with clarifying the purpose of Oranga Tamariki, including who the organisation exists to serve, strengthening professionalism and voice for social work, lifting capacity and capability for supervision, induction, training, professional development and building a workforce fit for purpose for the needs of tamariki, rangatahi, whānau and the community.</p>		<p>Korimako</p> <p>Progress for this action is promising in some areas, while slow in others.</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>12-24 month activities (September 2022 – September 2023)</i>							
a)	Clarifying the role of Oranga Tamariki social workers, and other professionals;	In Progress Timeframe to deliver: June 2023 - Internal Workforce Plan See FDP 2.5(A), page 16	<ul style="list-style-type: none"> Feedback on Future State Scenarios from Te Riu. Reiterations made (December 2022 – January 2023). Development of tactical enterprise view for related programmes of work (November 2022 – January 2023). Develop kaimahi communications and workshop plan (December 2023 – January 2023). 	<p>The Board is concerned that there has been no discernible progress on this sub action.</p> <p>Whilst the Board has seen the <i>Strategy on a Page</i>, articulation of the unique contribution of Oranga Tamariki is still not specified. As Oranga Tamariki moves towards shared responsibility with iwi and communities, identification of what will be retained and what may be devolved will be critical in shaping the future. It will also be important that the impacts that tamariki, rangatahi and their whānau experience from these changes are carefully evaluated over the long term.</p>	<p>May align with respect to clarifying the purpose of Oranga Tamariki, and overarching recommendation 3 in relation to the role of Oranga Tamariki within the broader government ecosystem.</p> <p>This action does not fully reflect the overarching recommendation 2 with regards to clarify the purpose of Oranga Tamariki.</p>		Kākā
b)	Working alongside the SWRB and ANZASW to continue to build the social work workforce	In Progress Timeframe to deliver: June 2024 - Sector Workforce See FDP 2.5(B), page 16	<p>SWRB led Sector Workforce Strategy hui attendance (November - December 2022).</p> <ul style="list-style-type: none"> Support options memo for Chief Executive co-developed with SWRB for assistance in sector workforce development and cross agency work group (November – December 2022). Secondment opportunities Terms & Conditions confirmed and arranged with ANZASW and Social Service Providers Aotearoa (SSPA) (December 2022 – January 2023). 	<p>The Board notes the report of continued engagement and discussions with SWRB and ANZASW. In the next quarter, we look forward to those discussions resulting in tangible actions.</p>	<p>Potentially aligns with overarching recommendation 2 with relation to clarifying the purpose of Oranga Tamariki, and recommendations 12 and 13 with respect to improving induction, training, personal development, and capability and capacity for supervision.</p>		Korimako
c)	Identifying the workforce needs of the community, regions and site	In Progress Timeframe to deliver: June 2024 <i>Implementation will be dependent on readiness of regions and external partners/iwi</i> See FDP 2.5(C), page 17	<ul style="list-style-type: none"> Attendance to Enabling Communities Hui (Nov 2022) Continued information gathering on regions and communities' readiness for devolution of services and workforce requirements for this shift to occur (ongoing – this will be an ongoing activity and will be dependent on regions) Expanding the workforce team to include external members via secondments (ANZASW, SSPA) (Dec 2022 – Jan 2023) 	<p>Communities, regions and sites are depending on the development of the workforce and investment strategies, and the identification of the role of Oranga Tamariki in the sector. Delays impede progressing the workforce needs of these three groups.</p> <p>We reiterate our comments in Te Kahu Ariki 3 that going forward, it is vital that the key voices of the Social Work and NGO Social Sectors are heard in the planning of the future sector, and including the workforce to meet the needs of tamariki and rangatahi whaikaha. The Board looks forward to a well-developed workforce strategy that will over time underpin a sustainable and enduring response to individuals and communities that require support and assistance.</p>	<p>Potential to align with recommendation 7 re engagement for community planning as this should include consideration of workforce needs for the community.</p>	EC	Kākā

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>12-24 month activities (September 2022 – September 2023)</i>							
d)	Training, career progression pathways, leadership and professional development and workforce planning.	<p>In Progress</p> <p>Timeframe to deliver: June 2024</p> <p>See FDP 2.5(D), page 17</p>	<p>Presentation to MAB (November) including information to support the learning journey of a social worker with what's already on offer, what's in development, and what's planned in the future.</p> <ul style="list-style-type: none"> Bachelor of Social Work-Registered Social Worker with SWRB (recruitment pre-requisite). Post-Graduate programme with Oranga Tamariki placement FDP 4.8 Supported Practice Step programme for new Social Work Graduates with minimal relevant experience. Protected caseload, protected learning of 8 hours a week, 1.5 hours a week supervision. Professional Development support learning for 6 months. Remuneration impact starting step 0 then step 1 at 6 months pending supervisor sign-off. Puāwai programme for new social workers (FDP 2.6). In Practice learning electives post 12 months. Leading Practice programme for new Supervisors, Practice Leaders, Team Leaders (FDP 2.6). In Leadership learning electives post 12 months. Kaitiakitanga post-graduate Bi-Cultural Supervision programme (20 places) - Te Wānanga o Aotearoa FDP (2.6). <p>Professional Development have consulted and collaborated across the business, including the Workforce Strategy team, Organisational Development, the Voices of Tamariki team, and our practice and operational partners in Service Delivery. This partnered approach will continue as the programmes deliver in February 2023.</p>	<p>The Board is pleased to see that there is now planned activity and progress being made in respect to training, leadership and professional development. We are pleased to see priority being given to training for new social workers, including their legislative responsibilities, and for new supervisors. This is as frontline kaimahi have continued to highlight the lack of training for new social workers and the limited pathways for emerging leaders, particularly Māori and Pasifika.</p> <p>The Board looks forward to the progress of the proposed training next quarter, and we are interested in the evaluation of these activities.</p>	<p>Potential to align with recommendations: 12 - improving induction, training and personal development; 13 - capability and capacity of supervisors; 14 – ensure training for legislative requirements and parameters.</p>	2.1	Korimako

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
12-24 month activities (September 2022 – September 2023)							
2.6	Invest in the capability of leaders (especially frontline leaders) to ensure shifts to practice and culture take place that support a locally-led, centrally-enabled way of working and that support tamariki and whānau to participate and be central in decision making.	<p>In Progress</p> <p>Timeframe to deliver:</p> <p>Group Supervision 2023</p> <p>Bi-Cultural Supervision Tool In Trial 2022</p> <p>Leading Practice Induction Feb 2023</p> <p>Kaitiakitanga Programme March 2023</p> <p>See FDP 2.6, page 18</p>	<p>Quality Practice and Experiences are presenting an overview of the Supervision Approach that describes our response to this action to the Ministerial Advisory Board in November.</p> <p>Group Supervision</p> <ul style="list-style-type: none"> External supervisors are being sought to provide group supervision, induction to commence early 2023 to deliver alongside an internal cultural supervisor, exploring opportunities to use our kaitiakitanga graduates who are registered Social Workers. Supervision sessions commence (Late January/early February 2023). <p>Bi-Cultural Supervision Model</p> <ul style="list-style-type: none"> Evaluation and iterations for national roll out. <p>Leading Practice</p> <ul style="list-style-type: none"> Programme is targeting new Supervisors, Practice Leaders, and Team Leaders of Social Workers. <p>Kaitiakitanga Post Graduate Programme</p> <ul style="list-style-type: none"> Applications to open end of November with enrolments expected to be finalised in (January/February 2023). Programme commences in (March 2023). 	<p>Te Kahu Aroha highlights the need for urgency to support and train frontline leaders. The progress update states that there has been more work undertaken on strengthening the capability of supervisors to support frontline practice. However, alongside supporting supervisors there needs to be consideration of investment in developing site and regional leadership capability. We look forward to progress being made. We anticipate that any leadership training in this area will be evaluated for impact.</p> <p>Oranga Tamariki has called out that supervision is a critical factor in successfully shifting practice. We agree and note this includes also the need for supervisors to have an understanding of disability. We look forward to the outcomes of the evaluations and the progress of the 96 supervisors we were told participated in the pilot.</p> <p>The Board notes that regardless of this training, supervisors and practice leaders must have the capacity to provide their social workers with quality guidance and critical reflection. Currently the capacity of supervisors and practice leaders is inconsistent. A number of supervisors and practice leaders are covering vacancies and hold caseloads, which risks reduced oversight of their social work team.</p> <p>This action also talks to a broader outcome of supporting tamariki and whānau to participate in and be central to decision-making. We look forward to hearing about progress on this aspect.</p>	<p>Potential to align with recommendation 13 with respect to capacity, and time, space, and priority for supervision. Also potentially recommendation 17, to reclaim the intent behind Family Group Conferences to empower whānau decision making.</p>	<p>1.1</p> <p>1.3</p> <p>1.5</p> <p>1.6</p> <p>1.8</p> <p>2.6</p> <p>4.1</p> <p>4.3</p> <p>4.8</p> <p>Phase 2</p>	Kākā

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>12-24 month activities (September 2022 – September 2023)</i>							
2.7	Establish trained specialist caregiving roles for our high and complex needs tamariki that recognise the skills required to work with our most vulnerable tamariki and enable appropriate remuneration and ongoing development and support to be provided.	<p>In Progress</p> <p>Timeframe to deliver: TBC</p> <p>*Timelines are being revised and will be dependent on scoping activities and resourcing discussions</p> <p>See FDP 2.7. page 18</p>	<ul style="list-style-type: none"> Meeting with Te Oranga o Te Whānau is planned, with the view to continue integration of Service Delivery initiatives into the Te Oranga o Te Whānau Portfolio (Late November). Develop scope (including disability vs high needs clarification), milestones, impact/outcome, completion and dependency criteria (March 2023). Establish Steering Committee to govern this mahi (December 2022). Understand, bid for and acquire fiscal and people resource (February 2023). Confirm Project Plan and timeframes (April 2023). 	<p>Progress on this action appears to be at an embryonic stage, with the Board yet to receive any information relating to this work.</p> <p>We are disappointed at the slow progress of this action. As we stated in Te Kahu Ariki 3 there is a persistent theme from all levels of the organisation, as well as community providers, that there is a scarcity of specialised placements and trained specialist caregivers. This was further supported by the findings in our residence and disability reports where we highlighted the urgent need for specialist placements and caregiving roles with the skills and knowledge to support tamariki and rangatahi whaikaha, young people with high and complex needs, and their whānau.</p> <p>We expect to see significant progress on this action in the next quarter in order to be able to provide assurance.</p>	<p>May align, to some extent, with the intent of overarching recommendation 1, and has potential to align with workforce development.</p> <p>This action should be further developed to address gaps identified in the Board's recent report on Disability matters.</p>	2.5 Phase 2	Tieke

Released Under Official Information Act 1982

TE KAHU ARIKI

The focus of Oranga Tamariki for the next 18 months

Over time, many of the services and supports for tamariki and their whānau currently led by Oranga Tamariki will change. Māori and communities will lead the development, design and delivery of solutions that meet the needs of tamariki and whānau in their communities. The footprint of Oranga Tamariki will reduce allowing its social worker workforce to respond to those who need critical and immediate help.

These changes require Oranga Tamariki to think very differently about its core operations, who it partners with and how those partnerships with Māori and communities are funded. Enabling Communities through Tracks One and Two are fundamental to delivering these shifts.

Board high-level assurance summary

Progress is evident across the theme, with all actions moved from grey in our last report to being live this quarter. However, we note the challenge presented to assess actions 3.1-3.6 due to the reality that the original actions described under Relationships, Partnering and Decision-Making, and the work under Enabling Communities, are not the same. Activity and progress has been reported to us differently in an effort to shift the theme to a more strategic approach. The Board agrees with the need to take a strategic, holistic approach to partnerships and relationships so they are genuine and reciprocal, rather than potentially fragile to defaulting to being dictated by Oranga Tamariki. This means that the work being led by the Enabling Communities approach to take the theme in a more strategic and principles-based direction is necessary. However, this makes it difficult to make connections between what is being reported and the specific actions of the theme. This reinforces to the Board the need to be able to adapt the wording of FDP actions, so the actions remain relevant and meaningful. The Board notes the good work of the Transition Support Service in actively working to expand their reach. We have also received promising reports of progress with the seven pilot initiatives in the Enabling Communities programme. We are looking forward to the evaluation of these, as this will help inform options to support more communities to meet the needs of tamariki, rangatahi and whānau. The Board plans to seek assurance on progress from the perspective of communities in the latter half of 2023.

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>0-6 month activities (September 2021 – March 2022)</i>							
3.1	Work with iwi and community leaders and Regional Public Service Commissioners in each region to identify opportunities to co-design services and co-locate with partners.	See FDP 3, pages 19-22	See FDP 3, pages 19-22	<p>The Board has recently been made aware of a series of community hui that, depending on regional priorities and leadership, have included Regional Public Service Commissioners, Pasifika communities, and Regional Disability Advisors, as well as iwi and strategic partners. The focus of these hui has been on existing partners and services, with a view to stabilise and build on these relationships, in order to support and adjust the system to respond better to whānau. We look forward to formal updates from these hui in the next quarter.</p> <p>As reflected within the action itself, the Regional Public Service Commissioners can potentially play a useful leadership role to bring the government system together at the regional level, and we particularly wish to hear how this is developing.</p> <p>The Board has seen the initial Partnering Strategy and notes progress in this space. However, it is clear that more consultation and engagement is needed to refine and enable successful implementation of the strategy. We encourage Oranga Tamariki to also continue to develop proactive data sharing mechanisms with communities so that communities are best placed to make good decisions.</p> <p>The Board is concerned about the lack of visible traction in the delegating of functions from sites to community groups and NGOs. To date most of the change has been focussed on the movement of one-off or adhoc roles, depending on local leadership. This piecemeal approach does not offer transformational change. The Board considers there would be merit in Oranga Tamariki getting this work underway on a more strategic footing, starting with a pilot region.</p>	<p>While still early in terms of design completion and delivery, this work is showing clear potential to align with the intention of Te Kahu Aroha, to support communities to lead upstream prevention, and recommendation 11 with respect to developing a social work sector workforce strategy that meets the needs of the community also.</p>	<p>1.3 1.5 1.6 1.7 2.5 3.2 3.3 3.4 3.5 3.6</p>	<p>Kākā</p> <p>There is a challenge with assessing actions 3.1-3.6 fairly as Relationships, Partnering and Decision-Making and Enabling Communities are not the same. The Board feels that the Enabling Communities approach offers the way forward in its articulation of fundamental principles to base progress on. How this theme is refined and reported on needs to be worked through in the next quarter.</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>0-6 month activities (September 2021 – March 2022)</i>							
3.2	Greater investment in partners with a particular focus on early support.	See FDP 3, pages 19-22	See FDP 3, pages 19-22	<p>The Board notes that the Ministers have approved the drawdown of funds from B21 and B22 contingencies, giving Oranga Tamariki access to an additional \$37m towards “Supporting Partners and Whānau in Greatest Need” and the “Enabling Partners and Communities”.</p> <p>The Oranga Tamariki partnering strategy notes that effective investment may be hindered by the absence of a clear investment model. This will make measuring and evaluating this investment difficult. It will be important that some of this investment is used in the area of early support to take pressure off sites, and to enable referral to more general support when statutory interventions are not the identified path.</p> <p>The development of the organisation's investment strategy is critical to ensuring this investment is successful in achieving outcomes with a particular focus on early support.</p> <p>The Board further notes the need to advance data sharing with iwi and strategic partners, so they can scope the kind of investment needed, on what timeframes, so that they can support their tamariki and whānau. This should be done in alignment with action 5.3 to share data, and should also be carefully considered within the development of options for the replacement of the case management system (action 5.2) as it is important to identify the range of data that needs to be captured, and how this is best done.</p>	Potential to align with overarching recommendation 1 in relation to prevention focus, as well as recommendation 4 to ring-fence funding for regional investment.	1.4 1.6 3.1 3.5	<p>Korimako</p> <p>There is a challenge with assessing actions 3.1-3.6 fairly as Relationships, Partnering and Decision-Making and Enabling Communities are not the same. The Board feels that the Enabling Communities approach offers the way forward in its articulation of fundamental principles to base progress on. How this theme is refined and reported on needs to be worked through in the next quarter.</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>6-12 month activities (March 2022 – September 2022)</i>							
3.3	Fundamentally shift how we assess and respond to reports of concern with our partner agencies to ensure collaborative decision-making and support at the earliest possible point.	See FDP 3, pages 19-22	See FDP 3, pages 19-22	<p>The Board has been advised that a scoping hui will be held soon between the Quality Practice and Experiences group, the Māori Partnerships and Communities group (representing action 3.3), and the action point owners of 1.5 (working on regional boundaries), to consider the practice review findings and next steps.</p> <p>While we acknowledge the need for a coordinated approach to this work across the organisation, it is critical this does not become an impediment to commencing this work with urgency.</p> <p>The Board looks forward to a fulsome update and to see the resulting plan.</p>	<p>This action has potential to align with overarching recommendation 1 in relation to supporting upstream prevention. Otherwise, aligns to some extent with recommendation 16 with respect to the National Contact Centre, noting Cabinet endorsed this, as with all other recommendations of Te Kahu Aroha. There is otherwise no corresponding action on the NCC in the Future Direction Plan.</p>	<p>3.2 4.6</p> <p>Phase 2</p>	<p>Kākā</p> <p>There is a challenge with assessing actions 3.1-3.6 fairly as Relationships, Partnering and Decision-Making and Enabling Communities are not the same. The Board feels that the Enabling Communities approach offers the way forward in its articulation of fundamental principles to base progress on. How this theme is refined and reported on needs to be worked through in the next quarter.</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>6-12 month activities (March 2022 – September 2022)</i>							
3.4	Ensure the delivery of Transition Support Services to ensure that rangatahi are successfully supported to transition to independence and prevent future generations from coming to notice.	See FDP 3, pages 19-22	See FDP 3, pages 19-22	<p>The Board received a fulsome briefing and written report outlining the continuing progress of the transition service.</p> <p>While the service continues to be frustrated by capacity constraints, it has expanded to now offer its service to 67% of rangatahi and to increase the number of provider options. Oranga Tamariki is mindful that there is more work to do to reach its aim of all eligible rangatahi having the opportunity to take up transition support should they wish. The Board is concerned that 33% of rangatahi leaving care are not being offered the support they are entitled to.</p> <p>Oranga Tamariki acknowledges that there is work to do to encourage frontline social workers to refer rangatahi to this service. The Board notes that kaimahi workload pressures impact on referral rates. We have heard that having 'rangatahi transition champions' at site and regional levels has been proposed previously, and the Board would support a step such as this as it is clear to us that advocacy is needed at the regional and site level in order to lift support for rangatahi preparing to transition out of care.</p> <p>It is pleasing that the number of available supported accommodation placements has increased, and we note that Oranga Tamariki is hoping to further increase this. This is dependent on ongoing funding.</p> <p>Some sites report that there is inconsistency in the quality of service being delivered by providers to rangatahi, with the best service usually being given by providers that specialise in youth services. The Board hopes that the work being done across this theme will strengthen partners' response to the needs of rangatahi.</p> <p>We note that all government agencies have a responsibility to support rangatahi transitioning from care to be successful and consider both OTAP and the Regional Public Service Commissioners relevant to achieving joined up support for rangatahi transitioning out of care.</p>	Linked to the Residence Report (exiting Youth Justice or Care residences to uncertain support)	5.1	<p>Korimako</p> <p>There is a challenge with assessing actions 3.1-3.6 fairly as Relationships, Partnering and Decision-Making and Enabling Communities are not the same. The Board feels that the Enabling Communities approach offers the way forward in its articulation of fundamental principles to base progress on. How this theme is refined and reported on needs to be worked through in the next quarter.</p>
<i>12-24 month activities (September 2022– September 2023)</i>							
3.5	Prototype new approaches to partnering to enable decision-making and resourcing to be made in closer proximity to whānau.	See FDP 3, pages 19-22	See FDP 3, pages 19-22	<p>The Board is pleased with progress being made within the 5 regions with prototype initiatives. The Board looks forward to receiving evaluations of the pilot initiatives and will seek independent assurance from partners within 6 months to understand the impacts being made.</p> <p>The Board acknowledges and supports the principles that the Enabling Communities approach is being founded on, and the path they set for long term partnership.</p>	Aligns with overarching recommendation 1 with regard to upstream prevention focus.	3.1 3.2 3.6 Phase 2	<p>Korimako</p> <p>There is a challenge with assessing actions 3.1-3.6 fairly as Relationships, Partnering and Decision-Making and Enabling Communities are not the same. The Board feels that the Enabling Communities approach offers the way forward in its articulation of fundamental principles to base progress on. How this theme is refined and reported on needs to be worked through in the next quarter.</p>

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>12-24 month activities (September 2022 – September 2023)</i>							
3.6	Invite and resource communities to work together in the Care and Protection system (reclaim the intent of FGCs to enable whānau-led decision making).	See FDP 3, pages 19-22	See FDP 3, pages 19-22	<p>The Board notes that progress has been made with some partners. At the same time, Oranga Tamariki acknowledges it has neglected a number of strategic partners over the last year while it focused on developing the Enabling Communities approach. We were pleased to learn of the remedial work that has been undertaken in Ōtautahi to begin the process of restoring confidence across all partners. The Board understands the intention is to continue this remedial work around the motu.</p> <p>We note the advice from Oranga Tamariki of a small increase of additional Iwi FGC coordinators. This work appears to have had a reduction of emphasis. The Board is unclear if the slower pace is about capacity or prioritisation. The Board looks forward to receiving an update on this work in the new year.</p> <p>There is greater opportunity to build capacity and capability within communities to take a lead in the FGC space, particularly iwi.</p>	<p>Potential to align with overarching recommendation 1 with respect to upstream prevention, as well as recommendations 4 - Ring-fencing resourcing 17 – Reclaiming intention of Family Group Conferences, and 19 – Adequate and equitable investment.</p> <p>This may align, once more detail has developed, with recommendations 2 and 3 with respect to supporting community planning and identifying existing regional governance arrangements.</p>	<p>3.1 3.5 3.6 5.2 5.3</p> <p>Phase 2</p>	<p>Kākā</p> <p>There is a challenge with assessing actions 3.1-3.6 fairly as Relationships, Partnering and Decision-Making and Enabling Communities are not the same. The Board feels that the Enabling Communities approach offers the way forward in its articulation of fundamental principles to base progress on. How this theme is refined and reported on needs to be worked through in the next quarter.</p>

Released Under Official Information Act 1982

TE KAHU ARIKI

The focus of Oranga Tamariki for the next 18 months

To continue to fundamentally shift our approach to practice with relationships with tamariki, whānau, communities and partners at the heart. Our practice will draw from a te ao Māori knowledge base, methods and principles which are relational, restorative and inclusive. This Practice Approach will benefit tamariki and whānau Māori and meet the needs of all children and families we work with.

Board high-level assurance summary IN-CONFIDENCE

A number of activities within this theme have moved from grey to active, reflecting progress across the theme. The Board remains anxious to see specific focus on, and evidence of, active monitoring for safety outcomes for all tamariki, not just for pēpi or through s78 changes. The Board encourages clear messages being shared with the frontline regarding the available suite of options, including applications of s78 without notice, so that the frontline is confident that the right actions for children will be taken at the right time. The Board notes progress with the practice shift, enabling a move towards oranga as a frame and to ensure social work practice is relational, inclusive and restorative. The initial roll out of the practice shift to sites appears to have gone well and to have been enthusiastically received by frontline kaimahi. However the work to embed this way of working is not complete and requires continued focus and strong regional and site leadership, particularly from practice leaders. In addition, there needs to be some thinking about the burden currently being felt by kaimahi Māori to provide expertise to colleagues as well as to manage complex caseloads. This is captured in the feedback from kaimahi Māori set out in the section below. While agreeing with the need for the practice shift, its implementation cannot be at the expense of a reduced focus on managing safety risks for tamariki. The Board would like to see more focus on the reporting of risks posed by unallocated queues, the length of time those cases remain dormant, including the time taken to assess Reports of Concerns and the deallocated cases of children in care.

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
0-6 month activities (September 2021 – March 2022)							
4.1	Build a framework that incorporates the current practice standards and the SWRB competency standards into one place.	<p>Completed</p> <p>Timeframe to deliver: Confirmed extension to June 2023</p> <p>See FDP 4.1, page 23</p>	<p>Enter the final applied phase of the trial in selected sites:</p> <ul style="list-style-type: none"> Phase 3 models and resources in practice using a 'learn on the job' approach (November 2022 – February 2023). Evaluation commences in all four sites (by end of November 2022). New models and tools will be iterated in real time and over the trial period described above based on real time feedback from staff and the evaluation findings (ongoing). A second smaller trial specifically delivering Oranga Framing and Mirimiri-ā-kōrero is underway in three Ōtautahi sites. This will also be evaluated (commence end of November 2023). <p>Scope and plan development of further aspects of Practice Framework:</p> <ul style="list-style-type: none"> Design and develop the next applied practice learning cycle for post learning cycle 1 activities. This learning cycle will support further applied learning/use of the core components of the new practice approach in preparation for a full national roll out of all the new models, tools and resources (ready for implementation May 2023). Review and align the practice standards to the new practice approach (end of February 2023). Finalise Va'aifetu model (February 2023). Provide recommendations for the national implementation of the tools, models and supervision approach (February 2023). Begin to develop a third practice model, informed by Signs of Safety (March 2023). Develop a residence strategy to bring them into the new practice approach (early 2023). Finalise an Oranga framed assessment tool (March 2023). Evaluation approach for non-supervision complete (June 2023). Supervision ongoing evaluation approach complete (September 2023). 	<p>The reporting from Oranga Tamariki on 4.1 appears to be only about the practice shift. If this action is about the practice shift, we feel this is another example of where the FDP action should be recast so that is most accurate and current.</p> <p>The Board is pleased to see that the Social Worker Registration Board (SWRB) Competency Standards are embedded in the core domain of the Practice Framework Ngākau Whakairo and that this is being trialed in several regions and the National Contact Centre. The Board found the recent engagement with Quality Practice and Experiences (QPE) useful to understand the future plan to monitor and evaluate. However, for this learning to be embedded, social workers and other frontline roles need to receive reflective supervision and have the capacity to engage meaningfully-</p> <p>The Board would welcome an opportunity to hear about the specific progress being made within the trialed regions.</p> <p>It is good to see progress being made with the SWRB to work collaboratively on standards and accreditation work within Oranga Tamariki. The implementation and ongoing training must be available to frontline staff in order for this to make a difference to whānau and children. We note, however, that this action has been marked as completed by Oranga Tamariki. The Board does not concur with this position as there is further work to be undertaken.</p> <p>The Board sees the value offered by the Practice Shift in moving towards oranga as a frame and ensuring practice is relational, inclusive and restorative. Noting those values underpin the work, the organisation still must keep at the fore the well-being and best interests of the child or young person as the first and paramount consideration.</p>	<p>This could potentially align with overarching recommendation 2 with respect to clarifying the purpose of Oranga Tamariki and meeting core social work functions. Specifically, potential to align with recommendations 10 - Restoring the influence of the Chief Social Worker 13 – Ensure supervisors have the capability and capacity to provide both case and reflective supervision.</p>		Korimako

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
4.2	Set a clear direction to only use S78 Without Notice Orders for tamariki when there is clear evidence of solid engagement or attempts at engagement with whānau, which leads to no workable safety plan being put in place.	<p>Substantial Progress</p> <p>Timeframe to deliver: Ongoing</p> <p>See FDP 4.2, page 24</p>	<ul style="list-style-type: none"> Service Delivery continue to monitor the numbers of section 78s applied for each month. Whilst there can be variation on a monthly basis, we are beginning to see stabilisation over this annual period and further reductions in the overall numbers of orders being sought are not likely. Case-file analysis for all pēpi under 30 days old placed in Oranga Tamariki custody under a section 78 order will continue next quarter as part of our core practice quality assurance work programme (ongoing). In November, we will complete our second quarterly update on the findings of this work, to support ongoing oversight and continuous improvement internally. The next public report will cover the twelve-month period from September 2021 to August 2022 and will be published early in 2023 (November 2022 and ongoing). Next quarter we will report on the findings of the range of activities currently underway to better understand the extent to which the decrease in section 78 orders for pēpi in recent years reflects quality practice and decision making in addressing concerns about the safety of these pēpi (Next quarter). Pending the outcome of this work, we expect to be able to make a recommendation in early 2023 on the status of FDP Action Point 4.2 including advice on potential closure of this recommendation and/or any further action required (by 30 March 2023). Based on discussions with the Ministerial Advisory Board, we recognise there is still need to better understand use of S78 for all children and young people - case final analysis relating to intake and assessment work more generally is planned and will provide some insight into this area. 	<p>The Board acknowledges progress under this action and appreciates the analysis provided for pēpi. Social workers are now engaging with tamariki and their whānau earlier to ensure timely supports are provided, which is positive.</p> <p>The Board remains concerned that work has not progressed for all other children (older than pēpi) where a section 78 without notice has not been taken.</p> <p>The Board would like to understand processes currently being established for the quality function within the Quality Practice and Experiences team to review safety outcomes for all section 78 orders without notice.</p> <p>The Board remains concerned at the narrative and the practice that frontline kaimahi are influenced by matters beyond safety and protection considerations. Recent engagement with the frontline has highlighted confused messaging, with some believing they are not able to make applications for s78s without notice. A common theme heard from the frontline is that "kaimahi are not allowed to apply for a s78 without notice". The Board acknowledges that updated practice guidance since 2019 has impacted on the decrease of s78 without notice applications. However it is apparent there is a misunderstanding at regional and site levels that s78 without notice is not a permitted option and is to be avoided at all cost. The Board is aware this is not Leadership's position, and that where there are significant concerns identified, the use of a s78 without notice remains available as part of a suite of options where appropriate.</p> <p>Clear and concise messaging will go some way to unblock the current misunderstandings on the use of s78 without notice.</p>	Potential to align with overarching recommendation one with respect to enabling upstream prevention, as well as recommendation 14 to ensure appropriate training for social work, including as to legal parameters.		Korimako

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link
<i>6-12 month activities (March 2022 – September 2022)</i>						
4.3	Working with the SWRB introduce micro-credentialing for supervision and other specialist areas, which recognises the skills and knowledge that are required by supervisors and other specialist roles.	<p>In Progress</p> <p>Timeframe to deliver: December 2023</p> <p>Previously reported as December 2022. Timeframe revised based on the challenges listed.</p> <p>See FDP 4.3, page 25</p>	<ul style="list-style-type: none"> Hui scheduled in November with SWRB and Oranga Tamariki business group. SWRB secured funding from the F22/F23 Wellbeing budget specifically related to this action. The hui will be the second of a monthly cadence to progress a Terms of Reference to deliver on the budget and Oranga Tamariki responsibilities in this action. The SWRB budget bid timeframe is to December 2023. The Supervision learning pathway is being delivered in February 2023 and will span 12 months. The micro-credentialled legal module being tested in February – April 2023 will provide a proof of concept to then progress to testing in the Supervision pathway. 	<p>The Board notes some progress on the development of micro-credentialing, particularly with the focus on 'Practice and the Law' to be commenced in early 2023. We would value an overview of this module prior to delivery as we have previously requested.</p> <p>Furthermore, an update on the progress made regarding engagement with the SWRB to formalise the working relationship and steps to progress this action would be appreciated.</p> <p>The Board would welcome further information and outcomes from a discussion between professional development and Youth Justice to progress one pathway to accreditation to ensure various programmes across the organisation are aligned.</p> <p>As the SWRB budget 2022 funding expires in December 2023, a detailed plan ensuring the delivery of this action is welcomed next quarter. In addition, more detail about how consistency will be ensured and how succession for supervisors will be managed is requested.</p>	<p>Potential to align with aspects of recommendation 13, which focuses on supervisors having the capacity and capability to provide both case and reflective supervision. Also, potential alignment with recommendation 11 re ensuring workforce development so that all roles have appropriate pathways for training and skills.</p>	<p>Korimako</p> <p>The Board notes that the timeframe to complete this action has been pushed out by a year and that progress is slow.</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
4.4	Ensure the appropriate application of MAPA and STAR by instituting a revised restraint practice, including more frequent training and recertification.	<p>Substantial Progress</p> <p>Timeframe to deliver: June 2023</p> <p>See FDP 4.4, page 26</p>	<p>STAR Training 2.0:</p> <ul style="list-style-type: none"> • Introduction of refresher trainings across the year for kaimahi (across FY22/23) • Making successful STAR Training completion a requirement for employment (by June 2023) • The requirement that STAR certification will be a condition of continued employment (ongoing) <p>Safety Interventions Foundation Level (formerly known as MAPA):</p> <ul style="list-style-type: none"> • Three foundation level Instructors will be enrolled on the next available Advanced and Emergency training. Once completed, commencement of the Safety Interventions Advanced and Emergency Level across residence and community homes will occur (ongoing) • Puketai and Epuni to receive training over (November – December 2022) • Working toward addressing resourcing issues in the workforce to mitigate the risk of this occurring again and allowing for training to occur as scheduled (ongoing). 	<p>The Board is aware of the significant pressures on residences and the lack of capacity at times to be able to ensure safety for both young people and staff.</p> <p>Despite the capacity issues, there has been some progress with this action, in particular with STAR 2.0 in the Youth Justice residences.</p> <p>The Board notes that consistent progress across all residences is constrained by recruitment challenges. For example, in the last quarter, care and protection residences have not been able to consistently deliver the training of MAPA and STAR due to unavailability of training facilitators.</p> <p>The Board is advised that a draft Joint Violence and Aggression Plan has been forwarded to the unions for consultation. We understand that the implementation of this plan will mitigate some of the safety issues being confronted by staff and young people by the older cohort now in the Youth Justice residences.</p> <p>We look forward to an update on progress and timeframes in the next quarter.</p>	Residence Report		Korimako

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
4.5	Develop standard operating procedures for national consistency.	<p>In Progress</p> <p>Timeframe to deliver: Ongoing</p> <p>See FDP 4.5, page 27</p>	<p><u>Practice policies and guidance:</u> New/updated practice policy and guidance to be finalised and published in the next quarter including (but not limited to):</p> <ul style="list-style-type: none"> • Remand homes policy (December 2022) • Escorting policy (early November 2022) • Travel policy (early November 2022) • Care arrangements policy and guidance (December 2022). <p><u>Youth Justice SOPs</u></p> <ul style="list-style-type: none"> • While finalisation of remaining SOPs remains important, the priority development will be 'Responding to use of Force' to be completed and implemented, including assurance mechanisms (December 2022). <p><u>Care and Protection SOPs</u></p> <ul style="list-style-type: none"> • Continue to scope the application of SOPs and develop these (ongoing) • Use of Force, Managing Safe Environments, Escorts and Searches are currently being scoped (ongoing) 	<p>Despite capacity issues, the Board is encouraged to see that Care and Protection has allocated resource to review the Youth Justice Standard Operating Procedures (SOPs), and to consider the legislative differences and applicability to care and protection residential settings. The Board is aware that there is still a significant amount of work to be undertaken in order for a full suite of SOPs to be available for residential services, and that this must be accompanied by training so they are readily implementable.</p> <p>We look forward to hearing further progress on the SOPs in early 2023.</p>	Residence Report	Phase 2	Korimako

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
6-12 month activities (March 2022 – September 2022)							
4.6	Fundamentally shift how staff assess and action reports of concern to ensure safety and security of tamariki and whānau based on best practice.	<p>In Progress</p> <p>Timeframe to deliver: Ongoing</p> <p>See FDP 4.6, page 28</p>	<ul style="list-style-type: none"> The Chief Social Worker Practice Review Report will contribute to determining the focus of the first deliverables to progress this action. A scoping hui will occur between the Quality Practice and Experiences group (practice and practice programme) and Action Point owners for Action Points 1.5 and 3.3. This hui will need to consider findings and recommendations from the Chief Social Worker Practice Review As part of the practice programme and Action Point 4.1 we will finalise an Oranga framed assessment tool (March 2023). 	<p>The Board notes the recent releases of the system and practice reviews, and the commitment of Oranga Tamariki to strengthen the response to reports of concern. The Board expects an update on progress over the coming quarter.</p> <p>We are concerned about the risk of the unallocated cases and the length of time these reports of concern remain dormant.</p> <p>The Board is mindful of the potential risks of social workers exiting Oranga Tamariki as a result to the pay equity claim.</p>	This may align with Recommendation 16 of Te Kahu Aroha with respect to the NCC and potential to refer more to non-statutory services.	3.3 4.1 4.5 Phase 2	<p>Kākā</p> <p>The Board considers this work is a fundamental building block to transformation, This work must be progressed together with Enabling Communities and in the working response to the practice review.</p>
4.7	Through a fit-for-purpose transition plan, close our current residential and protection homes and replace them with smaller purpose-built homes to enable tailored care for the high complex needs tamariki in care.	<p>In Progress</p> <p>Timeframe to deliver: June 2023</p> <p>Ref 1.7</p> <p>See FDP 4.7, page 28</p>	<p>Ref 1.7</p> <p><i>Also:</i></p> <ul style="list-style-type: none"> Operating models in development of Claude Road and Middleton Road Specialist group homes (ongoing) Workshop on the services delivery models and workshops on design for both Blueskin and Waihopai (ongoing) 	<p>Initial work is underway to respond to the ongoing heavy demand for care and protection residences, including the opening of the latent beds at Eponi. A Care Investment and Planning project – ‘the Care Response workstream’ – is underway to focus on immediate needs and system service improvements.</p> <p>The Board understands that this work is due to commence early in 2023 with an implementation date of July/August 2023.</p> <p>We would welcome regular updates on progress and identified barriers. We would appreciate this including an outline of how the transition from residences is being planned for the needs of tamariki and rangatahi whaikaha.</p>	Residence Report	1.7	<p>Kākā</p>

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>2-24 month activities (September 2022 – September 2023)</i>							
4.8	Develop a three-month post-degree professional practice course, partnering with tertiary providers, to develop a statutory child protection component that would involve a paper and placement within Oranga Tamariki.	<p>In Progress</p> <p>Timeframe to deliver: Development December 2023, Delivery March 2024</p> <p><i>Previously reported as June 2023. Timeframe revised based on the challenges listed</i></p> <p>See FDP 4.8, page 29</p>	<ul style="list-style-type: none"> Clarify if this bridge programme is optional for social workers or a pre-requisite for recruitment to Oranga Tamariki. This needs to be tested with the Ministerial Advisory Board and Te Riu. Planning for the next 3 months is to meet with Toitu Te Waiora before Christmas to understand what could be offered to support the development of this qualification. Explore potential tertiary providers who could partner with Oranga Tamariki to develop a proof of concept model that could be trialled. Current resources are allocated to the development and delivery of Puāwai and Leading Practice programs going live in February 2023. 	<p>It appears that no progress has been made on this action over the last quarter and understand Oranga Tamariki is yet to engage with the SWRB on this. We look forward to a fulsome update of this wānanga and key future objectives.</p> <p>The Board is aware that despite the wish of Oranga Tamariki to make progress, the lack of bandwidth within the organisation has resulted in this being on a slow track.</p> <p>The summary this quarter mirrors what we said in the last quarter. Oranga Tamariki needs to consider whether this action's timeframe needs to be adjusted.</p>	<p>Potential to link to aspects of recommendations 11, 12, 13 and 14 of Te Kahu Aroha in relation to developing a social sector workforce, improving induction, training and personal development, ensuring supervisors have the capacity and capability for dedicated supervision and improvements in training for legislative requirements.</p>	<p>2.5 2.6</p> <p>Phase 2</p>	Tieke

Released Under Official Information Act 1982

The focus of Oranga Tamariki for the next 18 months

Developing the tools and infrastructure to support data and evidence-based decision making and support improved performance and outcomes for tamariki and whānau. This includes ensuring communities have the data and tools needed to achieve their aspirations and drive evidence-based change and practice within their communities/regions.

Board high-level assurance summary

The Board is pleased to note substantial progress towards improving the entire data and information chain, from collection, to storage, to dissemination, and finally to applied use. Theme 5 asks much of kaimahi in terms of a behavioural and cultural shift towards greater use and integration of data and evidence into their work. While this is a necessary shift, data and insights should support kaimahi, not the other way around; this is also true for supporting partners to access and utilise the information they need in order to lead evidenced change for their tamariki and whānau. Information Technology challenges are already placing a burden on kaimahi capacity (CYRAS) and it is important that the new system does not exacerbate this. The follow-through to instilling evidence-based decision making across the organisation, and with partners, is the core of this theme, and the Board looks forward to seeing how this is being achieved.

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>0-6 month activities (September 2021 – March 2022)</i>							
5.1	Continue to roll out new performance reporting tools which make data and information available to operational staff from social workers and site managers all the way to the leadership team to inform their decision-making.	<p>Substantial Progress</p> <p>Timeframe to deliver: June 2023 - core frontline reporting</p> <p>Ongoing – enhanced frontline and non-frontline reporting</p> <p>See FDP 5.1, page 30.</p>	<p>The focus for the next quarter is reporting for Youth Justice and the migration of Whiti development onto the Enterprise Data and Analytics Platform ensuring resilience and reliability.</p> <ul style="list-style-type: none"> • Concept designs and wireframes complete for initial three Youth Justice data products (November 2022). • Initial three Youth Justice data products available for piloting with frontline kaimahi (January 2023). • Complete delivery of the core of what the frontline needs from CYRAS data (June 2023). • Remove the reliance on MSD legacy reports for the frontline (June 2023). 	<p>The Board is pleased to note the continued growth in Whiti. For example, all care and protection sites have been onboarded, and both Whiti content and the number of users continue to grow.</p> <p>Priority areas for Whiti future development include Youth Justice and family group conferences.</p> <p>The lack of specialist and dedicated kaimahi to develop the next Whiti dashboards poses a risk. For example, development of reporting for Transition Support Services cannot be progressed at this time.</p> <p>The Board would welcome an evaluation of the effectiveness and outcomes as a result of Whiti.</p>	<p>Potential to align with Te Kahu Aroha Part 4:</p> <p>22 - Performance Report Framework should align with well-defined strategy, purpose and visions</p> <p>23 – Improving the availability and range of data for decision-making</p> <p>24 – Prioritising ongoing development of the information infrastructure</p> <p>25 – Improving information sharing, taking into account the purpose and enabling features of the Privacy Act.</p> <p>This may also align with Recommendation 15 with respect to improving the sophistication of workload management</p>	5.4 5.5	Kiwi

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>0-6 month activities (September 2021 – March 2022)</i>							
5.2	Develop options for replacing the Oranga Tamariki case management system in a cost conscious and timely way. The replacement will capture more detailed information on, for example, the needs of tamariki and whānau, progress in meeting those needs, and the experiences of tamariki and whānau who interact with us.	<p>In progress</p> <p>Timeframe to deliver: To be determined – Timing dependent on business case option agreed</p> <p>See FDP 5.2 page 30.</p>	<ul style="list-style-type: none"> Endorsed approach from Te Riu (paper is currently under development) (Was aiming for September 2022, now November 2022). Completion of Programme Business Case and Cabinet paper (Was aiming for November 2022, now December 2022). Approval of paper (including permission to enter into enterprise agreement) by Cabinet (Was aiming for December 2022, now March 2023). Internal business case to Treasury for review (before June 2023). Note: the internal business case is for the self-funded work to deliver first digital enablers in FY23, aligned with strategic approach in Programme Business Case. Building from the initial project team, commence phased stand up and capability building of a programme team (December 2022 - February 2023). Treasury Gateway Team review scheduled for (mid-February). 	<p>The Board notes significant investment of both time and resources made by Oranga Tamariki in implementing the Caregiver Information System (CGIS) and integrating it with CYRAS so that the two systems can be used alongside each other.</p> <p>We have been advised that a project team is now in place to drive this work and the preparation of the business case. The Board acknowledges this is a significant multi-year process of a high-risk piece of work.</p> <p>The Board is pleased to hear that Oranga Tamariki is seeking advice from other child protection jurisdictions.</p> <p>There has been limited communication to date on the progress of replacing CYRAS. However, latterly we understand updates are being shared more broadly with kaimahi.</p> <p>The Board awaits with anticipation the progress of the budget bid for this work.</p>	Potential to align with recommendation 15 with respect to caseload management and recommendation 24 in relation to the ongoing development of information infrastructure		Korimako

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>6-12 month activities (March 2022 – September 2022)</i>							
5.3	Share data and evidence on needs and challenges of whānau and the support and resources that can make a difference.	<p>In progress</p> <p>Timeframe to deliver Ongoing</p> <p>See FDP 5.3 page 31</p>	<p>Needs assessments:</p> <ul style="list-style-type: none"> • Publication of three more needs assessments (by December • Publication of five additional needs assessments (2023). • Development of action plans to address the needs identified in each assessment (ongoing). 	<p>The Board notes that some aspects of data sharing are dependent on the rollout of the Data Exchange (action 5.7).</p> <p>The Board is pleased to note that the first needs assessment on housing for rangatahi has been published. A further three assessments are due for publication in December 2022. The Board would welcome further information that details how data sharing within Oranga Tamariki, as well as externally, is being utilised to support decision-making and inform practice.</p> <p>The Board notes that there was activity planned in the previous quarter against this action which has not been addressed by the update given by Oranga Tamariki. The action talks to more than publishing needs assessments, and it is more broadly about sharing data and evidence on needs. We would like to know the plan for achieving the entirety of this action, and reinforce our comments on this within action 3.2 also where we noted the need to advance data sharing with iwi and strategic partners so they can scope the kind of investment needed, on what timeframes, to support their tamariki and whānau.</p>	<p>Potential to align with the following recommendations:</p> <p>6 – with respect to community planning;</p> <p>23 – in intent to improve availability, relevance and range of data for decision-making, and</p> <p>25 – in relation to information sharing in line with the Privacy Act.</p>	1.8	Kākā

Released Under Official Information Act 2002

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>6-12 month activities (March 2022 – September 2022)</i>							
5.4	Review performance management framework to align with revised organisational strategy and vision.	<p>In Progress</p> <p>Timeframe to deliver: July 2023</p> <p>Previously reported as December 2022. Timeframe revised as the strategy (a key dependency for this action) was only agreed in September 2022</p> <p>See FDP 5.4 page 31</p>	<ul style="list-style-type: none"> A further 12 internal workshops are planned over the next quarter. The second tranche of workshops are with internal stakeholders who can advise on key measures to prioritise and the strength of each measure as evidence against the impacts. Next step is to narrow down the number of measures based on strength and feasibility. Consultation with the Ministerial Advisory Board on this work took place for the first time in late November 2022, and we will continue to keep them involved to shape the Performance Framework throughout. 	<p>The current draft of the Performance Management Framework was presented to the Board, along with plans for consulting both internally and with external partners. We note progress has been made since the last quarter.</p> <p>The framework is still in consultation phase. We understand there are no plans to consult with the frontline; this is of concern to the Board.</p> <p>It is the Board's belief that the Performance Management Framework should be a tool for accountability. However, it is unclear at this stage whether it is intended to be used as an accountability tool or a progress and forward planning mechanism. This needs to be clarified as the work progresses over the next quarter.</p>	Potential to align with recommendation 22 with respect to Performance Reporting Framework and should align with overarching recommendation 2 to have a well-defined strategy, purpose and vision.	5.1 Phase 2	Korimako

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>12-24 month activities (September 2022 – September 2023)</i>							
5.5	Replace the Oranga Tamariki data warehouse to enable data collected to be centralised and analysed to inform monitoring and decision-making.	<p>Substantial progress</p> <p>Timeframe to deliver: Data warehouse replacement: June 2023</p> <p>Addition of new data sets: Ongoing</p> <p>See FDP 5.5 page 31</p>	<p>The next quarter is focused on the continued build of the Reporting Zone. This allow us to make sense of the raw data from CYRAS for reporting purposes turning a case centred data structure into a child centred one as well as the commencement of implementation of a data catalogue and tools for Oranga Tamariki analysts.</p> <ul style="list-style-type: none"> Detailed training plan and schedule for data analyst transition available (December 2022). Alation (Data Catalogue) and Data Bricks (Analyst Toolkit) technical implementations 75% complete (January 2023). EDAP Managed Service contract is ready for end users being on EDAP (November 2022). Human Resources Information System (HRIS) data feed to EDAP established (April 2023). Archive Information Analytics Platform, data, code and documentation migrated from MSD (June 2023) 	<p>The Board is pleased to note that EDAP, the replacement of the data warehouse, continues to progress as expected.</p> <p>Four out of six project stages are complete. Stage 5 (Implementation; shifting from interim to permanent support contract) is scheduled for February 2023; Stage 6 and final product are due for completion in March 2023.</p> <p>There will be some risks which Oranga Tamariki will need to manage as the system changes. For example, the retraining of analysts will cause a period of delay in processing data requests.</p>	May align with recommendation 23 in its focus to improve the availability, relevance and range of data for decision-making, and with recommendation 24 to prioritise the ongoing development of the information infrastructure.	5.1 5.2	Kiwi

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>12-24 month activities (September 2022 – September 2023)</i>							
5.6	Embed evidence-based decision making from sites to national office, that encompass several actions including implementing new performance reporting tools to make data and information available to all staff to inform decision-making.	<p>In progress</p> <p>Timeframe to deliver: ongoing</p> <p>See FDP 5.6 page 32</p>	<ul style="list-style-type: none"> Commencement of assessment of impact of provision of rolled up front line data on site and management decision making (January 2023) Initial school enrolment and attendance data set for children in care received from Ministry of Education (January 2023). Initial cross-sector workplan on making data available for decision making (January 2023). 	<p>The Board is not seeing an organisation-wide shift towards systematic use of evidence and insights in decision making.</p> <p>Work to progress for this action includes three pieces of work to test the approach. Some of these will use Data Exchange (5.7) to share data and information.</p> <p>The Board notes that Oranga Tamariki is aware of the extent to which evidence-based decision-making will require a behavioural and culture shift in the way evidence and insights is integrated into and across the work of Oranga Tamariki. Customary practice within Oranga Tamariki is to use information on an ad hoc basis. This may create short-term transitional hurdles.</p>	Potential to align with recommendation 15 with respect to workload management, and recommendation 23 in relation to improving availability, relevance and range of data for decision-making.	1.8 5.1 5.2 5.4 5.5 5.7	Tieke

Released Under Official Information Act 1982

Tohu	Action	Current Activity	Activity Planned	Assurance Summary	Te Kahu Aroha	Link	
<i>12-24 month activities (September 2022 – September 2023)</i>							
5.7	Deploy the Social Wellbeing Agency's Data Exchange to make sure we can seamlessly share data between ourselves and partners in a safe and secure way.	<p>In progress</p> <p>Timeframe to deliver: Phase 1 & 2 December 2023</p> <p>Phases 3 & 4 of this project have been deferred.</p> <p>See FDP 5.7 page 32</p>	<ul style="list-style-type: none"> Continue to progress with onboarding Care Partners (ongoing). Development of a dashboard for data extracted from the Data Exchange (March 2023). Establishment of a programme view to prioritise and plan for deployment of Data Exchange beyond current scope (57 currently active Care Partners) (December 2023). 	<p>The Board notes ongoing progress towards the implementation and uptake of Data Exchange (DX), and we are pleased to hear that Oranga Tamariki has a 'master agreement' with a local vendor. Phases 1 & 2 of this action are complete, with s396 providers currently being onboarded; 8 partners have completed onboarding, 41 are in progress, and 8 are yet to be scheduled.</p> <p>The Board notes that overall project progress is being hindered by resource shortages and F23 funding changes. Phases 3 & 4, in which Oranga Tamariki shares data back with partners, continues to be delayed because of challenges that providers are facing.</p>	<p>Potential to align with recommendation 6 to build the responsiveness of Oranga Tamariki to partners, and to community requests for the information needed to know what support whānau require, and what resourcing should be provided, to match these needs. Additionally, potential to align with recommendation 25 to improve information sharing, taking into account the purpose and enabling features of the Privacy Act.</p>	5.1 5.3 5.5	Korimako

Released Under Official Information Act 1982

5. Ministerial Advisory Board Firth Quarterly Report

HIPOKINGIA KI TE KAHU ĀROHA A TE WHĀNAU

'He taniwha kei te haere mai - he taniwha tae kuhu, tae huna e kore rawa koutou e kitea, e kore koutou e mohio kua tae mai, kia kitea rano i ngā kanohi a o mokopuna. Ina tae ki tēnā, kua e patua i o mokopuna - engari hipokingia o koutou mokopuna ki te kahu āroha a te whānau.'

These are the words of Aperahama Taonui. They are the foundation of all the Board's work.

TE KAHU ARIKI: MINISTERIAL ADVISORY BOARD'S FIFTH ASSURANCE REPORT

- 1) This report provides a summary of the Ministerial Advisory Board's (the Board's) assessment of Oranga Tamariki's progress towards change for the past quarter, December 2022 to February 2023.
- 2) We also provide an update on Oranga Tamariki's response to the Board's disability report recommendations and the Oranga Tamariki Disability Strategy.

REPRIORITISATION OF THE FUTURE DIRECTION PLAN

- 3) The Board has been briefed on Oranga Tamariki's plan to refresh and reprioritise the Future Direction Plan (FDP). We have been provided with a draft model of what the refreshed FDP is likely to look like and we are using this model to provide assurance this quarter.
- 4) The refreshed FDP suggests there will be a focus on two pou 'Social Work and Professional Practice' and 'Enabling Communities'. These pou will be informed by 'Integrating Voices of Tamariki and Whānau, Whaikaha, Pacifica, and Māori'. They will be supported by the 'Locally-Led Operating Model', the 'Workforce Strategy' and 'Digital Enablers'. This suggests six themes under the refreshed FDP.
- 5) Oranga Tamariki has undertaken an exercise whereby they have distributed the majority of the current actions in the FDP into these six new themes. This can be seen more clearly within our assurance table.
- 6) There are currently 12 actions which have not been mapped against the refreshed FDP model. We go into more detail on some of these later in this report.
- 7) As an overall comment, the Board feels that the refreshed FDP model offers a more relevant, sophisticated and fit-for-purpose framework that should better enable alignment and action across key interdependencies. This, we hope, will help deliver the cumulative impact needed.
- 8) We are pleased that the refreshed model also reflects greater alignment with Te Kahu Aroha and its key objectives.

- 9) To align with Oranga Tamariki's refreshed FDP, we have reorganised our detailed assurance table to fit the new structure. We note that the new structure is not finalised and will continue to be refined over the coming weeks.

Ministerial Advisory Board's reports on residences and whaikaha

- 10) As part of the reprioritisation process, Oranga Tamariki has signalled that the organisation will report separately on the progress towards achieving the recommendations of both the residences report and the whaikaha report. We understand that these reports will be provided at the same time as the FDP quarterly reports so that the Board can combine the assurance we provide into one report each quarter.
- 11) While the Board is pleased to hear that the progress of these report recommendations will be provided on a regular basis, we urge Oranga Tamariki to ensure that they are also considered within the actions of the refreshed FDP. We believe that this work should not be siloed. We understand the dual approach of reflecting the Board's recommendations on Whaikaha and Residences, both within the FDP and in parallel complementary reporting, to be Oranga Tamariki's intended approach. We offer our ongoing support to work through the most appropriate mechanisms to achieve this.

TE KAHU ARIKI FRAMEWORK

- 12) In previous quarterly reports we used Te Kahu Ariki scoring framework to support the assurance we provided. We would ascribe a colour to each action of the FDP to signify the level of progress made.
- 13) Due to the significant changes that have been made to the FDP, the Board has decided to pause the use of the assessment measures within Te Kahu Ariki framework this quarter. We want to allow Oranga Tamariki time to complete this reprioritisation process so that the refreshed FDP has realistic timeframes and is set to be able to achieve the transformation needed. We expect to continue using Te Kahu Ariki framework in future quarterly assurance reports.

OVERALL SUMMARY

Outcomes Framework

- 14) The Board notes that there has been progress across a number of actions in the FDP this quarter, while there are also actions that have not progress as well as expected. However, in light of the significant refresh that is currently taking place, we feel that we will be able to provide more valuable and accurate assurance in the next quarterly report.
- 15) We have previously highlighted that there is a critical need for an outcomes framework to be developed alongside the FDP. This will ensure there is clarity on the objectives of each action so that progress can be measured. Under the refresh, there is now a commitment by Oranga Tamariki to developing an outcomes framework for the refreshed FDP. This is another significant step that we believe will help Oranga Tamariki to deliver on its core responsibilities, and we look forward to seeing this once further advanced.

- 16) Over the remainder of the Board's term, we plan to test Oranga Tamariki's progress towards transformation with kaimahi, communities and partners to understand the impact the change is having. If available in time, we would like to use the outcomes framework to support this work.

Actions not included in the refreshed FDP

- 17) There are 12 actions that are currently not mapped against the refreshed FDP. The Board acknowledges that Oranga Tamariki is still in the process of making decisions as to what will happen to these actions. We acknowledge that, in order to prioritise some actions more highly, others need to be deprioritised. We understand that some will be moved to a business-as-usual status, some will be closed if they are considered completed, and some will be put on hold if they are not considered a priority at this time. In this section, we comment only on those actions that we believe should be kept on the priority list, in order for outcomes for tamariki, rangatahi and their whānau to improve.
- 18) While the Board is aware that the reprioritisation process is still a work in progress, there are some actions which the Board feels Oranga Tamariki should consider keeping in the refreshed FDP. One action in particular is 2.7 *'Establish trained specialist caregiving roles for our high and complex needs tamariki that recognise the skills required to work with our most vulnerable tamariki and enable appropriate remuneration and ongoing development and support to be provided'*. We see this action as a critical priority to ensure that the needs of tamariki and rangatahi are being met. We have heard consistently from the frontline that it is often difficult to find suitable placements for tamariki and rangatahi with high and complex needs. To date, there has been little progress on this action, and we are concerned that if it is not included in the refreshed FDP, it will not progress at all.
- 19) The lack of specialist caregiving roles is also raised in the Board's whaikaha report, and progress on action 2.7 will go some way to addressing one of the report recommendations. This issue, however, does not only affect tamariki and rangatahi whaikaha, and we therefore think it is critical that this action remains in the FDP where it can have the most impact.
- 20) In addition to action 2.7, the Board notes that action 1.6 *'Ensure the operating model allows the agency to invest more resources and staff into early support'* is not currently included in the refreshed FDP. Te Kahu Aroha emphasised the importance on ensuring whānau get early support to prevent escalating need later down the line. We understand there is ongoing thinking as to where this could be reflected in the FDP. If it is not included the Board will be concerned that early support and prevention will remain unaddressed.
- 21) Another concern for the Board is that we have been advised that Oranga Tamariki plans to close action 4.2 *'Set a clear direction to only use S78 Without Notice Orders for tamariki when there is clear evidence of solid engagement or attempts at engagement with whānau, which leads to no workable safety plan being put in place.'* We believe that there is a need for an ongoing focus on the safety outcomes for children which could be lost if this action is closed too early.

22) While not yet finalised and with some movement of priorities still to come, we are pleased with how Oranga Tamariki has been working to reflect and incorporate the Board's early suggestions on what should be the key priorities reflected now, and what can be put on hold to be progressed further down the line. The Board notes ongoing conversations are still required around finalising what remains in the refreshed FDP plan.

The Role and Purpose of Oranga Tamariki

23) The second overarching recommendation of Te Kahu Aroha includes that the purpose of Oranga Tamariki must be clarified. This includes clarifying who Oranga Tamariki primarily exists to serve. The Board has been provided with the recent work Te Riu has undertaken to clarify Oranga Tamariki's purpose. This is a significant step forward in reflecting the intent and recommendations of Te Kahu Aroha. We think this clarification will help Oranga Tamariki and other government agencies to deliver their lead responsibilities more effectively, and more importantly, will help target support and action to those who need it most.

24) The Board expects that the clarified purpose will also enable the Oranga Tamariki Action Plan (OTAP) to be implemented more effectively. (We also understand that separately from the FDP, the overarching strategy for Oranga Tamariki is likely to include a pou to recognise a system leadership role for Oranga Tamariki.)

25) While there is still work to be done by Oranga Tamariki to confirm its purpose, we welcome the significant step this represents to clarify the organisation's core role and areas of focus. We look forward to providing feedback on the clarified purpose and supporting Oranga Tamariki to embed this.

Resourcing and Capacity issues

26) This quarter, Oranga Tamariki has reported that resourcing and capacity issues have caused delays in progress for a number of actions in the FDP. While this matter is operational, the Board expects that the reprioritisation process will take into account the resources needed to ensure that the work can be delivered while not impacting on effective social work practice.

The Pacific Strategy

27) In the Board's last quarterly report, we included a section on feedback from Pacific kaimahi and the Oranga Tamariki Pacific Strategy. The Board has an ongoing interest in the implementation of the Pacific Strategy and the progress towards achieving the vision and strategy objectives. We are pleased that a large majority of actions within the Pacific Strategy have progressed. We assert that the strategy needs to be embedded across the organisation to ensure continued visibility and progress. We look forward to future updates.

SUMMARY BY THEME

28) In this section, we provide high-level commentary on the proposed new themes of the FDP. These are drawn from the attached detailed table.

Integrating Voices of Tamariki and Whānau, Whaikaha, Pacifica, and Māori

29) Te Kahu Aroha has as a core basis that everything we collectively do is to improve outcomes for tamariki, rangatahi and their whānau. We noted in Te Kahu Aroha that the voice and views of tamariki and rangatahi are put at the centre of all planning and delivery, at community, regional and national levels. We note there is better alignment to this vision with this new theme compared with the lack of focus on tamariki and rangatahi under the original FDP.

30) We welcome the fact that Oranga Tamariki has highlighted Whaikaha, Pacific, and Māori as priority voices. We look forward to the amplification of these voices and to the confirmed timeframes for achieving this.

Social Work and Professional Practice

31) This pou aligns with the Board's second overarching set of recommendations in Te Kahu Aroha which was aimed at revitalising the professionalism of social work and ensuring the purpose of Oranga Tamariki, and who it primarily exists to serve, is clear.

32) The Board acknowledges there is a lot of activity planned and underway across this theme, and we feel that progress has been made. Moving forward, we would like to understand how this work will be embedded to support social work professional practice.

33) We look forward to understanding the progress made across Oranga Tamariki in testing the practice approach that will transition to all regions and sites over time to meet the needs of local communities. The Board strongly supports the principles and methods of a te ao Māori knowledge base, relational, restorative and inclusive, as this approach is essential for all children and young people across Aotearoa.

34) We note that recruitment and resourcing issues have been highlighted as causing some delays in progress, and we would like to be updated should there be further impacts on projected timeframes for delivery.

35) The Board notes the range of activity underway to lift induction. We are pleased to see that the new Puāwai practice induction programme includes an introduction for kaimahi to work with tamariki and rangatahi whaikaha, their whānau, parents and caregivers.

36) In the coming quarter, we encourage Oranga Tamariki to focus on strengthening relationships with key stakeholders to progress the work.

Enabling Communities

- 37) Te Kahu Aroha states the clear aspiration that in order for prevention of harm to tamariki and rangatahi, collective Māori and community authority must be strengthened. The Board sees the Enabling Communities pou as building a strong foundation to enable this change. To achieve the transformation sought, investment must be certain and sustained. This means investment and partnering must ultimately move beyond prototyping in order to achieve the improvement in outcomes that we all seek.
- 38) We are confident Oranga Tamariki knows this, and that is why it is investing in evaluations of both the individual and collective progress of the prototypes. The Board understands that the prototypes are largely proceeding as expected at this stage, and that in addition to the prototypes there is good work underway in a number of other communities, working in partnership with Oranga Tamariki. At the same time, the Board understands there is mixed capacity and willingness amongst sites and regions to partner, and we offer our support to progress through this.
- 39) The Board looks forward to receiving the results of the evaluations as they become available. The Board considers these evaluations an important step to understanding the progress made to date and to inform future progress and effective models for devolution. Additionally, over the next quarter, the Board is interested in hearing more about what Oranga Tamariki is doing to enable communities to support tamariki and rangatahi whaikaha and their whānau and caregivers.

Locally-Led Operating Model

- 40) As previously mentioned, the second overarching recommendation of Te Kahu Aroha includes that the purpose of Oranga Tamariki must be clarified. This includes clarifying who Oranga Tamariki primarily exists to serve. The Board believes the creation of this new enabling theme allows this to be more readily identified. As Oranga Tamariki gains greater clarity around the work that the organisation will retain, the work that will be shared and the work that will be devolved to community, this should closely inform the operating model and regional boundaries reset.
- 41) We acknowledge that the work under this theme is planned in two phases with clear timeframes for delivery. Over the coming quarter we will be expecting regular updates to ensure the timeframes are being met. This work is important as kaimahi are currently in a place of uncertainty. We believe the new operating model should create the structure needed for kaimahi to be able to best support tamariki, rangatahi, whānau and communities.
- 42) The Board notes that action 1.6 '*Ensure the operating model allows the agency to invest more resources and staff into early support*' is not included in this theme. We note the emphasis in Te Kahu Aroha on ensuring whānau get the support they need to prevent escalating need. We would like to support Oranga Tamariki to ensure that a focus on early support and prevention is included in the refreshed FDP.

43) We acknowledge that the OTAP is a key part of an effective operating model, but it is not referenced in the FDP. We believe OTAP and the FDP must be implemented closely in alignment with each other, otherwise it will not be possible to achieve the systems transformation that Te Kahu Aroha seeks.

Workforce Strategy

44) In both of the first two overarching recommendations, Te Kahu Aroha stresses the need for a workforce that enables effective social work while building a workforce matched to the needs of the community. The Board is pleased to see this being given a new prominence in the revitalised FDP. We urge Oranga Tamariki to take an outwards focus and to partner with key stakeholders early on to reflect a broader vision of workforce development.

45) The Board notes the range of activity underway to lift induction. We are pleased to see that the new Puāwai practice induction programme includes an introduction for kaimahi to work with tamariki and rangatahi whaikaha, their whānau, parents and caregivers.

46) The Board looks forward to hearing about how the workforce strategy takes into account the voices and needs of kaimahi Māori, Pasifika, and Whaikaha. We continue to emphasise that this requires an outward focus and an ongoing, collective, collaborative approach throughout every stage of this process.

Digital Enablers

47) The work under this theme appears to fit the objective of the fourth over-arching recommendation in Te Kahu Aroha, which was data use to supports effective decision-making. This includes CYRAS and ensuring there is adequate data being captured for all focus groups within that. While CYRAS is improved, there is a need to continue to improve data collection and use, and to ensure there are fit-for-purpose ways of sharing information with partners to support their decision-making. The Board acknowledges the Disability Evidence Plan and we look forward to future updates on the implementation of this.

UPDATE ON ORANGA TAMARIKI'S RESPONSE TO THE BOARD'S DISABILITY REPORT RECOMMENDATIONS AND THE ORANGA TAMARIKI DISABILITY STRATEGY

48) The Board has been receiving regular updates on the progress of Oranga Tamariki's Disability Strategy. We have been impressed by the work undertaken so far, and we are pleased that this is still on track for the mid-year completion date.

49) We understand that a thorough and inclusive engagement process has taken place with a diverse group of people including tangata whaikaha, caregivers, disability service providers, and VOYCE Whakarongo Mai (to obtain the voices of tamariki and rangatahi whaikaha). This process has now been completed, and we are advised that Oranga Tamariki has recently held a two-day workshop to bring the insights together and develop the strategy.

- 50) The Board is heartened to hear that as well as the Disability Advisory Group, representatives for Māori, Pasifika, and tamariki and rangatahi whaikaha were included in the workshop.
- 51) We acknowledge that Oranga Tamariki has worked hard to repair existing, and build new relationships with key stakeholders in the disability space. We hope that this will go some way towards gaining the trust of tangata whaikaha, and we urge Oranga Tamariki to continue working in this inclusive way.
- 52) In the next quarter, we expect that the Disability Strategy will be near completion and we look forward to the plan for implementation. We believe that a strong communications plan will be needed to ensure that all kaimahi are familiar with the strategy and how to embed this in their work.
- 53) As mentioned previously, Oranga Tamariki has signalled that a progress update on each of the recommendations in the Board's whaikaha report will be provided quarterly in the same cycle as the FDP progress reports. We have now received Oranga Tamariki's first focused response to our whaikaha recommendations. While it is early days, the Board can see there is effort and commitment to calling out areas of progress and where there are gaps. We acknowledge a range of activities planned and underway and we look forward to updates on progress.
- 54) We are pleased that some of the work to address the recommendations is happening within the FDP actions. The Board urges Oranga Tamariki to continue to consider the disability lens across all actions and themes in the refreshed FDP, and in the implementation of OTAP. The work must all be connected and disability should not be an add on or siloed workstream.

ASSESSING PROGRESS WITH IMPLEMENTATION OF THE FUTURE DIRECTION PLAN NEXT QUARTER

- 55) As the refreshed FDP continues to develop over the coming weeks, the Board will reset its assurance framework so that we can provide the robust level of assurance we have in previous quarterly reports.
- 56) We hope that the refreshed FDP will represent a significant shift to a more strategic and fit-for-purpose set of actions and priorities to drive the transformation needed. This means that in our future quarterly assurance reports, we will also include a specific section on the progress of OTAP to ensure that this work is advancing in line with and in support of the FDP. We believe Oranga Tamariki cannot achieve the outcomes set out in Te Kahu Aroha without an effective cross-agency mechanism.
- 57) The Board is confident that Oranga Tamariki is committed to achieving the transformation needed, and in particular to devolving resources to iwi Māori collectives and communities. The evaluation work to measure and understand impact from this is critical and will remain a key focus for us over the coming quarters of our term.
- 58) We have been impressed by the level of engagement we have had with Oranga Tamariki over the past weeks. We have found Te Riu and their teams open to testing ideas and

receiving our guidance as they work to refresh the Future Direction Plan. We look forward to this level of engagement continuing, as our role is to support Oranga Tamariki with its challenging work. Moreover, Te Riu has specifically asked us to hold them to account as they work with greater clarity to achieve the actions of the FDP, within the updated timeframes they have set.

- 59) Moreover, in order to achieve sustained transformation, we believe that there must be an ongoing independent oversight mechanism following the life of the Board to ensure accountability and an outwards focus. We believe that ongoing guidance and support will be required until transformation of outcomes has been secured.

Released Under Official Information Act 1982

INTEGRATING VOICES OF TAMARIKI & WHĀNAU, WHAIKAHA, PACIFICA, & MĀORI

TE KAHU ARIKI – MARCH 2023

Board high-level assurance summary

Te Kahu Aroha has as a core basis that everything we collectively do is to improve outcomes for tamariki, rangatahi and their whānau. We noted in Te Kahu Aroha that the voice and views of tamariki and rangatahi should be placed at the centre of all planning and delivery, at community, regional and national levels. We note there is better alignment to this vision with this new theme compared with the lack of focus on tamariki and rangatahi under the Future Direction Plan.

We welcome the fact that Oranga Tamariki has highlighted Whaikaha, Pacific, and Māori as priority voices. We look forward to the amplification of these voices and to the confirmed timeframes for achieving this.

TOHU	ACTION	ASSURANCE SUMMARY
1.8	Place the voices of tamariki and rangatahi at the centre of decision-making at all levels and support tamariki and whānau to participate in and be central to decision-making.	<p>The Board received a fulsome briefing on this action.</p> <p>It is encouraging that the variety of mechanisms to capture the voices of tamariki and rangatahi should ensure a diverse range of voices are heard, and that there is a specific commitment to amplifying the voices of Māori, Pacific and Whaikaha.</p> <p>The Board would also like to hear more about how Oranga Tamariki intends on integrating the voices of takatāpui/rainbow rangatahi also.</p> <p>We note that the new Youth Advisory Group has been established and comprises a diverse range of rangatahi including two of the previous term's members. We wish them well in their mahi.</p> <p>The Board agrees with Oranga Tamariki that ensuring the voices of tamariki, rangatahi and whānau are at the centre of all decision-making is critical.</p>

Released Under Official Information Act 1982

SOCIAL WORK & PROFESSIONAL PRACTICE

TE KAHU ARIKI – MARCH 2023

Board high-level assurance summary

This pou aligns with the Board's second overarching set of recommendations in Te Kahu Aroha which was aimed at revitalising the professionalism of social work and ensuring the purpose of Oranga Tamariki, and who it primarily exists to serve, is clear.

The Board acknowledges there is a lot of activity planned and underway across this theme. We feel that progress has been made. We would like to understand how this work will be embedded to support social work professional practice. Recruitment and resourcing issues have been highlighted as causing some delays in progress. The Board would like to be updated should there be further impacts on projected timeframes for delivery.

We look forward to understanding the progress made across Oranga Tamariki in testing the practice approach that will transition to all regions and sites over time to meet the needs of local communities. The Board strongly supports the principles and methods of a te ao Māori knowledge base, relational, restorative and inclusive practice, as this approach is essential to deliver for all children and young people across Aotearoa.

The Board notes the range of activity underway to lift induction. We are pleased to see that the new Puāwai practice induction programme includes an introduction for kaimahi to work with tamariki and rangatahi whaikaha, their whānau, parents and caregivers.

In the coming quarter, we encourage Oranga Tamariki to focus on strengthening relationships with key stakeholders to progress the work.

TOHU	ACTION	ASSURANCE SUMMARY
4.1	Build a framework that incorporates the current practice standards and the SWRB competency standards into one place.	<p>The Board notes that the framework has now been built and that no further development is planned. The organisation now needs to invest its energy into implementation and embedding. The Board acknowledges that continuous learning and improvement is vital.</p> <p>The Board looks forward to receiving the workplan for 2023 and understanding progress updates so that the Board can continue to give assurance on milestones being reached.</p>
4.2	Set a clear direction to only use S78 Without Notice Orders for tamariki when there is clear evidence of solid engagement or attempts at engagement with whānau, which leads to no workable safety plan being put in place.	<p>The Board understands that Oranga Tamariki will produce a report on the use of without notice section 78 orders for tamariki of all ages by July 2023. The Board expects to see this report upon completion. The Board is of the view that this action point should remain open and active until this report is received.</p> <p>The Board notes the advice that systems to embed ongoing casework and data analysis for quality assurance purposes are now in place. The Board wants to see these processes sustained to provide assurance that current practice is not having an adverse effect on the safety and risk of tamariki, rangatahi and social work practice.</p> <p>The Board would welcome further engagement with the DCE action point owner to understand progress made in the next quarter.</p>
4.3	Working with the SWRB introduce micro-credentialing for supervision and other specialist areas, which recognises the skills and knowledge that are required by supervisors and other specialist roles.	<p>The Board understands that there has been progress to establish a working relationship between Oranga Tamariki and SWRB, however notes that this work is in its infancy. We note the time-limited opportunity for Oranga Tamariki to work with the SWRB to advance this work.</p> <p>The Board is advised that the micro-credentialled legal module 'Practice and the Law' is being tested in February – April 2023. The Board appreciates the invitation to attend the legal module and would welcome an overview of it. We understand that the evaluation of this module will shape the next steps under specialised modules across all of service delivery, and look forward to confirmation that this is the micro-credentialling plan.</p>

SOCIAL WORK & PROFESSIONAL PRACTICE

TE KAHU ARIKI – MARCH 2023

TOHU	ACTION	ASSURANCE SUMMARY
4.4	Ensure the appropriate application of MAPA and STAR by instituting a revised restraint practice, including more frequent training and recertification.	<p>There has been good progress for Safety Interventions Foundation Level (formally known as MAPA) being delivered in both Care and Protection residences.</p> <p>The Board understands that STAR training has been affected by staff shortages. The Board supports a revision of STAR to meet the impacts of the older cohort and provide appropriate training for residential kaimahi.</p> <p>The Board expects to see STAR training completed, a plan for ongoing Safety Interventions Foundation Level and STAR training, and accreditation resolved before this action can be considered as completed or closed.</p>
4.5	Develop standard operating procedures for national consistency.	<p>The Board is encouraged by the progress made in updating a number of the SOPs. The Board looks forward to the required operating procedures being completed and supports a dedicated resource being provided to progress this work. The Board seeks information on timeframes for this.</p> <p>The Board notes that Care and Protection SOPs are now being reviewed alongside YJ and, where differences are evident, a tailored approach is taken. The Board expects that the SOPs are reviewed and updated regularly.</p> <p>The Board looks forward to receiving the plan for delivery on remaining SOPs throughout 2023.</p>
4.6	Fundamentally shift how staff assess and action reports of concern to ensure safety and security of tamariki and whānau based on best practice.	<p>There is evidence of progress in terms of the number of sites now sharing decision-making over ROCs. As the sharing of this work with community increases, it is important that partners and Oranga Tamariki monitor the safety and outcomes for tamariki, rangatahi and whānau. We understand there is work commencing by Evidence Centre to check quality of partnership and of outcomes from shared decision-making.</p> <p>We note a review of the intake decision response tool has begun and will be informed by the findings and recommendations of the Chief Social Worker Practice Review. In order to provide assurance, the Board would like to see the intended outcome and timeframe for this work. Aligned to the intake decision response tool, the Board is interested in how this work impacts the volume of unallocated cases.</p>
4.8	Develop a three-month post-degree professional practice course, partnering with tertiary providers, to develop a statutory child protection component that would involve a paper and placement within Oranga Tamariki.	<p>This is an aspirational action. The Board notes that there is planning underway for this programme and work is scheduled to be advanced for delivery in 2024. This action is appropriately in its infancy and at a conceptual stage. The Board queries whether this is a priority action.</p>
1.4	Strengthen the feedback and complaints system so it is 'fit-for-whānau', and ensures that tamariki, rangatahi and their whānau have their voices heard and have confidence in the process.	<p>The Board continues to be pleased with the progress of the work to strengthen the existing work on feedback and complaints while developing the new system to be more responsive to tamariki and whānau. We are aware that there is a lot of work underway, and that there are many moving parts.</p> <p>We note that there are three key workstreams to this action and that each has progressed. The Board is encouraged by the new steering group which has been set up to ensure accountability and quality assurance over this work. It is pleasing to hear that the group is made up of people who bring different perspectives including those of Māori, Pacific and Whaikaha.</p> <p>We look forward to the next update, which we understand to include the service blueprint and the plan for delivery of the vision.</p>

SOCIAL WORK & PROFESSIONAL PRACTICE

TE KAHU ARIKI – MARCH 2023

TOHU	ACTION	ASSURANCE SUMMARY
2.1	Develop a Kaimahi Ora strategy for all staff, supporting staff to have work life balance and provide regular opportunity to debrief following traumatic events and manage the cumulative impacts of their work.	<p>The Board is pleased that Kaimahi Ora strategy has been moved into "Social Work & Professional Practice" as we feel it will enhance the focus on frontline staff as a priority. The Board is confident that if progress is made with frontline kaimahi, this should have an impact of reducing pressure elsewhere in the agency.</p> <p>The Board is pleased to see progress made in delivering wider system processes to address staff wellbeing issues. The Board notes proposed wellbeing pilots within several regions and residences. We look forward to the advancement of support for further sites once evaluations are considered.</p> <p>The Board is encouraged by engagement on wellbeing supports and plans with internal stakeholders and kaimahi such as the Pacific Panel. We hope to see this continuing.</p>
2.3	Develop a model to inform allocation and resourcing decisions at regional and national level.	<p>The Board has recently received a briefing from the Chief Social Worker on this action. The Board acknowledges there is work underway in relation to caseload complexity. We expect that addressing caseload complexity will have a positive impact on Kaimahi Ora.</p> <p>The Board looks forward to progress in the next quarter to understand social worker capacity, caseload complexity, workload management, and improved supervision.</p>
2.5(d)	Training, career progression pathways, leadership and professional development and workforce planning.	<p>The Board notes progress with the new Puāwai Induction programme, introduced earlier this year. We look forward to an update next quarter on how its roll out is progressing.</p> <p>The Board also expects to receive a briefing on the wider scope of training and delivery of career progression pathways beyond induction.</p>
2.6	Invest in the capability of leaders (especially frontline leaders) to ensure shifts to practice and culture take place that support a locally-led, centrally-enabled way of working and that support tamariki and whānau to participate and be central in decision making.	<p>The Board acknowledges some progress has been made to support and train frontline leaders.</p> <p>We look forward to an update on the planned activities being rolled out over the course of this year. The Board would value a high-level evaluation report of these activities to understand the impact.</p>
n/a	Supervision	<p>The Board acknowledges that there has been progress made on supervision under action 2.6. We are pleased to see that a dedicated focus is being put on supervision under the new model.</p> <p>We look forward to a further update next quarter on progress.</p>

ENABLING COMMUNITIES

TE KAHU ARIKI – MARCH 2023

Board high-level assurance summary

Te Kahu Aroha states the clear aspiration that in order for prevention of harm to tamariki and rangatahi, collective Māori and community authority must be strengthened. The Board sees the Enabling Communities pou as building a strong foundation to enable this change. To achieve the transformation sought, investment must be certain and sustained. This means investment and partnering must ultimately move beyond prototyping. We are confident Oranga Tamariki knows this and that is why it is investing in evaluations of both the individual and collective progress of the prototypes. The Board understands that the prototypes are largely proceeding as expected at this stage, and that in addition to the prototypes, there is good work underway in a number of other communities, working in partnership with Oranga Tamariki. At the same time, the Board understands there is mixed capacity and willingness amongst sites and regions to partner, and we offer our support to progress through this.

ACTIONS	ASSURANCE SUMMARY
<p>3.1 Work with iwi and community leaders and Regional Public Service Commissioners in each region to identify opportunities to co-design services and co-locate with partners.</p>	<p>Working with iwi community leaders & Regional Public Service Commissioners We note that, since the last quarter, there have been a large number of hui held to discuss the Enabling Communities work programme and that discussion at these, while robust, has been overwhelmingly positive and reflective of shared understanding of the need to transform. The hui have also included positive engagement with the Regional Public Service Commissioners.</p>
<p>3.2 Greater investment in partners with a particular focus on early support.</p>	<p>Investment strategy & partnering strategy The Board has not received an update on either the investment or the partnering strategy this quarter. The Board eagerly anticipates receiving a fulsome update on both next quarter, as these are key enablers of sustainable devolution to the community. The strategies are also needed to provide a level of certainty to both Oranga Tamariki and partners.</p>
<p>3.3 Fundamentally shift how we assess and respond to reports of concern with our partner agencies to ensure collaborative decision-making and support at the earliest possible point.</p>	<p>Reports of concern There is evidence of good progress (as noted above under action point 4.6).</p> <ul style="list-style-type: none"> • 6 more sites are now sharing decisions with partners at Intake and Assessment (from 11 to 17 sites) • 1 more site has transferred hui-a-whānau/whānau hui to Māori and communities (from 17 to 18) • 8 more sites are actively engaging with Māori and communities to transfer the coordination of FGC processes (from 8 to 16).
<p>3.4 Ensure the delivery of Transition Support Services to ensure that rangatahi are successfully supported to transition to independence and prevent future generations from coming to notice.</p>	<p>Prototype progress and evaluations It appears there is momentum building for the prototypes. As prototypes, we understand the intention is to learn and model from their experiences, and that to this end, there is work underway to develop both national and individual prototype evaluation processes. The Board notes the importance of this evaluation to supporting sustainable devolution, and would like to see more detail about the approaches being taken to evaluation.</p>
<p>3.5 Prototype new approaches to partnering to enable decision-making and resourcing to be made in closer proximity to whānau.</p>	<p>Transition Support Services The Board look forward to an update next quarter</p>
<p>3.6 Invite and resource communities to work together in the Care and Protection system (reclaim the intent of FGCs to enable whānau-led decision making).</p>	

LOCALLY-LED OPERATING MODEL

TE KAHU ARIKI – MARCH 2023

Board high-level assurance summary

The second overarching recommendation of Te Kahu Aroha includes that the purpose of Oranga Tamariki must be clarified. This includes clarifying who Oranga Tamariki primarily exists to serve. The Board believes the creation of this new enabling theme allows this to be more readily identified. As Oranga Tamariki continues to gain greater clarity around the work that the organisation will retain, the work that will be shared, and the work that will be devolved to community, this will need to closely inform the operating model.

The Board notes that action 1.6 is not included in this theme. The Board considers a focus on early support and prevention should be retained in the FDP, noting that, in Te Kahu Aroha, we stressed the importance of whānau receiving appropriate support to prevent escalating need. This support will not necessarily be from Oranga Tamariki but from other government agencies, NGOs and the community. This is the space where Oranga Tamariki can – and, from initial comments as it works to clarify its purpose, we understand intends – to play a system leadership role.

We note OTAP is a key part of an effective operating model, but it is not referenced in the FDP. We believe it must be implemented closely in alignment with the Future Direction Plan to ensure effective support for whānau at all stages of their involvement with the state.

The Board notes the commitment to an outcomes framework across the FDP. We look forward to seeing how this develops as a critical enabler of sustained transformation.

TOHU	ACTION	ASSURANCE SUMMARY
1.3	Reset Oranga Tamariki regional boundaries to have one common set across the agency that better reflect the communities it serves.	<p>The timeframe for the final decisions regarding the regional boundaries has been brought forward to August 2023. The implementation of the regional boundaries is planned to start in November 2023.</p> <p>The Board provided some strong advice in response to questions Oranga Tamariki posed to the Board on boundaries. We look forward to continuing to engage with Oranga Tamariki to ensure this work is progressing in the right direction and within timeframes.</p>
1.5	Develop an operating model that drives locally led, centrally enabled ways of working.	<p>The Board received a briefing from Oranga Tamariki on the progress of this action. Oranga Tamariki has been collecting information and perspectives from regional leaders. A working group to progress this mahi has been stood up.</p> <p>Implementation of the operating model will begin from November 2023, but the Board understands that over the course of 2024 the site operating model will be further developed.</p>

WORKFORCE STRATEGY

TE KAHU ARIKI – MARCH 2023

Board high-level assurance summary

In both our first two overarching recommendations, Te Kahu Aroha stresses the need for a workforce that enables effective social work while building a workforce matched to the needs of the community. The Board is pleased to see this being given a new prominence in the revitalised FDP.

The Board notes the range of activity underway to lift induction. We are pleased to see that the new Puāwai practice induction programme includes an introduction for kaimahi to work with tamariki and rangatahi whaikaha, their whānau, parents and caregivers.

The Board looks forward to hearing about how the workforce strategy takes into account the voices and needs of kaimahi Māori, Pasifika, and whaikaha. We continue to emphasise that this requires an outward focus and an ongoing, collective, collaborative approach throughout every stage of this process.

ACTION	ASSURANCE SUMMARY
<p>2.5 Develop a workforce strategy that will support high-quality social work</p>	<p>The Board has been informed that there is a reset and refresh required for the Workforce Strategy. Therefore, a number of planned actions have been delayed.</p> <p>The Board looks forward to understanding how the resulting strategy is aligned to other organisational strategies, as well as the interdependencies between them. The Board is pleased that the Workforce Strategy has been prioritised, and looks forward to an early indication of progress.</p> <p>The Board reiterates the need for a public safety lens in relation to the allied workforce. Working closely with SWRB and other critical sector stakeholders will support this.</p>
<p>2.5(a) Clarifying the role of Oranga Tamariki social workers, and other professionals</p> <p>2.5(b) Working alongside the SWRB and ANZASW to continue to build the social work workforce</p> <p>2.5(c) Identifying the workforce needs of the community, regions and site</p>	<p>These actions are dependent on the reset and refresh of the Workforce Strategy.</p> <p>The Board would like more detail about whether the work of defining the functions of statutory social work is about clarifying what aspects of statutory social work are shared with partners over the course of time and what will be retained by Oranga Tamariki.</p>

DIGITAL ENABLERS

TE KAHU ARIKI – MARCH 2023

Board high-level assurance summary

Work under this theme appears to continue to fit the objective of the fourth over-arching recommendation in Te Kahu Aroha, which was for data use to support effective decision-making. This includes CYRAS and ensuring there is adequate data being captured for all focus groups within that. While CYRAS is improved, there is a need to continue to improve data collection and use, and to ensure there are fit for purpose ways of sharing information with partners to support their decision-making. There is a need to also continue to implement the Disability Evidence Plan.

TOHU	ACTION	ASSURANCE SUMMARY
5.2	Develop options for replacing the Oranga Tamariki case management system in a cost conscious and timely way. The replacement will capture more detailed information on, for example, the needs of tamariki and whānau, progress in meeting those needs, and the experiences of tamariki and whānau who interact with us.	<p>The Board engaged with the Treasury panel regarding the budget bid. The discussion was forthright. We understand that it will contribute to the budget bid paper which we look forward to receiving when it is available.</p> <p>The Board acknowledges this is a multi-year project that will require significant resourcing and project capability. The Board look forward to a robust verbal update in the next quarter in order to provide assurance that business cases/project teams are progressing.</p> <p>The Board is mindful that capturing data in a way that is effective for partners in their decision-making will be important for successful devolution.</p>
5.3	Share data and evidence on needs and challenges of whānau and the support and resources that can make a difference.	<p>The Board has been updated on the work to identify gaps in data and evidence. We support the dedicated role that has been established within the Chief Social Worker's office. We understand this role will consolidate the information to improve practice and support national and local decision-making. The Board would like more information about the alignment of this action with the "Social Work & Professional Practice" pou.</p>
5.6	Embed evidence-based decision making from sites to national office, that encompass several actions including implementing new performance reporting tools to make data and information available to all staff to inform decision-making.	<p>The Board understands there has been progress in recognising the importance of a coordinated organisational shift to embedding evidence-based decision-making.</p>

ACTIONS NOT CURRENTLY MAPPED AGAINST THE NEW MODEL

TE KAHU ARIKI – MARCH 2023

TOHU	ACTION	MOVING TO:
1.1	Determine how functions are grouped for best effect, and then put in place a leadership team to reflect this, drive further change, and set culture. This will ensure that professional social work practice is appropriately reflected at this leadership level.	TBC
1.2	Alongside the development of a new operating model, consider what functions and models best support subsequent change below the leadership team.	BAU
1.6	Ensure the operating model allows the agency to invest more resources and staff into early support	Possibly reword and move into Strategy (Investment Strategy)
1.7	Through a fit-for-purpose transition plan, close our current care and protection residences and replace them with a model that enables tailored care for tamariki with high and complex needs	Potentially moving into Enabling Communities
2.2	Implement the public services Positive and Safe Workplace model.	BAU
2.4	Develop for all staff, in conjunction with the three whare wānanga, a suite of appropriate cultural competency programmes, to ensure staff can engage with whānau and wider communities in culturally responsive ways. Note: this Action only partially describes the work being done by Te Hāpai Ō to improve organisational cultural capability	TBC
2.7	Establish trained specialist caregiving roles for our high and complex needs tamariki that recognise the skills required to work with our most vulnerable tamariki and enable appropriate remuneration and ongoing development and support to be provided.	Captured by the Care and Investment Planning Programme
4.7	Through a fit-for-purpose transition plan, close our current residential and protection homes and replace them with smaller purpose-built homes to enable tailored care for the high complex needs tamariki in care.	Potentially moving into Enabling Communities
5.1	Continue to roll out new performance reporting tools which make data and information available to operational staff from social workers and site managers all the way to the leadership team to inform their decision-making.	Set to close
5.4	Review performance management framework to align with revised organisational strategy and vision	Possibly move into Strategy incl. The development of the Outcomes Framework
5.5	Replace the Oranga Tamariki data warehouse to enable data collected to be centralised and analysed to inform monitoring and decision-making.	Set to close
5.7	Deploy the Social Wellbeing Agency's Data Exchange to make sure we can seamlessly share data between ourselves and partners in a safe and secure way.	Set to close

6. Ministerial Advisory Board Sixth Quarterly Report

HIPOKINGIA KI TE KAHU ĀROHA A TE WHĀNAU

'He taniwha kei te haere mai - he taniwha tae kuhu, tae huna e kore rawa koutou e kitea, e kore koutou e mohio kua tae mai, kia kitea rano i ngā kanohi a o mokopuna. Ina tae ki tēnā, kua e patua i o mokopuna - engari hipokingia o koutou mokopuna ki te kahu āroha a te whānau.'

These are the words of Aperahama Taonui. They are the foundation of all the Board's work.

TE KAHU ARIKI: MINISTERIAL ADVISORY BOARD'S SIXTH ASSURANCE REPORT

- 1) This report provides a summary of the Ministerial Advisory Board's (the Board's) assessment of Oranga Tamariki's progress towards change for the past quarter, March 2023 to May 2023. Within this, we also provide a progress update on Oranga Tamariki's response to the recommendations in the Board's residences report '*Review of provision of care in Oranga Tamariki residences*', and the disability report '*Te Kahu Aroha: addendum report on quality support and service outcomes for tamariki and rangatahi whaikaha, their whānau, parents and caregivers*'.
- 2) In addition, almost two years on from the release of Te Kahu Aroha and 18 months into our assurance role for the Future Direction Plan (FDP), we provide our view on overall progress to date. This is to support you to have visibility as to what is progressing well or as expected, and where there may need to be more attention to secure progress over the coming year and beyond.
- 3) The scale of transformation needed could not have been achieved within the time Oranga Tamariki has had since the launch of the FDP. We are conscious that comments focused on any one individual quarter's progress could risk distorting a sense of overall progress, both for whether overall progress is adding up to what is needed, and also that interim challenges or progress may be given more weight than they actually indicate. Achieving substantial transformation that can endure the challenges that any care and protection and youth justice systems will, as we said in Te Kahu Aroha, inevitably face is not a short-term win but a long-term commitment. Stability and steady progress and traction in improving outcomes is what our tamariki, mokopuna and rangatahi need to continue to see and feel over the coming years. Achieving this traction demands that Oranga Tamariki remains dedicated to the plan for transformation over the next decade and beyond.

OUR OVERALL TE KAHU ARIKI FRAMEWORK

- 4) As in previous quarterly reports, and before summarising our views on progress for each pou and theme, we provide a brief explanation of our Te Kahu Ariki framework. The framework was chosen to represent the Board's view that every child is an Ariki in their own right, with whakapapa linking tamariki to their tūpuna and to future descendants. This reflects the arikitanga expressed and embodied in the word Tama-Ariki; this is inherent in the aspiration articulated in the name Oranga Tamariki.

- 5) Te Kahu Ariki, born out of the whakaaro that underpins Te Kahu Aroha, draws inspiration from the different manu and their feathers which adorn this cloak.
- 6) Te Kahu Ariki is both a literal and metaphorical cloak of assurance. Achieving a kahukura adorned only by the feathers of the kiwi is the aspiration we set in our Te Kahu Ariki assurance framework.
- 7) We completed a full four quarters' view of assurance as reflected in a complete cloak provided in our fourth quarterly report in December 2022 [Appendix 3]. From this you can see the range of actions that we could assess as kākārīki, representing the feathers of the kiwi; kōwhai representing the feathers of the korimako; karaka, representing the feathers of the kākā; and whero, representing the feathers of the tīeke. Overall, after one year of assurance, we found that a little over half of the actions were broadly on track for the time period they were being assessed for.
- 8) We have been unable to provide you with a view of the colours of the feathers of the manu so far this year. This is as in quarter 5, the FDP was undergoing a significant reset and many of the actions were shifting. We had hoped then that we would be able to provide you with an assessment ascribing colours and the feathers they represent for this quarter. However, we have not been able to reflect a coloured assessment. This is due to the significant shift in much of the FDP away from specific actions that could be assessed individually, and into a more strategic direction.
- 9) While unable to provide you with the colour assessments of previous quarters, we remain confident that our Te Kahu Ariki framework is able to provide you with a robust degree of assurance and to continue to enable comparison of progress over the last quarter of the FDP and as its reset beds in. Significantly, we also believe that we are now, with our Te Kahu Ariki framework overlaying the more strategic FDP, able to provide you with an outline of progress since the FDP was released. Meanwhile, in place of the coloured feathers, we provide as detailed a table for each of the pou and themes as the refreshed FDP enables. While less specific than under the old FDP, we believe this is actually a more meaningful view of progress.
- 10) Our overall assessment 18 months into our assurance role is that, despite progress against a range of actions and now against enabling themes and strategic pou, there is, unsurprisingly, a long way to go in achieving he kahakura kiwi.
- 11) We do not believe that this is due to a lack of effort or commitment from Oranga Tamariki. We are broadly comfortable with the overall level of dedication that Oranga Tamariki shows to the transformation required. Rather, it is due to the reality that transformation takes time and needs to be sustained through a range of uncertainties. Achieving he kahukura kiwi will take perseverance for a long while yet.

ENSURING A FOCUS ON LONG-TERM OUTCOMES

- 12) The reality that transformation is not quickly or easily achieved is why the Board continues to stress to Oranga Tamariki that an outcomes framework is needed to guide ongoing

change. This will also help ensure that actions remain fit-for-purpose or, when circumstances change, can be purposefully amended to remain most relevant.

- 13) A robust outcomes framework with a long-term outcomes' horizon and clear weigh points for assessment along the way could also assist Oranga Tamariki to retain and build on institutional knowledge, beyond changes in personnel or fluctuating priorities and structural changes. We note this as Oranga Tamariki (and its predecessors) has gone through considerable changes in structure and staffing over the last 15 years. This has likely resulted in considerable loss of institutional knowledge and memory, meaning potential for a lack of understanding of why things were done the way they are, whether they remain most relevant and efficient, and what has been tried before. We want to be able to be confident that there is a solid evidence baseline within Oranga Tamariki from which to test the near and the long-term value of change.
- 14) We think that certainty in direction is necessary, and this quarter we have heard from both national office and frontline kaimahi that there must be an independent assurance function across the FDP and past the life of the Board to ensure that progress continues to move in the right direction towards the transformation needed. This leads us to repeat our recommendation for independent assurance, as we made last quarter.
- 15) We add to our recommendation for an outcomes framework the suggestion we heard from Waikato Tainui, when meeting with them this quarter, that a cost benefit analysis of the value of prevention would be of significant value. We think a cost benefit analysis could help prove the value of investment in change and therefore help the direction of change to be sustained, as the return to the public from prevention would be transparent for all to judge.
- 16) We intend to ask the Oranga Tamariki Chief Executive to consider the potential value of commissioning, ideally together with fellow relevant Chief Executives, a responding analysis. This analysis should review and outline the value for the public in investing in partnership for prevention to improve outcomes for tamariki, mokopuna and their whānau, while at the same time supporting more efficient and coordinated government support systems.

OVERALL SUMMARY OF PROGRESS

- 17) After nearly two years since the release of Te Kahu Aroha, we see evidence of significant progress and a substantially improved environment. We stress that, while there is a focus on the 'here-and-now' changes required, there must also be a focus on sustaining transformation in the future. An outcomes framework will help with this.
- 18) In addition, the Board supports Te Riu in its current approach to strengthen internal discipline and accountability mechanisms around critical work programmes. This should include robust governance processes and quality plans with measurable milestones.
- 19) This quarter, there has been positive progress in both of the core pou of Enabling Communities and Social Work and Professional Practice. Additionally, the Board is pleased with how the Digital Enablers theme is progressing.

- 20) We note that both the Workforce Strategy and the Voices theme are in the early stages of development, and we hope that in future reports we will be able to provide more assurance on the progress of this work.
- 21) There are two areas of concern for the Board where we assert that progress is not where it should be at this stage. The first is the Locally-Led Operating model. We have not seen what the model will look like, nor how the regional boundaries will change. We are therefore unable to provide assurance this quarter. The timeframes for delivery have been fluid, and the lengthy process is causing unrest amongst frontline kaimahi and leaders. The Board is not satisfied that 18 months into our assurance role over the FDP, we are still not able to provide substantial assurance on the development of the new operating model.
- 22) The second area of growing concern this quarter is the residences space. There is increasing risk for the safety of tamariki, rangatahi and kaimahi within the residences. This appears to be a higher risk than in 2021 when we provided our recommendations in the review of residences, and also when we revisited residences for assurance in 2022. The impact of growing numbers of rangatahi in both Care and Protection and Youth Justice residences and an increase in violence by some rangatahi is concerning. This is at the same time as retention and recruitment have become particularly challenging, and when the residences need a skilled and well-trained workforce. We believe that significant capability and capacity issues remain and Oranga Tamariki has been unable to keep pace with the changing environment.
- 23) The Board believes that support for residences must be a strong focus for Te Riu in the coming quarters as the safety of tamariki, rangatahi and frontline kaimahi is critical. This work will be challenging but must be prioritised. It cannot be sidelined as the residences often have been, as the potential risks are so significant.

The Oranga Tamariki Action Plan

- 24) The Board would like to acknowledge Oranga Tamariki for its leadership across the sector in implementing the Oranga Tamariki Action Plan (OTAP). We know that cross agency work can be challenging when there are competing priorities within each organisation. The Board feels that while there has been progress made on OTAP, the progress is slow and not where it should be at this stage.
- 25) We are hearing from both national office and from frontline kaimahi that there are still issues with a lack of participation from some agencies. We understand that services such as education and mental health are a struggle to secure which is having a negative impact on outcomes for tamariki and rangatahi. It also puts added pressure on Oranga Tamariki frontline kaimahi who are having to work harder to ensure the needs of tamariki and rangatahi are met. There remain instances where tamariki and rangatahi are spending school hours in Oranga Tamariki offices because of the non-responsiveness of some within the children's sector. In contrast, we do acknowledge that there has been some

movement across agencies which, if built on, could result in positive outcomes across the children's system.

- 26) During engagement with the frontline, some kaimahi raised that they have concerns around the title of OTAP as this can tend to suggest that ultimate responsibility lies with Oranga Tamariki and does not give emphasis to the purpose of the plan for systemic, cross-agency collaboration. This was also raised in Dame Karen Poutasi's system review.¹
- 27) The Board has been briefed on the progress of the needs assessments that have been undertaken as part of the OTAP work. We note that these are critical to understanding the gaps in the system, and the next stage will be how these must be addressed by all appropriate agencies. We look forward to seeing a plan in place for this work as soon as it is available, as we believe that this will be the point when real progress can be made through OTAP.
- 28) While we are advised that tangata whaikaha have been considered as part of the needs assessments, there is a need for a wider disability system needs assessment to ensure that all gaps across the system are identified for this cohort and the current risk of marginalising the needs of tangata whaikaha is mitigated.

The Pacific Strategy

- 29) The Board is pleased with the progression shown in the report we received on the Pacific Strategy. We acknowledge that additional resource has been provided to continue to implement and embed the strategy. This should result in positive practical impacts for kaimahi and the communities they serve.
- 30) An example of noted progress is the Makahiki Pacific Leadership programme currently underway. This programme is designed for Pacific kaimahi who demonstrate a strong commitment to Oranga Tamariki's transformation. The Board looks forward to receiving an evaluation of this programme to understand how it may be expanded to encourage further opportunities for Pacific emerging leaders.
- 31) We look forward to continued updates to understand future successes and barriers that may impact progress.

The Disability Strategy

- 32) The Board has been receiving regular updates on the progress of Oranga Tamariki's Disability Strategy. We were recently presented with the proposed vision statement which is '*The mana of tāngata whaikaha me o ratou toa (disabled people and their champions) is enhanced by meeting their needs, upholding their rights and supporting their hopes and dreams.*'

¹ 'Ensuring Strong and Effective Safety Nets to Prevent Abuse of Children', Review of the Children's System by Dame Karen Poutasi, November 2022, available at [Final-report-Joint-Review-into-the-Childrens-Sector.pdf \(orangatamariki.govt.nz\)](#)

- 33) The statement document outlines four shifts required to achieve this vision. The Board has been pleased with the good work and progress evidenced to date. We believe that the four shifts identified will have a positive impact on practice and decision-making to improve outcomes for tamariki and rangatahi whaikaha, their whānau, parents and caregivers.
- 34) We are advised that due to the extensive level of engagement undertaken, the Disability Strategy is now scheduled to be completed in July 2023. We look forward to receiving the strategy and an update on plans for its implementation.

SUMMARY BY THEME OR POU

- 35) In this section, we provide high-level commentary on each of the themes of the FDP. These are drawn from the attached detailed table, as well as from the tables set out below covering our Residence and Whaikaha report recommendations.

Greater Integration of the Voices of Tamariki, Whānau, Whaikaha, Pasifika, Māori and Rainbow Communities

- 36) Te Kahu Aroha seeks to improve outcomes for tamariki, rangatahi and their whānau. Te Kahu Aroha firmly asserts the voice and views of tamariki and rangatahi must be placed at the centre of all planning and delivery, at community, regional and national levels. The integration and participation of the voices of all those who experience the service of Oranga Tamariki must be embedded across all of the work and thinking of the organisation in order to achieve the culture shift which is sought.
- 37) The Board understands that the future state of this theme remains in the development phase, with some key shifts identified and activity planned for the coming quarter. As stated in our previous quarterly report, we are pleased to see a specific focus on the voices of tamariki and whānau Māori, Pasifika and Whaikaha. We further note that this theme now includes takatāpui/rainbow voices. We agree that hearing takatāpui/rainbow views is an important focus for Oranga Tamariki.
- 38) The Board would like to acknowledge the extensive engagement undertaken to inform the Oranga Tamariki Disability Strategy. This work now includes the voices of tamariki and rangatahi whaikaha, whānau caregivers and community providers. We believe this is a good example of how voices can inform practice and decision-making and we would like to see this replicated across all areas of the organisation.
- 39) We look forward to future updates on how this work will progress, inform practice and decision-making and improve outcomes for all tamariki, rangatahi, their whānau and the communities to which they belong.

Social Work and Professional Practice Pou

- 40) The Board is pleased with the ongoing progress made across the Social Work and Professional Practice pou. An example of this is the current professional leadership commitment to ensure the ongoing advancement of the promotion and guidance of quality practice. The Board highlights that for social work and professional practice to be

enduring and to continue on the current course, it is imperative that investment in this pou should continue to be made available to secure future momentum.

- 41) We have seen further progress that evidences the support for social work professionalism. This includes revised induction, leadership and cultural competency training programmes. The Board looks forward to evaluations of these and resulting refinements for future programmes.
- 42) While we are pleased to report that progress under this pou appears to be gathering momentum, there are areas where we recommend that Oranga Tamariki direct its attention so that we can provide further assurance over the coming quarters (such as for the workforce strategy and for residences).
- 43) The workforce strategy is a significant area of work that requires attention both in the short and long term. A shortage of registered social workers is impacting on the organisation's ability to meet its service delivery requirements. The Board looks forward to the outcome of work currently being undertaken to revise the workforce strategy. We expect the revised strategy to take account the impact of the aging workforce and the 2022 pay equity settlement, as well as the on-going pressure of the high number of vacancies at the frontline. The Board also notes that there are significant workforce pressures impacting residences.
- 44) Notwithstanding the workforce pressures, we acknowledge some of the issues identified in the Board's Residential Report (2021), and subsequent assurance in 2022, are now improving, albeit at a slower pace than the Board had expected. We note that workforce challenges, including high numbers of vacancies, are resulting in induction and training delays for kaimahi. This negatively impacts their ability to be able to routinely perform to a competent standard, and to respond confidently to complex needs and behaviour exhibited by the young people placed in residences. For the next quarter, the Board would value an update on the changes that have been made to the original 2021 Residential Strategy.
- 45) The Board commends the significant progress made by Oranga Tamariki within the Social Work and Professional Practice pou over the last 18 months. However, we are aware that without a robust sector wide systems' approach that includes all relevant government agencies, Oranga Tamariki will struggle to meet the needs of children and their whānau, regardless of how effective the Oranga Tamariki social work response is. The Board asserts that in support of the vision of Oranga Tamariki, the work being undertaken to find a collaborative, whole of government approach to child protection must continue at pace.

Enabling Communities

- 46) The Board continues to see significant progress within the Enabling Communities pou. The Enabling Communities theme has, over the last year, broadened out from a specific action focus to move in a more strategic direction. We support this shift and commend the Enabling Communities team for taking the lead for the FDP with a strategic shift. We acknowledge the positive progress being made in partnerships and with devolution.

- 47) While each partnership and prototype varies in the degree of implementation, the approach to their development appears to be robust and to be based on well-established principles. This includes following the pace and scope that iwi partners wish to take. For some, this means focusing only on prevention, while others seek to be involved across the whole spectrum from prevention through to transitions from care for older rangatahi.
- 48) The differences in scope and priorities for each partner inevitably means significant variation across the prototypes, with some yet to get beyond initiation. Regardless the prototypes appear to be supporting a maturing of partnerships with Oranga Tamariki. Partnerships are augmented significantly by a range of other shared work programmes with iwi and trusts around the country, including shared intake and assessment processes for Reports of Concerns, care responses and transition support. The Board continues to understand there is mixed capacity and willingness amongst sites and regions to partner, and we continue to offer our support to progress through this.
- 49) Similarly to supporting the capacity of Oranga Tamariki to partner, there is a need for a clear plan to support the capacity and capability of partners also. This is important if we are collectively ensuring partners are not set up to fail and children will not be left unsafe. The Board continues to strongly endorse the need to devolve resources and responsibilities to iwi and Māori collectives. We are mindful that this needs to be done in a way that enables sustainable, robust and safe processes so as not to derail transformation and inhibit the outcomes that tamariki and rangatahi need. This requires a long-term investment strategy, and while we understand this is in development, we are yet to see the plan so are not yet able to provide assurance on it. We look forward over coming quarters to seeing how integration of the enabling themes are implemented across this pou.
- 50) Meanwhile, Oranga Tamariki needs to continue building its risk mitigation strategies to ensure that the organisation is fit-for-purpose across the spectrum of services it will continue to provide. This is as, alongside devolution, Oranga Tamariki will inevitably retain a significant role across the sector. This also reflects the reality that the State is not able to, and nor should it seek to, devolve all its accountabilities away. This is a key reason why a long-term workforce strategy is needed that sets a clear plan for the retention and attraction of the numbers of skilled kaimahi required and enables a stable sector-wide workforce capable of meeting the needs of tamariki and their whānau. This must also include a very clear and monitored focus on supporting and meeting the needs of tamariki and rangatahi whaikaha and their whānau. At this stage it is not clear how the developing workforce strategy will reinforce the Enabling Communities pou and the increasing partnership approach it represents.
- 51) In terms of next steps for Enabling Communities, a range of partners have relayed their concern to the Board about the risk of future changes in government direction and how that could undo the positive gains made in the maturing of partnerships between Māori collectives and Oranga Tamariki to date. The Board therefore sees value in the outcomes framework being rapidly advanced, potentially supported by a cost-benefit analysis to show the value of the Enabling Communities approach so that it is less vulnerable to changing government priorities.

52) Through positioning Māori collectives and communities to support their tamariki, rangatahi and their whānau to be safe, heal and thrive, the Enabling Communities pou has the potential to help deliver the transformation sought in Te Kahu Aroha. This is why supporting sustainable, enduring and proven capacity and effectiveness of partners is so important.

Locally-Led Operating Model

53) The Board understands that there is work now getting underway on this theme, and that one milestone has just been passed in the last week with the release of a discussion document to inform internal kaimahi of the plan. Due to the very recent release of the discussion document, this does not fall into the quarter we are currently providing assurance on. However, we note its release as it is relevant to our view of overall progress in the last 18 months.

54) Our overall view is that, while this theme as an enabler of the FDP was only established in the recent reset of the FDP (by bringing together actions 1.3 and 1.5 into one workstream), work to plan and implement these actions should have been well advanced by now. We commented accordingly in each of our previous assurance reports.

55) We are concerned that 18 months into our assurance role over the FDP, we are still unable to provide substantial assurance on the development of the new operating model. We are concerned about the level of progress to date and the ongoing fluidity of timeframes for delivery. We remain unaware of what the locally-led operating model will look like and how the regional boundaries will change. We are hearing from some frontline kaimahi and leaders that they are similarly unaware, and that this is causing growing stress and uncertainty.

56) Recent engagement with kaimahi has highlighted that different messages are being received regarding timeframes and processes. The Board understands the recent discussion document is intended to help address this information gap, though it is too early for us to comment on whether it has provided more certainty of process and timeframes for kaimahi.

57) A full consultation document is planned for September 2023. We are advised the consultation document will include: the Service Delivery regional structure, the Service Delivery national office structure, a common set of regional boundaries for Oranga Tamariki, and delegated authorities. We understand that following consultation with kaimahi, a decision document is planned to be released by the end of 2023. In the next quarter, we expect confirmed timelines for achieving the new operating model, including an update that the process is on track for the consultation phase. This is what kaimahi need with some urgency.

58) Meanwhile, we continue to believe that, as stressed in Te Kahu Aroha, the purpose of Oranga Tamariki must continue to be clarified. As Oranga Tamariki continues to gain greater clarity around the work that the organisation will retain, the work that will be

shared, and the work that will be devolved to community, this should closely inform the operating model.

Workforce Strategy

- 59) The Workforce Strategy is currently being reset by Oranga Tamariki. As stated in the last quarter, the Board is supportive of this. We acknowledge that this revised work is in its early stages and requires further development. The Board remains steadfast that the workforce strategy is a vital component to the success of the organisation's transformation. It is important that there is alignment between the workforce strategy and the core purpose and function of Oranga Tamariki. We will also be seeking clarification as to the scope of the workforce strategy and whether, at this stage, it is focused on Oranga Tamariki only or also on the broader sector workforce needs.
- 60) As outlined in the Social Work and Professional Practice pou summary, the Board is aware of the significant issues facing the current sustainability of the workforce including an aging workforce, insufficient number of graduates coming through the education system, and the impact of the 2022 pay equity settlement. We are interested in understanding what planning may be underway for attracting social workers from abroad, particularly given social work is now on the 'skills shortage' list.
- 61) The Board considers that the revised workforce strategy must include what the future state workforce should consist of, including how devolution of service provision to iwi and community groups will impact on workforce needs. We accept that the wider social sector workforce strategy will take time to develop. This includes engaging across the sector to gain a comprehensive understanding of likely sector workforce requirements of the future.

Digital Enablers

- 62) Work under this theme appears to continue to fit the objective of the fourth over-arching recommendation of Te Kahu Aroha, which was for data use to support effective decision-making. We understand that this theme has been split into four workstreams, and we provide more comment on each of the workstreams in the detailed table that accompanies this report.
- 63) Overall, the Board is pleased with the progress of the Digital Enablers work, both over the last quarter and over the 18 months that we have been providing assurance. We believe that the work to replace CYRAS is critical to supporting effective service delivery for tamariki, rangatahi and their whānau.
- 64) While the work to replace CYRAS is underway, it will be important that the organisation continues to drive the improvement of quality and consistent casework recording. This will support informed decision-making and the confidence of external monitors.
- 65) The Board acknowledges the replacement of CYRAS will take a number of years to complete. We are pleased with progress to date in planning this significant and expensive investment, and we support the staged approach being taken to this substantial task.

Appendix 1

UPDATE ON ORANGA TAMARIKI'S RESPONSE TO THE RECOMMENDATIONS IN THE BOARD'S DISABILITY REPORT

The Board has received an update from Oranga Tamariki on work that is progressing in response to the recommendations in our disability report 'Te Kahu Aroha: addendum report on quality support and service outcomes for tamariki and rangatahi whaikaha, their whānau, parents and caregivers'. The Board feels that overall, progress has been made across each of the recommendations in the disability report. However, the progress is still in the early stages for many of the recommendations. As previously noted, we are pleased with the progress of the Disability Strategy, and we believe that this alone will go some way to addressing some of the recommendations. We are concerned that some of the work taking place still feels siloed and we believe that the agency would benefit from taking a more coordinated and joined up approach to disability-related matters. The Board supports current suggestions that a dedicated whaikaha unit akin to the Treaty Response Unit be established for this kaupapa.

The below table provides a progress update and assurance summary for each recommendation.

Recommendation	Oranga Tamariki progress update	Board assurance summary
<p>1. Reflecting the existing and sometimes unfulfilled legal rights of tamariki and rangatahi whaikaha, their whānau, parents and caregivers, there must be significantly more visible commitment by both Oranga Tamariki and the broader children's system to ensuring the needs of tamariki and rangatahi whaikaha, their whānau, parents and caregivers are prioritised and supported.</p> <p>(a) More specifically, we recommend:</p> <ul style="list-style-type: none"> i. The Oranga Tamariki Future Direction Plan is refreshed to explicitly include a disability lens across all relevant actions. ii. That the recommendations of this report are incorporated into the Future Direction Plan, as this will allow the Board to provide the Minister with assurance that the needs of tamariki and rangatahi whaikaha, their whānau, parents and caregivers are not being deprioritised or side-lined again. 	<p><u>Oranga Tamariki Disability Strategy</u></p> <p>The draft vision statement for the Disability Strategy and the four shifts required to achieve the vision were approved by Te Riu in May 2023. Phase 2 of the consultation began in early May 2023, focusing on how the vision and the four shifts can best be achieved.</p> <p><u>Oranga Tamariki Future Direction Plan</u></p> <p>The reprioritised FDP has helped us focus on the core work programmes within the FDP. As we continue to build depth for these work programmes, we will be looking at how we can apply the specific lens of the priority populations, including whaikaha across the work.</p> <p>Planning of an appropriate approach to apply these specific lenses is underway.</p>	<p>The Board has been receiving regular updates on the progress of Oranga Tamariki's Disability Strategy. We have been pleased with the progress to date and we believe that the four shifts identified in the draft vision statement will have a positive impact on practice and decision-making to improve outcomes for tamariki and rangatahi whaikaha, their whānau, parents and caregivers.</p> <p>We are advised that, due to the extensive level of engagement, the Disability Strategy is now scheduled to be completed in July 2023. We look forward to receiving the strategy and an update on plans for its implementation.</p> <p>The Board was also pleased with the refresh of the FDP and in particular the inclusion of a 'greater integration of the voices of Tamariki, Whānau, Whaikaha, Pasifika, Māori and Rainbow Communities' theme. We hope that work under this theme will help to elevate the voices of tamariki and rangatahi whaikaha, their whānau, parents and caregivers.</p> <p>We look forward to hearing more about the approaches identified to apply a whaikaha lens to core work programmes within the FDP. This would ensure that the voices of whaikaha are translated into action.</p>
<p>2. That the Oranga Tamariki Action Plan states the role of each agency in leading and supporting improvements for tamariki and rangatahi whaikaha, their whānau, parents and caregivers, as this will enable Oranga Tamariki to be clear about its roles and responsibilities within the system.</p> <p>(a) More specifically, we recommend:</p> <ul style="list-style-type: none"> i. Development of a consistent and shared understanding of disability both within Oranga Tamariki and across the system, to include an agreed description of disability that clearly articulates what is included within scope and whose responsibility it is to respond to gaps in support. ii. It is our view that the scope of disability should include neuro-developmental challenges and learning difficulties such as Foetal Alcohol Spectrum 	<p><u>The Oranga Tamariki Action Plan</u></p> <p>The decisions in the Cabinet Paper were confirmed by Cabinet on Monday 3 May 2023, and shortly will be released publicly on the new standalone Oranga Tamariki Action Plan website. This provides a specific pathway to add new actions to the Action Plan, if proposals are brought forward by children's agencies.</p> <p>An update on the assessments programme is provided under recommendation 3.</p> <p>A lead agency has been identified for each of the Dame Karen Poutasi system review recommendations, and work has progressed against all recommendations. The four cross-agency working groups will be developing advice on key recommendations associated with the children's system, information sharing, mandatory reporting and the vetting of caregivers. Initial updates on mahi towards delivering on the recommendations has been provided</p>	<p><u>The Oranga Tamariki Action Plan</u></p> <p>The Board has been briefed on the progress of the needs assessments that have been undertaken as part of the OTAP work. We note that these are critical to understanding the gaps in the system and the next stage will be how these must be addressed by all appropriate agencies. We look forward to seeing a plan in place for this work when it is available as we believe that this will be the point when real progress can be made.</p> <p>While we are advised that tangata whaikaha have been considered as part of the needs assessments, we believe there is a need for a separate wider disability system needs assessment to ensure that all gaps across the system are identified for this cohort and a joined-up approach can be taken.</p>

<p>Disorder and Attention Deficit Hyperactivity Disorder. Many of the unmet needs of tamariki and rangatahi within the Oranga Tamariki system relate to a lack of agreement between government agencies as to whether the presenting concerns fall within their understanding of what the term disability includes, and which agency is responsible for addressing them.</p> <p>iii. We welcome the development of collective language that reflects current and emerging values framing disability in a rights-based framework rather than a deficit-based approach.</p> <p>iv. At the same time, we consider that mental health concerns should be clarified as primarily a matter for the health sector to lead the response on. We state this in the hope that this support can be unblocked quickly as we are hearing desperate need for it from tamariki and rangatahi whaikaha, their whānau, parents and caregivers, and from Oranga Tamariki frontline kaimahi. Oranga Tamariki kaimahi are already stretched but are still expected to be the default service provider for mental health needs, having to try to find appropriate support for mental health needs in the absence of a systemic and specialist response.</p>	<p>to the Minister for Children. The Minister has instructed that officials prepare a Cabinet Paper for July 2023 updating his colleagues.</p> <p><u>The Disability Work Programme</u></p> <p>The ongoing development of the disability strategy will define disability for Oranga Tamariki. The strategy will also include actions for the agency to meet the vision of the strategy reflecting the social and rights-based model of disability. It will also include actions to improve outcomes for disabled people we work with. Multiple areas of the business will be accountable for those actions.</p> <p>The prototype definition has been signed off by Te Riu and is being tested as part of the Phase 2 consultation on the Disability Strategy.</p> <p><u>Mental Health</u></p> <p>Engaging with the Ministry of Health on re-drafting the Mental Health Act to reflect new requirements for acute mental health services.</p> <p>The Social Wellbeing Committee (SWC) consideration of the Cabinet paper has been postponed until further notice. The Ministry of Health has indicated that they will inform us of next steps in the drafting of the new legislation in due course.</p>	<p><u>The Disability Strategy</u></p> <p>The Board acknowledges that a prototype definition of disability has been developed as part of the Disability Strategy workstream. We understand this has been signed off by Te Riu and is being tested with stakeholders as part of the phase 2 engagement on the strategy. We expect that once confirmed, this definition will help the agency to gain a shared understanding of disability which will support service delivery for tamariki and rangatahi whaikaha, their whānau, parents and caregivers.</p> <p>The Board asserts that once a shared definition is confirmed, there will need to be significant training for kaimahi to be able to understand the definition of disability and the parameters within this, as well as the rights-based approach that must be taken.</p> <p><u>Mental Health</u></p> <p>The Board notes that a needs assessment on Mental Health has been undertaken. We hope that the findings from this will support this work.</p>
<p>3. A cross agency plan is urgently needed to address the lack of specialised care support and the lack of appropriate placement options for tamariki and rangatahi whaikaha. The plan should also provide options for more support for carers so that they can appropriately provide for the needs of the tamariki and rangatahi whaikaha in their care, and to support the provision of more care options, including placement options.</p> <p>(a) There is an urgent need for more, and more appropriately tailored, support to be provided to caregivers so they can sustainably meet the needs of tamariki and rangatahi whaikaha in their care.</p> <p>(b) A review of the process for implementing agreed caregiver support plans is needed, to ensure that carers are receiving the support that has been identified and agreed.</p>	<p><u>The Oranga Tamariki Action Plan</u></p> <p>During April-May 2023 Oranga Tamariki published cross-agency responses to in-depth assessments of need on the Oranga Tamariki Action Plan website (mental health needs, and housing needs for the transition cohort).</p> <p>Oranga Tamariki, Te Whatu Ora, and Te Aka Whai Ora are working closely to commission additional mental health professionals in Eponi while working on ensuring long term solution that is culturally responsive.</p> <p>Oranga Tamariki progressed to near completion an in-depth assessment of education needs for the transitions cohort, and significantly progressed the research and engagement stages of in-depth assessments of need for primary health care, and healthcare for the transitions cohort.</p> <p>Children's agencies delivered a cross-agency response to the assessment of education needs for the in-care cohort in April 2023. The cross-agency response includes actions relating to information sharing and includes progressing the review of student aide support for children in care.</p> <p>This assessment programme will run for the majority of 2023, with future assessments determined later in the year.</p> <p><u>Alternatives to residential care work programme</u></p> <p>This action is not included in the reprioritised FDP, but the intent is embedded across other work programmes.</p> <p>Funding has recently been approved to establish a work programme within Service Delivery for alternatives to residential care, including specialist caregiving and transitions projects, which will include:</p> <ul style="list-style-type: none"> specialised caregiving roles for high and complex needs including remuneration, and ongoing support and development 	<p><u>The Oranga Tamariki Action Plan</u></p> <p>The Board has received the needs assessments that have been completed so far. We acknowledge that these are an important step to identify the gaps in services such as housing, education and mental health. As stated above, while we are advised that tangata whaikaha have been considered as part of these assessments, we believe there is a need for a separate wider disability system needs assessment to ensure that all gaps across the system are identified for this cohort and a joined-up approach can be taken.</p> <p><u>Cross Agency</u></p> <p>The Gateway review appears to still be in the early stages of engagement. The Board would appreciate a briefing on this when a plan is in place for how this will progress with Education, Whaikaha and Health.</p> <p>The Board acknowledges the work that is being undertaken together with Whaikaha to respond to the UNCRPD recommendations. We would be interested to see the Whaikaha Cabinet paper that sets out who is responsible for each recommendation and what the proposed implementation plans are.</p> <p>During Board engagements with the frontline we are still hearing that there are agencies that are not coming to the table when it comes to working together with Oranga Tamariki to support tamariki and rangatahi whaikaha. The Board would like to see more progress with OTAP and we believe this will go a long way to fulfilling this recommendation.</p>

	<ul style="list-style-type: none"> • other alternatives to residential care, including de-institutionalisation and new builds. <p><u>Cross-Agency</u></p> <p>1. Engaging with cross-sector agency work e.g., Proposed Gateway assessment of health and education needs.</p> <p>The Gateway Review is jointly owned by Oranga Tamariki, the Ministries of Health and Education, Te Whatu Ora, Te Aka Whai Ora and Whaikaha. Oranga Tamariki provides additional coordination and programme support.</p> <p>The following actions have been completed:</p> <ul style="list-style-type: none"> • first engagement with the (Oranga Tamariki) Youth Advisory Group was held on 16 May 2023 • the first engagement with VOYCE Whakarongo Mai is currently being confirmed • initiated conversations with Oranga Tamariki regional managers and partners to begin regional engagements (including connecting with their cross-agency counterparts) <p>External engagement through to August is currently being planned, and will involve:</p> <ul style="list-style-type: none"> • approximately four regional hui (kanohi ki te kanohi) across the country, where we will aim to gather insights from the relevant health, education, and Oranga Tamariki kaimahi and partners in each area (i.e. understand current practices and innovation, what is working, what isn't, what would a better future look like?) • some national-level engagements with health, education, and Oranga Tamariki kaimahi (e.g. Gateway coordinators, social workers, clinicians, teachers), advisory groups/panels (e.g. Youth Advisory Group), and iwi and Māori and community partners • a national survey which will be available for anyone we haven't already talked to, or who would like to provide additional input. <p>Across our whole engagement approach we are aiming for a partner-led and regionally-led approach. As we start talking with partners and regional kaimahi we expect we will have additional insight as to the best way to engage with tamariki, rangatahi, whānau, and caregivers.</p> <p>2. Working with Whaikaha and other disability agencies to respond to the United Nations Conventions on the Rights of Persons with disabilities (UNCRPD) and develop an Implementation Plan. These recommendations address issues eg supports for prevention coming into care, addressing residential care and improved inter-agency working.</p> <p>Whaikaha is developing a paper to go to Cabinet in June 2023 setting out responses to each recommendation and which agency is responsible for implementation planning for each recommendation.</p> <p>A suite of recommendations related to residences have been identified, and a workshop was held with Whaikaha and other relevant agencies in late May 2023 to determine how the agencies can work together to address the recommendations.</p> <p><u>Caregiver support plans</u></p> <p>Implementing and reviewing caregiver support plans and monitoring process (as per article 3, National Care Standards). Tailored support is part of the support</p>	<p><u>Caregiver Support Plans</u></p> <p>The Board notes the commitment by Oranga Tamariki to comply with the National Care Standards. However, we are unclear about the consistency of supports that are offered to caregivers of tamariki and rangatahi whaikaha to meet their specific needs. A tailored plan must not only identify the need but should also result in appropriate services and supports.</p> <p>The Board would be interested in receiving any analysis completed to evidence identified needs resulting in services and supports within caregiver support plans.</p>
--	--	--

	<p>planning process and reflects individual need of caregivers regarding the needs of the tamariki they're caring for.</p> <p>Care is largely compliant with the Care Standards, however ensuring quality is an ongoing focus.</p>	
<p>4. There needs to be provision for specific induction on Oranga Tamariki's role for disability for new frontline kaimahi, and provision of ongoing training and resources to support kaimahi to deliver effectively for the tamariki and rangatahi whaikaha, their whānau, parents and caregivers kaimahi are supporting.</p>	<p><u><i>Puāwai Induction and Leading Practice programme</i></u></p> <p>The disability kaupapa is included in the Puāwai Induction programme and covers working with tamariki and rangatahi whaikaha, their whānau, parents and caregivers.</p> <p>Regional Disability Advisors outline the Disability Strategy and give guidance on resources and supports available to kaimahi.</p> <p>The disability kaupapa is also included in the Leading Practice programme for Supervisors, Team Leaders and Practice leaders. Regional Disability Advisors advise how to provide leadership to staff working within the disability guidance.</p> <p>The kaupapa is now included in wananga 2 rather than waiting till week 10, to help ensure it is reflected across all areas of practice and is prioritised throughout the course.</p> <p>The programmes are updated and iterated each quarter, to ensure new guidance, policies, and tools are continually reflected throughout the course.</p> <p>Good feedback has been received from kaimahi on both programmes.</p>	<p>The Board is pleased that a focus on disability had been included in both of these training programmes and that this kaupapa is being provided to new kaimahi early in the programme.</p> <p>It is good to hear that the regional disability advisors are being included in this training. Throughout our engagement with frontline kaimahi we heard that the regional disability advisors are a useful resource to support service delivery when working with tamariki and rangatahi whaikaha. However, we were advised that not all kaimahi were aware of this resource.</p> <p>In the coming quarter the board plans to engage further with frontline kaimahi to test the effectiveness of this kaupapa in the training programmes.</p> <p>Additionally, we believe that kaimahi would benefit from specific training on how to engage with whānau and caregivers supporting tamariki and rangatahi whaikaha.</p>
<p>5. Comprehensive and up to date information and guidance on disability issues needs to be regularly updated, with feedback from frontline kaimahi incorporated to ensure it remains fit for purpose. This also needs to be made more accessible and easier to find for frontline kaimahi. It should include information on the supports and services available in the communities they serve, and resources that can be provided to whānau and caregivers.</p>	<p>New guidance has been published on the Practice Centre to support understanding and practice with people living with Fetal Alcohol Spectrum Disorder (FASD) and neurodiversity.</p> <p>We intend to support implementation of the new guidance with a He Akoronga session.</p> <p>Work on improving the accessibility of our guidance, including disability guidance, is underway. We have started implementing audio recordings of our policies to create other ways for kaimahi to engage with the material; this is an ongoing programme of work.</p> <p>Guidance on working with specialist assessors and health and disability service providers, and identifying disability supports is underway, and is expected to be finalised and published in the next two months.</p>	<p>The Board acknowledges the ongoing work to develop disability-related guidance for kaimahi and it is reassuring that kaimahi are being made aware of this.</p> <p>We believe that the guidance on working with specialist assessors and health and disability service providers, together with identifying disability supports, will be useful for kaimahi. During our engagement with frontline kaimahi, the Board heard numerous times that accessing the supports tamariki and rangatahi whaikaha need is a challenge.</p>
<p>6. There should be commitment to evaluating outcomes for tamariki and rangatahi whaikaha, their whānau, parents and caregivers from service and programme delivery by Oranga Tamariki. Furthermore, legislative and regulatory changes, and particularly whether their actual impacts meet their intended impacts, should be routinely evaluated. Had this been in place, we assert some of the unintended impacts of the repeal of section 141, for example, would have been identified and potentially addressed at least in part by now.</p>	<p><u><i>Oranga Tamariki core work</i></u></p> <p>High Needs Services and the Evidence Centre have commenced a descriptive audit/evaluation analysis of a cohort of 126 tamariki and rangatahi who are currently in specialist out-of-home care. These tamariki are Disability Support Services (DSS) eligible and are receiving support from Whaikaha via funding schedule of the MOU between Whaikaha and Oranga Tamariki. This work is to provide assurance that Oranga Tamariki is meeting its obligations to disabled tamariki who are in specialist out-of-home care, specifically in relation to legislation and relevant good practice standards of care. The objective is to help ensure that Oranga Tamariki is meeting the safety and wellbeing requirements of these tamariki. Oranga Tamariki is also required to undertake this review work as part of budget commitments to support section 141 repeal impacts.</p> <p>The Disability Support Services (DSS) case file data collection is almost complete, at which time the Evidence Centre will carry out analysis and</p>	<p>The Board believes that this work will be a critical lever to identify any unmet need for tamariki and rangatahi whaikaha in out-of-home care. It will provide a greater understanding as to whether Oranga Tamariki is meeting its requirements in terms of legislation and professional practice.</p> <p>The purpose of this recommendation was around ongoing evaluation particularly when there is legislative change to ensure tamariki and rangatahi whaikaha and their whānau, parents and caregivers are having their needs met.</p> <p>The MoU with Whaikaha is critical to clarify the roles and responsibilities of both agencies, which is particularly important since the repeal of section 141.</p>

	<p>reporting. The findings will help improve our understanding of their engagement with Oranga Tamariki and service improvements.</p> <p>The audit of cases is expected to be accompanied by later evaluative activities to gather the voices of these disabled children and their whānau – building on the initial case file audit – to sense check the findings with them and talk about their backgrounds and experiences with Oranga Tamariki. This project is in the planning stages and is intended to start later in 2023.</p> <p><u>Cross Agency</u></p> <p>Working with Whaikaha to revise current MOU. As part of that, addressing long-term joint funding arrangements, publishing roles and responsibilities guidelines and developing an additional schedule to outline agencies' intent for future work.</p> <p>The first tranche of work is near complete. The MOU and the roles, responsibilities and schedule are being reviewed internally. After the review has been completed the MOU will be sent to Whaikaha for their agreement.</p> <p>The funding schedule has been reviewed but work with Whaikaha is ongoing to better manage the transfer of funding.</p> <p>We expect the revised MOU will be signed in July 2023.</p>	
<p>7. There needs to be a plan to improve the collection of disability data within Oranga Tamariki to better inform service design and delivery.</p>	<p><u>The Disability Evidence Plan</u></p> <p>The Evidence Centre has finalised the Donald Beasley Institute (DBI) report on Disability Data Models. Dissemination will begin shortly, and follow-on workshop will be held. This will help inform improved disability data collection guidance, processes, and standards.</p> <p>The Evidence Centre is also continuing to develop an improved suite of disability data variables to help estimate prevalence, drawing on Gateway data, critical risk alerts, and CYRAS.</p>	<p>The Board has received a briefing on the Disability Evidence Plan. We know that this work is a big task, and it is expected to continue over the next 2-5 years. We believe it will be critical to gain better understanding of the needs of tamariki and rangatahi whaikaha and to better inform service design and delivery.</p> <p>We expect that this work will also feed into the design to replace CYRAS which we know is another long-term work programme.</p> <p>While this work is progressing, we hope that there are lessons that can be learnt as it develops. We look forward to future updates and tangible results.</p>

Released Under Official Information Act 1982

Appendix 2

UPDATE ON ORANGA TAMARIKI'S RESPONSE TO THE RECOMMENDATIONS IN THE BOARD'S REVIEW OF RESIDENCES

The Board has received an update from Oranga Tamariki on work that is progressing in response to the recommendations in our review of residences. We acknowledge some progress has been made, albeit at a slower pace than expected. We understand some of the pressures are directly related to workforce challenges including high numbers of vacancies which impact the ability for new and existing staff to attend and embed training. The Board is concerned that the issues highlighted in our Residential Report (2021) and subsequent assurance in 2022 are now amplified, posing significant safety and wellbeing risks for rangatahi, kaimahi and the organisation. We are confident that residential kaimahi are doing their best in a very challenging environment. However, they need active support and higher visibility from senior leadership to provide a direct focus on the current issues and resources to address these.

The below table provides a progress update and assurance summary for each recommendation.

Recommendation	Oranga Tamariki progress update	Board assurance summary
<p>1. There is a shortage of placement and treatment options for tamariki presenting with high and complex needs, and who are potentially at imminent risk of harm to themselves and/or to or by others. This is a pressing and immediate issue. The first priority for these tamariki and rangatahi must be that there are appropriate options for them to have a safe place to go, where the risk of any harm to themselves or others can be appropriately managed. This means plans for new residences should be accelerated so that the range of options for residential care is expanded and more placements are made available over the coming years. It also means that current residences must be adequately supported, as they will be needed at existing capacity at least until a full suite of new residential care options are in place, if not in addition to the new builds for the long term.</p>	<p><i>Care & Protection residences</i> Responsibility for the long-term work to build alternatives to Care & Protection residential care including specialist caregiving and transition services, now sits with the Director Care Services, Service Delivery.</p> <p>While this work is ongoing, Residential and High Needs Services have developed some immediate care options and solutions for tamariki on a case-by-case basis, and where possible this has included care partners.</p> <p>The residential services team in Canterbury has established two new homes over the past ten months, He Timatanga Hou and Te Wharau. These homes were set up to provide care for specific tamariki who were previously in residences.</p> <p>A group of three new homes is also currently being established with input from police, health, and education. The operating model was established in December 2022 and is connected to the working group led by Whitiora, a Te Ngāi Tūāhuriri Rūnanga (Ngāi Tahu - Mana Whenua in Christchurch and North Canterbury) mandated organisation and the wider regional Canterbury Collective.</p> <p>Nationally, Operational Support Services is focused on delivering consistent support for Care and Protection residences. This includes the recent appointment of two new Residence Advisors. Locally, this is supported by the appointment of Residential Quality Leads, and Residential Training Facilitators (one appointed and another currently under recruitment).</p> <p><i>Youth Justice Residences</i> The YJ Community Residence programme now sits with the Director Youth Justice Transformation in Service Delivery. This programme will establish new capacity for community-based youth justice placements through the development of seven five-bed YJ Community Residences. Young people will enter a secure YJ Community Residence if they are placed into the custody of Oranga Tamariki, an iwi social service, or a cultural social service (while on remand or following a response from the Youth Court). It is hoped that some young people requiring placement due to their offending may be able to do so in a YJ Community Residence and/or that a YJ Community Residence could be part of a 'step down' process to allow a young person to transition back to their family from one of our secure Residences or other remand placement.</p> <p>It is an aspiration of the programme that these homes will enhance the delivery of therapeutic, culturally appropriate services in safe environments that are in line with the</p>	<p><i>Care & Protection Residences</i></p> <p>The Board understands that current demand outweighs supply of placement options to meet the needs of tamariki with high and complex needs. While several new homes have been built, we are concerned these are 'bespoke' placements only intended for 1 or 2 tamariki/rangatahi at any one time which does not address the current lack of options to meet high and complex needs.</p> <p><i>Youth Justice Residences</i></p> <p>The Board had a discussion 18 months ago with previous YJ senior leaders on the residential strategy outlining services and new builds they were developing within communities alongside Māori and Iwi providers. We have recently been presented with a new strategy which does not appear to align with the previous one.</p> <p>In order for the Board to provide assurance on this recommendation, we need some clarity on how the new strategic plan FY25-26 has been informed. Regarding the community residence programme, the Board notes a lack of timeframes to achieve the transformation they are seeking. We are unclear about the plan for the immediate future.</p>

	<p>Oranga Tamariki strategic objectives and international best practice for youth justice services.</p> <p>This will involve engaging differently with mana whenua, iwi, Māori organisations and the community. The vision is that young people who offend and are placed in the custody of Oranga Tamariki can remain close to home and have their needs met while preserving and strengthening their identity, relationships with whānau and whakapapa, and their wellbeing. The YJ Community Residence Programme will incorporate modern thinking around managing young people in the least restrictive setting appropriate to their needs while incorporating security features to ensure public, staff and tamariki safety.</p> <p>In addition to our Strategic Plan outlined above, our Youth Justice Residences are prioritising staff safety and making immediate short-term changes regarding staff wellbeing, buildings and security, as well as improving key relationships (such as those with our response agencies like Police) and making a number of systems and process improvements.</p>	
<p>2. As recommended in Te Kahu Aroha, a social sector workforce plan is urgently needed. The workforce strategy that Oranga Tamariki is developing in response to this recommendation should explicitly include ensuring the residential workforce:</p> <ul style="list-style-type: none"> • has the right mix of skills and specialisation; • is appropriately valued at Oranga Tamariki; • is recruited, inducted, trained and skilled for the levels of specialised care needed at the residences; • has a culture of accountability, supervision and reflection led from the top and across the residences. 	<p>We are progressing a number of specific Workforce Development initiatives for our residential kaimahi. Some of these are also detailed in the next recommendation in relation to workforce requirements.</p> <p>In addition to these we have:</p> <ul style="list-style-type: none"> • extended our YJ induction programme, Te Waharoa, from 4 weeks to 6 weeks, with a specific focus on floorcraft and embedding the learning in a practical way (since 15 May 2023); • rolled out critical debrief training for our YJ residential leaders and provided additional processes and supports to be put in place for kaimahi following an incident; • progressed our First Line Leaders training (YJ Residences); • increased the number of Safety Interventions Instructors in Care & Protection residences to eight. There is now a minimum of one instructor per residence. The training frequency of Safety Interventions has been increased within Care & Protection residences, and 235 kaimahi have now been trained. This covers 99% of kaimahi who require training; recertification is occurring on a 6-monthly cycle. 	<p>The Board asserts the need for a Social Sector Workforce plan to be established at a pace. The Residence workforce would be a critical component of this plan.</p> <p>We have an interest in the development and support of this allied workforce to address the specific requirements for residential kaimahi.</p> <p>The Board would value a strategic conversation over the next quarter.</p>
<p>3. While the workforce strategy is being built, there are some actions that can be taken more immediately which we think will help. These are that Oranga Tamariki should:</p> <ul style="list-style-type: none"> • standardise job titles and requirements for the current range of residential/care/night/youth worker roles, and specify what qualifications and training need to be met over the first year of employment so they can fulfil their role appropriately; • work with relevant tertiary providers to develop a range of options to enhance specialist skills for staff. 	<p>As above regarding Workforce Development. Specific work is also underway in relation to specific roles as follows:</p> <ul style="list-style-type: none"> • Phase 1 - audit all of the position descriptions for our YJ residence care/night/youth worker roles (by end of August 2023). • Phase 2 - determine operational requirements for Youth Justice residence frontline roles. This work is dependent on other work underway across Oranga Tamariki, particularly the Future Direction Plan and the development of the Model of Care/Operating Models for YJ residences (to be completed by the first quarter of 2024). • Phase 3 - the final phase is consultation with kaimahi about any proposed changes (this is planned for the second half of 2024). <p>All of the work currently underway to improve the capability and capacity of our kaimahi will help us to identify the skills, attributes, qualifications and training that will help our kaimahi be the best they can be.</p> <p>Oranga Tamariki will shortly submit its STAR micro-credential application to NZQA. STAR will be a level 3 qualification and is intended to pave the way to other qualifications that will be tailored to the group care workforce. This work is progressing in partnership with the Workforce Council.</p>	<p>The Board acknowledges the work that Oranga Tamariki is doing and notes that this is still in the development phase. We look forward to seeing phase 1 (which will be prepared by the end of August 2023). We are interested in some of the short-term strategies that could be moved from conceptual thinking to being operationalised until there is an agreed workforce strategy.</p> <p>This work is planned for 2024 which will be beyond the life of this Board. It will be important that there is an accountability mechanism in place to ensure this happens.</p>

<p>4. The work underway to develop national standard operating procedures should proceed at pace.</p>	<p>This is part of a wider workplan that will develop the quality system for residences and focuses on developing practice guidance, and policy and operational monitoring systems. The aims are to:</p> <ul style="list-style-type: none"> • support implementation of the practice approach in residences; • meet legislative and regulatory requirements; • establish consistency between residences, with variations reflecting differences between Care and Protection and Youth Justice; • enable safe environments and practices. <p>This project is a collaboration between Quality Practice & Experiences (QPE) (lead) and Residences, and has three phases:</p> <ol style="list-style-type: none"> 1. Establish the project including resourcing and a Quality Assurance Panel - complete by 26 May 2023. 2. Create a 'Residences' page on the Practice Centre. This involves reviewing existing materials to ensure these are fit-for-purpose – complete by October 2023. 3. Designing the new system. This involves scoping the materials required, prioritising and progressing the development of those materials accordingly – start by November 2023. 	<p>Refer to the Board's narrative on action 4.5 in the Social Work and Professional Practice pou.</p>
<p>5. The review of the residences' legislative and regulatory framework should continue as a priority so that the framework is fit for purpose to support a shift to a broader range of residential care options, and noting that changes to the legal framework would also require training to ensure a robust understanding of the legal framework amongst all staff.</p>	<p>The review of the legislative and regulatory framework for residences continues towards a framework that is fit for purpose to support a broader range of residential care options. Officials are working with a rōpū Māori of subject matter experts to jointly explore the issues and design options for consideration. Issues papers have been prepared and shared with stakeholders, submissions received, and hui with a wide variety of stakeholders undertaken. A further round of engagement is planned as more detailed proposals are developed. Given the delay to the final report of the Royal Commission of Inquiry into Abuse in Care, officials are also exploring ways to ensure the benefit of the Commission's work can inform policy development. The aim is to introduce an amendment Bill to Parliament in 2024.</p>	<p>The Board expects a briefing next quarter on the proposed legislative amendments and outcomes sought from these amendments.</p>
<p>6. A strong assurance function that monitors delivery and consistency in care provision across Oranga Tamariki should be established.</p>	<p>Recently we have developed a self-monitoring framework to support robust oversight and improvement of practice with tamariki in care, with a specific focus on the requirements of the Oranga Tamariki (National Care Standards and Related Matters) Regulations. Our self-monitoring approach draws on a range of sources of data, information and insights which together help us understand, for key practice expectations (a) whether something was done, (b) how well it was done, and (c) whether it met the needs and expectations of those it was designed to support. These include: structured data, case file analysis, and information from surveys and other engagement. We are also continuing to strengthen the sources of information and evidence-gathering to inform our self-monitoring across all three areas. Our self-monitoring approach is focused on generating timely and actionable insights that drive meaningful improvements in practice for tamariki and rangatahi in care.</p> <p>Significant efforts are being made to develop a systematic technique for addressing assurance at the local level, with the goal of establishing a unified nationally-driven approach to quality and assurance, as mentioned above. This project recognises the necessity of consistently delivering high-quality outcomes across the many residences and community-facing care-homes. Quality Practice & Experiences and Residential Services are working together to develop seamless frameworks and standards that can be deployed across the country. These frameworks are intended to specify key quality indicators, set standards, and outline clear mechanisms for monitoring and evaluating assurance practises at the local level, while aligning with the self-monitoring framework.</p>	<p>The Board recognises the commitment by Oranga Tamariki to support robust oversight and improve practice development across the whole care spectrum. However, we note that a specific focus on residences is its infancy. We assert that residences require attention and resources as they continue to work alongside some of the most vulnerable tamariki and rangatahi in the custody of the CE. The Board looks forward to receiving a full and robust progress update next quarter.</p>
<p>7. With regards to the grievance process, there is a need for significantly strengthened coordination and clarity of accountability, and:</p>	<p>In order to achieve national consistency and enhance accessibility for young people, a comprehensive review of the existing grievance process has occurred. Immediate improvements focused on addressing the forms used and refining their language to</p>	<p>The Board notes a review of the existing grievance process has occurred. However, alternative means of making a grievance such as technological solutions are still being explored. We look forward</p>

<ul style="list-style-type: none"> • nation-wide consistency in implementing the grievance process needs to be applied across the residences, with serious complaints being investigated independent of the residence it was made against; • immediate steps should be taken to improve the accessibility of the grievance process for young people (for example, not requiring complaints to be handwritten); • a review of the structure of the Grievance Panels is needed to ensure the roles remain fit for purpose and are being utilised to the best of their ability. 	<p>ensure clarity and ease of comprehension. We are also exploring technological solutions to eliminate barriers that hinder tamariki and rangatahi access to Manaaki Kōrero. In addition to these practical changes, it is important that we also think about how we can empower and teach children to effectively voice their concerns through feedback and complaints, transforming it into a valuable social skill.</p> <p>We have undertaken a thorough evaluation of the training provided to those involved in the process, ensuring they are equipped with the necessary knowledge and skills to deliver the service. Visual cues have been implemented to support the removal of barriers, making the process more inclusive and accessible. Ongoing improvement efforts focus on activities that instil confidence in the process, including familiarising stakeholders with relevant metrics about the complaints that are made and implementing appropriate controls such as policies, guidance, and reporting mechanisms.</p>	<p>to engaging with Residences in the next two quarters to understand the implementation of the new grievance processes and mechanisms to ensure a transparent and accessible grievance process is available and working for tamariki and rangatahi. Refer to the Board's narrative on action 1.4 in the Social Work and Professional Practice pou.</p>
<p>8. Holistic and integrated therapeutic care matched to the needs of each tamaiti should be consistently provided across the system, from within Oranga Tamariki and from all agencies with shared responsibilities. A committed multi-disciplinary approach is required at the very least. The development of the Oranga Tamariki Action Plan is an important opportunity to drive a shared systems approach to care.</p>	<p>We have a number of initiatives underway that are intended to improve the way in which we provide care in our residential environments. This includes:</p> <ul style="list-style-type: none"> • The delivery of the YJ Residences & Homes Strategic Plan and the development of the Model of Care and operating models. The work to develop the Model of Care (and operating models) is included as a key deliverable in the Strategic Plan and will be completed in FY24 (subject to approval and resourcing of the Strategic Plan). • Working in partnership with the Quality Practice & Experiences (QPE) team to develop an approach for incorporating the Practice Approach (practice shift to Māori-centred practice) into our residential environments (Care & YJ), in a way that acknowledges our unique environments. We see this as a significant and positive step forward for our practice with rangatahi in residences. • A specific project to consider how we can ensure young people are able to engage in programmes and activities that meet their needs and plans. The first step in this project is a stocktake of internal and external programmes we offer in Youth Justice residences. This is soon to be completed. The next step is to understand the needs of our rangatahi and what programmes would be effective for rangatahi (particularly those on remand). In the Youth Justice space we are also exploring opportunities to understand programmes offered in a Corrections environment and a further workshop is planned for June. • Multi-Agency Team approaches are being improved in both our Care & Protection and YJ residences. 	<p>Given the pressure Oranga Tamariki residences are under at the moment, this action needs to be driven by OTAP and will require a wider cross-agency response to the needs of children with high and complex needs. We would like to understand where the residential response fits within OTAP.</p>
<p>9. Meanwhile, in order to support a more coordinated systems approach and provide specialist care matched to the needs of each tamaiti, and in alignment with development of a workforce strategy, Oranga Tamariki should, as soon as possible:</p> <ul style="list-style-type: none"> • ensure every residence has a current agreement with DHB Mental Health Services and with the Ministry of Education Regional Manager that sets out agreed service obligations and expectations for accountability for and provision of services to young people living in residences; • ensure a service provision outcome framework is in place outlining the skills and support every tamaiti (and their whānau) can expect to have on transitioning out of a residence. 	<p>We are working on a National Schedule to the Memorandum of Understanding (MOU) with Education and updating the MOU with Ngā Taiohi National Secure Forensic Unit. At a regional level, we continue to progress the Residential Service Level agreements.</p> <p>Regional interagency mahi continues, and those multi-agency groups continue to develop and improve, with Puketai being well-established and mature. We are taking the learnings from Puketai and Epuni as we look to replicate these groups in Tāmaki Makaurau rohe (for Korowai Manaaki, Whakatakapokai and Kaahui Whetuu) and at Te Au Rere a te Tonga.</p> <p>We have a work programme at each of our residences to implement the recommendations from the ERO Review from June 2021. As this relates specifically to transition to health and education services in the community this aligns with the work being undertaken above. It also connects to the work we are doing in relation to a strong assurance function.</p>	<p>The Board believes there should be an MOU between each residence and local Mental Health services and the Ministry of Education. The Board is interested to know which residences have those agreements. For those that do not have agreements we would like to know when they will be in place.</p> <p>The Board acknowledges that Oranga Tamariki is looking to Puketai and Epuni as an example and that over time, service provision outcomes frameworks for every tamaiti are being implemented across every residence.</p>

Appendix 3

TE KAHU ARIKI

Te Kahu Ariki is the Ministerial Advisory Board's Assurance Framework. This reflects the arikitanga expressed and embodied in the word Tama-Ariki; this is inherent in the aspiration articulated in the name Oranga Tamariki.

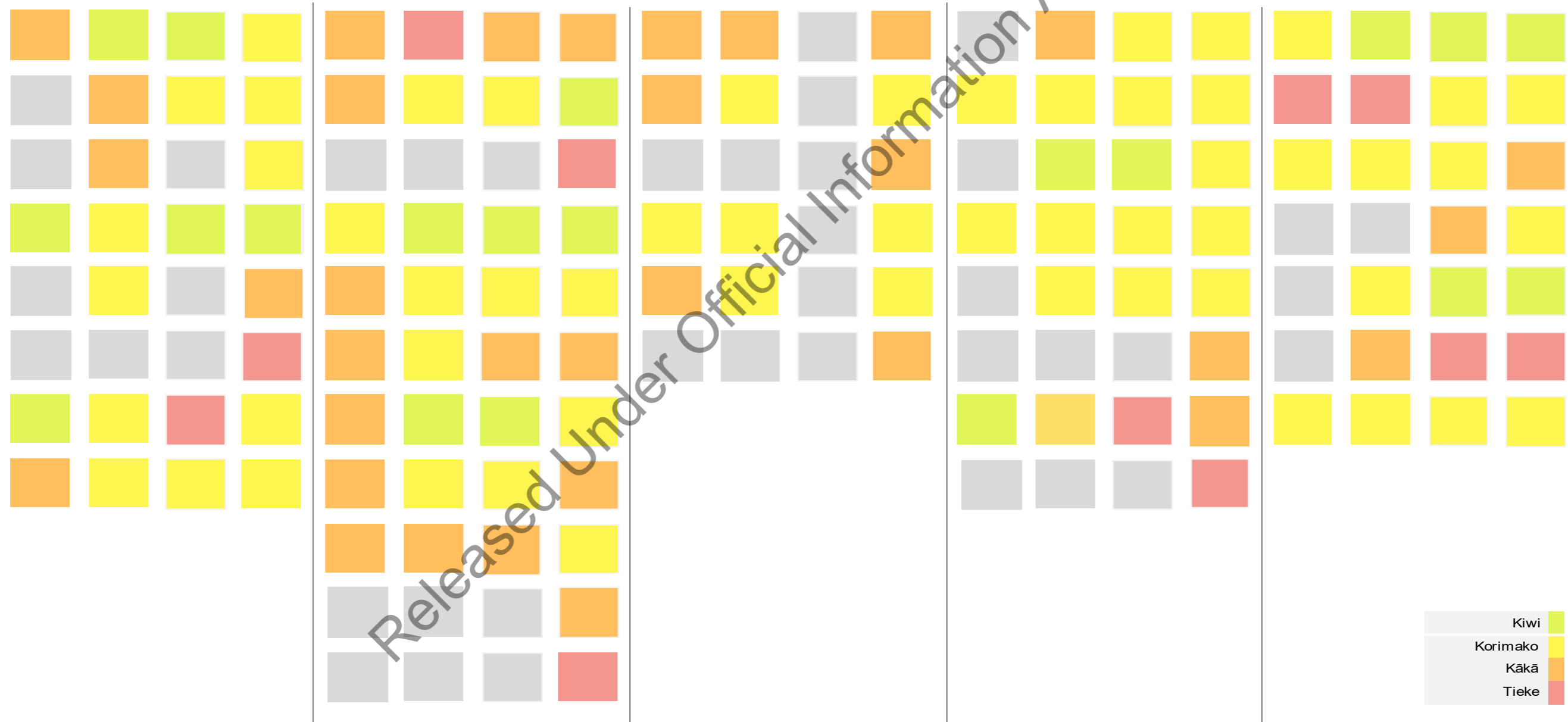
Te Kahu Ariki, born out of the whakaaro that underpins Te Kahu Aroha, draws inspiration from the different manu and their feathers which adorn this cloak.

Throughout this report you will see each action identified with one of four colours of Te Kahu Ariki, namely the kiwi, korimako, kākā or tieke.

We have ascribed a colour to each feather and manu that is reflective of their nature and importance. The colours are intended to highlight where attention may be warranted to progress implementation of the Future Direction Plan.

It is the ultimate aspiration of this Board to be able to provide a kahukura adorned only by the feathers of the kiwi

The cloak depicted below demonstrates the five themes of the Future Direction Plan. Rows represent actions and are presented in descending order. For each theme there are four columns, one for each quarterly report due. As this is the fourth quarterly report, the cloak for 2022 is complete. The cloak now reflects a full year of assurance on implementation of the Future Direction Plan and how it is advancing towards the intentions of Te Kahu Aroha.



GREATER INTEGRATION OF THE VOICES OF TAMARIKI, WHĀNAU, WHAIKAHA, PASIFIKA, MĀORI AND RAINBOW COMMUNITIES

Board high-level theme summary

Te Kahu Aroha seeks to improve outcomes for tamariki, rangatahi and their whānau. Te Kahu Aroha firmly asserts the voice and views of tamariki and rangatahi must be placed at the centre of all planning and delivery, at community, regional and national levels. The integration and participation of the voices of all those who experience the service of Oranga Tamariki must be embedded across all of the work and thinking of the organisation in order to achieve the culture shift which is sought.

The Board understands that the future state of this theme remains in the development phase, with some key shifts identified and activity planned for the coming quarter. As stated in our previous quarterly report, we are pleased to see a specific focus on the voices of tamariki and whānau Māori, Pasifika and Whaikaha. We further note that this theme now includes takatāpui/rainbow voices. We agree that hearing takatāpui/rainbow views is an important focus for Oranga Tamariki.

The Board would like to acknowledge the extensive engagement undertaken to inform the Oranga Tamariki Disability Strategy. This work now includes the voices of tamariki and rangatahi whaikaha, whānau caregivers and community providers. We believe this is a good example of how voices can inform practice and decision-making and we would like to see this replicated across all areas of the organisation.

We look forward to a proposal which includes resourcing and planning for how this work will progress, and how it will inform practice and decision-making and improve outcomes for all tamariki, rangatahi, their whānau and the communities to which they belong.

Released Under Official Information Act 1982

GREATER INTEGRATION OF THE VOICES OF TAMARIKI, WHĀNAU, WHAIKAHA, PASIFIKA, MĀORI AND RAINBOW COMMUNITIES

TE KAHU ARIKI – JUNE 2023

ASSURANCE SUMMARY

Key Messages

- The Board acknowledges the strategic shift Oranga Tamariki is making and the organisational culture change in prioritising these voices. We note that culture change takes time.
- There needs to be a co-ordinated approach and a clear champion for this work. It may be practical to consider a central repository of voices gathered.
- While it is promising to see the systems' level focus on amplifying voices, this must be done with consideration of case complexity and density as social workers are the first line for gathering the voice of tamariki and whānau.
- The Board is impressed with the progression of the Disability Strategy. Beyond this, the Board recognises there is a lot of activity, thinking and engagement but it is not clear on how all this activity translates into outcomes.

Planned future work under this theme

The Oranga Tamariki quarterly report identifies key shifts needed to achieve the desired future state of integrating voices. This work is in the early stages and will be progressed over the coming months. We are unclear of how this will be done at this stage.

We are pleased to see a specific focus on the voices of tamariki and whānau Māori, Pasifika and Whaikaha. We further note that this theme now includes takatāpui/rainbow voices which we agree should also be a focus.

Current work under action 1.8

While the future state of this theme is being developed, work continues to be progressed under action 1.8* of the previous version of the FDP which naturally aligns to this theme. We are aware that voices are being gathered from many different parts of the organisation. We expect that these voices are being collated for collaborative use to inform practice and decision-making. We acknowledge the extensive engagement undertaken to inform the Oranga Tamariki Disability Strategy. This work now includes the voices of tamariki and rangatahi whaikaha, whānau, caregivers and community providers.

The Board is pleased that both the Youth Advisory and Disability Advisory groups are firmly in place. We welcome the proposal by Oranga Tamariki for a Takatāpui/Rainbow Advisory group. We look forward to future updates on this critical theme.

*1.8 Place the voices of tamariki and rangatahi at the centre of decision-making at all levels and support tamariki and whānau to participate in and be central to decision-making.

SOCIAL WORK & PROFESSIONAL PRACTICE

Board high-level assurance summary

The Board is pleased with the ongoing progress made across the Social Work pou. An example of this is the current professional leadership commitment to ensure the ongoing advancement of the promotion and guidance of quality practice. The Board highlights that for social work and professional practice to be enduring and to continue on the current course, it is imperative that investment in this pou should continue to be made available to secure future momentum.

We have seen further progress that evidences the support for social work professionalism. This includes revised induction, leadership and cultural competency training programmes. The Board looks forward to evaluations of these and resulting refinements for future programmes.

While we are pleased to report that progress under this pou appears to be gathering momentum, there are areas where we recommend that Oranga Tamariki direct its attention so that we can provide further assurance over the coming quarters (such as for the workforce strategy and for residences).

The workforce strategy is a significant area of work that requires attention both in the short and long term. A shortage of registered social workers is impacting on the organisation's ability to meet its service delivery requirements. The Board looks forward to the outcome of work currently being undertaken to revise the workforce strategy. We expect the revised strategy to take account the impact of the aging workforce and the 2022 pay equity settlement, as well as the on-going pressure of the high number of vacancies at the frontline. The Board also notes that there are significant workforce pressures impacting residences.

Notwithstanding the workforce pressures, we acknowledge issues identified in the Board's Residential Report (2021), and subsequent assurance in 2022, are now improving, albeit at a slower pace than the Board had expected. We note that workforce challenges, including high numbers of vacancies, are resulting in induction and training delays for kaimahi. This negatively impacts their ability to be able to routinely perform to a competent standard, and to respond confidently to complex needs and behaviour exhibited by the young people placed in residences. For the next quarter, the Board would value an update on the changes that have been made to the original 2021 Residential Strategy.

The Board commends the significant progress made by Oranga Tamariki within the Social Work pou over the last 18 months. However, we are aware that without a robust sector wide systems' approach that includes all relevant government agencies, Oranga Tamariki will struggle to meet the needs of children and their whānau, regardless of how effective the Oranga Tamariki social work response is. The Board asserts that in support of the vision of Oranga Tamariki, the work being undertaken to find a collaborative, whole of government approach to child protection must continue at pace.

SOCIAL WORK & PROFESSIONAL PRACTICE

TE KAHU ARIKI – JUNE 2023

TOHU	ACTION	ASSURANCE SUMMARY
4.1	Build a framework that incorporates the current practice standards and the SWRB competence standards into one place.	<p>The Board notes the phased approach to embedding the new practice approach across Oranga Tamariki. The Board looks forward to receiving the first evaluation due 30 June 2023. The Board is eager to understand early findings of the impact this investment will have for front line social workers at the pilot locations. The Board is aware that regional readiness is varied and therefore the level of investment will require assessment by regions. Given this, the Board requires an update on progress next quarter, including how Oranga Tamariki will support those kaimahi, sites and regions that require greater levels of support to ensure the transformation is successful and meets the needs of all children in Aotearoa. Recent frontline engagements with kaimahi highlighted that the paradigm shift will take time, supported by aligned policies, procedures, and leadership. Kaimahi support the organisation's quest for significant transformation, "it's not a quick process, it's a long-term strategy". Kaimahi advocate that alongside the practice and competence standards, that Te Riu must also make progress on the collective system response to child protection and youth justice matters. One without the other renders the transformation objectives benign.</p>
4.2	Set a clear direction to only use S78 Without Notice Orders for tamariki when there is clear evidence of solid engagement or attempts at engagement with whānau, which leads to no workable safety plan being put in place.	<p>The Board acknowledges the depth of work happening across the organisation in terms of earlier engagement with whānau and working in partnership with community and Māori, iwi providers resulting in the reduction of court orders.</p> <p>The Board shared with Oranga Tamariki several themes highlighted from recent engagement with the frontline regarding current social work practice of utilising other legislative provisions to ensure safety and planning in lieu of applying for s78 applications. The Board reiterates to Oranga Tamariki, that when presented with a robust safety assessment that solid social work judgment must be valued, and action taken. A quality safety assessment of tamariki and rangatahi must not be undermined.</p> <p>The Board supports Oranga Tamariki broadening their scope of monitoring of the use of s78s beyond pepi, with the view to strengthen practice and grow the confidence of social workers to use the Oranga Tamariki enabling legislation in constructive and innovative ways. The Board looks forward to receiving a copy of the review of all s78s taken beyond pepi by the end July 2023 to ascertain themes, barriers, and successes.</p>
4.3	Working with the SWRB introduce micro-credentialing for supervision and other specialist areas, which recognises the skills and knowledge that are required by supervisors and other specialist roles.	<p>The Board appreciates the considered approach the organisation is taking to advancing the micro-credentialing work. The Budget Bid is about a microcreditial framework, and progress is required within the timeframes. With a focus currently on legal related micro-credentials and clear timeframes the Board look forward to understanding the complete suite of micro-credentialling into the future.</p> <p>There is good evidence of engagement with the SWRB to progress initiative deliverables. The Board acknowledges this work is specific and requires appropriate experience and knowledge to not only establish the current state but to implement and deliver the long-term plan.</p>

SOCIAL WORK & PROFESSIONAL PRACTICE

TE KAHU ARIKI – JUNE 2023

TOHU	ACTION	ASSURANCE SUMMARY
4.4	Ensure the appropriate application of MAPA and STAR by instituting a revised restraint practice, including more frequent training and recertification.	<p>The Board acknowledges the volume of work that has been undertaken by the small Residential Development team. The Board notes that this team submitted the application for STAR 2.0 to become a micro-credential through NZQA. This is a significant piece of work. Furthermore, the recruitment for the facilitator roles in the Care and Protection Residences and the accreditation process for all 16 current STAR 2.0 instructors have been completed.</p> <p>The Board is aware that residences are under pressure, and therefore, releasing staff to undertake training in the current environment is difficult. The environment for residences has become more challenging over recent years. Given the current context, including below optimum staffing levels, it would be helpful to the Board to have a revised plan, including timeframes that this safety training can realistically be progressed.</p> <p>The Board maintains its position that STAR training is essential for residential kaimahi and the safety of tamariki and rangatahi. Given that this action was recommended by the Board in its review of Residences (2021) and subsequent monitoring of those recommendations in 2022, the Board is frustrated with the pace of progress. The Board reiterates that it expects an updated plan with timeframe milestones for the next quarter.</p>
4.5	Develop standard operating procedures for national consistency.	<p>The Board is aware that residences have been making progress on developing SOPs, albeit slowly. Demand on residential placements, critical events and difficulties in securing dedicated resourcing for this work have been barriers. The Board understands currently there is persistent pressure on residences. Notwithstanding the pressure, the Board has been informed that Quality, Practice and Experiences will now lead the review and update the SOPs, with key support from residential kaimahi. The current state of SOPs is a risk that requires a mitigation strategy. The Board supports the suggestion made by QPE for dedicated resources to ensure steady progress is made over time. The Board has asked for a plan including timeframes for this work. The Board looks forward to visiting Residences in the next two quarters. Our focus will be on progress made against the recommendations of the Board's Residential Report, 2021.</p>
4.6	Fundamentally shift how staff assess and action reports of concern to ensure safety and security of tamariki and whānau based on best practice.	<p>Recent briefings and engagement with the front-line kaimahi support Oranga Tamariki's position that there continues to be expanded decision-making not only with the initial phase but other areas of the operating model. Kaimahi have talked about working collaboratively with community partners and iwi e.g. completing joint home visits and being actively involved in practice consultations. Shared decision-making is evident within the enabling community prototypes. The Board notes that other regions are also actively forging relationships and creating local opportunities and solutions by working together. This current approach is supported by kaimahi, One worker stated, "Te Kahu Aroha has been spoken about at my site, we are aligning it with the future direction of the organisation. We are seeing it in action". Kaimahi also talked about their experience of their sites having available space for community partners and iwi to work at their office to ensure they are further connected. The Board noted evidence of kaimahi's commitment and passion to work with others on responding to ROCs. The Board repeats its suggestion that at this early stage of ROC shared decision-making that a mechanism to monitor safety outcomes for tamariki and rangatahi is put in place. The Board asserts such a mechanism will provide insight on the trends, early learning and will serve to mitigate risks.</p> <p>The Board understands that there is further development on the regional approach to managing ROCs at the National Contact Centre.</p> <p>The Board was provided with the Intensive Response Development Evaluation (2021) and we are pleased that an evidence approach is being taken.</p>

SOCIAL WORK & PROFESSIONAL PRACTICE

TE KAHU ARIKI – JUNE 2023

TOHU	ACTION	ASSURANCE SUMMARY
4.8	Develop a three-month post-degree professional practice course, partnering with tertiary providers, to develop a statutory child protection component that would involve a paper and placement within Oranga Tamariki.	As noted last quarter, the Board accepts the acknowledgment from Oranga Tamariki that this action is aspirational, and resources are currently focussed on delivery of the induction programme. However, the Board notes that planning is underway for a 2024 delivery. The Board looks forward to being updated on progress in due course.
1.4	Strengthen the feedback and complaints system so it is 'fit-for-whānau', and ensures that tamariki, rangatahi and their whānau have their voices heard and have confidence in the process.	<p>The Board appreciates that Oranga Tamariki are working in partnership with a key advocacy service to gain insights and independent views from tamariki, rangatahi and whānau. The Board looks forward to being updated next quarter on the traction gained to improve services informed by the independent feedback and advice.</p> <p>While appreciating the shift of this action into the social work professional pou, to reaffirm the importance of feedback informing practice, the Board is not clear on what progress has been made for this action against the original plan shared with the Board that set out identified milestones and delivery dates. We have not had a specific update on for several quarters. In addition, the Board is of the view that a clear line of sight needs to be kept to the Voices pou.</p> <p>From a recent presentation made to the Board, it is clear that this action relies heavily on the organisation's new practice shift. The Board is interested in the intended mechanism in the proposed feedback and complaints system that will assist and support both whanau and kaimahi when there are different lenses present e.g., complaint is predicated on not agreeing with the decision/judgement of safety, or dispute on approach statutory vs support services.</p> <p>From the work that has been done to date, the Board is of the view that there are components of this action that may be devolved to the wider sector which would further support the increase of independence of the complaint system.</p>

Released Under Official Information Act 1982

SOCIAL WORK & PROFESSIONAL PRACTICE

TE KAHU ARIKI – JUNE 2023

TOHU	ACTION	ASSURANCE SUMMARY
2.1	Develop a Kaimahi Ora strategy for all staff, supporting staff to have work life balance and provide regular opportunity to debrief following traumatic events and manage the cumulative impacts of their work.	<p>The Board was briefed on several components within the Kaimahi Ora strategy. Although these elements appear to be well considered the Board remains unclear on the strategic progress of the Kaimahi Ora strategy. There appears to be several pilots underway within Residences and at a few sites. The Board looks forward to the evaluation of these programmes/services.</p> <p>During recent engagements with the front-line kaimahi, some staff acknowledged their sites were chosen to be pilots of the Kaimahi Ora Strategy. In effect this meant, having access to counsellors and psychologists at site. Feedback from other kaimahi is that they continue to receive their primary support after a critical incident from each other; that it takes too long to receive professional debriefing’.</p> <p>Noting the above, the Board repeats its request that a timeframe be agreed for the organisation to be in a strong position to be responsive to critical incidents particularly, for the frontline. The Board is aware that there are many times kaimahi are required to deal with escalated, intense and stressful situations.</p> <p>The Board further asserts the need for immediate supports to be available during this time of transition into alternative responses.</p> <p>The Board looks forward to a comprehensive overview of the strategy in the next quarter and evidence links across the business to achieve momentum.</p>
2.3	Develop a model to inform allocation and resourcing decisions at regional and national level.	<p>The Board understands it is a complex piece of work that requires time, resource and intention to have impact that is sustainable. The Board encourages Oranga Tamariki to continue to seek a system approach to complex cases and encourage other government agencies to join Oranga Tamariki in the preventative space. Regarding the work that is being led by the Chief Social Worker – (Case complexity model/tool) the Board looks forward to hearing of the progress made in the future testing phase.</p>
2.5(d)	Training, career progression pathways, leadership and professional development and workforce planning.	<p>The Board attended a comprehensive presentation from Oranga Tamariki's Professional Development leaders. The Board notes significant progress has been made over the last 6 months in the development and current implementation of the induction programme. The Board and Development leaders discussed the importance that the curriculum including statutory knowledge as well as key statutory social work skills. Skills such as robust child safety and wellbeing assessments and case-noting skills are needed in order that social workers can carry out their role and purpose with a level of confidence. The Board encourages Oranga Tamariki to incorporate evaluation feedback to assist with continuous improvement and assess that the needs of kaimahi at site are being addressed.</p> <p>Front line staff provided positive feedback about the induction programme. Site leadership in particular reported the induction programme had greatly improved and that kaimahi returned to sites having a greater understanding of their role. The Board is pleased that a focus on disability had been included in the induction training and that this kaupapa is being provided to new kaimahi early in the programme.</p>

TOHU	ACTION	ASSURANCE SUMMARY
2.6	Invest in the capability of leaders (especially frontline leaders) to ensure shifts to practice and culture take place that support a locally-led, centrally-enabled way of working and that support tamariki and whānau to participate and be central in decision making.	<p>The Board is encouraged that a small group of supervisors will be sponsored and supported to complete post-graduate diploma bicultural supervision, 'Kaitiakitanga'. The Board understands that the new Leading Practice Programme began early in 2023 and whilst it appears promising and aligned to the organisations practice shift, the Board has a similar position to the induction of social workers in Action 2.5 (d). It is not apparent that success criteria have been set for the outcomes of the practice programme. Along with the induction programme the Board seeks to have this clarified over the next quarter.</p> <p>The Board would value a high-level overview of the evaluation of this programme in the next quarter to understand whether the training offered is meeting the needs of the leaders of practice, so they are able to deliver the organisational expectations for these roles.</p> <p>The Board is pleased with progress made in highlighting and addressing the need for leadership programmes specifically for Māori and Pacific kaimahi.</p> <p>The Māori leaders programme in conjunction with the Te Kawa Mataaho Public Service Commission is offering a 10-month programme for Māori kaimahi early in their career to provide them with the skills and confidence to step into leadership and governance roles. The Board supports that the age eligibility is extended beyond 30 years, to be advantageous to kaimahi who started their career at Oranga Tamariki later in their life. The Board would be interested in the progression made in this leadership course and the future focus on commitment to Māori leadership within the organisation.</p> <p>The Makahiki Pacific Leadership programme is a 6-month course and designed for Pacific Kaimahi who demonstrate a strong commitment to our transformation and Future Direction Plan. 20 Pasifika kaimahi met for the inaugural leadership programme. The Board look forward to receiving an evaluation of this programme and understanding how this programme may be expanded to encourage further opportunities for Pacific emerging leaders.</p> <p>In addition, the Board read this action as broader than just a focus on practice leadership. The Board believes this action must also support local site and regional leadership to build and strengthen the relationships with community and to lead a site culture of readiness to partner.</p>
n/a	Supervision Work Programme	<p>The Board congratulates Oranga Tamariki on the progress it has made to date on this action. The Board acknowledges the supervision work programme has required the investment of time, resource and resilience to progress and deliver the key actions.</p> <p>The Board understands that a supervision strategy is under development. It is intended that this will bring current and future supervision initiatives into a cohesive whole. The Board remains firm in its view that quality constructive supervision must be a key focus; it is one of the pou that ensures purposeful and practical approach to quality social work practice.</p> <p>The Board look forward to an update of progress of the strategy in the next quarter.</p>

ENABLING COMMUNITIES

Board high-level assurance summary across the Enabling Communities pou

The Board continues to see significant progress within the Enabling Communities pou. The Enabling Communities theme has, over the last year, broadened out from a specific action focus to move in a more strategic direction. We support this shift and commend the Enabling Communities team for taking the lead for the FDP with a strategic shift. We acknowledge the positive progress being made in partnerships and with devolution.

While each partnership and prototype varies in the degree of implementation, the approach to their development appears to be robust and to be based on well-established principles. This includes following the pace and scope that iwi partners wish to take. For some, this means focusing only on prevention, while others seek to be involved across the whole spectrum from prevention through to transitions from care for older rangatahi.

The differences in scope and priorities for each partner inevitably means significant variation across the prototypes, with some yet to get beyond initiation. Regardless the prototypes appear to be supporting a maturing of partnerships with Oranga Tamariki. Partnerships are augmented significantly by a range of other shared work programmes with iwi and trusts around the country, including shared intake and assessment processes for ROCs, care responses and transition support. The Board continues to understand there is mixed capacity and willingness amongst sites and regions to partner, and we continue to offer our support to progress through this.

Similarly to supporting the capacity of Oranga Tamariki to partner, there is a need for a clear plan to support the capacity and capability of partners also. This is important if we are collectively ensuring partners are not set up to fail and children will not be left unsafe. The Board continues to strongly endorse the need to devolve resources and responsibilities to iwi and Māori collectives. We are mindful that this needs to be done in a way that enables sustainable, robust and safe processes so as not to derail transformation and inhibit the outcomes that tamariki and rangatahi need. This requires a long-term investment strategy, and while we understand this is in development, we are yet to see the plan so are not yet able to provide assurance on it. We look forward over coming quarters to seeing how integration of the enabling themes are implemented across the pou.

Meanwhile, Oranga Tamariki needs to continue building its risk mitigation strategies to ensure that the organisation is fit-for-purpose across the spectrum of services it will continue to provide. This is alongside devolution, Oranga Tamariki will inevitably retain a significant role across the sector. This also reflects the reality that the State is not able to, and nor should it seek to, devolve all its accountabilities away. This is a key reason why a long-term workforce strategy is needed that sets a clear plan for the retention and attraction of the numbers of skilled kaimahi required and enables a stable sector-wide workforce capable of meeting the needs of tamariki and their whānau. This must also include a very clear and monitored focus on supporting and meeting the needs of tamariki and rangatahi whaikaha and their whānau. At this stage it is not clear how the developing workforce strategy will reinforce the Enabling Communities pou and the increasing partnership approach it represents.

In terms of next steps for Enabling Communities, a range of partners have relayed their concern to the Board about the risk of future changes in government direction and how that could undo the positive gains made in the maturing of partnerships between Māori collectives and Oranga Tamariki to date. The Board therefore sees value in the outcomes framework being rapidly advanced, potentially supported by a cost-benefit analysis to show the value of the Enabling Communities approach so that it is less vulnerable to changing government priorities.

Through positioning Māori collectives and communities to support their tamariki, rangatahi and their whānau to be safe, heal and thrive, the Enabling Communities pou has the potential to help deliver the transformation sought in Te Kahu Aroha. This is why supporting sustainable, enduring and proven capacity and effectiveness of partners is so important.

AT A GLANCE

Enabling Communities aims to:

- Restore and empower our partners to lead the prevention of harm for tamariki, rangatahi and their whānau (Te Kahu Aroha).
- Enable Māori partners to lead a shift in the way that Government supports tamariki and whānau (B21 Initiative).
- Ensure holistic community-led whānau-centred responses are set up as part of implementing the Future Direction Plan (B22 Initiative).
- Shift decision making and resources to our partners.

3.1 Work with iwi and community leaders and Regional Public Service Commissioners in each region to identify opportunities to co-design services and co-locate with partners.

3.2 Greater investment in partners with a particular focus on early support.

3.3 Fundamentally shift how we assess and respond to reports of concern with our partner agencies to ensure collaborative decision-making and support at the earliest possible point.

3.4 Ensure the delivery of Transition Support Services to ensure that rangatahi are successfully supported to transition to independence and prevent future generations from coming to notice.

3.5 Prototype new approaches to partnering to enable decision-making and resourcing to be made in closer proximity to whānau.

3.6 Invite and resource communities to work together in the Care and Protection system (reclaim the intent of FGCs to enable whānau-led decision making).

PARTNERED OPERATIONAL RESPONSES (3.1, 3.2, 3.3*, 3.6) – BOARD NARRATIVE

'Partnered operational responses' (POR) is how Oranga Tamariki refers to the actions that make up the full Enabling Communities pou but that are additional to or pre-existing the ten prototypes. POR includes the ten Strategic Partnerships and is connected to the commitment made by the Chief Executive to section 7AA.

The Board acknowledges the progress made on all forms of partnering, under the comprehensive Enabling Communities approach as well as the work of a range of partners, some of whom are delivering other aspects of the system outside the prototype approach. The Board is pleased to see that Oranga Tamariki remains focused on building relationships between sites and partners and connecting whānau to the right services. Oranga Tamariki notes that most partnered operational responses are regionally generated, and so vary depending on the context of the local environment. They also acknowledge their reporting on POR to date has been largely internally focused, and they are developing future reporting to put forward the direct views of partners themselves. Oranga Tamariki is also aware of overall resourcing, funding and staffing constraints, especially those which impact the relationship between partners and local sites.

Early support & community leading on prevention

Of note, a positive opportunity which is currently emerging is that three iwi involved in the prototypes have expressed an interest in taking a role in triaging of some notifications, at the local level that currently go through the National Contact Centre. The Board sees significant potential in this as it responds to the specific recommendations** of Te Kahu Aroha but is also closely aligned with the Board's overall focus in Te Kahu Aroha to support Māori and communities to lead on prevention. We look forward to hearing more about how this is progressing as we embark on further engagements with prototype partners over the coming months.

Partnered decision making on ROCs

The Board notes ongoing progress with shared decision-making around intake and assessment of some ROCs and also shared leadership of FGC and hui-ā-whānau. Oranga Tamariki report that 19 sites now share ROC decision-making with strategic partners, iwi, NGOs, and community bodies, and a further 21 sites are working towards shared decision-making. The Board is pleased to hear that evaluations are proceeding in step with partnering and at the pace set by partners. Evaluating the impacts and effectiveness of partnering remains invaluable to developing and building on the appropriate model to support enduring change.

*Note: Connection to action 4.6 which is covered under the Social Work and Professional Practice pou

**Refer to recommendation 16 in Te Kahu Aroha

TRANSITION SUPPORT SERVICES (3.4) – BOARD NARRATIVE

The Board notes that TSS continues to progress but at a slower pace than desired. There appears to be an ongoing lack of awareness of what TSS can offer, largely due to a lack of bandwidth amongst social workers to engage with TSS and in some cases even with rangatahi (where younger tamariki are prioritised). This is further compounded with poor data recording in CYRAS.

The Board have been informed there are still a number of rangatahi missing out on their Entitlement to Remain and Return home. This also results in caregivers sometimes not receiving their full entitlement to support.

Rangatahi are an important part of the future strength and wellbeing of their whānau and communities, and often need support connecting to employment, housing and ongoing education and training opportunities as well as with their mental wellbeing. Oranga Tamariki report that 'Improved support for Māori and Pacific young people through the education system is essential for them to achieve their potential' and the Board notes that Oranga Tamariki is seeking to address known barriers for rangatahi through OTAP. We agree that this is an important area to explore further with partners and to ensure OTAP does not lose sight of this.

Oranga Tamariki reports that the majority of transition services are delivered through partners. Evaluation reporting has reinforced the opportunity to extend partnerships to support rangatahi to transition from care. Increasing the ambit of partnerships to transitions out of care for rangatahi aligns with the prevention theme of Te Kahu Aroha by supporting rangatahi to be well connected and supported members of their community and not risk falling between the cracks.

The Board is very conscious of the importance in restoring taha hinengaro and prioritising this support for young people to heal before they transition out of care so that they are well placed for a successful transition out of care.

PROTOTYPES (3.5) – BOARD NARRATIVE**Summary of engagement with Ngāti Kahungunu and Waikato-Tainui**

In addition to reviewing and testing the updates on Enabling Communities actions with Oranga Tamariki, this quarter the Board has met with two iwi partnering with Oranga Tamariki to advance the prototype approach. For the next and final quarter reports of this year, we intend to meet with the remaining prototype partners to check that the progress Oranga Tamariki is observing aligns with the partner perspective.

There is clear evidence of significant progress with specific iwi-led programmes, with strong statements from both Ngāti Kahungunu and Waikato-Tainui that they have effective working relationships with Oranga Tamariki. Both spoke of experiencing a sense of genuine partnership with Oranga Tamariki, whether at local site/s and/or with national office.

It is encouraging to hear that Ngāti Kahungunu and Waikato-Tainui are already delivering for their tamariki and whānau, and both identify several challenges and opportunities to support enduring change, as follows:

- Shifting the mindset of Oranga Tamariki regionally and nationally has taken some time to reach a genuine and collective understanding of what partnership is, over a transactional, 'contract for services and bed nights' approach. Once enabled, both by National Office and by the strength of local regional or site leadership, the relationships have developed from strength to strength.
- Oranga Tamariki sites need partnerships in order for Oranga Tamariki to properly deliver on the role of statutory intervention for tamariki. A growing number of sites now acknowledge this, having seen what can be achieved in partnership and the impact on whānau. Individual sites value these partnerships which help them focus their attention on successfully delivering on their statutory responsibilities.
- Both are concerned that the national level support for genuine partnerships could change depending on election results, and also once the Board's term has ended.
- There is a need for ongoing external review of Oranga Tamariki accountability to whānau, and for the support of national office to help build consistency in understanding what genuine partnership is and how it needs to be resourced for enduring positive change.

ENABLING COMMUNITIES

TE KAHU ARIKI – JUNE 2023

PROTOTYPES (3.5)	ORANGA TAMARIKI DESCRIPTION OF PROGRESS	BOARD NARRATIVE FOLLOWING ENGAGEMENTS
Ngāti Kahungunu	<ul style="list-style-type: none"> Ngāti Kahungunu presented prototype model to Minister Davis and Te Riu, as well as hosting a local launch event. Ngāti Kahungunu shared Te Ara Mātua with regional Oranga Tamariki teams 	Ngāti Kahungunu express that they feel strongly supported at the National Office level. They want National Office facilitation and support to continue to keep a consistent enabling framework underpinning the programme. Whilst supporting a locally-led approach, they identified a risk in becoming focused on operational needs rather than on the aspirations of whānau, hapū and iwi. The partnership is delivering real results in reducing the number of tamariki coming into state care, while the iwi works with whānau to support them across a range of needs.
Waikato-Tainui	<p>Strategy Design, Development & Business Case: Mokopuna structure has been altered and some roles re-purposed as Mokopuna Ora integration into Waikato-Tainui operations accelerates.</p> <p><i>Workstream A: Mokopuna Ora Frontline Operations: Recruitment has been a priority focus.</i></p> <ul style="list-style-type: none"> Mokopuna Ora socialisation is underway. Independent Cross Agency Child Abuse Review has informed a practice review with our Pou Tiaki aa-Iwi team. <p><i>Workstream B: Te Punga – Devolution</i></p> <p>Policy and procedures for the engagement and kaumatua have been established & is currently being prepared for sign off by Delegated Authorities.</p> <p>Ernest & Young Tahī have been engaged to drive the review of the structural review committee. A collaborative research approach is currently being scoped, initially with Aiko as the Mokopuna Evaluation Lead.</p> <p><i>Workstream C: Strategic Leadership</i></p> <p>Integrated Safety Response Governance makeup review has resulted in Waikato-Tainui seeking a higher level of representation that informs the governance group. Review of the high level considerations of potential impact on the business case from some of the crown responses to the Independent Cross Agency Child Abuse Review.</p>	<p>Waikato-Tainui described their local partnership with the Waikato Rural North site as very strong, and delivering positive results, with a sharp reduction in numbers of tamariki entering state care, and evidence whānau are moving into the area to access Mokopuna Ora.</p> <p>Waikato-Tainui are beginning to expand Mokopuna Ora into the Oranga Tamariki Kirikiriroa site and are recruiting heavily for this. This is because they are determined to keep their integrity as an iwi, stay focused on Mokopuna Ora, and are resourced appropriately to do so rather than risk failing their whānau by being overextended to meet Oranga Tamariki pressures. They are very mindful that their standing with their whānau is on the line in partnering with Oranga Tamariki.</p> <p>The Board note that Waikato-Tainui have invested in building in their own evaluation process into their partnership with Oranga Tamariki. They aim to demonstrate progress with transparency and prove the return for iwi on the shift to genuine partnership, and for the long haul.</p> <p>Congruent to this, Waikato-Tainui alerted the Board to the value of a cost-benefit analysis of the shift to prevention and devolution being undertaken. Much like programme-level evaluation, a cost-benefit analysis of the shift to prevention and devolution will help to build transparency and independently test the value of the investment into Enabling Communities.</p> <p>Waikato-Tainui would like consideration of whether the Crown would advance a cost-benefit analysis on this basis and the Board sees merit in this work being undertaken.</p>
REMAINING PROTOTYPES (3.5)	BOARD NARRATIVE	
Te Kahu Oranga Whānau Collective (Te Hiku, Kaitaia)	The Board refers to the work underway for each of these prototypes, as reported by Oranga Tamariki in their quarterly assurance report.	
Taumarunui Iwi Collective: Ngāti Maniapoto, Ngāti Tūwharetoa, Ngāti Haua		
Tai Timu Tai Pari Collective	We look forward to testing progress throughout the remainder of this year by way of engagement with each of these partners, kanohi ki te kanohi, in their rohe.	
Eastern Bay of Plenty Provider Alliance		
Te Runanga-Ā-Iwi-Ō-Ngāpuhi	We understand that no partner for the Pacific Led Prototype has been identified.	
Ngā Maata Waka	By Quarter 7, we expect to see planning significantly advanced.	
Pacific Led Prototype Partner		
Ngāi Tahu - Whānau as First Navigators		

LOCALLY-LED OPERATING MODEL

Board high-level assurance summary

The Board understands that there is work now getting underway on this theme, and that one milestone has just been passed in the last week with the release of a discussion document to inform internal kaimahi of the plan. Due to the very recent release of the discussion document, this does not fall into the quarter we are currently providing assurance on. However, we note its release as it is relevant to our view of overall progress in the last 18 months.

Our overall view is that, while this theme as an enabler of the FDP was only established in the recent reset of the FDP (by bringing together actions 1.3 and 1.5 into one workstream), work to plan and implement these actions should have been well advanced by now. We commented accordingly in each of our previous assurance reports.

We are concerned that 18 months into our assurance role over the FDP, we are still unable to provide substantial assurance on the development of the new operating model. We are concerned about the level of progress to date and the ongoing fluidity of timeframes for delivery. We remain unaware of what the locally-led operating model will look like and how the regional boundaries will change. We are hearing from some frontline kaimahi and leaders that they are similarly unaware, and that this is causing growing stress and uncertainty.

Recent engagement with kaimahi has highlighted that different messages are being received regarding timeframes and processes. The Board understands the recent discussion document is intended to help address this information gap, though it is too early for us to comment on whether it has provided more certainty of process and timeframes for kaimahi.

A full consultation document is planned for September 2023. We are advised the consultation document will include: the Service Delivery regional structure, the Service Delivery national office structure, a common set of regional boundaries for Oranga Tamariki, and delegated authorities. We understand that following consultation with kaimahi, a decision document is planned to be released by the end of 2023. In the next quarter, we expect confirmed timelines for achieving the new operating model, including an update that the process is on track for the consultation phase. This is what kaimahi need with some urgency.

Meanwhile, we continue to believe that, as stressed in Te Kahu Aroha, the purpose of Oranga Tamariki must continue to be clarified. As Oranga Tamariki continues to gain greater clarity around the work that the organisation will retain, the work that will be shared, and the work that will be devolved to community, this should closely inform the operating model.

Previous FDP actions:

*1.3 Reset Oranga Tamariki regional boundaries to have one common set across the agency that better reflect the communities it serves.

**1.5 Develop an operating model that drives locally led, centrally enabled ways of working.

WORKFORCE STRATEGY

Board high-level assurance summary

The Workforce Strategy is currently being reset by Oranga Tamariki. As stated in the last quarter, the Board is supportive of this. We acknowledge that this revised work is in its early stages and requires further development. The Board remains steadfast that the workforce strategy is a vital component to the success of the organisation's transformation. It is important that there is alignment between the workforce strategy and the core purpose and function of Oranga Tamariki.

As outlined in the Social Work and Professional Practice pou summary, the Board is aware of the significant issues facing the current sustainability of the workforce including an aging workforce, insufficient number of graduates coming through the education system, and the impact of the 2022 pay equity settlement. We are interested in understanding what planning may be underway for attracting social workers from abroad, particularly given social work is now on the 'skills shortage' list.

The Board considers that the revised workforce strategy must include what the future state workforce should consist of, including how devolution of service provision to iwi and community groups will impact on workforce needs. We accept that the wider social sector workforce strategy will take time to develop. This includes engaging across the sector to gain a comprehensive understanding of likely sector workforce requirements of the future.

Released Under Official Information Act 1982

WORKFORCE STRATEGY

TE KAHU ARIKI – JUNE 2023

ACTION	ASSURANCE SUMMARY
<p>2.5 Develop a workforce strategy that will support high-quality social work</p>	<p>The Board is supportive of the recent refresh of the Workforce Strategy and understands that further engagement, development and testing is required to determine immediate and short-term priorities. The Board's view and experience have been sought in a recent engagement to understand and align consistent themes highlighted.</p> <p>As outlined in the last quarter the Board look forward to understanding how the refreshed strategy will be aligned to other organisational strategies as well as the interdependences between them.</p> <p>The Board continues to reiterate the need for a public safety lens in relation to the allied workforce. Working closely with SWRB and other critical sector stakeholders will support this.</p>
<p>2.5(a) Clarifying the role of Oranga Tamariki social workers, and other professionals</p>	<p>The Board repeats its challenge to Oranga Tamariki that it continues to clarify its core role. The Board understands that a scoping exercise has taken place including input from across the organisation to ensure alignment with the future state vision. As outlined the last quarter, the Board is eager to gain clarity and continues to support the organisation to progress this complex matter. The Board looks forward to future conversations on the different services that may be shared with partners and what will be retained by Oranga Tamariki.</p>

Released Under Official Information Act 1982

DIGITAL ENABLERS

Board high-level assurance summary

Work under this theme appears to continue to fit the objective of the fourth over-arching recommendation of Te Kahu Aroha, which was for data use to support effective decision-making. We understand that this theme has been split into four workstreams, and we provide more comment on each of the workstreams in the detailed table that accompanies this report.

Overall, the Board is pleased with the progress of the Digital Enablers work, both over the last quarter and over the 18 months that we have been providing assurance. We believe that the work to replace CYRAS is critical to supporting effective service delivery for tamariki, rangatahi and their whānau.

While the work to replace CYRAS is underway, it will be important that the organisation continues to drive the improvement of quality and consistent casework recording. This will support informed decision-making and the confidence of external monitors.

The Board acknowledges the replacement of CYRAS will take a number of years to complete. We are pleased with progress to date in planning this significant and expensive investment, and we support the staged approach.

Released Under Official Information Act 1982

ASSURANCE SUMMARY**Digital Foundations**

The Board has been advised that this work has been largely completed with core cloud platforms established and most ICT systems transitioned from MSD. There are still three systems left to be transitioned which are Health and Safety, Financial Management and the Data Warehouse. The first two systems are due to be transitioned by June and July 2023 respectively and the Data Warehouse system which has met some delays should be transitioned by November 2023. We provide more information on this below.

Digital Enablers for Transformational Change Programme

The Board has received the 'Digital Enablers for Transformational Change Programme' Business case and Cabinet paper. These outline the proposal to replace CYRAS. We are pleased that this work appears to be shaping up well. The business case is underpinned by strong rationale for the need to replace CYRAS. It sets out a clear pathway for delivery over a 10-year period with substantial changes being experienced by frontline kaimahi from FY25/26. While we feel that the process is ambitious and expensive, we believe it is achievable as it has been well planned.

The Board asserts that Oranga Tamariki's focus on future proofing its digital systems will support frontline decision-making and practice. It will also enable meaningful data and information sharing with partners which will support the devolution process to hapū, iwi, Māori collectives and communities.

Data warehouse replacement project

The Board has been advised that this project has met some delays due to the implementation risk being incorrectly assessed as low at the start of the project. Oranga Tamariki has informed us that the risk should have been high which would have resulted in a different sequence of activities. We understand that this project is now being reviewed which will include its scope, sequencing, prioritisation and risk assessment. As mentioned above, the Board is advised that the Data Warehouse system should be transitioned from MSD by November 2023. In the next quarter, the Board would be interested to hear more about the next steps for this project after its review.

Data exchange platform for sharing data with care partners

The Board has been advised that this work will be completed by 30 June 2023. Following this, we would be interested to receive updates on how the sharing of data with care partners is supporting service delivery.

Next quarter the Board would like a progress update on the BAU activity that supports the work under this theme, to ensure the organisation is continuing to build up data capture and use to support evidence-based decision making, and to continue strengthening the organisational culture around evidence-based decision-making.

Released Under Official Information Act 1982

7. Ministerial Advisory Board Seventh Quarterly Report

HIPOKINGIA KI TE KAHU ĀROHA A TE WHĀNAU

'He taniwha kei te haere mai - he taniwha tae kuhu, tae huna e kore rawa koutou e kitea, e kore koutou e mohio kua tae mai, kia kitea rano i ngā kanohi a o mokopuna. Ina tae ki tēnā, kua e patua i o mokopuna - engari hipokingia o koutou mokopuna ki te kahu āroha a te whānau.'

These are the words of Aperahama Taonui. They are the foundation of all the Board's work.

TE KAHU ARIKI: MINISTERIAL ADVISORY BOARD'S SEVENTH ASSURANCE REPORT

- 1) This report provides a summary of the Ministerial Advisory Board's (the Board's) assessment of Oranga Tamariki's progress across the Future Direction Plan (FDP) and supporting activities towards transformation for the past quarter. Within this, we also provide a progress update on Oranga Tamariki's response to the recommendations in the Board's residences report '*Review of provision of care in Oranga Tamariki residences*', and the disability report '*Te Kahu Aroha: addendum report on quality support and service outcomes for tamariki and rangatahi whaikaha, their whānau, parents and caregivers*'.
- 2) At the end of this report, we outline what we consider should be areas of focus for Oranga Tamariki over the next three months, through to our final assurance report due in December. Our term as a Board then comes to an end in January 2024. Our intention for our next, and final, quarterly report, is to provide robust assurance both on the final quarter of our term, and on the overall progress of key workstreams over the last two years. These will be the workstreams that will be most significant to achieving long-term transformation.

OUR OVERALL TE KAHU ARIKI FRAMEWORK

- 3) As in previous quarterly reports, and before summarising our views on progress for each pou and theme, we provide a brief explanation of our Te Kahu Ariki framework. This framework has guided our assurance reporting over the last two years. It represents the Board's view that every child is an Ariki in their own right, with whakapapa linking tamariki to their tūpuna and to future descendants. This reflects the arikitanga expressed and embodied in the word Tama-Ariki; this is inherent in the aspiration articulated in the name Oranga Tamariki.
- 4) Achieving a kahukura adorned only by the feathers of the kiwi is the aspiration we set in our Te Kahu Ariki assurance framework. We completed a full four quarters' view of assurance as reflected in a complete cloak provided in our fourth quarterly report in December 2022. Overall, after one year of assurance, we found then that a little over half of the actions under the FDP were broadly on track for the period they were being assessed for.
- 5) As with our last two quarterly reports in 2023, we are no longer providing you with a view of the colours of the feathers of the manu this quarter. This is as the reset of the FDP earlier this year removed much of the action-level detail that we could assign individual

colours to. Moreover, our view at the end of 2022 showed that the cloak was well advanced in terms of the details. Progress in 2023 has continued to build overall confidence that strong foundations are in place, and accordingly, it is appropriate for the Board to take a higher-level view. This view aligns with a governance lens rather than the more operational lens we felt was at times necessary to help guide Oranga Tamariki at the start of our term.

- 6) We believe that Oranga Tamariki would continue to benefit in the longer-term from an overall governance lens over its challenging work. This is in line with one of our three overarching recommendations of Te Kahu Aroha. This is that a governance board should be established to help guide Oranga Tamariki through the rough waters that a child protection and youth justice agency will inevitably face, due to the very sensitive and harmful nature of child abuse and its often intergenerational and multi-faceted impacts. In our final quarterly assurance report later this year, we intend to provide an overall picture of progress over the two years since the Board has been providing assurance over the transformation of Oranga Tamariki. We will also restate the recommendations from Te Kahu Aroha that we feel deserve further attention to support achieving better outcomes for tamariki and their whānau.

OVERALL SUMMARY OF PROGRESS

- 7) The Board's overall view is that good progress has been made across much of the FDP in general over the past three months. It is clear that Oranga Tamariki continues to work hard at delivering the FDP, and the shift to a refreshed version of the FDP has had a positive impact. However, there are still some critical pieces of work where more traction is needed, and these must be embedded so that transformation can be achieved at the same time as necessary business as usual programmes are maintained. This includes: an investment strategy to support the eventual new locally-led operating model; an outcomes framework with clear performance measures; significant progress on the Oranga Tamariki Action Plan (OTAP), including increased responsiveness from a more coherent children's system; and the development of a fit-for-purpose Workforce Strategy. We also hope to see more progress in implementing the recommendations in our Residence review, as some of the issues we identified in that review remain as pressing as when we first made them. We provide more detail on these critical workstreams throughout this report.
- 8) The Board has been provided with evidence of good progress in each of the themes and pou of the FDP, with the exception of the Workforce Strategy. We understand that this strategy remains in the initial stages of its reset from the previous quarter. Unfortunately, we have not seen evidence of substantive progress with the development of the Workforce Strategy over the last three months, and we are therefore unable to provide assurance of progress at this stage.
- 9) Another area that remains outstanding is the lack of visibility as to the status of an investment strategy. Initial engagement for a new locally-led operating model has been undertaken, and from this, we understand that some clear themes emerged including broad support for moving to one regional lead with a common set of regional boundaries.
- 10) We have recently been advised that the immediate plans for further consultation on options for the new operating model have been paused, to take the time to enable the

most solid foundations possible for the shift, and as the Oranga Tamariki Chief Executive wishes to consider this work as part of the total picture for change that Oranga Tamariki has underway. The Board is mindful that there is significant complexity in developing and finalising the new model and we offer our support to Oranga Tamariki to work through these complexities over the remainder of our term.

- 11) Once it is finalised, the new operating model will need a robust investment strategy in place, so that site and regional kaimahi, leaders and partners each have certainty about what their future state should look like, and can plan their capacity-building and own investments accordingly.
- 12) The Board understands that we can expect to see a well-advanced investment strategy within the next quarter. We look forward to receiving this as soon as possible as it is necessary if we are to be able to provide final assurance on the direction across all of: planning for the new operating model; resourcing for Enabling Communities and partnering more generally; and the share of resourcing that other agencies need to provide in lieu of Oranga Tamariki.
- 13) Related to this, while we are pleased to see ongoing progress in partnering through prototypes under the Enabling Communities pou, there is a pressing need for greater clarity on the broader direction of partnership with Māori collectives (iwi, hapū, trusts, NGOs and other kaupapa Māori organisations) under the FDP. We have been advised that partnerships with Māori that are not prototypes do not sit under Enabling Communities, as they are local initiatives that will need to align with the development of the new operating model and the investment strategy that supports that.
- 14) While agreeing with the rationale for the need for current and potential Māori partners to have certainty for the scale and scope of their partnership, we feel the various partnership options for Māori collectives to work with Oranga Tamariki needs to sit together under a broad strategic approach to achieving authentic Treaty-based partnerships. This also reflects what we understood was the intention behind the creation of the Enabling Communities pou when the FDP was refreshed earlier this year, and which we commented positively on last quarter.
- 15) Our view is that Enabling Communities should be the umbrella pou for partnering between Oranga Tamariki and Māori collectives, as we thought was the intention with the creation of Enabling Communities as a pou. Meanwhile, partnerships with NGOs more generally, and contracting local services at the site and regional level, also remains necessary to ensure that the best supports are available to tamariki and their whānau. This more general understanding of partnering for services does, to our minds, align primarily with the development of new the new locally-led operating model, as this is where the package of services and supports most relevant to needs and context for whānau should be identified and delivered. However, we understand the Enabling Communities pou as the core Treaty partnership pou of the FDP. Treaty partnership should not be confined to a transactional, contracting approach; therefore, we believe the two kinds of partnering need to be distinguished, while noting both are absolutely necessary to support improved outcomes for tamariki and their whānau.

SUPPORTING PROGRAMMES OF WORK

Organisational Strategy – Strategic Plan

- 16) The Board is aware that Oranga Tamariki's Strategic Plan continues to develop; we remain of the view that the purpose of Oranga Tamariki must be crystal clear. Without this clarity, kaimahi, partners and other agencies will likely remain unsure as to their individual roles and responsibilities, and what they can share responsibility for together with Oranga Tamariki. Ensuring absolute clarity will also further reinforce the potential of OTAP.
- 17) With clarity as to Oranga Tamariki's role, Oranga Tamariki kaimahi, and particularly social workers, will be able to be more confident what they are responsible for and what they can expect from others in the sector. This is in contrast with the current situation, where many social workers feel they bear responsibility alone for the entire response needed from the system for tamariki and rangatahi.
- 18) In summary, we believe that clarifying Oranga Tamariki's core purpose remains critical to enabling and requiring the rest of the system to step up, as well as making the space for enduring partnerships with those whom tamariki and rangatahi most properly belong to and clarifying the unique roles that Oranga Tamariki social workers lead on. An update on this has been promised in time for our final assurance report. We look forward to being able to provide assurance before the end of our term that the necessary clarity has been achieved for Oranga Tamariki kaimahi and for other agencies within the children's system, as this is necessary for the sake of the tamariki and rangatahi they all serve.

Performance Framework and Outcomes Framework

- 19) The Board is advised that the development of a performance framework and an outcomes framework have now been combined under a broader Oranga Tamariki performance system workstream. We agree that this is a logical step to ensure that delivery is linked to outcomes.
- 20) We understand that Te Riu has approved a project brief to develop the performance system. This work is expected to be completed in the second half of 2024. While the Board is pleased that there is now a plan underway to focus on performance and outcomes, we are disappointed that progress has been so slow. We urge Oranga Tamariki to continue this work at pace, as without agreed desired outcomes and performance measures in place, we do not believe sustained transformation can be achieved. Moreover, without a strong outcomes framework in place, Oranga Tamariki risks being unable to evidence the value of the change that has occurred already.
- 21) We expect to be able to provide more robust assurance that this work is moving in a sustainable direction in the next quarter.

The Oranga Tamariki Action Plan

- 22) We understand that all but one of the planned needs assessments under the Oranga Tamariki Action Plan (OTAP) have now been completed. The last needs assessment is

'Early Risk' and we have been advised that this will be shifted from being agency-led to being partner-led. This, we are told, is to prioritise the voices and knowledge of iwi and Māori who work most closely with tamariki and rangatahi prior to Oranga Tamariki intervention. We are advised that Oranga Tamariki is in the process of commissioning a partner to complete this work.

- 23) The completed needs assessments have highlighted a number of system gaps that are impacting the ability of the system to meet the needs of tamariki and rangatahi in its care. The Board has been advised that Oranga Tamariki is now working with the relevant agencies to agree to a set of work programmes to address these system gaps. At this time, we are unsure what these work programmes will be. We are therefore, at this time, unable to provide assurance that the system gaps will be addressed. We hope we will be able to comment more substantively on progress with options to address the gaps by our final assurance report.
- 24) Additionally, we understand that Oranga Tamariki is undertaking work to bring together the wider disability system gaps that were identified in developing the Oranga Tamariki Disability Strategy. In the absence of a whole of disability system needs assessment, we feel that this work will be critical to gaining traction in improving outcomes for tamariki and rangatahi whaikaha and their champions.
- 25) While the needs assessments are a critical component to progressing OTAP, we understand that there is other cross-agency work underway to improve outcomes for tamariki and rangatahi in the care system. This includes the work to improve data sharing with the Ministry of Education, providing updated guidance to social workers on the public housing fast-track system, and an improvement in collaboration between the children's agencies and the Regional Public Service Commissioners. This is positive progress, but the evidence from frontline kaimahi and partners is that they are yet to see impact from OTAP at the flax roots level. This tells us that there is still a long way to go to achieving a coherent and responsive system as a whole.
- 26) In recent engagements, the Board has heard from kaimahi, partners and providers that a number of Crown agencies remain unresponsive to meeting the full range of needs of tamariki and whānau, continuing to default to their individual portfolio leads. This is often married with a lack of service capacity to respond to the specific needs of tamariki and rangatahi, as well a reality of lengthy, and often, growing wait lists to access the services that are available. The lack of coherence or accessibility to the broader system often results in Oranga Tamariki having to bridge the gaps, through the provision and resourcing of services such as teacher aides, specialist assessments and counselling. As well as failing to meet the needs of tamariki and rangatahi - and therefore raising the risk of them needing an escalated response from the state - this places additional pressure on kaimahi who must bear the added responsibility of having to try to navigate and secure the resources and supports that tamariki need.
- 27) We were pleased that, despite these trends in what we were hearing about continuing lack of coherence of the system, we did hear about pockets of success where interagency collaboration is working to good effect. We believe it is important to highlight that collaboration is happening, as this reinforces that it is possible, and shows the value for all when it does work. The Board is aware that Oranga Tamariki is working hard to support the implementation of OTAP across the children's system. However, we have heard from

Oranga Tamariki regional management that there is often a lack of knowledge about OTAP across their Crown agency peers. Frontline kaimahi stated that many other professionals are not aware of OTAP and when advised of it, they assume that the plan belongs to Oranga Tamariki. Frontline kaimahi stated that this default can cause other agencies to not take responsibility, as they believe responsibility lies solely or mainly with Oranga Tamariki.

- 28) We understand that the Social Wellbeing Board provides governance for OTAP. We would like to have an opportunity, ahead of our final assurance report, to meet with the Social Wellbeing Board to discuss how it is planning to achieve the step change across the system that is needed.

The Disability Strategy

- 29) The Board continues to receive regular updates on the progress of the Oranga Tamariki Disability Strategy. We understand the strategy has now been approved by Te Riu. The final vision of the strategy is that *'The mana of disabled people and their champions is upheld by meeting their needs, upholding their rights and supporting their hopes and dreams'*. The strategy outlines four necessary shifts in Oranga Tamariki that must be undertaken to achieve the aims of the strategy.

- 30) The Board believes that the shifts identified, and subsequent activities to achieve these shifts, will have a positive impact on Oranga Tamariki practice and decision-making and therefore should support improved outcomes for tamariki and rangatahi whaikaha and their champions. We also feel that these activities will go a long way to address some of the recommendations outlined in the Board's report *'Te Kahu Aroha: addendum report on quality support and service outcomes for tamariki and rangatahi whaikaha, their whānau, parents and caregivers'*.

- 31) As we have stated previously, the Board is impressed with the extensive work undertaken to develop the strategy and we are pleased the strategy is now complete. The next step is for Oranga Tamariki to develop a strong implementation plan. This is critical to the success of the Oranga Tamariki Disability Strategy and must be supported by Te Riu through the provision of the necessary and sustained resourcing to ensure the strategy's aims can be achieved.

- 32) We acknowledge that Te Riu has approved an internal unit to be set up to house the disability strategy and support its implementation. This is a very promising start, though we believe that further long-term resourcing and disability subject matter expertise will be required, and we understand that Te Riu accept this is likely also. We look forward to further updates on how this work continues to progress.

The Pacific Strategy

- 33) The Board continues to be pleased with advancement across the Pacific Strategy over the last quarter, and the proactive leadership that is enabling this.

- 34) Some of the actions that are supporting delivery of the Pacific Strategy include recruitment of six Pacific cultural specialist advisors, the development of the Makahiki Pacific Leadership programme, implementation of the Pacific Practice framework (Va'ai Fetu) to

improve social work practice when engaging with Pacific families, and the spotlighting of Pacific Language weeks across the organisation. The Board looks forward to seeing continued implementation of the Pacific Strategy over the coming quarter.

SUMMARY BY THEME OR POU

35) In this section, we provide high-level commentary on each of the themes and pou of the FDP. These are drawn from the attached table, as well as from the tables set out below covering our Residence and Whaikaha report recommendations.

Greater Integration of the Voices of Tamariki, Whānau, Whaikaha, Pasifika, Māori and Rainbow Communities

36) Te Kahu Aroha seeks to improve outcomes for tamariki, rangatahi and their whānau. Te Kahu Aroha firmly asserts the voice and views of tamariki and rangatahi must be placed at the centre of all planning and delivery, at community, regional and national levels. The integration and participation of the voices of all those who experience the service of Oranga Tamariki must be embedded across all work and thinking of the organisation to ensure that it is their needs and wellbeing that are guiding what Oranga Tamariki does to support them.

37) The Board is pleased this quarter to see that, for the first time, the focus on Voices is now a comprehensive theme and not just a single action. There is an expansive work programme being built with the necessary resourcing to increase the visibility of tamariki and rangatahi voices and their needs.

38) We understand the work programme will comprise a three-year programme of work, beginning with the development of a new framework titled the 'Voice to Action Pathway'. While understanding this framework is in the early stages of its development, we are pleased to see articulation of a planned move and commitment to action. We look forward to hearing more about how this pathway will be implemented, and what impact this will have for how voices will consistently be used to support informed decision-making and practice. Additionally, there needs to be a way to translate what is being heard into opportunities for frontline responses to be matched to the needs of tamariki and rangatahi.

39) The Board is pleased to see from Oranga Tamariki's quarterly report that there are a number of programmes of work where the voices of lived experience are already being integrated. We expect Oranga Tamariki to continue at pace with this work and alongside this, the work to improve the current feedback and complaints process.

Social Work and Professional Practice Pou

40) We are pleased that progress has continued across the social work pou over the last quarter. Examples of this include extending the monitoring of the use of s78s to include tamariki older than pepi, the concentrated effort that has gone into reviewing and redeveloping the Standard Operating Procedures (SOPs), trialing the effectiveness of group supervision, and the commitment to delivering induction and other professional development training to social workers and frontline leaders.

41) The Board has confidence that with ongoing support, resource, and committed leadership, the work undertaken to implement the actions within this pou will positively impact on the quality of social work practice and go some way to strengthening the confidence of frontline kaimahi.

42) As the Board moves toward our final quarter for assurance reporting, we continue to highlight key matters that require ongoing attention if the needs of tamariki and rangatahi are to be met. These include:

- A collective Crown response to children in need of care and protection and/or a youth justice response. Currently, Oranga Tamariki is the sole government agency named in the Oranga Tamariki Act, as well as being implicated as the only agency responsible for OTAP by its very name. Therefore, other Crown agencies can sidestep being as responsive as needed. Any expectation that Oranga Tamariki is responsible for delivering all services for children in need is clearly unrealistic and unwise. The reality that a broad range of agencies share responsibility for supporting the needs of tamariki and rangatahi in care and in youth justice must be understood by all. If this is not clear, then this should be clarified, including, if necessary, in legislation.
- Addressing heavy social worker caseloads, including the growing complexity of many cases. Current caseloads for many registered social workers are overwhelming, and this needs to be urgently addressed. Additionally, with limited and unresponsive service options, social workers are very often left with minimal options to progress matters on behalf of the children and young people they serve.
- Placement scarcity is a longstanding issue that is having significant impact on the safety and wellbeing of tamariki and rangatahi in care, and this must be urgently addressed. The paucity of placement options is a significant risk to Oranga Tamariki, as the lack of options increases the chances of inappropriate placements, poor outcomes for tamariki and rangatahi, and failing to meet the required care standards.
- There does not appear to be a strategy or a plan in place to address the need for more placement options. The absence of options has been known by Oranga Tamariki for a long time. We hope to see commitment to a plan to address this by the end of our term, as this is a critical area of risk for tamariki, rangatahi and Oranga Tamariki.
- We outlined the need for clarity on what the unique role of the Oranga Tamariki social worker is in Te Kahu Aroha, but we remain unclear as to progress with this. Defining what only Oranga Tamariki can do, what it can share in ongoing partnership with others, and what it can devolve to partners to lead by themselves is critical.
- Progressing the workforce strategy is a significant area that requires more attention. We understand that the Office of the Chief Social Worker is leading this work and we look forward to an update in the next quarter.

43) We will pick up on each of these areas in our final assurance report. Meanwhile, the Board acknowledges the leadership and commitment to strengthening social work practice that has been evident over the past two years.

Enabling Communities

44) The Board is pleased to see ongoing progress in partnering through prototypes, together with hearing evidence of some exciting work underway between some Treaty partners and sites at the local level. In addition, we have seen evidence of a significant lift in the numbers of rangatahi being supported by the Transitions Support Service. We acknowledge significant progress continues to be made in partnerships and with devolution.

45) Despite this significant progress, we see a pressing need for greater clarity of the direction of partnership under the FDP. By partnership, we are specifically referring, under the Enabling Communities pou, to partnerships with Māori collectives; to us this ultimately means Treaty partnerships. This is in line with our first overarching recommendation of Te Kahu Aroha that 'Collective Māori and community authority and responsibility must be strengthened and resourced to lead prevention of harm to tamariki and their whānau'.

46) However, this quarter we have been advised that partnered responses that are not prototypes do not sit under Enabling Communities. This is as they are local initiatives that will need to align with the development of the new locally-led operating model and the investment strategy that will be needed to support that. While agreeing with this rationale, we do not wish to see partnerships with prototype partners subsuming the necessity for a broader range of partnering with Māori collectives. Moreover, there are a range of partnerships in place now that need more certainty and security to be able to continue to advance the effective work they are already doing.

47) We believe that both prototypes and partnered responses need to sit together under a broader strategic approach to achieving authentic Treaty-based partnerships. This also reflects what we had understood was the intention with the creation of the Enabling Communities pou when the FDP was refreshed to be a more strategic approach earlier this year, and which we commented positively on last quarter. Through this refresh, we had understood Enabling Communities to subsume the initial Theme 3 of the FDP, 'Relationships, Partnering and Decision-Making'. If this is not the case, we therefore need clarity as to where Treaty partnerships do sit under the FDP. Without that clarity, we continue to approach Enabling Communities as the lead partnership pou.

48) We received briefings on Prototypes (action 3.5) and on the Transition Support Services (action 3.4) this quarter which we provide more detail on in the attached table. However, we did not receive briefings or updates on the other actions under the former theme 3 that Enabling Communities replaced, with actions 3.1- 3.3 and action 3.6 appearing to have dropped out of reporting. We suspect that this reflects that it is not only the Board who are uncertain as to whether Enabling Communities is intended to be an encompassing pou or only focused on the prototypes, and if so, where the other actions now sit and who should report on them.

- 49) We were however able to meet with five Māori collectives, including iwi and hapū groups, who are not prototype partners but who are actively partnering with Oranga Tamariki, to hear about their progress and any challenges they are facing. Key in the themes we heard through these conversations was that, though they have variable experiences with their local Oranga Tamariki site and regions ranging from excellent through to patchy, all share concerns as to what resourcing will be provided into the future to enable them to continue with their partnerships and to lead on prevention of harm. They all feel the absence of a strategy or a planned approach to partnering, and currently are dependent on the good will of their local site to share information and resourcing. Further, while some sites are proactively sharing information and resources, this could potentially be at the risk of the site's own ability to undertake their core functions. This is because there is no funding ring-fenced to support partnering by sites with Māori, and instead, the site's budget needs to be stretched to cover if they chose to.
- 50) This reinforces the critical need for an investment strategy that gives certainty both to partners and to sites so that they can ensure the areas that Oranga Tamariki remains responsible for can be delivered to the highest standards possible. Partnered responses and statutory social work cannot be in a situation where they must compete for funding and we are concerned that currently, outside of the prototypes, there is a risk that this is the reality.

New Operating Model

- 51) The Board has been briefed on the status of the development of the new operating model, and from this understands that some strong themes emerged from the feedback received in response to the recent discussion document on potential options for direction of the new operating model. We are told that general themes received in the feedback included broad support for moving to one regional lead with a common set of regional boundaries. Additionally, there was feedback highlighting the need for a shift in National Office Service Delivery and enabling functions to better support the regions.
- 52) We have recently been advised that the immediate plans for further consultation on options for the new model have been paused, to take the time to enable the most solid foundations possible for the shift and as the Oranga Tamariki Chief Executive wishes to consider this work as part of the total picture for change that Oranga Tamariki has underway. The Board is mindful that there is significant complexity in developing and finalising the new model, and we offer our support to Oranga Tamariki to work through these complexities over the remainder of our term.
- 53) We make this offer as we are mindful there are a range of dependencies at play in achieving the most effective and future fit operating model to enable the best possible outcomes for tamariki and rangatahi.
- 54) As we have previously stated, and as noted in our comments on Enabling Communities above, once it is finalised, the new operating model will need a robust investment strategy in place to support the model to deliver improved outcomes for tamariki, rangatahi and their whānau.

Workforce Strategy

- 55) We understand that the workforce strategy is still in the initial stages of its reset from the last quarter. The Board has not seen evidence of substantive progress with the development of the strategy over the last three months, and we are therefore unable to provide assurance of progress with its development this quarter.
- 56) Both the Board and Oranga Tamariki understand that a workforce strategy is a vital step in assisting the organisation to achieve the transformational outcomes needed. To this end, we reiterate once more that for Oranga Tamariki to have a fit-for-purpose workforce, the organisation must be clear on what roles Oranga Tamariki will continue to hold and what roles will be devolved to communities. Without this, it is difficult to understand how there can be a shared understanding of what Oranga Tamariki's future workforce needs to look like, or that of the broader sector or partners in the community.
- 57) The Board would appreciate a comprehensive briefing for the next quarter on the progression and positioning of this work.

Digital Enablers

- 58) The Board continues to be pleased with progress on the work to replace CYRAS. We have been advised that the business case has been approved by Cabinet and the Treasury Gateway Review returned a Green/Amber rating.
- 59) The Board understands that work is now underway to build the project team capability to advance the Business Care, and to prepare a procurement plan for vendors to support the programme. We understand that the programme is being socialised with kaimahi to ensure they know how it will support and enable their work.
- 60) In comparison, the project to replace the Data Warehouse Platform from the old MSD platform to a new one managed by Oranga Tamariki does not seem to be progressing as well as expected. The Board understands that due to non-delivery by the incumbent implementation partner, Oranga Tamariki is now going through a further procurement process to find a new vendor.
- 61) This project is critical for making data and information available to kaimahi to inform decision-making. We hope to hear that more progress has been made in the next quarter.

PROGRESS NEEDED IN THE NEXT THREE MONTHS

- 62) As stated above, there remain critical pieces of work that must be completed and embedded in order for transformation to be successful. This includes: an investment strategy in development in advance of the new operating model; an outcomes framework with clear performance measures; significant progress on the Oranga Tamariki Action Plan (OTAP), including increased responsiveness from a more coherent children's system; and the development of a fit-for-purpose Workforce Strategy. We also hope to see more

progress in implementing the recommendations in our Residence review, as some of the issues we identified in that review remain as pressing as when we first made them.

63) In the next three months, we hope to see significant progress across these areas of work, and on the specific activities identified under each theme and pou of the FDP. This is so our final report can provide assurance that long-term and enduring transformation can be achieved and that the FDP is where it needs to be more than two years on from its release in response to Te Kahu Aroha.

64) As we have stated previously, we believe that there must be an ongoing independent oversight mechanism following the life of our Board. This is needed to ensure accountability and to maintain the focus needed to achieve sustained transformation in outcomes for tamariki, rangatahi and their whānau.

Released Under Official Information Act 1982

Appendix 1

UPDATE ON ORANGA TAMARIKI'S RESPONSE TO THE RECOMMENDATIONS IN THE BOARD'S DISABILITY REPORT

The Board has received an update from Oranga Tamariki on work that is progressing in response to the recommendations in our disability report 'Te Kahu Aroha: addendum report on quality support and service outcomes for tamariki and rangatahi whaikaha, their whānau, parents and caregivers'. The Board feels that overall, progress has been made across each of the recommendations in the disability report albeit some have progressed at a quicker pace than others. As previously noted, we are pleased with the approved Disability Strategy, and we believe the activities identified to support this strategy will further address some of these recommendations. The Board is concerned that OTAP is an integral part of achieving the desired outcomes of some of our recommendations. At this stage, there is no plan for how agencies will work together to achieve better outcomes for tamariki and rangatahi whaikaha and their champions.

This table provides a progress update and assurance summary for each recommendation.

Recommendation	Oranga Tamariki progress update	Board assurance summary
<p>1. Reflecting the existing and sometimes unfulfilled legal rights of tamariki and rangatahi whaikaha, their whānau, parents and caregivers, there must be significantly more visible commitment by both Oranga Tamariki and the broader children's system to ensuring the needs of tamariki and rangatahi whaikaha, their whānau, parents and caregivers are prioritised and supported.</p> <p>(a) More specifically, we recommend:</p> <ul style="list-style-type: none"> i. The Oranga Tamariki Future Direction Plan is refreshed to explicitly include a disability lens across all relevant actions. ii. That the recommendations of this report are incorporated into the Future Direction Plan, as this will allow the Board to provide the Minister with assurance that the needs of tamariki and rangatahi whaikaha, their whānau, parents and caregivers are not being deprioritised or side-lined again. 	<p><u>Disability Strategy</u></p> <p>Phase 2 engagement has occurred, including 50 hui with care experienced disabled people, caregivers of disabled tamariki and rangatahi, and Whānau hauā, with other agencies, and Oranga Tamariki Kaimahi.</p> <p>The Disability Strategy will be provided to Te Riu for sign off by the end of August 2023.</p> <p><u>Future Direction Plan</u></p> <p>To ensure the Future Direction Plan action points are deliberate in delivering outcomes for tamariki and rangatahi whaikaha and their champions, we are undertaking an the mahi required to develop statements of expectation for the Future Direction Plan Programme and its action points.</p> <p>We are working with all action owners to ensure there is an explicit disability lens in each action by the end of September 2023.</p>	<p>The Board continues to receive regular updates on the progress of the Oranga Tamariki Disability Strategy. We understand this has now been approved by Te Riu and an implementation plan is next to be developed.</p> <p>As we have stated before, the Board has been impressed with the extensive work undertaken to develop the strategy and we are pleased that this is now complete. It is critical that Oranga Tamariki develop a strong implementation plan and that this is supported by Te Riu with the necessary resourcing to ensure a successful delivery. We look forward to further updates on this work.</p> <p>In addition to progress updates on the Disability Strategy, the Board received a briefing on the work being undertaken by Oranga Tamariki to incorporate a disability lens throughout the Future Direction Plan (FDP). We understand that a high-level statement of expectation for the FDP as a whole has been provided to all action point owners. This statement was developed in accordance with the United Nations Convention of the Rights of Persons with Disabilities (UNCRPD) and uses a social and rights-based approach.</p> <p>We understand that Oranga Tamariki will work with each action point owner to analyse the expectations for each programme of work with the aim of delivering better outcomes for tamariki and rangatahi whaikaha and their champions.</p> <p>We are pleased to hear that progress is being made on our recommendation to ensure the FDP has a disability lens across it. We also acknowledge that this work is being undertaken in collaboration with the 'Greater Integration of Voices' work. We believe these are critical steps to ensure better outcomes for tamariki and rangatahi whaikaha and their champions.</p>
<p>2. That the Oranga Tamariki Action Plan states the role of each agency in leading and supporting improvements for tamariki and rangatahi whaikaha, their whānau, parents and caregivers, as this will enable Oranga Tamariki to be clear about its roles and responsibilities within the system.</p>	<p><u>Oranga Tamariki Action Plan</u></p> <p>The Cabinet Paper that provides an overview of the initial implementation plan has been released publicly on the Oranga Tamariki Action Plan website.</p>	<p><u>The Oranga Tamariki Action Plan</u></p> <p>See Recommendation 3 for Board assurance summary. Additionally, the Board has received the updated Oranga Tamariki Strategic Plan. Together with OTAP, this shows a clearer picture of</p>

<p>(a) More specifically, we recommend:</p> <ul style="list-style-type: none"> i. Development of a consistent and shared understanding of disability both within Oranga Tamariki and across the system, to include an agreed description of disability that clearly articulates what is included within scope and whose responsibility it is to respond to gaps in support. ii. It is our view that the scope of disability should include neuro-developmental challenges and learning difficulties such as Fetal Alcohol Spectrum Disorder and Attention Deficit Hyperactivity Disorder. Many of the unmet needs of tamariki and rangatahi within the Oranga Tamariki system relate to a lack of agreement between government agencies as to whether the presenting concerns fall within their understanding of what the term disability includes, and which agency is responsible for addressing them. iii. We welcome the development of collective language that reflects current and emerging values framing disability in a rights-based framework rather than a deficit-based approach. iv. At the same time, we consider that mental health concerns should be clarified as primarily a matter for the health sector to lead the response on. We state this in the hope that this support can be unblocked quickly as we are hearing desperate need for it from tamariki and rangatahi whaikaha, their whānau, parents and caregivers, and from Oranga Tamariki frontline kaimahi. Oranga Tamariki kaimahi are already stretched but are still expected to be the default service provider for mental health needs, having to try to find appropriate support for mental health needs in the absence of a systemic and specialist response. 	<p>An update on the assessments programme is provided under recommendation 3.</p> <p>A Cabinet Paper has been lodged for Ministers' consideration, providing an update on progress against the Dame Karen Poutasi system review recommendations in August 2023. The update notes that the cross-agency working group providing advice on recommendations 11 and 12 is preparing a report for the Minister for Children on the existing children's system, setting out its formal elements and membership, ahead of proposing a forward work programme.</p> <p><u>Oranga Tamariki Definition of Disability</u></p> <p>The definition was tweaked as a result of the Phase 2 consultation, as was expected. This clarified the exclusion of mental health and trauma from the definition. The definition will be signed off by Te Riu alongside the strategy and vision by the end of August 2023.</p> <p><u>Cross-agency Policy Proposals for the New Mental Health Act</u></p> <p>On 31 July 2023, Cabinet agreed to the second tranche of policy proposals for the new Mental Health Act.</p> <p>Work on drafting the Mental Health Bill based on decisions agreed by Cabinet is underway. Cabinet material will be proactively released in mid-September 2023. Implementation planning will progress alongside the development of the legislation. Once the Bill is drafted, Cabinet approval will be sought to introduce the Bill into the House of Representatives.</p> <p>The inter-agency responses to address system gaps identified in the in-depth assessments of need delivered to date are initiating additional programmes of work beyond the existing Action Plan and its Implementation Plan.</p> <p>The full scope of the new programmes of work will only be understood once all agency responses to the assessments are produced, by early 2024. In the interim, the following actions are being progressed:</p> <ul style="list-style-type: none"> • Trauma training needs are being scoped. • Foundational induction programme for new social workers and new supervisors and practice leaders is being rolled-out. • A scoping exercise has begun to investigate locations where mental health providers and Oranga Tamariki are collaborating well, and caregivers and frontline workers are able to navigate the system. • The Gateway Assessment programme is progressing well. • Health needs of children and young people in care and young people in residences will be better understood. <p>Use of Growing Up in New Zealand (GUINZ) survey data to consider Oranga Tamariki populations is being progressed.</p>	<p>what Oranga Tamariki's roles should be and where other agencies should lead. While we are heartened to see the commitment made by Oranga Tamariki in clarifying its role within the context of the wider children's system, until the other relevant agencies are willing to join Oranga Tamariki at the table, any advancements in OTAP will be slow to progress, if at all. We are also still not clear about what aspects of Oranga Tamariki's roles will be devolved to communities.</p> <p><u>Oranga Tamariki Definition of Disability</u></p> <p>The Board has been advised that the Oranga Tamariki definition of disability has now been approved by Te Riu. The Board was given a chance to provide feedback on the definition and we are happy that it is inclusive of neurodiverse conditions such as ASD, ADHD and FASD, while excluding mental health and trauma. The Board asserts that this definition will give the organisation, and in particular frontline kaimahi, greater clarity and understanding of this cohort of tamariki and rangatahi and what Oranga Tamariki's responsibilities are for meeting their needs.</p> <p><u>Mental Health</u></p> <p>The Board notes that a needs assessment on Mental Health has been undertaken and this has identified significant system gaps. At this stage, we are unaware of what programmes of work will be undertaken to address these gaps. We acknowledge that this work will succeed the life of the Board, however we hope to have a clearer picture of what the necessary interagency response to these gaps will look like before our term ends.</p>
<p>3. A cross agency plan is urgently needed to address the lack of specialised care support and the lack of appropriate placement options for tamariki and rangatahi whaikaha. The plan should also provide options for more support for carers so that they can appropriately provide for the needs of the tamariki and rangatahi whaikaha in their care, and to</p>	<p><u>Oranga Tamariki Action Plan</u></p> <p>The Action Plan have completed three needs assessments. These are Education needs (transitions population), Primary health need (in care population), and Health needs (transitions population).</p>	<p><u>The Oranga Tamariki Action Plan</u></p> <p>The Board is aware that the current needs assessments have identified system gaps that impact on positive outcomes being achieved for tamariki and rangatahi whaikaha. At this stage, we are</p>

<p>support the provision of more care options, including placement options.</p> <p>(a) There is an urgent need for more, and more appropriately tailored, support to be provided to caregivers so they can sustainably meet the needs of tamariki and rangatahi whaikaha in their care.</p> <p>(b) A review of the process for implementing agreed caregiver support plans is needed, to ensure that carers are receiving the support that has been identified and agreed.</p>	<p>The primary health needs assessments used a definition of disability based on the Convention on the Rights of Persons with Disabilities and noted that certain disabilities may be prevalent in the care population, including FASD, ASD, ADHD and learning disorders.</p> <p>The primary health needs assessments also identified that primary health is crucial for identification of disabilities. Children and young people with disabilities face greater barriers to health. The assessment also identified that health-related needs were not being addressed until they emerged in a crisis. By the time young people are in the transition service, needs are often very high and unaddressed.</p> <p>The transitions health needs assessment emphasised the importance of agencies working together to meet the needs of the cohort of young people with multi-layered health and disability support needs.</p> <p>We are now working with education and health agencies to formulate a cross agency response to address the gaps identified in the needs assessments above.</p> <p>We are in the process of commissioning partner/provider led early risk in depth needs assessments. This needs assessment will uncover the disability needs of the cohort of children and young people who has risk factors for future involvement with Oranga Tamariki.</p> <p>After completion of the early risk needs assessments and all the cross-agency response, we will consult relevant stakeholders whether a disability specific needs assessments is still required.</p> <p><u>Gateway Assessment Review</u></p> <p>External engagement is underway. The initial focus has been on talking with kaimahi involved in Gateway, partners and providers, and care-experienced rangatahi.</p> <p>Regional engagements Three regional engagements will occur across Auckland, Lower South, and Te Tai Tokerau.</p> <p>Several focus groups with Oranga Tamariki kaimahi have been completed in Auckland, with the first one occurring in South Auckland on 21 July. Collective discussions with health and education kaimahi will follow. This approach will continue across Lower South and Te Tai Tokerau.</p> <p>Partner engagement Engagements are planned with some partners and providers in the Lower South from 28 August. There will be joint representation from Oranga Tamariki, Ministry of Health, Te Whatu Ora, and Te Aka Whai Ora.</p> <p>Youth engagement Our second engagement with the Youth Advisory Group was held on 25. Preliminary insights from both sessions are being shared ahead of engagements with other groups to help the discussions stay grounded around the outcomes we are trying to achieve for children and young people.</p>	<p>unaware of how these gaps will be addressed, and we look forward to receiving a plan for this in time for our final assurance report.</p> <p>We understand that Oranga Tamariki is undertaking work to articulate the wider disability system gaps that were identified in developing the Oranga Tamariki Disability Strategy. In the absence of a whole of disability system needs assessment, we feel that this work will be critical to gaining traction in improving outcomes for tamariki and rangatahi whaikaha and their champions.</p> <p><u>Gateway Assessment Review</u></p> <p>As noted last quarter, the Gateway Review is still in the early stages, with a current focus on engagement. Currently, we are unable to provide assurance on what the outcomes of this review may be. The Board hopes that there may be a clearer picture of outcomes next quarter, though we have not been provided with any timeframes as to when the review will be completed.</p> <p><u>UNCRPD Recommendations</u></p> <p>The Board acknowledges the work that is being undertaken together with Whaikaha to respond to the UNCRPD report recommendations. We are advised that Whaikaha is leading this work and we expect that Oranga Tamariki will dedicate resources to ensure Whaikaha are supported to implement a robust interagency plan where accountabilities for each agency are clear.</p> <p><u>Caregiver Support Plans</u></p> <p>The Board's commentary on this part of our recommendation has not changed since our last quarterly report. We note the commitment by Oranga Tamariki to comply with the National Care Standards. However, we are unclear about the consistency of supports that are offered to caregivers of tamariki and rangatahi whaikaha to meet their specific needs. A tailored plan must not only identify needs but also result in appropriate services and supports being provided. We hope that this issue will be addressed at least in part through the implementation plan for the Oranga Tamariki Disability Strategy.</p> <p>The Board would like to receive any analysis completed that evidences identified needs resulting in services and supports within caregiver support plans.</p>
--	---	---

	<p>Surveys A survey for kaimahi and partners will be available in early August. A second survey tailored for care-experienced rangatahi, whānau and caregivers will be developed with care-experienced rangatahi, and will distributed by the end of August.</p> <p><u>UNCRPD Recommendations</u></p> <p>Cabinet has approved the responses to each UNCRPD recommendation. An announcement will be made by Whaikaha in August 2023.</p> <p>Whaikaha is leading planning for implementation, hui in mid-September to begin planning the refresh of the national disability strategy to reflect recommendations.</p> <p><u>Caregiver Support Plans</u></p> <p>Care is largely compliant with the Care Standards, however ensuring quality is an ongoing focus.</p>	
<p>4. There needs to be provision for specific induction on Oranga Tamariki’s role for disability for new frontline kaimahi, and provision of ongoing training and resources to support kaimahi to deliver effectively for the tamariki and rangatahi whaikaha, their whānau, parents and caregivers kaimahi are supporting.</p>	<p>No further update this quarter.</p> <p><u>Last quarter update</u></p> <p>The disability kaupapa is included in the Puāwai Induction programme and covers working with tamariki and rangatahi whaikaha, their whānau, parents and caregivers. Regional Disability Advisors outline the Disability Strategy and give guidance on resources and supports available to kaimahi.</p> <p>The disability kaupapa is also included in the Leading Practice programme for Supervisors, Team Leaders and Practice leaders. Regional Disability Advisors advise how to provide leadership to staff working within the disability guidance.</p> <p>The kaupapa is now included in wananga 2 rather than waiting to week 10, to help ensure it is reflected across all areas of practice and is prioritised throughout the course.</p> <p>The programmes are updated and iterated each quarter, to ensure new guidance, policies, and tools are continually reflected throughout the course.</p> <p>Good feedback has been received from kaimahi on both programmes.</p>	<p>As we stated last quarter, the Board is pleased that a focus on disability has been included in both the Puāwai Induction programme and in the Leading Practice programme. However, we assert that an evaluation of these programmes that includes a specific focus on disability would be beneficial to be able to assess how effective the training is and how well supported kaimahi feel to be able to meet the needs of tamariki and rangatahi whaikaha.</p> <p>The Board intends to engage with frontline kaimahi in the coming quarter to test how Oranga Tamariki’s work to address our recommendations is impacting their practice.</p> <p>Last quarter, we recommended that kaimahi would benefit from specific training on how to engage with whānau and caregivers supporting tamariki and rangatahi whaikaha. We understand that there are webinars being planned to support kaimahi to understand the new Practice Approach with input from disability subject matter experts. The Board is advised that working with whānau and caregivers is one of the aspects of these and we expect that this will include whānau and caregivers of tamariki and rangatahi whaikaha, as well as disabled whānau and caregivers. We hope this will lead to better outcomes for this population group.</p>
<p>5. Comprehensive and up to date information and guidance on disability issues needs to be regularly updated, with feedback from frontline kaimahi incorporated to ensure it remains fit for purpose. This also needs to be made more accessible and easier to find for frontline kaimahi. It should include information on the supports and services available in the communities they serve, and resources that can be provided to whānau and caregivers.</p>	<p>No new disability specific guidance has been published, however, considerations for disability continues to be reflected in all guidance. The Practice Centre is now fully available externally, providing greater access to all our guidance.</p>	<p>The Board acknowledges that the first part of this recommendation is, appropriately, a part of business as usual for Oranga Tamariki. We note Oranga Tamariki’s update that considerations for disability are being reflected in all guidance, and we hope this means that disability subject matter experts are being consulted. We are pleased that the Practice Centre is now available to caregivers.</p> <p>As part of this recommendation, we highlighted the need for information to be made available on what supports and services</p>

		<p>are available in each community, and the resources that can be provided to whānau and caregivers to support them. We have yet to receive an update on whether this is available or in development.</p>
<p>6. There should be commitment to evaluating outcomes for tamariki and rangatahi whaikaha, their whānau, parents and caregivers from service and programme delivery by Oranga Tamariki. Furthermore, legislative and regulatory changes, and particularly whether their actual impacts meet their intended impacts, should be routinely evaluated. Had this been in place, we assert some of the unintended impacts of the repeal of section 141, for example, would have been identified and potentially addressed at least in part by now.</p>	<p><u>Disability Support Services (DSS) Casefile Analysis</u></p> <p>High Needs Services and the Evidence Centre have commenced a descriptive audit/evaluation analysis of a cohort of 126 tamariki and rangatahi who are currently in specialist out-of-home care. These tamariki are Disability Support Services (DSS) eligible and are receiving support from Whaikaha via funding schedule of the MOU between Whaikaha and Oranga Tamariki. This work is to provide assurance that Oranga Tamariki is meeting its obligations to disabled tamariki who are in specialist out-of-home care, specifically in relation to legislation and relevant good practice standards of care. The objective is to help ensure that Oranga Tamariki is meeting the safety and wellbeing requirements of these tamariki. Oranga Tamariki is also required to undertake this review work as part of budget commitments to support section 141 repeal impacts.</p> <p>The timeframe for collecting the cases for the DSS case file analysis has been extended. Once complete, it will be handed over to the Evidence Centre for analysis. The findings will help improve our understanding of their engagement with Oranga Tamariki and service improvements.</p> <p><u>MOU between Oranga Tamariki and Whaikaha</u></p> <p>Oranga Tamariki has sent the MOU to Whaikaha for their review and agreement.</p> <p>Work is ongoing between Oranga Tamariki and Whaikaha to manage the transfer of funding as part of the funding schedule review.</p> <p>We expect the revised MOU to be signed in September 2023.</p>	<p><u>Disability Support Services (DSS) Casefile Analysis</u></p> <p>As we stated last quarter, we believe this work will be a critical lever to identify any unmet need for tamariki and rangatahi whaikaha in out-of-home care. It will provide a greater understanding as to whether Oranga Tamariki is meeting its requirements in terms of legislation and professional practice. It is disappointing that the timeframe for completion has been extended, but we understand that there are a lot of competing priorities within Oranga Tamariki. We hope that the results from this analysis will be available for our next quarterly report.</p> <p>The purpose of this recommendation was around ongoing evaluation, particularly when there is legislative change, to ensure tamariki and rangatahi whaikaha and their whānau, parents and caregivers are having their needs met and are not experiencing unintended negative impacts from change.</p> <p><u>MOU between Oranga Tamariki and Whaikaha</u></p> <p>We understand that a revised version of the MoU between Oranga Tamariki and Whaikaha will be signed in September. As noted last quarter, this document is critical to clarify the roles and responsibilities of both agencies, which is particularly important since the repeal of section 141 of the Oranga Tamariki Act. We look forward to seeing the revised MoU in place next quarter.</p>
<p>7. There needs to be a plan to improve the collection of disability data within Oranga Tamariki to better inform service design and delivery.</p>	<p>The Donald Beasley report on Disability Data models is nearly complete, following which it will be published.</p> <p>Work has begun on the project for the disability variable suite for external monitors using existing internal data. The final disability variables will be a better representation of Oranga Tamariki disabled populations but is still expected to underrepresent the population. There are limitations around the existing data, including delays and denials of assessments and screenings in the health and disability systems, which mean children and young people with disabilities will still be missed. The implementation of comprehensive assessment and support will improve Oranga Tamariki disability data and assist in understanding the true prevalence of disability. Projects such as the Gateway Review and the Oranga Tamariki Action Plan will support these improvements.</p> <p>The business case and associated work to improve frontline technology systems will have an impact on our ability to collect disability specific data.</p>	<p>The Board is informed that a more accurate figure of tamariki and rangatahi whaikaha in the Care and Protection system is 56% of children in the system. The figure for tamariki and rangatahi whaikaha in the Youth Justice system is 78%. While these figures are still estimates based on improved existing data, and it remains likely that these figures are in reality higher, the refining data paints a clearer picture of the number of tamariki and rangatahi whaikaha whose needs must be comprehensively understood in order to be met.</p> <p>The Board is pleased with the extensive work that is being undertaken to improve the availability of disability data. We know that the work to improve frontline technology systems as well as other programmes of work within Oranga Tamariki will further support the work to address this recommendation.</p>

Appendix 2

UPDATE ON ORANGA TAMARIKI'S RESPONSE TO THE RECOMMENDATIONS IN THE BOARD'S REVIEW OF RESIDENCES

The Board has received an update from Oranga Tamariki on work that is progressing in response to the recommendations in our review of residences. The Board acknowledges the growing focus on residences over the last quarter, and we are mindful that a review into recent challenges in residences is currently underway. Understanding that this should be completed in the coming months, we look forward to seeing the resulting plan. We assume that this will build on our review of 2021, and hope it will identify further options to support, strengthen and resource the residences. The Board asserts that a specific focus on adequately supporting and resourcing residences must continue for the long-term; this is critical to enabling transformation of outcomes for tamariki and rangatahi that need residential care.

The below table provides a progress update for the activity over the last quarter and our summary of assurance for each recommendation.

Recommendation	Oranga Tamariki progress update	Board assurance summary
<p>1. There is a shortage of placement and treatment options for tamariki presenting with high and complex needs, and who are potentially at imminent risk of harm to themselves and/or to or by others. This is a pressing and immediate issue. The first priority for these tamariki and rangatahi must be that there are appropriate options for them to have a safe place to go, where the risk of any harm to themselves or others can be appropriately managed. This means plans for new residences should be accelerated so that the range of options for residential care is expanded and more placements are made available over the coming years. It also means that current residences must be adequately supported, as they will be needed at existing capacity at least until a full suite of new residential care options are in place, if not in addition to the new builds for the long term.</p>		<p><i>Care & Protection Residences</i></p> <p>Increasing demand for suitable placements particularly, for young people with both high and complex needs and youth justice concerns, continue to place pressure across the organisation. The Board understands there is further work being undertaken on continuum of care options. We agree this is needed, so that a full suite of placement options is available to respond to the specific needs of young people who need additional support. Options that enable tamariki and rangatahi to 'step down' from full residential care through an integrated pathway to community services is needed as part of this.</p> <p>Securing more placement options is critical both to enabling better outcomes for young people and the effectiveness of social work professionals. Placement scarcity continues to have a major impact on the ability to provide the most appropriate services.</p> <p>The lack of suitable placement options requires Oranga Tamariki's urgent attention. The Board has signalled this a number of times and through as many avenues as we have had available to us through our Board role, reflecting how important this issue is for safety and wellbeing of tamariki and rangatahi. This is a matter that we need to see progress on before the end of our term if we are to be able to give assurance in our final report.</p> <p><i>Youth Justice Residences</i></p> <p>As outlined in our last quarterly report, in order to provide full assurance on this recommendation, we need to be updated on the amended Residence and Community Homes plan, including timeframes for completion.</p> <p>Over the coming quarter, we will be interested to see how the recommendations of the urgent review of residences align together with our recommendations, so that both are supporting cumulative progress.</p>
<p>2. As recommended in Te Kahu Aroha, a social sector workforce plan is urgently needed. The workforce strategy that Oranga Tamariki is developing in response to this recommendation should explicitly include ensuring the residential workforce:</p> <ul style="list-style-type: none"> • has the right mix of skills and specialisation; • is appropriately valued at Oranga Tamariki; 		<p>The Board expects that a workforce tailored to the specific needs of the residences will be a critical component of the developing Workforce Strategy.</p> <p>The Board continues to assert that a public safety lens must be front and centre of this work, particularly when considering the need for a well-trained and skilled allied workforce.</p>

<ul style="list-style-type: none"> • is recruited, inducted, trained and skilled for the levels of specialised care needed at the residences; • has a culture of accountability, supervision and reflection led from the top and across the residences. 		
<p>3. While the workforce strategy is being built, there are some actions that can be taken more immediately which we think will help. These are that Oranga Tamariki should:</p> <ul style="list-style-type: none"> • standardise job titles and requirements for the current range of residential/care/night/youth worker roles, and specify what qualifications and training need to be met over the first year of employment so they can fulfil their role appropriately; • work with relevant tertiary providers to develop a range of options to enhance specialist skills for staff. 	<p>The current work being undertaken with the rapid review has meant that whilst we have continued engaging with the Workforce Development Council, the role standardisation needs to follow the development of the Model of Care (and operating model) for residences, developed in conjunction with the recommendations of the rapid review.</p> <p>This will be the foundation of sustainable and enduring change in this area.</p> <p>The preliminary work, including the audit of position descriptions, relationship with the workforce development council, minimum requirements to maximise capability and capacity, and the subsequent gap analysis of training needs, will inform the changes required.</p>	<p>The Board understands that this work is likely to be impacted by the Rapid Residence Review.</p> <p>We would appreciate an update over the next quarter on the plan of action to address residence workforce requirements within the wider workforce strategy.</p> <p>We realise that much of the work to advance a fit-for-purpose residences workforce is planned for implementation across 2024. As this will be beyond the life of our Board, we would value an indication of how Oranga Tamariki intends to ensure ongoing delivery of this work, and that accountability mechanisms are in place to support this. This is considering that ensuring a fit-for-purpose residential workforce is critical to achieving improved outcomes for tamariki and rangatahi who need residential care.</p> <p>As part of ensuring a fit for purpose residences workforce, and as in our comment on recommendation 2 immediately above, the Board continues to assert that a public safety lens must be front and centre of this work.</p>
<p>4. The work underway to develop national standard operating procedures should proceed at pace.</p>	<p>As per the update on FDP item 4.5</p>	<p>Refer to the Board's narrative on action 4.5 in the Social Work and Professional Practice pou.</p>
<p>5. The review of the residences' legislative and regulatory framework should continue as a priority so that the framework is fit for purpose to support a shift to a broader range of residential care options, and noting that changes to the legal framework would also require training to ensure a robust understanding of the legal framework amongst all staff.</p>	<p>In June, officials provided a consultation document to the Minister for his consideration, to support consultation with stakeholders on the overall approach, purpose and principles of residential care. Officials have recommended that the Minister seek Cabinet's authority to undertake consultation from September – November 2023 (including over the election period).</p>	<p>The Board is supportive of the approach outlined in the document provided to the Minister in June this year, and we hope to see ongoing consultation with stakeholders to ensure a solid base is built on the approach, purpose and principles of residential care.</p>
<p>6. A strong assurance function that monitors delivery and consistency in care provision across Oranga Tamariki should be established.</p>		<p>The Board looks forward to receiving a comprehensive progress update next quarter on the work to improve practice development across residences. This must be within the context of the whole care spectrum and what young people need to have available throughout their care journey.</p>
<p>7. With regards to the grievance process, there is a need for significantly strengthened coordination and clarity of accountability, and:</p> <ul style="list-style-type: none"> • nation-wide consistency in implementing the grievance process needs to be applied across the residences, with serious complaints being investigated independent of the residence it was made against; • immediate steps should be taken to improve the accessibility of the grievance process for young people (for example, not requiring complaints to be handwritten); • a review of the structure of the Grievance Panels is needed to ensure the roles remain fit for purpose and are being utilised to the best of their ability. 	<p>The Incident Management Team (IMT) has commenced work to analyse grievances received, looking back as far as July 2021. Where there are grievances with allegations of harm or inappropriate behaviour towards tamariki or rangatahi a Triage Panel, consisting of leaders from Service Delivery, Human Resources / Employment Relations, Legal and Practice, have reviewed these cases to ensure the right action was undertaken, which includes reviewing the investigation notes. As part of this exercise, insights and learnings are being gathered to inform what improvements or enhancements may look like to the Grievance Procedures and these will be utilised to inform what changes to the regulations would be needed to make this change, which is a longer-term piece of work.</p> <p>Additionally, IMT has identified immediate improvements as an area of focus. This action is covered by the Manaaki Kōrero work programme, but the IMT is investigating options to accelerate this through a pilot of two new ways for rangatahi to lodge a grievance in residences. The two new mechanisms under consideration for rangatahi is an 0800 number to call and leave a voice message, and a digital solution via an online</p>	<p>The Board is disappointed at the lack of progress in enhancing the existing grievance processes. At this stage, there are no new mediums available to young people to make a complaint, which is what we said was urgently needed in our 2021 review.</p> <p>Refer to the Board's narrative on action 1.4 in the Social Work and Professional Practice pou.</p> <p>The Board expects an update over the next quarter on progress made to implement pilot options.</p>

	<p>form or application. The IMT has shortlisted potential pilot sites and once confirmed will commence detailed design of the pilots alongside those sites. This work is currently being led out by the IMT and will transition into the Transformation work programme following the closure of the IMT.</p>	
<p>8. Holistic and integrated therapeutic care matched to the needs of each tamaiti should be consistently provided across the system, from within Oranga Tamariki and from all agencies with shared responsibilities. A committed multi-disciplinary approach is required at the very least. The development of the Oranga Tamariki Action Plan is an important opportunity to drive a shared systems approach to care.</p>	<p>Many of the barriers to improvements systemic across other agencies, however, the initiatives noted in the previous update need to be measured to access impact. As noted in update on recommendation 3, measuring the success of these initiatives will be the foundation of sustainable and enduring change in this area.</p> <p>Work in the Quality Assurance Framework space is built upon channel connectivity, taking an organisational approach to quality assurance within Residences. Creating common measures to ensure that issues are addressed at an organisational level and actions are put in place by those that can affect positive change. Multi-Agency Team approaches continue to be improved in both our Care & Protection and YJ residences.</p>	<p>As outlined in the previous quarter, the Board would like to understand where and how OTAP will support the delivery of services and supports to young people in residences.</p> <p>We continue to hear that OTAP is not yet making a difference at the frontline and is not being consistently implemented. We hear that Oranga Tamariki is still being left to provide or buy services that other Crown agencies are responsible for, such as education or mental health services.</p> <p>As we have stated elsewhere in this report, we believe that it is unrealistic and unhelpful for other agencies to leave responding to children's needs to Oranga Tamariki on its own. While we hear progress is being made at the national level, we are not yet confident that other Crown agencies will be adequately responsive to the needs of children in the custody of the Oranga Tamariki CE, without being regularly held to account on this through independent oversight. As noted, we intend to seek a meeting with the Social Wellbeing Board before our final assurance report later this year to discuss the implementation of OTAP.</p>
<p>9. Meanwhile, in order to support a more coordinated systems approach and provide specialist care matched to the needs of each tamaiti, and in alignment with development of a workforce strategy, Oranga Tamariki should, as soon as possible:</p> <ul style="list-style-type: none"> ensure every residence has a current agreement with DHB Mental Health Services and with the Ministry of Education Regional Manager that sets out agreed service obligations and expectations for accountability for and provision of services to young people living in residences; ensure a service provision outcome framework is in place outlining the skills and support every tamaiti (and their whānau) can expect to have on transitioning out of a residence. 	<p>Barriers to primary care access will only intensify as the effects of COVID-19, burn-out, underfunding, and aging population of health care providers are realised. We are making every attempt to leverage our relationships and agreements to create solutions, but this can only go so far to solve the problem.</p> <p>Regional interagency hui continue to develop and improve. In Tāmaki Makaurau the reach has been extended to ensure issues are being addressed at an agency level. Many of the barriers to success here relate to Health (Primary and Tertiary) Service Provider resource shortages and appropriate options available from education providers.</p>	<p>The Board acknowledges the attempts made by Oranga Tamariki to build local relationships to seek solutions and bring other Crown agencies to the table.</p> <p>However, the Board urges Oranga Tamariki to escalate identifying and addressing barriers that impact on timely and responsive services being available to tamariki and rangatahi within residential care settings.</p>

Released Under Official Information Act 1982

GREATER INTEGRATION OF THE VOICES OF TAMARIKI, WHĀNAU, WHAIKAHA, PASIFIKA, MĀORI AND RAINBOW COMMUNITIES

Board high-level theme summary

Te Kahu Aroha seeks to improve outcomes for tamariki, rangatahi and their whānau. Te Kahu Aroha firmly asserts the voice and views of tamariki and rangatahi must be placed at the centre of all planning and delivery, at community, regional and national levels. The integration and participation of the voices of all those who experience the service of Oranga Tamariki must be embedded across all of the work and thinking of the organisation in order to achieve the culture shift which is sought.

The Board is pleased to hear that the shift from a single action to a more expanded work programme for this theme means that the work now has more visibility and resourcing.

We received a full briefing on progress to redesign the future state of integrating voices. We are advised this will be a three-year programme of work, beginning with the development of a new framework titled the 'Voice to Action Pathway'. We understand this framework is in the early stages of its development. We look forward to hearing more about how this pathway will be implemented, and what impact this will have for how voices will be used to support decision-making and practice. We urge Oranga Tamariki to consider how integrating voices can support a wider children's system response, and how the social sector can be responsive to the needs of these groups. Additionally, there needs to be a way to translate what is being heard to support the frontline to be responsive, including providing any additional training that might be required.

The Board is pleased to see from Oranga Tamariki's quarterly report that there are a number of programmes of work where the voices of lived experience are already being integrated. We expect Oranga Tamariki to continue at pace with this work and alongside this, the work to improve the current feedback and complaints process (see action 1.4).

SOCIAL WORK & PROFESSIONAL PRACTICE

Board high-level assurance summary

The Board is pleased that progress has continued and gained traction across the social work pou over the last quarter. Examples of this include extending the monitoring of the use of s78s to include tamariki older than pepi, the concentrated effort that has gone into reviewing and redeveloping the SOPs, trialing the effectiveness of group supervision, and the commitment to delivering induction and other professional development training to social workers and front-line leaders.

The Board has confidence that with ongoing support, resourcing, and committed leadership, the work undertaken to address the FDP social work actions will positively impact on the quality of social work practice and go some way to strengthening the confidence of frontline kaimahi.

As the Board moves toward the final quarter, we continue to highlight matters that require ongoing attention to ensure the needs of tamariki and rangatahi are met. These include:

- A collective Crown agency response to children. Currently, Oranga Tamariki is the sole government agency named in the Oranga Tamariki Act and this can lead to other Crown agencies not being as responsive as is needed. The expectation that Oranga Tamariki is responsible for delivering all services is unrealistic and needs to be addressed.
- Addressing social worker caseloads, including complexities. It is indisputable that current caseloads for many registered social workers are overwhelming, and this needs to be urgently addressed. Additionally, with limited and unresponsive service options, social workers are left with minimal options to progress matters on behalf of the children and young people they serve.
- Placement scarcity is a longstanding issue that needs to be addressed. The paucity of placement options is a significant risk to Oranga Tamariki. There does not appear to be a strategy or a plan to address the continuum of care needs. Kaimahi kōrero has been persistent; the absence of both emergency and planned placements impacts their ability to make quality placement decisions. Currently, the lack of suitable placement options is being shouldered by frontline kaimahi.
- Defining the core role of Oranga Tamariki social workers, and what they lead on that only Oranga Tamariki can lead.
- Progressing the workforce strategy is a significant area of work that requires attention. We understand the OCSW is leading this work and look forward to an update in the next quarter.

Overall, the Board acknowledges the leadership and commitment to strengthening social work practice over the last two years.

SOCIAL WORK & PROFESSIONAL PRACTICE

TE KAHU ARIKI – SEP 2023

TOHU	ACTION	ASSURANCE SUMMARY
4.1	Build a framework that incorporates the current practice standards and the SWRB competence standards into one place.	<p>The Board acknowledges the huge amount of work undertaken to implement the new practice approach across Oranga Tamariki, and notes the next implementation phase is near completion. The first evaluation of the approach is being reviewed and while it is unavailable to the Board currently, we look forward to an overview when it is completed.</p> <p>The Board supports the readiness approach in working alongside regions to identify any supports required to meet regional need. While supportive of the practice approach, the Board asserts Oranga Tamariki must not dismiss other bodies of knowledge that may compliment the practice approach and strengthen social work practice. The Board would like assurance that the practice approach has been designed to be inclusive of the Pacific and Whaikaha strategies. While Oranga Tamariki is working to implement and embed the practice approach, it would be advantageous for external parties particularly Police and the judiciary, to understand the approach and the principles that underpin Oranga Tamariki's work.</p>
4.2	Set a clear direction to only use S78 Without Notice Orders for tamariki when there is clear evidence of solid engagement or attempts at engagement with whānau, which leads to no workable safety plan being put in place.	<p>The Board supports the work undertaken to broaden the scope of monitoring beyond the use of s78s of pepī, to understand current social work practice and areas that require strengthening.</p> <p>The Board was informed last quarter that the number of s78s without notice has stabilised, though recent analysis shows that there has been an increase. The benefit of monitoring has identified other themes that require investigation, for example, the increase since 2019 in other professionals making s78 without notice applications including Police, Lawyer for Child, and Family Court judges. Although the sample for the recent analysis was limited, it suggests that where a s78 without notice application was made, it was the appropriate intervention.</p> <p>It appears that the on-going focus and monitoring of the use of s78s regarding pepī has evidenced good practice engagement with whānau, with evidence of greater trust being built. This assists the social worker to better understand whānau needs. This monitoring has provided information and knowledge that should strengthen practice. It is critical that Quality, Practice and Experiences find mechanisms to share the knowledge with frontline kaimahi and support them to integrate the learning into their day-to-day work.</p> <p>FDP 4.2 is now complete in that the direction has been clearly set, however the Board expects that monitoring must continue, and that identified practice trends are used to inform both Oranga Tamariki kaimahi and external stakeholders. The Board acknowledges the significant effort that has been invested into this work.</p>
4.3	Working with the SWRB introduce micro-credentialing for supervision and other specialist areas, which recognises the skills and knowledge that are required by supervisors and other specialist roles.	<p>The Board supports the advancement in working with the SWRB to introduce micro-credentialing for supervision and other specialist areas over the last several quarters. We support Oranga Tamariki's approach to get several micro-credentials underway and then work to integrate the long-term learning opportunities across the organisation, including residences. The Board appreciates that this is a multi-year aspiration, and it encourages continued advancement. The working relationship with SWRB continues to be strengthened and this is evidenced by a role with a focus on NZQA being co-located at SWRB one day a week.</p>

SOCIAL WORK & PROFESSIONAL PRACTICE

TE KAHU ARIKI – SEP 2023

TOHU	ACTION	ASSURANCE SUMMARY
4.4	Ensure the appropriate application of MAPA and STAR by instituting a revised restraint practice, including more frequent training and recertification.	<p>The Board is aware of the workforce issues and the Rapid Residence Review being undertaken by Mike Bush.</p> <p>The Board was recently informed that, as at August 2023, Care and Protection residences have a total of nine Safety Intervention training instructors. Unfortunately, the current data recording system does not report on kaimahi who have completed training versus kaimahi who need to complete training. The Board finds this data collection gap frustrating. Notwithstanding the difficulties with the collection of data, the Board strongly encourages leaders of the Care and Protection residences to ensure those who require training attend and complete this course.</p> <p>At the same briefing, the Board were informed that across Youth Justice residences, significant numbers of kaimahi still require STAR 2.0 training. There are now 16 instructors trained in STAR 2.0. The Board notes that Youth Justice leaders are working to increase the numbers of these instructors.</p> <p>The Board appreciates that Residences are facing staff shortages however, our position remains unchanged. This training is a priority. And the Board encourages residential national and local leaders to look for opportunities for staff to engage in the 5-day training programme.</p>
4.5	Develop standard operating procedures for national consistency.	<p>The Board has welcomed the concerted focus, resource and development of the SOPs over the last quarter. The Board has been informed that most of the SOPs for Youth Justice residences have now been completed and that Care and Protection SOPs will follow shortly. Once the SOPs are completed, the Board urges Oranga Tamariki to review the SOPs frequently to ensure these remain relevant and current.</p> <p>The Board understands that consideration is being given to introducing the SOPs and de-escalation training as part of the residence induction programme. This will assist in establishing a culture whereby a rights-based approach and child centred practice is promoted.</p> <p>The work of the SOPs has generated a discussion on the need for a Code of Practice for residences. The Board would appreciate being advised of the timeframe and progression of this work.</p>
4.6	Fundamentally shift how staff assess and action reports of concern to ensure safety and security of tamariki and whānau based on best practice.	<p>The Board support continued progress of this action, including the National Contact Centre trialling a new regional teams' model. This is reported to the Board as being successful. While the Board supports the benefits of this approach, we are unaware at this early stage of any mechanism being identified to monitor safety outcomes for tamariki and rangatahi. The Board is also unclear how information on trends and practice learning is being collected, analysed and distributed to front line leaders and kaimahi to assist them in their decision making. The Board would value an update regarding these matters over the next quarter.</p> <p>Concerning the most recent OCSW Practice Review, the Board notes that many practice policies and guidance have been strengthened. The Board is keen to understand how the front line will be supported to understand and embed these expectations.</p> <p>The Board is aware that in some regions, community partners are supported to assist in the intake and assessment space (e.g. triaging, responding to ROCs). We would like to better understand how this work aligns with this action, and whether the former action 3.3, to 'Fundamentally shift how we assess and respond reports of concern with our partner agencies to ensure collaborative decision-making and support at the earliest possible point' is now incorporated within 4.6, as we understood was intended and therefore could expect reporting on partnered approaches to ROCs in the next quarter, and if so, whether here or under the Enabling Communities theme.</p>

SOCIAL WORK & PROFESSIONAL PRACTICE

TE KAHU ARIKI – SEP 2023

TOHU	ACTION	ASSURANCE SUMMARY
4.8	Develop a three-month post-degree professional practice course, partnering with tertiary providers, to develop a statutory child protection component that would involve a paper and placement within Oranga Tamariki.	The Board acknowledges that this action has been paused. The Board would value an update on any progress made for our December assurance report to explore the possibility of tertiary providers developing a child protection paper within the Social Work undergraduate programme supported by a placement option.
1.4	Strengthen the feedback and complaints system so it is 'fit-for-whānau', and ensures that tamariki, rangatahi and their whānau have their voices heard and have confidence in the process.	<p>The Board was briefed on the progress made on the system model for integration of voices and the new resourcing for F24, during which we were advised of resources to support activities for the Whaikaha, Pacific and Takatāpui work programmes. The Board also was advised that the Manaaki Kōrero Steering Group has now endorsed a 3-year programme of work. We look forward to hearing how this will translate into tangible options for rangatahi and tamariki to voice their grievances.</p> <p>Without visibility of the development of tangible options, the Board again raises our concern at the limited methods available to tamariki and rangatahi to make a grievance while in a residence. This matter was raised in the MAB Residential Review 2021, and has been repeated on subsequent occasions since. The Board remains steadfast in its advocacy for this work to be undertaken with greater urgency.</p> <p>The Board advised Oranga Tamariki that some whānau have been contacting Board members directly with their grievances due to what is perceived as an unresponsive service from the internal Oranga Tamariki feedback and complaints service. The Board stresses that an approachable complaints system that serves tamariki, whānau and communities and that provides timely responses is needed. We would also welcome innovative thinking as to the types of advocacy options to consider in order to best serve whānau needs.</p>
2.1	Develop a Kaimahi Ora strategy for all staff, supporting staff to have work life balance and provide regular opportunity to debrief following traumatic events and manage the cumulative impacts of their work.	<p>The Board is encouraged at progress made across the pilot sites of the Kaimahi Ora Strategy. It is reported that Youth Justice residences have been proactive in their engagement within the pilot programmes, and specific needs for local residences have been tailored. The Board understands that Care and Protection residences are yet to start the programme, however the Kaimahi Ora team will continue to be available for their uptake. We would appreciate an update as to when the programmes will start in Care & Protection residences. We look forward to an update for the next quarterly report on the evaluation of effectiveness of these programmes and services.</p> <p>The Board considers that the plan to expand these programmes and services across the other regions needs to be considered and measured. A focus on local and regional needs is important, and input from front line kaimahi and regional leaders will ensure the programme offering is refined and fit for purpose.</p> <p>The Board looks forward to an update on the strategy in the next quarter and to understanding barriers that may impede completion. Over the next quarter, the Board intend to seek feedback from the front line on the visibility they have to this work.</p>

SOCIAL WORK & PROFESSIONAL PRACTICE

TE KAHU ARIKI – SEP 2023

TOHU	ACTION	ASSURANCE SUMMARY
2.3	Develop a model to inform allocation and resourcing decisions at regional and national level.	<p>The Board continues to be satisfied with progress made with this action. We also understand there is a plan being developed to explore caseload complexity and its relationship to caseload numbers. For this, the OCSW has identified several measures to test with a small number of frontline kaimahi. The Board encourages testing with a larger population of the front line to ensure robustness before moving to implementation planned for 2024. In the next quarter, we would like to understand the interdependencies and alignments of this action, the forecast of how many registered social workers are needed to deliver statutory core services, and the corresponding planning which underpins the workforce strategy.</p> <p>Regarding complex cases, the Board acknowledges that this work is multifaceted. Nevertheless, the Board once again stresses how critical it is that the wider children's system is responsive to complex cases and works alongside Oranga Tamariki to deliver quality and sustainable services to tamariki, rangatahi and their whānau.</p>
2.5(d)	Training, career progression pathways, leadership and professional development and workforce planning.	<p>The Board acknowledges the continued progress of this action and reflects on the significant growth and development of action over the last 2 years. To ensure that induction and other training can have real impact, the Board encourages the organisation to consider how it can best address the competing demands on kaimahi. The Board is aware that due to heavy workloads, kaimahi can struggle to dedicate periods of time to attending training. It is important kaimahi can attend the training that will help them undertake their roles, while being mindful that training alone is not a panacea for good quality practice, and that it is the embedding of skills and knowledge that will make a difference to tamariki and whānau. At this time, the Board does not know the effectiveness of training due to a lack visible evaluation, and we would value an update about this next quarter.</p>
2.6	Invest in the capability of leaders (especially frontline leaders) to ensure shifts to practice and culture take place that support a locally-led, centrally-enabled way of working and that support tamariki and whānau to participate and be central in decision making.	<p>The Board supports the continued progress made to shift social work practice. The focus on supporting regional readiness for the practice approach is vital. For learning to be enduring, a responsive and timely support mechanism that kaimahi can use as they navigate the new Practice Approach is important in providing every opportunity for kaimahi to shift to the new Practice Approach.</p> <p>We continue to support investment in the capability of leaders, especially frontline leaders. The Board concurs that front line leaders attend induction/training soon after they start to enable them to start from a position of clear expectations of their role, function and the legislation. As stated in Action 2.5 (d) to ensure that inductions and training have a positive impact, the organisation must continue considering how to address the competing demands of kaimahi, particularly managing their heavy workload.</p> <p>The focus of the Board on Māori and Pacifica kaimahi remains unchanged from last quarter. The Board would value a high-level overview of the evaluations of the Māori Leaders and the Makahiki Pacific Leadership programmes. We want to be able to have confidence that these programmes are fit for purpose and have gone some way to support emerging Māori and Pacific leaders.</p>
n/a	Supervision Work Programme	<p>The Board acknowledges the significant work and progress that has been made by a small and dedicated team in the OCSW. Generally, the evaluation findings of the trial of group supervision for supervisors was positive. The evaluation highlighted once again that quality supervision must be valued and prioritised by Oranga Tamariki. It is the mechanism that should provide Te Riu with assurance that social work decisions are both considered and underpinned by robust practice.</p> <p>The Board is aware that supervision has not always been prioritised by Oranga Tamariki leaders in the past. The Board strongly advocates that supervision initiatives continue to be explored, tested, resourced and prioritised to achieve enduring change and impact. We welcome future conversations on the development of a supervision strategy, including any barriers experienced during the next quarter.</p>

Board high-level assurance summary across the Enabling Communities pou

The Board is pleased to see ongoing progress in partnering through prototypes, together with hearing evidence of some great work underway between some Treaty partners and sites at the local level. In addition, we have seen evidence of a significant lift in the numbers of rangatahi being supported by the Transitions Support Service. We acknowledge significant progress continues to be made in partnerships and with devolution.

Despite this significant progress, we see a pressing need for greater clarity of the direction of partnership under the FDP. By partnership, we are specifically referring under the Enabling Communities pou to partnerships with Māori collectives; to us this ultimately means Treaty partnerships. This is in line with our first overarching recommendation of Te Kahu Aroha that 'Collective Māori and community authority and responsibility must be strengthened and resourced to lead prevention of harm to tamariki and their whānau'.

We have been advised, however, that partnered responses that are not prototypes do not sit under Enabling Communities, as they are local initiatives that will need to align with the development of the new operating model and its supporting investment strategy. While agreeing with the rationale that local partnerships need to be enabled through the operating model and the resulting regional and community infrastructure confirmed or developed through that, together with the necessity for clarity over the supporting investment strategy, we do not wish to see locally-led partnerships with Māori collectives disaggregated from prototype partnerships with Māori collectives.

We feel that both prototypes and partnered responses need to sit together under a broader strategic approach to achieving authentic Treaty-based partnerships. This also reflects what we had understood was the intention with the creation of the Enabling Communities pou when the FDP was refreshed to be a more strategic approach earlier this year, and which we commented positively on last quarter. Through this refresh, we had understood Enabling Communities to subsume the initial Theme 3 of the FDP, 'Relationships, Partnering and Decision-Making'. If this is not the case, we therefore need clarity as soon as possible as to where Treaty partnerships do sit under the FDP. Until we have that clarity, we will continue to include partnering under Enabling Communities and to approach Enabling Communities as the lead partnership pou.

We received comprehensive briefings on Prototypes (action 3.5) and on the Transition Support Services (action 3.4) this quarter. However we received no briefings or updates on the other actions under the former theme 3 that Enabling Communities replaced, with actions 3.1- 3.3 and action 3.6 appearing to have dropped out of reporting. We suspect that this reflects that it is not only the Board who are uncertain as to whether Enabling Communities is intended to be an encompassing pou or only focused on the prototypes, and if so, where the other actions now sit and who should report on them.

We were however able to meet with five Māori collectives, including iwi and hapū groups, who are not prototype partners but are actively partnering with Oranga Tamariki, to hear about their progress and any challenges they are facing. Key in the themes we heard through these conversations was that, though they have variable experiences with their local Oranga Tamariki site and regions ranging from excellent through to patchy, all share concerns as to what resourcing will be provided into the future to enable them to continue with their partnerships and to lead on prevention of harm, and they all feel the absence of a strategy or a planned approach to partnering. Currently these partnerships are dependent on the good will of the local site to share information and resourcing. While some sites are doing so comprehensively, this could potentially be at the risk of the site's own ability to undertake their core functions. This is because there is no funding pool ring-fenced to support partnering by sites with Māori, and instead, the site's budget needs to be stretched to cover if they chose to.

This reinforces the critical need for an investment strategy that gives certainty both to partners and to sites to that they can ensure the statutory social work Oranga Tamariki remains responsible for can be delivered to the highest standards possible. Partnered responses and statutory social work cannot be in a situation where they are having to compete for funding and we are concerned that, outside of the prototypes, this risks being the reality currently.

PROTOTYPES (3.5) – BOARD ASSURANCE FOR PROTOTYPE PARTNERS

Following hui with Ngāti Kahungunu and Waikato-Tainui last quarter to hear about the progress with their prototypes (as reported in our sixth quarterly report), the Board has this quarter met with as many of the Prototype partners as possible to hear their views on progress and pace of change. While each Prototype partner is taking a unique approach and setting their own pace and scope of mahi, we heard general comfort with the responsiveness of Oranga Tamariki to their aspirations. We also heard confidence in the opportunities for genuine partnership, evidenced by Oranga Tamariki being willing to step back to let them lead in prevention and in other parts of the system that the innovative prototype approach is unlocking.

While positive about the responsiveness from Oranga Tamariki and the potential for their prototypes to be transformative, there are some frustrations around the slowness of broader systemic change and the continued absence of other agencies in terms of meeting the needs of tamariki and their whānau so that they do not potentially need an Oranga Tamariki intervention. We note that these concerns largely reflect challenges outside of Oranga Tamariki's direct control, and will require further action at the broader systems level, presumably led through OTAP governance, which we understand is provided through the Social Wellbeing Board. We hope that these concerns are being made clear to the Social Wellbeing Board so that they can be addressed, and would like to meet to discuss our concerns with them ourselves before our term ends.

We also heard some frustration at the absence of some other iwi or community partners from the role of the prototype partner to lean into the opportunity, despite being invited to do so. Building on our comments in the summary slide above, we believe this reinforces the need for a dedicated approach to Treaty partnering. This should be under the Enabling Communities Pou and in close alignment with both the Locally-Led Operating Model and a supporting Investment Strategy.

PROTOTYPES THE BOARD HAS ENGAGED WITH IN Q7 (3.5)

BOARD NARRATIVE

Te Kahu Oranga Whānau Collective

Common themes we heard across the prototype partners included:

- Strong relationship being built with the Prototypes team from Wellington – the team is very responsive and supportive of prototype partner aspirations. We were told that, in terms of relations with Oranga Tamariki at least at the national level, 'It's the best it's ever been now – much better than before. Our relationship has come a long way in the last 3 years. But there is still much further to go'.
- While the scale and pace of mahi is picking up through the prototypes, the broader system beyond Oranga Tamariki across is not in alignment and is working at different speeds and with agencies sometimes working in different directions. Partners want a coherent approach to partnering across the system. As one put it: 'Enabling Communities approach needs to be much bigger, across all the right agencies together'
- More coherence within Oranga Tamariki is also needed, so that the internal Oranga Tamariki system is all working together to deliver the Enabling Communities Pou – some parts of Oranga Tamariki continue to take a transactional approach, eg to resourcing, and prioritise organisation risk over partnered working. 'They need to trust that we can do a better job than the state has been able to do over the last decades'. There needs to be more general willingness within Oranga Tamariki to let go of having to be in control. 'We demand better for our tamariki. We have to lead this for ourselves, not just do the work of others, including of Oranga Tamariki'.
- Prototype partners are all excited and ambitious for the opportunity that the prototypes present, not just to take on parts of the system but to deal with the underlying issues that cause tamariki Māori to come into Crown care or YJ. To partners, this includes having been inadequately served by every arm of the state that whānau deal with, as well as addressing the fundamental reasons for intergenerational harm. 'Bottom line is if we want to stop our kids coming into care and before the courts, we have to support the parents with what they need – all of the above and more'.
- There was a shared view that Oranga Tamariki is not best placed to deal with whānau and address their multi-layered needs, as Oranga Tamariki is not and should not be the experts on whānau. Reflective of what we stated in Te Kahu Aroha, prototype partners stressed to us that that's for Māori collectives to lead on.
- We were also told that this is for Māori collectives to take lead accountability for – not just a share of the resourcing and parts of the system that can be transferred under the legislation now (eg S396), but accountability for outcomes for their tamariki and whānau. 'We are asking for our responsibility back, as well as the resourcing to make it successful'.

Tai Timu Tai Pari Collective

Te Runanga-Ā-Iwi-Ō-Ngāpuhi

Ngā Maata Waka

Ngāi Tahu - Whānau as First Navigators

BOARD ASSURANCE FOR PARTNERED RESPONSES

While we heard of some strong partnerships between Oranga Tamariki sites and trusts, rūnanga or other kaupapa Māori organisations at the local level that are making a real difference in improving outcomes for tamariki and whānau and reducing the need for them to have an escalated response by the state, there is less clarity about the status and future certainty for partnered responses. This largely reflects that, unlike the prototypes, partnered responses are bespoke arrangements at the site or regional level, do not have ring-fenced funding as the prototype partners do, and are largely dependent on the willingness of site leadership to partner in the first place.

We heard from some partners that they have a building or already very strongly established relationship with their local site and are happy with the level of support they receive from their site, though concerns were also expressed at the impact this could have on the site itself, considering the site is not funded to partner but has to work out how to stretch their budget and capacity to enable the space for partners to lead. We heard from one however that their experience of support from the local site was less consistently positive, though there were positive relationships with some within that site regardless.

This reflects that currently the ability and capacity to partner is dependent on site and regional leadership and their priorities and pressures. As we have noted in previous quarterly reports, sites need clarity first they are expected to partner, and secondly on how they develop and sustain effective and enabling partnerships with those who are best placed to take the lead on prevention of harm to tamariki.

From the five partners we met with over recent weeks (Ngāti Toa; Whakatū Marae; Waihopai Hauora, Te Rūnaka ō Waihopai; Awarua Whānau Services; and Ngā Kete Mātauranga Pounamu Charitable Trust), we heard that:

- Partnerships with their local sites are generally showing good progress, even if some were slow to start; across the five partners the status of their relationship currently ranged from excellent to patchy.
- Strength of commitment by individual Oranga Tamariki sites and regional leaders can enable strong relationships, but these are vulnerable to changes in that leadership; partnership needs to be more systemised and methodical, so it is not so left to chance.
- All are ambitious for leading on prevention of harm and a reduction of tamariki needing to come into care as well as being able to support tamariki and rangatahi exit care; this includes through utilisation of their extensive networks.
- All are committed to working in partnership with Oranga Tamariki. and recognise that Oranga Tamariki has statutory duties that need to be fulfilled. This is within the context that partnership requires trust and enabling relationships, for which two partners noted that they do not feel their local site trusts their ability to lead yet.
- A contractual approach from Oranga Tamariki is constraining trust in some areas of the relationship and does not readily enable Treaty partners, as it reinforces a power imbalance. Not all sites are as willing to redress this power imbalance – sites need to enable partners to lead where they are best placed to, particularly in prevention.
- There is concern by partners for the ability of some sites to manage their statutory workload while also supporting partnership. Partners want more certainty for sites to be able to partner while fulfilling their statutory functions, so that outcomes for tamariki are not affected.
- Tamariki whaikaha need more support from across the system; this should be based on understanding their individual needs. But there is an 8-12 month wait for Gateway Assessments, with longer delays on responses to the assessments. Partners need security of funding so that they can grow their capacity to support the needs of tamariki, rangatahi and whānau they work with.
- The voice of rangatahi needs to be amplified; to enable this, sites should enable partners to lead more directly in supporting rangatahi in working to their priorities.
- There is a need for partners to be able to access Oranga Tamariki training and development so that capacity of both the partner and Oranga Tamariki can grow together.
- Partners need clear communications and information flows from Oranga Tamariki, so they can be taking evidence-based decisions for the tamariki and whānau they serve.
- All stressed the need for secure funding, so that they can plan and recruit to be able to maintain and grow their ability and capacity to support tamariki and whānau and prevent future harm.

TRANSITION SUPPORT SERVICES (TSS) (3.4) – BOARD NARRATIVE

The Board received a comprehensive briefing on progress in growing outreach by the Transitions Support Service (TSS). We were also provided with the results of a four-year longitudinal evaluation of the service. The Board is pleased to see a strong evidence base in place for TSS to support continuous improvement in delivering an effective service into the future.

The briefing and evaluation show that the number of rangatahi being referred to and choosing to take up transitions support is increasing. This is in part due to a proactive approach being taken by TSS in educating kaimahi in what the service can offer, and in encouraging kaimahi to trigger referrals through to it. For example, mandatory weekly reports are now required in Service Delivery to highlight rangatahi who, at 17.5 years of age have not yet been referred to the service so that they can be prioritised for referral. TSS referral and uptake rates are also now included in Whiti, which also ensures greater visibility as to who has not yet been referred. This proactive approach has resulted in a lift in referrals after what is described as a period of plateaued progress.

Moreover, a high proportion of rangatahi receiving transition support report that it is helping them, whether a little or a lot, while a high proportion of rangatahi accessing the dedicated transitions helpline also report that this is proving helpful, and including when they are not otherwise able to access information or meet with their social worker. At the same time, the evidence shows that many rangatahi are not feeling adequately supported as they age towards exit from care, with a number reporting they have not seen their social worker for some while to help plan their exit or refer them to services. The Board is conscious of a range of reasons why TSS uptake may remain below full potential. We believe that the heavy workloads that many social workers bear can prevent them from prioritising older cohorts of rangatahi, who are considered less vulnerable than younger tamariki. We are also mindful that even when referrals are made, rangatahi may choose not to engage of their own volition. However Oranga Tamariki has obligations to rangatahi in care, and if social worker capacity impacts this, or if rangatahi are not being made aware of the support available (including the flexibility that is offered through the TSS), this needs to be resourced through additional capacity to support rangatahi exiting care. TSS notes that this is most achievable through supporting more partners to lead in understanding and responding to the individual needs of rangatahi as they transition from care to adulthood.

The majority of existing transition services are delivered by partners, with 91% of transitions spend going through partners. The Board agrees with the aspirations expressed by the TSS to continue supporting partners in hearing the voice of rangatahi, understanding their needs and developing the most appropriate responses to these. This particularly needs to include meeting the needs of rangatahi whaikaha so that they can experience positive transitions out of care and into adulthood. Rangatahi are our future and valuable members of their whānau, hapū, iwi and broader communities. Many are likely to become parents themselves before long. Ensuring they are well supported and with access to helpful and supportive networks offers a valuable opportunity to build the capacity of future generations to not only be self-determining but to overcome and avoid further intergenerational trauma. This specifically requires the hinengaro and wellbeing of rangatahi to be prioritised, including that they know who they belong to. Care must be particularly taken if their hinengaro and sense of wellbeing has been damaged through disconnection from whānau and whakapapa, or trauma resulting from their experiences coming into and remaining in care.

Finally, we wish to stress that the longitudinal study of the TSS reinforces to us the value of Oranga Tamariki investing in evaluation from the initiation of programmes, so that progress and challenges can be readily identified and acted on to ensure continuous improvement and effective delivery. This reinforces the Board's view of the value of greater investment across Oranga Tamariki in evaluation of effectiveness of its work as a whole, aligned with clear outcomes and objectives to help measure progress against.

LOCALLY-LED OPERATING MODEL

Board high-level assurance summary

The Board has been briefed on the status of the development of the new operating model, and from this understands that some strong themes emerged from the feedback received in response to the recent discussion document on potential options for direction of the new operating model. We are told that general themes received in the feedback included broad support for moving to one regional lead with a common set of regional boundaries. Additionally, there was feedback highlighting the need for a shift in National Office Service Delivery and enabling functions to better support the regions.

We have recently been advised that the immediate plans for further consultation on options for the new model have been paused, to take the time to enable the most solid foundations possible for the shift, and as the Oranga Tamariki Chief Executive wishes to consider this work as part of the total picture for change that Oranga Tamariki has underway. The Board is mindful that there is significant complexity in developing and finalising the new model, and we offer our support to Oranga Tamariki to work through these complexities over the remainder of our term.

As we have previously stated, and as noted in our comments on Enabling Communities above, once it is finalised, the new operating model will need a robust investment strategy in place to support the model to deliver improved outcomes for tamariki, rangatahi and their whānau.

Released Under Official Information Act 1982

WORKFORCE STRATEGY

Board high-level assurance summary

The Board understands that the workforce strategy is currently in the initial stages of its reset from the previous quarter. The Board has not been updated on any work that has been undertaken over the current quarter.

Both the Board and Oranga Tamariki understand that a workforce strategy is a vital foundation in assisting the organisation to achieve its transformation outcomes.

Again, the Board reiterates that, in order for Oranga Tamariki to have a fit for purpose workforce, the organisation must be clear on its value proposition. Without this clarity, it is difficult to understand how this work can progress adequately.

The Board would appreciate a briefing for the next quarter on the progression and positioning of this work.

ACTION	ASSURANCE SUMMARY
<p>2.5 Develop a workforce strategy that will support high-quality social work</p>	<p>In the last quarter, the Board supported the refresh of the Workforce Strategy. From recent engagements, the Board understands that the strategy is now being led by the OCSW and is in initial stages of development, with forecast completion for June 2024.</p> <p>The Board welcomes an opportunity to engage next quarter to understand how this strategy is progressing and ascertain initial thinking in the development of the workforce strategy. The Board reiterates that a public safety lens must be front and centre in this work particularly, when considering an allied workforce.</p>
<p>2.5(a) Clarifying the role of Oranga Tamariki social workers, and other professionals</p>	<p>The Board requires an update on Oranga Tamariki 's work to define its core role. Without this, we are unsure whether work can progress to clarify the role of an Oranga Tamariki social worker.</p> <p>Notwithstanding this dilemma, the Board understands from the briefing received on this action that work is progressing to clarify the role of an Oranga Tamariki social worker. As the work progresses, gaining clarity on the functions only Oranga Tamariki social workers should undertake will assist in the development of an Oranga Tamariki allied paraprofessional workforce. It will also assist in addressing ambiguity regarding the nature of the support functions this group may deliver and the training needed to underpin their work. The Board welcomes further engagement on this complex matter over the next quarter.</p>

DIGITAL ENABLERS

Board high-level assurance summary

The Board continues to be pleased with progress on the work to replace CYRAS. We have been advised that the business case has been approved by Cabinet, and that the Treasury Gateway Review returned a Green/Amber rating.

The Board understands that work is now underway to build the project team capability and prepare a procurement plan for vendors to support the programme. We have been advised that the programme is being socialised with kaimahi to ensure they know what it will mean for them. The Board looks forward to a further update in the next quarter.

In comparison, the project to replace the Data Warehouse Platform from the old MSD platform to a new one managed by Oranga Tamariki does not seem to be progressing as well as expected. The Board understands that due to non-delivery by the incumbent implementation partner, Oranga Tamariki is now going through a further procurement process to find a new vendor.

This project is critical for making data and information available to kaimahi to inform decision-making. We hope to hear that more progress has been possible in the next quarter.

Released Under Official Information Act 1982

Eighth and final Assurance Report on the
Future Direction Plan
from the Oranga Tamariki
Ministerial Advisory Board to the
Minister for Children

This report sets out the Board's assurance and advice on:

- Progress by Oranga Tamariki with implementing the Future Direction Plan and towards achieving Te Kahu Aroha.
- The priorities that the Board considers Oranga Tamariki should keep front of mind the coming months and years.

IN-CONFIDENCE

DECEMBER 2023

Released Under Official Information Act 1982

Introduction to Board's eighth assurance report

- 1) The purpose of this paper is to provide the Minister for Children, Hon Karen Chhour, with the Board's eighth and final assurance report. It is also to outline our advice as the Oranga Tamariki Ministerial Advisory Board as to what the priorities for Oranga Tamariki should be over the coming months and years.

Structure of this report

- 2) We start this paper by setting out the context for the establishment of our Board. This is followed by a summary of the overarching recommendations we made in our report Te Kahu Aroha. We set out the response to Te Kahu Aroha from the Minister and Oranga Tamariki, and we then outline the two addendum reports to Te Kahu Aroha we undertook at the Minister's request. These were firstly a *Review of Residences* completed in October 2021, followed in August 2022 by our *Te Kahu Aroha: addendum report on quality support and service outcomes for tamariki and rangatahi whaikaha, their whānau, parents and caregivers*.¹
- 3) In the second part of our report, we summarise the assurance we have been able to provide over the last two years, with a particular focus on each of the two core pou of the Future Direction Plan. These are Enabling Communities, and Social Work and Professional Practice. For both, we have seen some promising progress in areas that we believe needs to be continued with sustained commitment, as well as some gaps in focus that need to be bridged. Both sustained and additional effort are required for the full impact of the last two year's implementation of the Future Direction Plan and these two pou in particular to be realised in the near term, and to ensure the investment already made is not risked.
- 4) We finish this report with a section that sets out the Board's advice on the critical areas we believe the Minister and Oranga Tamariki will need to focus on in the coming months and years. These are the priority areas we believe are necessary to build positive change and improve outcomes for tamariki, rangatahi and their whānau - and thereby support better outcomes for New Zealand, since the safety and wellbeing of our tamariki is critical to our collective future prosperity.

Establishment of the Oranga Tamariki Ministerial Advisory Board

- 5) On taking up appointment as Minister for Children, Hon Kelvin Davis did not have confidence that Oranga Tamariki was focused on the right things at the right times to make the biggest positive difference for tamariki and their whānau. He therefore established the Oranga Tamariki Ministerial Advisory Board in early 2021, to provide him with direct, independent advice on whether Oranga Tamariki was focusing where and when it needed to.
- 6) The initial Board members comprised Matthew Tukaki, Chair, as well as Tā Mark Solomon, Dame Naida Glavish and Shannon Pakura. Ruth Jones, Alfred Filipaina and Mana Williams

¹ Over the last two years, the Board has also provided regular updates within our assurance reports as to progress on recommendations in our Residences and Whaikaha reports, as well as provided a specific update on progress with Residences actions in August 2022. In our Quarter 4 assurance report, we engaged broadly with a range of Māori and Pacific kaimahi to inform our advice one year on in our assurance reporting role. We also undertook a specific review of the status of Family Group Conferences for the Oranga Tamariki Chief Executive, which we provided to him in April 2023.

Eade joined the Board in December 2021, as the Minister felt he also needed specific advice as to options for improving outcomes for tamariki whaikaha/ children with disabilities, for tamariki of Pacific descent, and for ensuring voices of rangatahi – particularly care-experienced rangatahi as Mr Williams Eade was – were actively being sought and listened to. In early 2022, Mr Tukaki resigned his Board position, and Tā Mark replaced him as Chair, and in early 2023, Mr Williams Eade resigned his Board position for permanent full-time employment opportunities.

- 7) The Terms of Reference the Minister set for the Board's work are attached as **appendix one**. These requested that we provide him with independent assurance and advice across three areas of Oranga Tamariki:
1. relationships with families, whānau, hapū, iwi, and Māori;
 2. professional social work practice; and
 3. organisational culture.
- 8) In response, we were unable to provide assurance that Oranga Tamariki was on track in any of these three areas, and accordingly provided a range of advice as to what needed to be done about this. Both the level of assurance we could provide and our advice for what to do about it is set out in our report Te Kahu Aroha (**provided with our Aide Memoire of 6 December 2023**).

Te Kahu Aroha

- 9) In early July 2021, the Board gave our report *Hipokingia ki te Kahu Aroha, Hipokingia katoa; Embrace with the Cloak of Love, Embrace all Within It* to the Minister. We like our report to be referred to as Te Kahu Aroha as this means 'the cloak of love'. We believe this neatly summarises the essence of our report and our purpose in supporting both the State and Māori collectives and communities to enable all tamariki and rangatahi to be cloaked with the protective love and care they need.
- 10) Te Kahu Aroha stresses three overarching themes, through 28 individual recommendations. The three core themes of Te Kahu Aroha are: 1) the importance of prevention of harm from occurring in the first place through enabling iwi, Māori and communities to lead for their mokopuna and whānau; 2) supporting statutory social work and the work of Oranga Tamariki's frontline to be as effective as possible in improving outcomes for tamariki, rangatahi and their whānau; and 3) improving organisational culture, including by ensuring relationships of trust and collaboration across the system. We also stressed the need for a cohesive data capture and management system, so that the work of Oranga Tamariki is increasingly evidence-based.
- 11) Our recommendations in Te Kahu Aroha and in our reports since have been all about ensuring safety and wellbeing of tamariki and rangatahi. We said then that '*we see a need to relentlessly focus the direction of Oranga Tamariki onto improving outcomes for tamariki and their whānau, and to enabling those capable of delivering this outcome most effectively to get on with the challenge*'.² We make this point and the same recommendations within Te Kahu Aroha again now. Our recommendations have always been focused on the needs of tamariki and rangatahi, not on what suits government best. There remains a critical need to focus the system on accepting shared accountability for supporting the prevention of harm and responding to and addressing needs where harm has occurred.

² Te Kahu Aroha, page 8.

Our specific areas of recommendation within Te Kahu Aroha

- 12) Our first overarching recommendation of Te Kahu Aroha was focused on trying to prevent harm to tamariki as the first priority and focus of collective effort. This is particularly needed through strengthening the role of Māori collectives and communities to lead prevention of harm to their tamariki and rangatahi.
- 13) We said in Te Kahu Aroha that, *'In order to lead prevention of harm to tamariki and their whānau, collective Māori and community responsibility and authority must be strengthened and restored'*. We stated our belief that the Oranga Tamariki's role is to support Māori and community leadership of prevention of harm, but that there was no coordinated strategy for how Oranga Tamariki partnered with Māori and communities to enable this shift to prevention. We said that a strategy was urgently needed. Through our assurance since, we have repeated this call, together with the equally pressing need for an investment strategy to support partnering and enable certainty of investment in capacity and capability of all. While commitment to development of both strategies has been regularly voiced by Oranga Tamariki to us, we are yet to see either strategy actually articulated, in place and committed to.
- 14) The goal of all New Zealanders should be that our tamariki are not harmed in the first place, not just receive effective service from a government agency once they have been. We think this is a given, and should not be seen as a political position. We believe keeping tamariki safe is a goal shared by all communities in New Zealand. Even once we are no longer the Oranga Tamariki Ministerial Advisory Board, we will continue to push for leadership on prevention of harm to tamariki in our future endeavours as individuals, as well as through our extensive networks. New Zealand's future prosperity is closely dependent on all our tamariki being safe and nurtured. This must remain the outcome we all work tirelessly towards.
- 15) Until prevention of harm is achieved, however, our second overarching recommendation remains equally current. This is focused on ensuring that those children who are brought to the attention of the state as at risk of harm, are safe and provided with the best practice of care and support possible. This includes through enabling and expanding the leadership and professionalism of social work and of the broader social sector workforce, as well as lifting the standards of training, induction and supervision.
- 16) Our second overarching recommendation was therefore that: *'In order to work collaboratively with Māori, community organisations and other government agencies, the purpose of Oranga Tamariki must be clarified. This includes clarifying who Oranga Tamariki primarily exists to serve, what areas of service delivery and support are for Māori and community to lead, and where the responsibility of other government agencies must be to support improved outcomes for tamariki and their whānau.'*³
- 17) We continued that, with strategies for partnering and investment in place as recommended under our first overarching recommendation, *'the primary role for Oranga Tamariki social workers can then be to respond to emergency situations and navigate tamariki and whānau to immediate help in order to secure their safety and protection'*.⁴

³ Te Kahu Aroha, page 10.

⁴ Te Kahu Aroha, page 9.

- 18) We believe that devolution of adequate resources, authority and accountability to Māori and community would allow Oranga Tamariki to primarily focus on responding to urgent care and protection or risk situations where tamariki, rangatahi and whānau require immediate support to ensure their safety. Enabling Māori collectives and communities to take over a significant portion of the broad range of services currently provided by Oranga Tamariki as the lead agency for all tamariki and rangatahi, would free up the Ministry to clarify what its core role as a child and young people's safety and protection agency is, and focus on delivering that better.
- 19) More specifically, in terms of our recommendations on statutory social work as a core responsibility of Oranga Tamariki, we found that social worker capacity is often very stretched. Many frontline social workers bear large workloads which inhibit them from meaningfully dedicating sufficient time with each child that comes to the attention of the state. Further to this, even where social workers can deliver their service, limitations remain where other agencies underdeliver, so a circular problem presents itself.
- 20) Oranga Tamariki routinely has to take responsibility for a large range of services and supports that are outside of care and protection and immediate risks to tamariki and rangatahi, to ensure further risks do not escalate for a child and their whānau. But as we said in Te Kahu Aroha, Oranga Tamariki social workers can be *'isolated and need other agencies to work with them more proactively, in order to address the risk of harm to tamariki and their whānau... [therefore] a workforce plan is needed'*.⁵
- 21) At the same time, we found that Oranga Tamariki social workers were not routinely receiving the induction and professional development they need to undertake their challenging roles, and that supervision was irregular at best. Moreover, we heard from many, and observed ourselves, that the professional voice of social work had become muted and needed to be significantly strengthened within Oranga Tamariki. This is needed as, while we ultimately want harm to be prevented to tamariki in the first place, until that has been achieved there remains a pressing need for Oranga Tamariki. Tamariki need social workers to be well trained and to receive regular, professional supervision so that they can deliver quality social work. As we said in Te Kahu Aroha:

'The contributions of Oranga Tamariki staff, particularly social workers and other frontline staff, must be better supported and valued. This should also help improve the wellbeing of frontline staff, which we have some significant concerns about, and should assist in re-establishing the confidence of social workers as professionals within Oranga Tamariki, confident that the leadership from national office is focused on supporting their work'.⁶

- 22) We continued that:

'In addition to the already well-traversed challenges of Oranga Tamariki, we have identified the ambiguity of Oranga Tamariki's primary purpose and how that translates to clarity of functions as a significant issues'.⁷

- 23) We said in Te Kahu Aroha that a range of improvements were needed to address the lack of a coherent system and the need for a more committed, strategic direction. First, there

⁵ Te Kahu Aroha, page 11

⁶ Te Kahu Aroha, page 31

⁷ Te Kahu Aroha, page 31.

needs to be much greater clarity about who Oranga Tamariki primarily serves – is it all children, as their name implies, or is it primarily those children and rangatahi with concerns as to their care and protection and who may be facing immediate risks? It is vitally important this is clarified, as Oranga Tamariki cannot succeed if it is expected to deliver services and supports to all children in New Zealand.

- 24) We also identified that a significant lift in shared cross-agency accountability for children is urgently needed, as currently many of the needs of children and young people go unaddressed, especially if there are not immediate care and protection concerns. Without cross-agency support, social workers will continue to be left high and dry by the system, and as a result will struggle to meet both the care and protection and more general needs of children and young people.
- 25) Shared cross agency accountability is also needed to match the shift to a prevention focus led by Māori collectives and communities. Otherwise, Māori collectives and communities will be similarly set up to fail as Oranga Tamariki has been.
- 26) We identified secondly that social workers needed more capacity and support to be able to undertake their challenging jobs, better training, induction and supervision, as well as needing to be supported by a workforce strategy for the sector so that the right capacity was being built in the right places, and to reduce caseload pressures on social workers.
- 27) In response to our third term of reference with regard to organisational culture, we found that Oranga Tamariki is vulnerable to shifting headwinds because it is unanchored, lacking both strategic direction and internal accountability.
- 28) We said:
- 'despite best efforts, the anchor points for current systems within Oranga Tamariki are weak, disconnected, and unfit for the population it services. The organisation lacks strategic direction and is not visionary. It is self-centred and constantly looks to itself for answers. There is no workforce strategy being implemented, nor is there a strategy to partner with Māori and the community. It is an agency that is vulnerable to being blown off course by the headwinds it inevitably encounters over time.'*⁸
- 29) Some of this is outside of the control of Oranga Tamariki, as the broader government's children's system has not been set up with a focus on supporting Oranga Tamariki to succeed. Much of Oranga Tamariki's capacity to successfully deliver for tamariki is dependent on other Crown agencies accepting that they must provide support to the same tamariki to meet their broader needs, or their whānau stresses may well escalate to care and protection concerns.
- 30) Some of Oranga Tamariki's vulnerability is, however, within its own control to take charge in addressing. This is particularly with regard to ensuring that it sets a clear strategic direction, communicates this effectively across the organisation, and knows what it is accountable for regardless of whether other agencies are fulfilling their responsibilities. What we observed was a general lack of strategic direction within Oranga Tamariki, with no or inadequate outcomes frameworks in place to help guide it and keep the agency on course. We therefore recommended an outcomes framework should be developed as a priority, so Oranga Tamariki has more self-control over its long-term transformation. This would help Oranga Tamariki shift from functioning reactively (both in terms of responding

⁸ Te Kahu Aroha, page 17

to child harm cases, and in what it is responsible for delivering versus supporting others to deliver), and instead operate proactively.

- 31) Another significant factor is Oranga Tamariki's inability to anchor itself whilst repeatedly being subjected to reviews about its capacity and performance. While many of these reviews have been helpful, we believe that little new is to be identified and it is past time to let Oranga Tamariki settle into its lead role of care, protection and well-being for tamariki and rangatahi at risk of harm or of offending. Even with this clarity of focus, the reality is that child safety, protection and harm reduction work is fundamentally hard. Oranga Tamariki is left on its own to respond and address child protection and harm reduction challenges. Oranga Tamariki is inherently reliant on what the community and other Crown agencies report to it, and so is in a reactive position from the beginning. It relies on having the capacity to make quick, accurate assessments based on the often-contradictory fragments of information and having the right resources in place to action a response.
- 32) When it has not had this ability, and children have not been appropriately protected, Oranga Tamariki usually bears the blame on its own, despite being part of a broader child protection system with shared responsibilities across a number of agencies. We note, for example, that the review by Dame Karen Poutasi into the effectiveness of the system in the case of Malachi Subecz, identified gaps across the children's system and certainly not only within Oranga Tamariki. Dame Karen found that there is no shared agreed definition of who and what the children's sector and system includes. This gap, she argued, leads to significant potential for ambiguity and lack of certainty about who bears what responsibilities within the system. In particular, we note findings 11 and 12 of Dame Karen:
- *'The agencies that make up the formal Government's children's system should be specifically defined in legislation'*.
 - *'These agencies should have a specific responsibility included in their founding legislation to make clear that they share responsibility for checking the safety of children'*.⁹
- 33) Tellingly, even having called this out specifically, the other agencies were largely missing from being seen to take responsibility, leading the focus of the media and public's reaction to Dame Karen's report to Oranga Tamariki alone. We note this example not to excuse Oranga Tamariki from addressing all practice shortcomings as these must be bridged as quickly as possible, but to illustrate that Oranga Tamariki has been repeatedly forced to expend extensive resource trying to address gaps across the system that are not within its control. Instead, it should be required and enabled to focus on improving practice and being the best child and young person's protection and harm reduction agency it can be.
- 34) Oranga Tamariki needs ongoing help to continuously improve how it delivers for tamariki and rangatahi. This includes ongoing guidance as to how to successfully devolve prevention to partners in order that tamariki are ever safer from harm being perpetrated against them in the first place, and so that Oranga Tamariki knows its appropriate place within the system. We stated in Te Kahu Aroha that an independent assurance and governance mechanism is needed to guide Oranga Tamariki to stability and delivery. We recommended a process be undertaken for the establishment of a permanent governance and assurance function, which we suggested should be through a governance board, to

⁹ 'Ensuring strong and effective safety nets to prevent abuse of children' Report by Dame Karen Poutasi, Joint Review into the Children's Sector: Identification and response to suspected abuse 23 November 2022, pages 15 and 48.

help build stronger organisational culture and to help guide Oranga Tamariki through the inevitable challenges of child protection and broader state intervention in the lives of tamariki and their whānau.

- 35) We remain of the view that an independent assurance and governance function is critical to ensuring sustained, meaningful and well-utilised investment in the government's leadership role in child protection and safety and the mitigation of immediate risks to young people. It is also crucial in staying the course to achieving long-term prevention of harm to tamariki and within their whānau. We do not resile from recommending that permanent assurance and governance functions, supported by a long-term outcomes framework, remains inherently necessary if we are to be able to collectively stay the course to ensuring the safety of children, for their sake and the sake of a safe and thriving future New Zealand.

[The government's response to Te Kahu Aroha](#)

- 36) All of our recommendations in Te Kahu Aroha were accepted by the Minister and Cabinet. In publicly releasing Te Kahu Aroha, Cabinet also released the Oranga Tamariki Future Direction Plan, which Cabinet had accepted as the response by Oranga Tamariki to Te Kahu Aroha to address the main areas of our recommendations and to drive momentum. Since January 2022, we have provided the Minister with ongoing quarterly assurance reports outlining the organisation's progress with the Future Direction Plan, and towards the outcomes set in Te Kahu Aroha.

- 37) We note that the Future Direction Plan ('the Plan')¹⁰ was developed in response to Te Kahu Aroha, however we had not seen the Plan prior to its public release. While the Plan set out a range of necessary activities and actions, we did not believe it to be particularly closely-aligned to Te Kahu Aroha. It had clear focuses on partnering with Māori and communities, and in strengthening social work, but did not include any response to our assurance and governance recommendations, nor did it cover the roles and responsibilities of other agencies or clarifying the purpose of Oranga Tamariki. It was also largely silent on our recommendations for a more strategic direction, including development of strategies to partner, and for investment, and for an outcomes approach to guide long term transformation.

- 38) Before we set out a summary of our approach to providing assurance to the Minister over the last two years, we note that, soon after we completed Te Kahu Aroha, the Minister also asked us to review Oranga Tamariki Care and Protection and Youth Justice Residences. This was to check what assurance we could provide him on whether they were fit for purpose and providing a safe and effective environment for young people with high needs to be supported. We reported to the Minister with our findings in October 2021. We also followed up Te Kahu Aroha with a further addendum report, focused on improving outcomes for tamariki whaikaha in the Oranga Tamariki system, in August 2022.

¹⁰ [OT-Future-Direction-Action-Plan.pdf \(orangatamariki.govt.nz\)](#)

Our Addendum reports to Te Kahu Aroha

Overview of the Residence Report (2021) and Residence Assurance Update in Q4 (December 2022)

- 39) In parallel with finalising Te Kahu Aroha, the Minister wrote to us on 5 July 2021, requesting that we: *'... visit all Oranga Tamariki Care and Protection and Youth Justice Residences for the purpose of assessing and reporting back on the care, safety and treatment provided to the children and young people who are residents.'*
- 40) The Minister specifically sought our advice as to strengthening the quality-of-service provision and to address any identified systemic concerns with residences. Our recommendations in response aligned with our recommendations in Te Kahu Aroha. In particular, we saw strong alignment with the need for re-professionalisation of the Oranga Tamariki workforce. We also saw a critical need to strengthen the care system across government, as the needs of tamariki in residential care require specialist support from a number of agencies, reflecting our recommendation in Te Kahu Aroha to utilise the Oranga Tamariki Action Plan to bring collective government effort together. We also saw a strong link with our recommendation from Te Kahu Aroha to build stronger internal audit and monitoring functions within and across Oranga Tamariki so that any emerging issues are quickly identified and acted on before they can become systemic.
- 41) It was clear to us that the residences were not adequately supported in a coordinated way by Oranga Tamariki. This is in terms of both the maintenance of their physical environments and in having the right mix of specialisation and skills in the residential workforce. While we were assured there were plans in place and about to be underway for a programme of new builds to broaden the range of residential care options, moving some of these options into the community and thereby refreshing the residential offering, these plans appeared to be at risk of losing the resourcing set aside for them. Indeed, these have not come into fruition within our term.
- 42) We found an absence of the necessary recruitment, induction and training programmes required to support the residential workforce to be ready to meet the acute and complex needs of tamariki and rangatahi in the residences. These gaps were due, at least in part, to residences being side-lined from the mainstream focus of Oranga Tamariki. This has meant that attempts made by residence management (both site and national) to highlight the challenges they face and to obtain support to address them have been deprioritised at the national office level.
- 43) Moreover, we found a lack of planning and capacity to meet the needs of tamariki and rangatahi in need of residential support. There is no systematic approach in the system to identifying and recording who and how many tamariki needed the specialist services that only residential care could provide, with the number of residential beds available for care and protection needs set only by capacity, not by demand or need. Put another way, we strongly suspected that demand and need for specialist residential services far outstripped the 33 beds available nation-wide in 2021, but saw no evidence of planning for understanding how many tamariki needed specialist care and placements or of a plan to address this.
- 44) More specifically, the areas we identified for immediate attention were:
- a. The significant unmet demand for acute care places and the urgent need for more options for secure therapeutic care;

- b. The need for a workforce that is purposefully matched to this demand, and to support those tamariki and rangatahi that are in residential care;
 - c. The need for more national-level support for residences, including for national standard operating procedures and with recruitment, induction, training and supervision;
 - d. The opportunity to refresh the grievance process so it is fit for purpose to support ongoing improvements to residential care;
 - e. The need to provide a holistic and therapeutic approach for each tamaiti in the care of the residences, as well as in the broader care system, with regular monitoring and assurance in place to ensure a culture of continuous improvement.
- 45) We have maintained a close focus on assessing progress against our recommendations in the two years since we completed our report on residences. However, we have not seen adequate overall progress. This is despite the efforts of a number of kaimahi (staff) who have done their best, but in trying circumstances as Residences have remained a low priority, out of focus for much of Oranga Tamariki.
- 46) This lack of attention culminated in the need for a further urgent review into Oranga Tamariki residences, completed by Mike Bush in September this year. We assume you will have been briefed separately on that review. In our future -focused advice to you at the end of this report, we pick up what we take from the need for another review so close to ours, making very similar recommendations. This is as we believe it proves the need for independent assurance and governance support for your role.

Te Kahu Aroha: addendum report on quality support and service outcomes for tamariki and rangatahi whaikaha, their whānau, parents and caregivers

- 47) In August 2022, we produced a report focused on opportunities for Oranga Tamariki and the broader children's system to improve outcomes for tamariki and rangatahi whaikaha, their whānau, parents and caregivers. In this report, and since we have chosen to use the term tamariki and rangatahi whaikaha, as whaikaha means to have strength, to have ability and to be enabled. We believe this term appropriately recognises the potential of the child or young person, rather than a deficit focus. We will continue with that approach in this report.
- 48) This report was an addendum to Te Kahu Aroha as it became particularly apparent that many of the needs of tamariki and rangatahi whaikaha, their whānau, parents and caregivers were not being met by Oranga Tamariki or by the broader system. This included the fact that the Future Direction Plan was silent on the needs of tamariki whaikaha.
- 49) We identified significant gaps in provision of support and leadership on responsibilities across the system and which exacerbate lack of responsiveness and delivery of basic rights, including legal rights, of tamariki and rangatahi whaikaha. Moreover, while the gaps were known within the system, no shared view was apparent of what a more appropriate response should look like. While attempts have been made at various times to address the known gaps, we saw these efforts as piece-meal and ineffective, with the system repeatedly defaulting back to how it has worked, rather than how it could and should work. Settings continued to deprioritise and side-line the needs of tamariki and rangatahi

whaikaha, their whānau, parents and caregivers. However, addressing the gaps in support for tangata whaikaha could help to reduce the trajectory to a state care and protection response for some tamariki whaikaha.

- 50) We therefore made a series of recommendations to lift commitment by both Oranga Tamariki and the broader children's system to ensuring the needs of tamariki and rangatahi whaikaha, their whānau, parents and caregivers are prioritised and supported. We said this should include by refreshing the Oranga Tamariki Future Direction Plan to explicitly include a disability lens across all relevant actions.
- 51) To complement this, we said that there was also a need to explicitly state the role of each agency in leading and supporting improvements for tamariki and rangatahi whaikaha within the Oranga Tamariki Action Plan. To this end, we said that a cross agency plan is urgently needed to address the lack of specialised care support and the lack of appropriate placement options for tamariki and rangatahi whaikaha. This, we argued, will enable Oranga Tamariki to be clear about its roles and responsibilities within the system, as well as clarify the roles and responsibilities of other agencies.
- 52) We also said that development of a consistent and shared understanding of disability both within Oranga Tamariki and across the system, would help significantly, including by clarifying that neuro-developmental challenges and learning difficulties such as Foetal Alcohol Spectrum Disorder and Attention Deficit Hyperactivity Disorder are part of the range of disabilities that need to be supported. However, we stressed that mental health concerns should be clarified as primarily a matter for the health sector to lead the response on. Oranga Tamariki kaimahi are already stretched but are still expected to be the default service provider for mental health needs, having to try to find appropriate support for mental health needs in the absence of a systemic and specialist response.
- 53) We also noted an urgent need for more, and more appropriately tailored, support to be provided to caregivers so they can sustainably meet the needs of tamariki and rangatahi whaikaha in their care. To complement this, we argued that specific induction on Oranga Tamariki's role for disability is needed for new frontline kaimahi, and that should be followed up with ongoing training and resources so that kaimahi have the capacity and capability tamariki whaikaha and their whānau and caregivers need from them.
- 54) We finished our report by stressing the need for improved data capture to expand understanding of disability needs, together with improved flows of information and guidance to inform improvement and planning for the right mix of disability supports and services. Improved data capture and information sharing should be supported by regular evaluation of outcomes from service and programme delivery by Oranga Tamariki. Furthermore, we said legislative and regulatory changes, and particularly whether their actual impacts meet their intended impacts, should be routinely evaluated.

Assurance reporting

- 55) Following completion of Te Kahu Aroha, the Minister asked us to shift to regular, quarterly reporting to provide him with independent assessment of the progress Oranga Tamariki was making in implementing the Future Direction Plan. In part, this was as he wanted independent verification of progress, in addition to the reporting on progress he was regularly receiving from Oranga Tamariki. It was also due, we understood, to the Minister

understanding that the work of Oranga Tamariki is difficult, and acknowledging that they need support in their efforts to improve outcomes for those tamariki that need them. We believe that this remains the case, as the protection and safety of tamariki and rangatahi is a shared responsibility, not just that of Oranga Tamariki.

- 56) In our shift to assurance reporting, we developed a framework to test progress of the activities and actions committed to under the Plan. This was through a detailed table, matched to the six themes and multiple actions under each theme. We regularly tested aspects of the Plan with Oranga Tamariki frontline kaimahi, and with partners. We also sought the views of caregivers, whānau and of care-experienced rangatahi. Testing outside of Oranga Tamariki, and with kaimahi, was undertaken to check that changes were starting to become visible at the local sites and at the community level.
- 57) As part of our assurance reporting, we have also provided our views on progress towards the outcomes sought in Te Kahu Aroha. We did this through the summary document covering our detailed assurance tables, as the Future Direction Plan did not reflect everything of Te Kahu Aroha that we thought it should have, being more short-term action focused and with less of an outcomes lens across it. Indeed, one of the requests we have repeatedly made of Oranga Tamariki throughout our term has been to show that they are advancing an outcomes framework. This is needed to hold themselves to account and show that they are investing in the most impactful actions.
- 58) We have **attached** our fourth assurance report, completed at the end of 2022 and marking the first full year of assurance reporting so that you can see the comprehensive approach our assurance reporting framework enabled. We have also **attached** our seventh assurance report. This takes a different form as Oranga Tamariki had, from around April this year, started moving the Plan from a list of actions to a more strategic approach. We supported this approach, though it did lose visibility of some of the aspects of the plan reported on in more detail under the original action plan (for example the partnering actions with Māori for assessing reports of concern.) However, we understand that Oranga Tamariki has now moved away from the Future Direction Plan as its plan for change, so we do not dwell further on the plan itself.
- 59) Overall, we acknowledge that Oranga Tamariki has made progress in delivery of the Future Direction Plan over the last two years. As well as with completion of the data and information enhancement actions of the Plan, this has been particularly in terms of partnering with those who are best placed to prevent harm to tamariki in the first place, that is the Māori collectives and community organisations who can support their whānau to thrive. It has also been through improving important aspects of social work practice, including training, induction and supervision.
- 60) We believe the progress we have seen in these areas must be allowed to continue so that it can deliver the change needed for our tamariki over the longer-term. We believe the organisation must continue heading in its current direction, at least with regard to partnering and rebuilding the professionalism of social work. We set out our views on progress in these two core pou next.

Pou 1: Enabling Communities; partnership to prevent harm and reduce escalation of concerns

- 61) The Enabling Communities pou of the Future Direction Plan (originally Theme 3 'Relationships, partnering and decision making' of the Future Direction Plan) generally responded to our first overarching recommendation of Te Kahu Aroha. We believe the intention behind this overarching recommendation has been genuinely welcomed and prioritised by Oranga Tamariki. We acknowledge significant progress has been made, and continues to be made, in strengthening relationships with Māori. This is with a view to enhance existing and develop new partnerships and work towards devolution.
- 62) We indicated that a co-ordinated strategy to partner with Māori was an urgent priority for Oranga Tamariki. At least with regard to the prototypes being invested in currently, the Enabling Communities pou embodies elements of what we envisioned a partnering strategy should comprise. We have met with most of the Enabling Community prototype partners, some multiple times, over the last two years. From these conversations, we acknowledge that, for the most part, prototype partners are feeling well supported and believe that Oranga Tamariki is responsive to their aspirations and is enabling them to lead their own planning and programme development. However, we intended in Te Kahu Aroha for the opportunity to partner and to take on increasing responsibility for prevention of harm to tamariki to be open for any Māori collective and community group that sought leadership in this space.
- 63) We know there are a number of partners who are not prototypes already working with Oranga Tamariki at the site level, and there is evidence of some effective work in a variety of places. This is, for example, to triage Reports of Concern (ROCs) at a shared 'round table', where the partner takes responsibility for ROCs that are assessed as 'No Further Action' (NFA) required. We believe this is a very important aspect of prevention, as NFAs offer an opportunity to support whānau who are showing signs of stress, and de-escalate concerns before they lead to greater risks or actual harm to tamariki. Effective action on NFAs can also prevent the need for repeat ROCs for a child that do not individually meet criteria for further action by Oranga Tamariki but do cumulatively indicate a significant degree of risk.
- 64) Earlier this year, we met with five Māori collectives to hear about their progress and any challenges they are facing. These included individual marae and Māori trusts who are not prototype partners but who are actively partnering with Oranga Tamariki at the site level, and who have in many instances provided effective support to whānau that has prevented the need for a statutory intervention to secure the safety of tamariki. While there were varying experiences across these collectives with their local Oranga Tamariki sites, from excellent to variable depending on strength of personal relationships, all five were concerned about resourcing security and whether they would be able to continue to lead on prevention of harm. They were also concerned about continued information flows between themselves and Oranga Tamariki to support the best decision-making for tamariki.
- 65) We believe that local Māori collectives and other organisations at the community level are generally best placed to work with whānau, who are unsurprisingly usually more open to local organisations that they know and have a degree of trust already established with. Moreover, community knowledge of the reality of circumstances for a whānau can add great richness to understanding how pressing risks to a child are. We again note that Dame

Karen Poutasi's 2022 review of the children's system noted that local intelligence is a vital component in keeping tamariki safe, and how it is drawn on needs to become more deliberate and systemised. Dame Karen noted the value in a multi-disciplinary team approach, with the right agencies at the table with local leadership together, delivering for young people. We agree that a multi-disciplinary approach is what our tamariki need.

- 66) We understand, as noted in our previous assurance reporting, that Oranga Tamariki considers those Māori and community partnerships that are not Enabling Community prototypes will be provided for under the new operating model, rather than through the Enabling Communities pou. We note this point specifically as the operating model is undergoing a substantial reset and therefore certainty is now further away for these community-level partners to know if investment in them will be sustained and to be able to have confidence in continuing to partner with Oranga Tamariki. We urge Oranga Tamariki to ensure that certainty and security is established for these partners as soon as possible, so their capacity and planning is not put at risk. We state this because we have seen evidence that partnerships can be very effective when built off a strong relationship with Oranga Tamariki at the site and regional level. It is our view that Enabling Communities prototypes, Strategic Partners and Māori and community partnerships need to sit together under a broader strategic approach to build enduring partnerships.
- 67) The original theme of the Plan had more clarity that community-level types of partnership were fully within scope of this pou. However, these now appear to be solely reliant on the will of regional and site management under the Service Delivery line, rather than under the Māori Partnerships and Community line. When we recommended a strategy to partner, we did not envision that this would be separated into different streams of support with some partnerships secured (through the prototypes), and others solely dependent on individual relationships and the capacity of individual sites, as is now the case. We therefore restate that a strategy to partner is required to draw all forms of partnering with Māori collective and community organisations together into a coherent view, and to clearly outline the resourcing and responsibilities that remain on the table to be shared and devolved out.
- 68) This also means that both the investment strategy and the outcomes framework we requested as priorities under Te Kahu Aroha remain as pressing as ever. We maintain that an outcomes framework that sets out clear and meaningful measures for Oranga Tamariki is vital. Within this, we believe it would be most impactful if partners can also see their work reflected, to understand how it is impacting for tamariki and whānau. This will require the ability for programme evaluations to be able to feed into the overall outcomes framework. While we understand the overall outcomes framework is now in development, we have asked for an outcomes framework for two years now and are more convinced than ever that it is urgently needed.
- 69) Similarly, a robust investment strategy is critical in giving partners confidence that they have a role and should themselves invest in building capacity and willingness to take on responsibility for harm prevention. We are also advised this is in development, but as with an outcomes framework, we have been told this for two years and are still waiting. An investment strategy must ensure sufficient funding will be made available for all Oranga Tamariki community partners to continue leading on prevention. It should set out the support that is available for them to build their capacity and capability to take over further aspects of the care system (for example supporting placements for tamariki in care). An investment strategy is also needed to give certainty to Oranga Tamariki sites about what they can share and what they remain responsible for. It is our ultimate hope that, with partners supported to lead prevention, not only is harm to tamariki prevented but the scope

of what Oranga Tamariki must provide can reduce, thereby strengthening the social sector as well as taking pressure off stretched sites and social workers.

- 70) We sought specific feedback from Pūmanawa, the rangatahi group established to support our work through providing the direct views of care-experienced rangatahi, as to their hopes for what devolution to communities could achieve. In response, they saw great potential for positive impacts in terms of tamariki and rangatahi being more connected to their communities, with a greater sense of belonging and easier access to support and services. However, they stressed some young people might get confused as to who to go to in the primary instance (for example, do they go to Oranga Tamariki, or do they go to the community?).
- 71) They noted a risk that roles and points of contact could become blurred and there will be a need for careful planning to ensure clarity. They also saw a risk of a loss of oversight and accountability that might create more hoops for young people to jump through when seeking and receiving support. This is especially a potential risk if they are not connected to their whānau, local communities and other supportive factors because they were moved around a lot while in care. This echoes our recommendation in Te Kahu Aroha on the importance of continuous improvement in practice, in parallel with devolution to Māori collectives and communities.

Pou 2: Social Work and Professional Practice

- 72) In Te Kahu Aroha we said, that in order to strengthen social work practice, it was necessary to first clarify the purpose of Oranga Tamariki. This was particularly with regard to clarifying Oranga Tamariki's place within the system and who Oranga Tamariki primarily exists to serve. We also recognised that the lack of clarity in Oranga Tamariki's core purpose led to a multitude of misaligned and confusing programmes, projects, policies and teams internally at Oranga Tamariki. This was directly impacting social workers' capacity to know what their most essential tasks were – which we maintain must be around securing safety in the first instance and then supporting tamariki to appropriate and safe placements, and, ultimately the potential to return safely home to where they belong.
- 73) We made several more specific recommendations that, with the benefit of clarity as to which cohort of the children's population Oranga Tamariki (and particularly its frontline) primarily exists for, we believed would support more effective delivery of services and supports from Oranga Tamariki. This was because, as the rest of the children's system picked up responsibilities for more general needs, the demand on social workers and their caseload stretch should reduce. As noted above already, our more specific recommendations focused around improving induction, training and professional development, and ensuring regular supervision.
- 74) We also had a specific focus on actions to improve the well-being of Oranga Tamariki kaimahi, particularly social workers who face challenging workloads and often with minimal understanding of the unique challenges of their role and with inadequate induction, training, and supervision in place. Oranga Tamariki social workers deal with unique and often very distressing challenges, for which they need and deserve support if they are to be effective in supporting tamariki at risk of harm and to continue to turn up for work without being burnt out and harmed themselves.

- 75) In Te Kahu Aroha, we particularly advocated for the professional social work voice to be heard and understood within Oranga Tamariki. This was necessary, as the representation of the social work professional at the leadership table of Oranga Tamariki had become significantly diminished. We undertook a series of conversations with Oranga Tamariki's front line in preparing Te Kahu Aroha, through which social workers repeatedly expressed to us their view that that national office did not understand their realities or the workload pressures they faced. We were told this was in part due to the fact that there was no longer a strong social work presence at the leadership table.
- 76) We understand it was a deliberate decision by the previous leadership at Oranga Tamariki to deprioritise professional staff, in favour of a more unqualified and less costly workforce. This decision, affected also by pay equity changes, had serious implications by the time we were appointed. An example of where this was apparent was in Oranga Tamariki residences - both Care and Protection and Youth Justice - where unqualified staff were in the significant majority, though having to work with some of the most complex and high needs rangatahi.
- 77) We are pleased to see the significant turnaround in the number and range of professional social work roles at Te Riu since Te Kahu Aroha. We believe that the profile and importance of social work has been lifted within Oranga Tamariki over the last two years. This has been evidenced through progress with induction of social workers, and noticeable lifts in training and supervision. We have had this confirmed to us by frontline kaimahi, who have acknowledged they have experienced visible lifts in these areas.
- 78) We understand that work is underway to address caseload complexity also. This is welcome news, and we encourage the Office of the Chief Social Worker to keep focused on trying to address this long-standing challenge. It is important that social workers have reasonable caseloads so that they can deliver quality social work assessments, with the time to coordinate services to meet needs identified through their comprehensive assessment.
- 79) In Te Kahu Aroha we said that a workforce development plan was needed to rebuild the mana and professionalisation of Oranga Tamariki social workers. It was also needed to grow the broader supporting social sector workforce inside and outside Oranga Tamariki. Both were needed as a priority, as the demand for Oranga Tamariki remains significant but for social workers to be able to be most effective for tamariki, a range of other complementary roles also need to be in place. Further, it is important to have a strategy in place to grow shared capacity for a sector workforce that builds collective, child-safe capacity at the local and regional level and does not have to compete with itself for the same staff. While we have received a number of updates over the last two years since we made this pressing recommendation, we have seen very little evidence of tangible progress or prioritisation of this critical work. We repeat that development of a comprehensive workforce strategy remains a priority for Oranga Tamariki to progress.
- 80) We comment further on the workforce challenge in our section on progress with our recommendations under our Residence review below, but wish to reinforce that ensuring an appropriately trained workforce must be part of the development of the Workforce Strategy, and this needs to include ensuring a non-negotiable focus on safety to work with tamariki and rangatahi. This will be particularly important for the non-regulated allied workforce that will likely be part of the mix of delivering a devolved model over coming years. Devolution and development of non-regulated social work roles cannot mean a

lessening of safety standards, as the experiences shared in the Royal Commission on Abuse in State and Faith-based care so clearly attest to.

- 81) Meanwhile, we observe the good progress Oranga Tamariki has made with advancing and now embedding its new Oranga Tamariki-specific practice approach across the organisation. The principles of the approach are well-aligned to Te Kahu Aroha. We believe the practice approach will help support the appropriate balance in focusing on risk and safety first, and also the longer-term wellbeing of the child.
- 82) We appreciate the significant work undertaken within Oranga Tamariki to promote early engagement with whānau, family, hapū, iwi and communities in order to keep tamariki and young people connected even if in the care of the state. We agree these connections are vital in order for tamariki and rangatahi to thrive, and are needed at least as soon as the more immediate needs of tamariki and rangatahi have been addressed. As with 'section 78 without notice' applications,¹¹ it is important to ensure that the actions needed to respond to immediate risks are not shied away from. At the same time, it is also important for longer-term wellbeing that practice does not default to what is easiest for the system rather than best for the child.
- 83) The feedback of Pūmanawa stressed that young people in care need active support to be connected and know who they belong to, as many have been dislocated from their whānau and have limited support networks due to being in care and removed from their communities. For example, we heard that *'Everything was harder to access after care – health, mental health, financial support, education (no career coaching or support), accommodation (ongoing moving from flat to flat due to the instability of the rental market). Had to figure a lot of things out on my own on the fly.'*
- 84) The transition service is helping rangatahi now, but not all rangatahi are connected with it, and it largely came in too late for our Pūmanawa members, who felt unsupported as they transitioned from care and had not been supported to know who they belonged to: *'If I had access in a timely manner [to support], I would be in a better position to dream bigger, to know that I have options, to live my life maybe overseas, to reconnect with my culture and language and family ..., to be more confident in aiming higher rather than still operating in survival mode.'*

Progress with our Whaikaha recommendations

- 85) As we outlined in our most recent assurance report (our quarter seven report, completed in September 2023), we have been pleased to see progress with the delivery and adoption of the Disability Strategy. We have been impressed with the extensive work undertaken to develop and complete the strategy. As we identified in September, the next step is to develop a clear implementation plan to deliver the strategy and commit the resourcing it needs to be able to achieve success for tamariki whaikaha.

¹¹ Section 78 of the Oranga Tamariki Act gives authority to the Family Court to make interim custody orders, pending fuller determination of risks and responses for ensuring safety for a child. [Oranga Tamariki Act 1989 No 24 \(as at 06 October 2023\), Public Act 78 Custody of child or young person pending determination of proceedings or in urgent cases – New Zealand Legislation.](#)

- 86) We also remain pleased with the commitment by Te Riu to set up an internal unit to house the Disability Strategy and to support its implementation. We are hopeful that this unit will remain supported and indeed enabled to grow within the organisational restructure that is looming, as a unit is needed to ensure the spotlight does not once again slip away from the needs of tamariki whaikaha.
- 87) Since our seventh quarterly assurance report, we have met with frontline kaimahi to check that the Disability Strategy is starting to impact. While acknowledging that it is relatively early days to expect much visible change, we think it worth noting that impact is not yet significant, though there is hope that change is coming and some kaimahi report they have started to see a shift in attitudes at least, if not in actions.
- 88) It was made clear from our discussions that, despite progress with the strategy, significant challenges remain in how the system supports tamariki and rangatahi whaikaha. While there are examples of positive relationships in place with other agencies at the local level, this is very dependent on specific individuals and their relationships. For the most part, other agencies remain largely absent from supporting the needs of tamariki whaikaha. This includes with access to specialised, or sometimes, any education opportunities, with their neuro-diversity often labelled as behavioural and not understood as a disability, and in addressing health needs. Related to this, we continue to repeatedly hear that many rangatahi with neurodiversity and disability challenges are left undiagnosed and unsupported before they have fallen into the youth justice system.
- 89) While there remain significant challenges in getting the system to support tamariki, there are also further challenges that need to be addressed within Oranga Tamariki. We are particularly concerned about the ongoing inability for Oranga Tamariki to find suitable placements for tamariki whaikaha, and with no strategy or plan in place to bridge this gap. A strategy is urgently needed to address the lack of placements, and this should include the support that is needed for caregivers who do put their hands up to care so that they can feel confident in offering places for tamariki whaikaha, and placements can be enduring and safe for all.
- 90) We also heard that tamariki with whaikaha needs should be seen as tamariki first, not seen primarily or only through a disability lens. There should be, we were told, a focus on intersectionality of identities and needs, with a need to support and train kaimahi to be able to address the needs of the child as whole, not to compartmentalise or label them.
- 91) This feedback reinforces to us that it is critical for implementation and resourcing of the Disability Strategy to continue as a priority, so that it can deliver for tamariki who urgently need better support from the system, as well as more consistently whaikaha-informed practice within Oranga Tamariki.

Progress with our recommendations on Residences

- 92) In the Board's October 2021 addendum report on Residences (**provided with our Aide Memoire of 6 December 2023**), the Board stated our view that Oranga Tamariki has not paid sufficient attention, nor given adequate resourcing or leadership, to either care and protection and youth justice residences for some time. This has resulted in an isolated workforce and set of environments, already struggling to safely meet some of the most complex needs and behaviours of tamariki and rangatahi.

- 93) It should have been obvious that those tamariki and rangatahi who require specialist residential interventions need kaimahi who have appropriate skills and knowledge, are well trained in specific needs of residences, and are robustly monitored to ensure delivery of the regulations and enable public confidence and trust. Residential kaimahi have a challenging job, and must be supported by professional development as well as regular professional supervision so that they can debrief through professional support, to ensure that both their practice is appropriate and safe, and their own wellbeing and kaimahi ora is being supported.
- 94) There has not been adequate progress with implementing these recommendations over the last two years. In our quarter four assurance report of December 2022 (**attached**), we highlighted concerns at the lack of progress on those recommendations. We are aware that residential and other kaimahi were trying to make progress on aspects of our recommendations, for example de-escalation techniques, however they remained isolated and without adequate recognition at Te Riu of the scale of challenges they faced. This was in part due to capacity issues and competing priorities within Oranga Tamariki. As a result, progress on the residence recommendations has not been adequate.
- 95) In our sixth quarterly report of June this year, we highlighted our concerns at the lack of progress and the increasing risks facing residences, which we assessed were now in a more perilous position than when we made our report in October 2021. We said:

'There is increasing risk for the safety of tamariki, rangatahi and kaimahi within the residences. This appears to be a higher risk than in 2021 when we provided our recommendations in the review of residences, and also when we revisited residences for assurance in 2022. The impact of growing numbers of rangatahi in both Care and Protection and Youth Justice residences and an increase in violence by some rangatahi is concerning. This is at the same time as retention and recruitment have become particularly challenging, and when the residences need a skilled and well-trained workforce. We believe that significant capability and capacity issues remain and Oranga Tamariki has been unable to keep pace with the changing environment. The Board believes that support for residences must be a strong focus for Te Riu in the coming quarters as the safety of tamariki, rangatahi and frontline kaimahi is critical. This work will be challenging but must be prioritised. It cannot be sidelined as the residences often have been, as the potential risks are so significant.'

- 96) Soon after this statement, there was significant media attention because of incidents in residences. Oranga Tamariki commissioned Mike Bush (DCE Residences (Youth Justice and Care and Protection) and Community Homes) to complete the Rapid Residence Review in response. Mr Bush was supported by Board member Shannon Pakura in this.
- 97) Similarly to Te Kahu Aroha, Mr Bush's report argued that the organisational vision, mission and strategic direction must be reset and communicated clearly throughout the organisation. We agree, and stress that Te Kahu Aroha set the same strategic direction to guide Oranga Tamariki to a better future state in 2021.
- 98) Meanwhile, we identified in our 2021 Residence Report that there was an absence of National Standard Operating Procedures (SOPs) in place. This needed to be addressed immediately. However, we have been disappointed to learn that only two of the outstanding SOPs have been completed. We are advised that the remaining 78 SOPs will be progressed over 2024.

- 99) We have also continued to hear over the last two years about an ongoing lack of options for placements, despite our first recommendation under our Residences review calling out an urgent need for more placement options, including a broader suite of 'step up or step-down' options for tamariki and rangatahi. Without a concentrated and resourced effort to explore and identify options across a care continuum, residences will continue to be full and have increasing waiting lists of tamariki and rangatahi. Until a comprehensive range of options for specialist care are available, the Board is of the view that the need for residences remains.
- 100) In our 2021 report, we also highlighted the need to refresh the current grievance process in residences. While the Board acknowledges the progress through the Manaaki Kōrero programme, overall progress in this area has been slow. There are still inadequate options for tamariki and young people in residences to raise grievances and concerns. Grievances are an important way to understand safety risks and the barriers rangatahi are experiencing in having their needs addressed so that they can 'step down' from residential care. Moreover, effective grievance processes can help support continuous improvement in practice. We remain of the view that effective grievance processes are needed, and believe more immediate efforts should be in place to trial new options so that there are feasible mechanisms in place for rangatahi in residences, including those with limited literacy, to be heard and have their concerns addressed.
- 101) We are aware that many tamariki and rangatahi in residences come in with unidentified whaikaha needs, for example limited literacy due to learning challenges that have not been identified or supported through any schooling they have had. These unaddressed needs have the potential to result in the escalation of inappropriate behaviours, resulting in the need for extended residential placement and more challenging paths to safe return home or to independence. The Board continue to encourage Oranga Tamariki to broaden the current residential offerings so that its response can comprehensively meet the needs of tamariki and rangatahi whaikaha. We further assert that specific training for kaimahi to support tamariki and rangatahi whaikaha and to address the high trauma needs of tamariki and rangatahi in need of specialist residential care must be a priority.
- 102) Since 2021, we have had an ongoing concern about the risks that an unqualified and unregistered workforce present to tamariki and rangatahi. This has been particularly apparent in the residences, where young people have an evident need of specialist support but the previous leadership at Oranga Tamariki decided was a space where less qualified and untrained kaimahi were appropriate. Residences particularly require a well-trained and professional workforce due to the nature of challenges that young people in residences have. However, residences are not alone in needing a fit for purpose workforce, that is skilled and well trained to support young people and moreover to be a safe support for tamariki. There is ample evidence coming out of the Royal Commission of Abuse in State and Faith-based Care of the risks to tamariki and rangatahi from an unregulated and unmonitored workforce. There must be strong requirements in place to ensure safety of young people in care, and the safety and integrity of other kaimahi. Currently only social workers are publicly accountable for their practice.
- 103) We maintain that the organisation must have a strong focus on workforce development, training, and professional development for residential kaimahi. We have recently been informed that a new recruitment strategy is about to get underway across three Youth Justice residences with a more robust vetting process in place. The Board is hopeful that this strategy, underpinned by public safety, will deliver a trained workforce for these residences.

- 104) The Board remain convinced that residences must be supported by the leadership of Oranga Tamariki, and that there is investment in this service to enable residences to respond and deliver services that meet the needs of tamariki and rangatahi. As well as leadership support, residences also need to have the knowledge, expertise and resources of other government agencies available to them (health, mental health and education) to assist in addressing the needs of young people.
- 105) We note that Mr Bush's review made a number of these same points, as well as restating similar findings to the Board's report of 2021. The Board acknowledge the frustration of both rangatahi and kaimahi in residences at the elongated delays. This is despite all the recommendations from our review being accepted by the Minister and by Oranga Tamariki.
- 106) Our comments on residences reflect a lack of internal accountability for residences and that remains to be fully addressed. Accountability will be aided by regular evaluation and taking an outcomes approach, as we have said numerous times to Oranga Tamariki over the last two years. Had more regular evaluation been in place, aligned to a stronger sense of the outcomes that were intended, Oranga Tamariki may have been able to identify earlier, for example, that the 2019 amendments on raising the age in residences was having significant unintended consequences that needed to be actively mitigated.¹² This need for stronger internal accountability takes us to our third overarching recommendation, on the need for strong leadership and accountability.

Organisational Culture

- 107) In response to our third term of reference, we identified in Te Kahu Aroha instances of behaviour, practices and ongoing change aligned with positive organisational culture, but that also that this was inconsistent and dependent on force of personality and individual relationships. As we have already stated, it was our view that Oranga Tamariki would benefit from an independent assurance oversight mechanism, supported by significantly strengthened internal audit and monitoring procedures *'that enable Oranga Tamariki to identify and enable action on emerging issues before they risk becoming systemic'*.
- 108) We also stressed the importance of clarifying who Oranga Tamariki primarily exists to serve. Not only would this help reduce the span and scope that Oranga Tamariki has largely been left to bear on its own, but we believe would also greatly assist kaimahi knowing their role in achieving that vision, and understanding and feeling valued for how their work contributes to it. We know that the vast majority of kaimahi at Oranga Tamariki choose to work there despite the many challenges Oranga Tamariki faces, as they have a passion for wanting to improve the lives of tamariki and their whānau, and this is why they lean into this challenging space. To capitalise on this commitment, the organisation can make it much easier for kaimahi to understand how their work contributes to the outcomes sought.
- 109) We have recently received advice that an outcomes framework and an investment strategy for the long term are now under development. While accepting that they are under

¹² This could have included, for example, strengthening glass in secure windows as older, bigger rangatahi could more readily break the glass, causing a significant risk to other rangatahi, as well as to kaimahi. It could also have identified a need for an increase in vocational programmes suitable to positively engage the older cohort.

development now, we feel a significant degree of frustration that we have not been able to witness progress with these over the last two years. Both are critical to ensuring sustained, meaningful and well-utilised investment in achieving positive outcomes for tamariki and their whānau.

- 110) Before we turn to our closing advice as to where we believe Oranga Tamariki should ensure it stays focused over the coming months and years, we wish to comment on the progress we have seen with our recommendations for a shift to a greater use of evidence and improved and more consistent data capture. This was in the fourth part of Te Kahu Aroha. We are pleased that each of these actions have been closed under the Plan before the end of our term and acknowledge the responsiveness of Oranga Tamariki to our recommendations in this area. This includes action to start building a business case to replace the aging and no longer fit for purpose CYRAS case management system. These actions have each been moved to 'BAU' status. We accept this is appropriate at this stage, though caution they should not slip out of focus, as the organisation still has some way to go to be able to capture and share the right data to enable the best decisions to be made for tamariki.

Our closing advice

- 111) In this, the closing section of our last assurance report for the Oranga Tamariki Future Direction Plan, we first set out the areas where we most believe sustained commitment is required. We then note the critical gaps that require attention if Oranga Tamariki is to be enabled to succeed. Some of these are within the control of Oranga Tamariki, but some are not and Oranga Tamariki will need help to get the broader system to address them.
- 112) In alignment with our first term of reference and response in Te Kahu Aroha to restrengthen collective Māori and community authority and responsibility to lead prevention of harm to tamariki and their whānau, we believe that it is critical that Oranga Tamariki continues its focus on devolution and partnering with Māori collectives and communities. This is as there must be an absolute focus on reducing harm to children in the first place and to prevent, or at least reduce, the need for escalation to Oranga Tamariki.
- 113) We remain convinced that Māori collectives and community groups are best placed to lead on prevention of harm, because tamariki and rangatahi are their responsibility and their future. It is the primary responsibility of families, whānau, hapū, iwi and community groups to ensure that tamariki are cloaked in love, nurtured and protected so that they thrive and grow up as strong and loving providers and nurturers of future tamariki and mokopuna.
- 114) In terms of Oranga Tamariki priorities, this means:
- a. Continuation of the prototypes, with the investment they already have committed or under consideration.
 - b. At the same time, all other Māori and community partners leading prevention of harm to tamariki currently need certainty of the investment and accountability they can request and build their capacity to deliver on.
 - c. This includes ensuring they have the capability and capacity to support tamariki whaikaha, so that their needs don't have to become care and protection needs in order to obtain the support whānau need.

115) In alignment with our second term of reference and response in Te Kahu Aroha on social work and professional practice, we believe:

- a. It is critical that Oranga Tamariki continues to invest in amplifying the voice of professional social workers, in addressing caseloads of social workers, in ensuring induction, training and supervision, and in embedding the practice approach.
- b. More focus is needed to accelerate the workforce strategy and improve kaimahi ora.
- c. As part of developing and implementing the required Workforce Strategy, careful thought must be given to how the whole workforce is regulated and monitored to ensure appropriate skill levels and vetting, so that the workforce is fit for purpose for the challenging work they will encounter, and is above all, safe to work with tamariki and rangatahi.
- d. The new operating model must identify how to decrease the silos that currently operate between care and protection, youth justice, caregiving and transitions so that tamariki and rangatahi receive support that is holistic and weaves together the principles of being relational, needs based, outcomes-focussed and planned.
- e. In addition, we also consider that there are some important areas that should sit within the Social Work and Professional Practice Pou but were not included in the Plan and therefore have not been advanced.
 - i. This is particularly the urgent need to address the longstanding challenge of placement scarcity. This has a significant impact on the safety and wellbeing of tamariki and rangatahi in care and is also a significant risk to Oranga Tamariki. The lack of appropriate placement options increases the chances of inappropriate placements, poor outcomes for tamariki and rangatahi, and failing to meet the required care standards.
 - ii. Currently, there does not appear to be a strategy or a plan in place to address this, despite the absence of options being known by Oranga Tamariki for a long time. The Board strongly believes that Oranga Tamariki need to develop a plan to address this high-risk matter.
 - iii. As discussed with you briefly in our meeting of 13 December Minister, we also believe work is needed on continuum of care options, and what a fit-for-purpose care system should look like for 2024, rather than continuing to reflect where it came from, out of mid-century understandings.
 - iv. As part of this, 'step down' and 'step up' options for tailored care are needed, to match the changing needs of tamariki and rangatahi in care. This should include consideration of who is best placed to provide care, and whether this should remain only a state and statutory role.

116) In alignment with our third term of reference and response in Te Kahu Aroha with regard to organisational culture and enduring oversight to help Oranga Tamariki deliver for those tamariki that really need it, we note:

- a. That organisational culture remains challenging in Oranga Tamariki. We are mindful also that organisational culture will be further significantly affected by looming budget cuts, and know this will cause more uncertainty for kaimahi at all levels of the organisation.

IN-CONFIDENCE

- b. We hope that the focus of budget cuts can be to reallocate support to the frontline rather than lose investment in care, protection and wellbeing for tamariki and rangatahi at risk of harm or offending. We caution meanwhile against deprioritising national office functions that support the frontline to be able to do their jobs.
 - c. Regardless of the change decisions yet to be made, we consider that it is vital that Oranga Tamariki sets a more strategic direction for its future.
 - i. This will require each of the Workforce Strategy, the Investment Strategy, the Strategy to Partner, the Whaikaha Strategy and the Pacific Strategy to be continued, as well as a strategy for Residences, a Māori strategy and strategy to increase placements to be advanced.
 - ii. We understand there is work underway to build an overall strategic framework to place each of these strategies within and ensure they are coordinated and that overlaps between them are optimised rather than accidental.
 - iii. We agree this sounds like a valuable approach, though it must be supported by the outcomes framework we have consistently called for. We welcome the recent advice this is now finally in development, as we remain convinced this is mission critical to enable Oranga Tamariki to stabilise and to reduce the vulnerability it has experienced over the last decade and longer.
- 117) We believe that these above actions are within the control of Oranga Tamariki and should be advanced without delay. We acknowledge there are a range of broader settings that are not within the control of Oranga Tamariki and that need to be urgently addressed also, as changes within Oranga Tamariki alone will not be able to deliver the outcomes tamariki, rangatahi and their whānau need.
- 118) Specifically, in terms of the broader system we believe that the current lack of accountability across the Children's system, including through the Oranga Tamariki Action Plan (OTAP) must be addressed by Cabinet as a priority.
- a. While OTAP is required by legislation (the Children's Act 2014), it has been very slow to develop and even slower to implement. Moreover, regardless of the legislation, the reality is that the system repeatedly defaults to Oranga Tamariki as 'the' children's agency.
 - b. This default is further reinforced by the name of OTAP itself, letting agencies off the hook for responsibilities they actually have primary responsibility for, not just share with Oranga Tamariki. We therefore consider the name of OTAP should be amended to reflect that this is a system responsibility, not an individual agency responsibility.
- 119) Further to this, the vision of Oranga Tamariki is too broad. No government agency can deliver effectively for all children, but that is what the responsibility of Oranga Tamariki has erroneously become, when it should be for those children whose safety is not secured, or for when families and whānau cannot reasonably provide for the immediate wellbeing of their children and young people. Being expected to deliver for all children in Aotearoa New Zealand risks the ability of Oranga Tamariki delivering effectively for those tamariki and rangatahi who really need it.
- 120) We therefore repeat our view from Te Kahu Aroha that Oranga Tamariki's core purpose and who it is primarily here to serve must be clarified.

- 121) Finally, we repeat our view from Te Kahu Aroha that to support Oranga Tamariki with its challenging work and to keep progress on track and not risk investment to date, an enduring independent - noting by independent, we mean independent of Oranga Tamariki and of administrative government - assurance and governance function is needed to help guide Oranga Tamariki. Their work is hard and will remain so until the necessary focus on prevention of harm has reduced the flow of tamariki needing the system in the first place.
- 122) Our recommendations in Te Kahu Aroha for the most part remain as current as when we made them in 2021. They were not a response to any one government, but for the safety and wellbeing tamariki and rangatahi. We therefore close our assurance reporting by repeating our statement from Te Kahu Aroha that:

*'If government agencies, Māori collectives, and communities can together be supported by the Governance Board to stay the course in preventing harm and reducing the need for state attention on tamariki and whānau, the benefits to the community and the nation in terms of cohesion, community wellbeing and resilience will be worth the investment. Above all, we do not see the alternative if our vision as a nation is not just a better state care and protection system, but less harm to tamariki and whānau, with healthier, thriving citizens, leaders and kaumātua of the future.'*¹³

¹³ Te Kahu Aroha, page 45.