

28 JUL 2017

Ms Kendra Cox  
[fyi-request-5969-0fc5c6b5@requests.fyi.org.nz](mailto:fyi-request-5969-0fc5c6b5@requests.fyi.org.nz)

Dear Ms Cox

On 5 June 2017, you emailed the Ministry for Vulnerable Children, Oranga Tamariki (Ministry) requesting, under the Official Information Act 1982 (the Act), the following information:

- *What is the official role of the Kaitiaki Teams in Ministry for Vulnerable Children Oranga Tamariki?*
- *How many teams are there nationally, and how many people are on each team? Please provide this information for over the last five years (including when these groups were under Child, Youth and Family).*
- *Has there ever been a similar team for Pacific people within the Ministry for Vulnerable Children Oranga Tamariki or Child, Youth and Family? Please provide their official role if so. If they no longer exist, please provide any documents or communications about why they were disbanded.*

Each of your questions is addressed in turn.

- *What is the official role of the Kaitiaki Teams in Ministry for Vulnerable Children Oranga Tamariki?*

The Kaitiaki Team is part of the commitment between the Ministry's Tamaki Makaurau Māori Leadership Team (the Regional Roopu) and its Regional Management Team, in responding to Mokopuna Māori in the care of the Ministry's services.

The aim and focus of the Kaitiaki Team is to locate and assess whānau, hāpū and iwi connections for Mokopuna Māori in care, with the goal of these Mokopuna Māori being placed in the care of their whānau, hāpū, iwi. In the event that this is not realistic or achievable for individual Mokopuna, the goal is that their relationships with their whānau, hāpū and iwi, and connection to their whakāpapa is developed and strengthened for them and their identity as Mokopuna Māori and whakapapa connections is a part of the Mokopuna identity.

- *How many teams are there nationally, and how many people are on each team? Please provide this information for over the last five years (including when these groups were under Child, Youth and Family).*

There is currently one Kaitiaki team. There was one previous Kaitiaki Team, established in 2006. There are other forms of this approach in other regions, but each team initiative has a different name and operating model.

The original Kaitiaki Team was set up in 2006 for the Waitemata Operational Area, consisting of two members, a supervisor and a senior Māori member of staff who was considered to have Kaumatua status.

In 2010, the team merged into the Regional Care Services Team, covering the whole of the Auckland Region, still consisting of two members.

The original Kaumatua passed away in August 2012, and at that point, the Kaitiaki Team was put on hold out of respect for the late Kaumatua.

In July 2013, following a meeting with the Ministry's Regional Māori Leadership Team, it was decided the Kaitiaki Team would be reinstated. A working group was established to determine the structure of the team going forward, and in March 2014, after the working group returned its proposal, a decision was made to set up a revised Kaitiaki Team with a whole of Auckland region focus.

In November 2014, the new, revised Kaitiaki Team was established through the Tamaki Makaurau Māori Equal Employment Opportunities (EEO), consisting of two full-time Ministry Senior Practitioners, and a part-time administrator, supported by Te Whare Ruruhau o Meri by way of a full-time worker and access to their Kaumatua. The Kaitiaki Team is managed by the Ministry's Kaimahi Māori Site Manager.

- *Has there ever been a similar team for Pacific people within the Ministry for Vulnerable Children Oranga Tamariki or Child, Youth and Family? Please provide their official role if so. If they no longer exist, please provide any documents or communications about why they were disbanded.*

The Moemoea Team was established in February 2010 as part of the Child, Youth and Family Pacific Action Plan. It was a local initiative made up of five staff, including one team leader. The Pacific Action plan focused on:

- achieving permanence for Pacific children in care
- enhancing social work practice
- strengthening relationships
- developing leadership
- reducing youth offending.

The Moemoea Team implemented the Pacific Action Plan by:

- transferring and enhancing cultural knowledge to site staff to grow their cultural confidence
- coaching and mentoring site staff
- playing an active role in all first contact with Pacific children and young people
- leading the holding of fono for all Pacific children who came to notice
- establishing resources on site
- building, maintaining and enhancing links with the Pacific Community.

When it was established in 2010, the Moemoea Team was originally set up for a period of 12 months.

In June 2014, it was decided it was an appropriate time to review the Moemoea Team, in order to inform decisions about the role of the team in the future, in the context of the region's wider strategy regarding services to Pacific families and children in care. A Terms of Reference was drawn up and a report on the review was due to the Regional Director by the end of September 2014. However, staff from the Pacific network who were to undertake the review did not finalise it.

Staffing numbers in the Moemoea Team fell from five down to two over the years and in early 2016, owing to the review not having been completed, and funding pressures, it was decided that the Auckland Region would no longer continue to fund the initiative.

The Ministry maintains a strong focus on meeting the needs of all clients, particularly Māori and Pacific. The Ministry organisational structure includes a General Manager Pacific role mandated to work across all Ministry services to help to improve outcomes for vulnerable Pacific children and young people and their families. There is also a Principal Advisor Pacific role in the Office of the Chief Social Worker.

The General Manager Pacific has developed a work programme, which includes the establishment of a Pacific Panel. The Panel comprises up to 12 Pacific community leaders who provide advice to the Chief Executive and all Ministry managers involved in various work streams, in order to make a positive and sustainable difference for Pacific children and young people and their families.

In April 2016, the Ministry launched Va'aifetu Practice Frameworks. Va'aifetu provides cultural knowledge and insight to help staff work more effectively with Pacific children and youth. Pacific staff from across the Auckland Region were involved in its development.

Va'aifetu was developed in response to calls from Pacific communities for the Ministry to do better for Pacific children and families that come to the notice of its service.

Further information about Va'aifetu is available online via the Ministry Practice Centre at the following link: <https://practice.mvcot.govt.nz/knowledge-base-practice-frameworks/working-with-pacific-peoples/index.html>

The Ministry has a strong commitment and obligation to Māori through its Treaty relationship to ensure that all work is effective for Māori and improves the wellbeing and disproportionate numbers of tamariki mokopuna within the Vulnerable children's population. There are a number of mechanisms designed to support this.

The Ministry organisational structure has a number of Māori specific roles, including two General Managers. There are also two Principal Advisor Māori roles in the Office of the Chief Social Worker. There is a national Māori leadership governance group made up of Māori staff from around the country and an external Māori design group to give advice and external Māori perspectives on the design of approaches for working with Māori.

The Office of the Chief Social Worker has a number of practice initiatives to improve processes, and the experience and outcomes of tamariki mokopuna Māori and their whānau. The design of the Ministry practice framework is currently underway and is a mechanism for ensuring that all Ministry practice with tamariki mokopuna Māori and their whānau is responsive and effective for Māori. The Te Toka Tumoana (indigenous and bicultural principled framework for working with Maori) will underpin effective work for Māori. The practice framework is available online via the Ministry Practice Centre at the following link:- <https://practice.mvcot.govt.nz/policy/working-with-maori/resources/te-toka-tumoana-8-guiding-principles.html> ).

There is also a range of informal regional and localised community initiatives for working with Maori and building the capability of staff to work with tamariki mokopuna Māori. Some relationships have been formalised into Memorandums of Understandings with those Iwi who have the highest numbers of Maori in care such as Ngati Porou, Ngapuhi and others.

Three documents in scope of your request for *any documents or communications about why they* (Moemoea Team) *were disbanded* are enclosed with this letter. Information not in scope has been deleted.

<b>Date</b>	<b>Document type and title</b>
26 June 2014	Document, ' <i>Terms of Reference Review of Moemoea Team</i> '
20 May 2015	Email, ' <i>Moemoea</i> '
14 May 2015	Document ' <i>Unfunded Positions Auckland Region</i> '

Names of some individuals are withheld under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

The Ministry intends to make the information contained in this letter and any attached documents available to the wider public shortly. The Ministry will do this by publishing this letter on the Ministry's website. Your personal details will be deleted and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response with us, please feel free to contact [OIA\\_Requests@mvcot.govt.nz](mailto:OIA_Requests@mvcot.govt.nz).

If you are not satisfied with this response, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or 0800 802 602.

Yours sincerely



Pepi Batsos

**General Manager, Public, Ministerial and Executive Services**

# memo



child, youth  
and family

*A service of the Ministry of Social Development*

**To:** APIN Executive  
**From:** Sharon Thom  
**Date:** 26 June 2014  
**Security level:** IN CONFIDENCE

## Terms of Reference Review of Moemoea Team

### Purpose:

The Regional Management Team and Auckland Pacific Island Network Executive are in agreement that it is an appropriate time to review the Moemoea Team in order to inform decisions about the role for the team in the future in the context of the region's wider strategy regarding services to Pacifica families and children in care. The review is to be completed jointly and will result in a report to the Regional Management Team.

### Background:

The Moemoea Team has been in existence in the Auckland Region since early 2010 and currently consists of two FTE staff members based in Panmure and Otahuhu respectively.

The original purpose of the team was to provide a focus on Pacific children and young people in care and improve services to them and their families. The team was to work with site staff to strengthen decision making for Pacific children and young people and engagement of their family. The overarching outcome sought was to reduce the number of Pacific children and young people coming into care, increase the number placed within family and achieve permanency for them.

Since this time through the work of the APIN, the development of Pacifica models of practice and the development of roles such as Principal Advisor Pacific within the OCSW, it is evident that there has been a greater organisation wide focus on the needs of our Pacifica communities. As such it is timely to consider whether the current services delivered by the Moemoea team are achieving their original intent and remain consistent with both the regional and national Pacifica strategy.

### Review Purpose and Outcomes:

The purpose of the review is to consider and report on:

- Whether the Moemoea team is functioning effectively, achieving results and meeting the objectives of either preventing entry to or reducing duration in care of Pacifica children

- How does the Moemoea team fit with Child Youth and Family's wider programme of services and service development for Pacifica children and families
- Where to from here

### Review Team and Methodology

The review team will consist of representatives of the APIN as confirmed by the APIN executive and will include [REDACTED] Auckland Regional Office. Advice can be sought from Principal Advisor, Pacific (OCSW) .

s 9(2)(a) of the Act

The review team will be mandated to develop their own methodology as they feel is appropriate. However, the following are considered to be necessary components of the review:

- Analysis of key metrics of Pacifica children and young people in care (entry and duration)
- Feedback from Moemoea staff
- Feedback from their direct line managers
- Feedback from sites who have received services from Moemoea
- Case analysis of cases each Moemoea staff member has had involvement with (suggest five per staff member)

### Feedback and Timeframe

A report to the Regional Director is required within three months (by end of September 2014).

Following receipt of the report, the review team will be invited to meet with the APIN executive and Regional Management Team to consider the review findings and develop a response plan as appropriate

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MINISTRY OF  
SOCIAL DEVELOPMENT  
*Te Manatū Whakahiato Ora*

memo

**To:** Paula Attrill  
General Manager Operations

**From:** Sharon Thom  
Regional Director Auckland

**Date:** 14 May 2015

**Security level:** [Level]

[Level]

**This memo may contain legal advice and be legally privileged. It should not be disclosed on an information request, without further legal advice**

## Unfunded Positions Auckland Region

### Purpose:

This memo sets out updated information regarding the region's unfunded positions. In total Auckland Region has approximately 26.55 positions at a site, operations or regional level which are unfunded (not accounted for in the allocation model). This is an increase of 7 positions over the past 15 months. In January 2014 a memo titled "Unfunded Positions Auckland Region" was presented to EXCOM which provided a detailed profile of each of the 25 unfunded positions in the Region at that time.

In 2013, the Auckland Leadership Team met with EXCOM and presented the document *Auckland Region: Future Focussed*. That document set out the region's current and projected growth and examined the impact of this upon service delivery. In that document it is noted that Auckland's population is currently over 1.5 million which represents 34% of the country's population and that Auckland's population is predicted to grow 1.4% per annum and growth is predicted to continue to 2031 and beyond.

The size of the Auckland region is the region's greatest risk and greatest opportunity. A number of the unfunded positions described in this memo are part of a regional approach to develop services which centralise some functions traditionally undertaken by site and provide practical and tangible services to support the frontline.

As a rule, these unfunded positions are offset by vacancies. As at March 2015, the region's total permanent employees (including those in unfunded positions) were less than the region's total allocation as can be demonstrated as follows:



<b>Position</b>	Moemoea Team (1 x team leader, 1 x senior practitioner)	<b>Business unit / cost centre</b>	Regional Office
<b>Staff in positions</b>	[REDACTED]		s 9(2)(a) of the Act
<b>Reason needed</b>	<b>position</b>	<p>The objective of the Moemoea Team has been to provide a particular focus on our Pacifica children in care and ensuring where possible they are quickly linked back to family and community.</p> <p>Whilst this concept remains strategically important and regionally we are committed to ensuring there is an intensive approach to Pacifica children in care, we are not sure whether the current model of Moemoea is achieving its intended goals.</p> <p>As a region, we therefore intend to review the role of Moemoea team and make some recommendations about the model moving forward. This may or may not have an impact upon the need for the Moemoea roles.</p>	
<b>Consequences of not having position</b>	<p>[REDACTED]</p>		
		<p>What focus has been achieved in the region, specifically with respect to Pacifica children in care may be lost.</p>	

<b>How is cost offset</b>	Has not been.
<b>Other possible funding</b>	n/a

s 9(2)(a) of the Act

**From:** s 9(2)(a) of the Act  
**Sent:** Wednesday, 20 May 2015 3:53 p.m.  
**To:**  
**Cc:**  
**Subject:** Moemoea

Talofa lava s 9(2)(a) of the Act s 9(2)(a) of the Act

I know the news would have been difficult to take, considering the personal sacrifices and professional commitment you have both gifted Pacific children through Moemoea.

This work had personal and spiritual significance to you hence your commitment. The information you shared with me to help develop the Pacific framework clearly showed that you had made a difference to the lives of many children and families. You also earned us relationships with Pacific communities that are needed for the children and families we work with. Malo lava le talitonu ma le tauivi mo tefou tagata.

Sue has assured me that the suspension of Moemoea is to give the region an opportunity to relook at purpose, goals, value measures etc. I have therefore chosen to see this suspension as an opportunity and not an end of discussion arrangement. I want to reassure you that I will do all I can to support the region in this process.

Ma lo'u ava ma le faaalalo lava.

s 9(2)(a) of the Act

Sent from my iPhone