

Consolidated Recommendations of the Ministerial Advisory Board and Action Plan

The follow-up actions are colour-coded as below and matched against the Ministerial Advisory Board recommendations.

Relationships, Partnering and decision-making
Social work practice
Operational changes and organisational culture
Insights and data
Additional actions

Ministerial Advisory Board	Actions
<p>Overarching recommendation 1: Collective Māori and community authority and responsibility must be strengthened and resourced to lead prevention of harm to tamariki and their whānau <i>Relationships with families, whānau, hapū and iwi</i></p>	<p>Theme: Relationships, Partnering and decision-making</p>
<p>Recommendation 1: That the Minister for Children and the Chief Executive of Oranga Tamariki, supported by the Board, undertake a programme of community engagement to facilitate planning as to how Māori collectives and communities will lead prevention of harm to tamariki and their whānau.</p>	<p>Action 1: 0 - 6 months</p> <p><u>Actions 1 to 6 respond collectively to recommendations 1 to 4 and 9.</u></p> <p>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>Recommendation 2: That planning for this engagement commences immediately, for engagement to begin no later than September 2021. This is so that existing community-led proposals for innovation and further opportunities to develop community plans and to start to consolidate them into a regional view can begin as quickly as possible</p>	<p>Action 2: 0-6 months</p> <p>Reset Oranga Tamariki regional boundaries to have one common set across the agency that better reflect the communities it serves.</p>
<p>Recommendation 3: That engagement include identifying what regional governance arrangements exist or are needed to oversee a regional strategy to prevention, and what monitoring frameworks are needed to help ensure progress is maintained for the short through to long-terms.</p>	<p>Action 3: 6-12 months</p> <p>Develop an operating model that enables locally led, centrally enabled ways of working.</p>
<p>Recommendation 4: That resourcing is ring-fenced to both a) support the planning of community-led solutions and regional plans, and b) support their implementation through to success, however long that takes.</p>	<p>Action 4: 6-12 months</p> <p>Greater investment in partners with a particular focus on early support.</p>
	<p>Action 5: 12-24 months</p> <p>Invite and resource communities to lead and manage core parts of the care and protection system (e.g., reclaim the intention of the Family Group Conference to enable whānau led decision-making).</p>
	<p>Action 6: 12-24 months</p> <p>Prototype new approaches to partnering to enable decision making and resourcing to be made in closer proximity to whānau.</p>

<p>Recommendation 5: 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.</p>	<p>Action 7: 12-24 months Place the voices of children and rangatahi at the centre of decision-making at all levels and support children and whānau to participate in and be central to decision-making.</p>
<p>Recommendation 6: That Oranga Tamariki builds its ability to be responsive to partners and to community requests for the information needed in order to know what support whānau require and what resourcing will be required to support provision of this for as long as success takes.</p>	<p>Action 8: 6-12 months Share data and evidence on needs and challenges of whānau and the support and resources that can make a difference.</p> <p>See also Action 32 below.</p>
<p>Recommendation 7: That engagement should include consideration of workforce needs for the community.</p>	<p>See Action 13 below.</p>
<p>Recommendation 8: That engagement should also include whether a locally staffed helpline could help with navigating whānau in need of help to the right support, and thereby to de-escalate stresses than can lead to risk of harm to tamariki and whānau.</p>	<p>Action 9: 6 – 12 months Fundamentally shift how we assess and respond to reports of concern to ensure collaborative decision-making and support at the earliest possible point.</p>
<p>Recommendation 9: That a strategy to proactively partner with Māori is developed as a priority. This will support community planning and decision-making, where Oranga Tamariki regions will be responsible for responding, supporting and enabling community solutions.</p>	<p>See Actions 1 to 6 above.</p>
<p>Overarching recommendation 2: The purpose of Oranga Tamariki must be clarified. This includes who Oranga Tamariki primarily exists to serve. <i>Professional social work practice</i></p>	<p>Theme: Social Work Practice</p>
<p>Recommendation 10: Restore the influence of the Chief Social Worker, so that the Chief Social Worker is positioned as a core leadership function, central to all key decisions made by the agency, including the clarity of vision and purpose of the agency and the orientation of frontline staff. This includes a deliberate focus on restoring the professional social work focus of Oranga Tamariki.</p>	<p>Action 10: 0 - 6 months Determine how functions are best grouped for best effect, and then put in place a leadership team to reflect this, drive further change and set culture, ensuring that professional social work practice is appropriately reflected at this leadership level.</p> <p>Alongside the operating model development, consider what functions and models best support subsequent change below the leadership team.</p>
<p>Recommendation 11: Develop a social work sector workforce development plan to clarify the role of Oranga Tamariki social workers and to:</p> <ul style="list-style-type: none"> clarify the mix of the roles needed for each site in addition to social workers (including resources assistants, youth workers and kairaranga), and whether these roles should be located directly within Oranga Tamariki or within the community; identify opportunities for colocation with partners of social work services; and, identify what core statutory social work functions should only be led by Oranga Tamariki and what the potential roles and functions of the broader social work sector workforce could be. 	<p>Action 11: 12-24 months Develop a workforce strategy which will include:</p> <ul style="list-style-type: none"> • clarifying the role of Oranga Tamariki social workers, and other professionals • the workforce needs of the community, regions and sites • training, career progression pathways, leadership and professional development workforce planning.

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<p>Recommendation 12: Improve the induction, training and professional development of Oranga Tamariki staff; this should be especially prioritised for Oranga Tamariki sites and to support the more effective delivery of frontline social work.</p>	<p>Action 12: 0 – 6 months</p>	<p>Embed the existing practice standards, ANZASW Code of Ethics and the SWRB competency standards within the new practice framework.</p>
	<p>Action 13: 0 - 6 months</p>	<p>Develop a Kaimahi Ora strategy for all staff, supporting staff to enable work life balance and provide regular opportunities to debrief traumatic events and manage the cumulative impacts of their work.</p>
	<p>Action 14: 0 - 6 months</p>	<p>Implement the public services Positive and Safe Workplace model.</p>
	<p>Action 15: 6 – 12 months</p>	<p>Reset operational policy which clarifies the national practice requirements that apply to key practice decisions.</p>
	<p>Action 16: 6 – 12 months</p>	<p>Institute revised restraint practices and ensure more frequent training and recertification.</p>
	<p>Action 17: 6 – 12 months</p>	<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>Action 18: 12 – 24 months</p>	<p>Develop a post-degree professional practice course, partnering with agencies and tertiary providers, with a statutory child protection component which could include a placement with Oranga Tamariki.</p> <p>Provide additional support through training, coaching, supervision and peer support to enable them to apply these confidently in their work with tamariki and whānau.</p>
	<p>Action 19: 12– 24 months</p>	<p>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>
<p>Recommendation 13: Ensure social work supervisors have the time and space to provide dedicated supervision and mentoring of social workers.</p>	<p>Action 20: 6-12 months</p>	<p>Develop and implement new models of supervision that will outline the skills and knowledge that are required by supervisors and other related specialist roles.</p> <p>Introduce micro-credentials for supervision and other specialist areas which recognise the required skills and knowledge and is linked to our workforce strategy.</p>
	<p>Action 21: 6-12 months</p>	<p>Provide additional support through training, coaching, supervision and peer support for social workers to apply these confidently in their work with tamariki and whānau.</p>
<p>Recommendation 14: Ensure there is a significant lift in the ongoing provision of training of the legislative requirements and parameters – both enabling and constraining – of the key Acts, in particular the Oranga Tamariki Act 1989.</p>		<p>See Action 18 above.</p>

<p>Recommendation 15: Begin work to improve the sophistication of workload management beyond that of the current averaging by number of tamariki per social worker, to an approach that recognises and accounts for the complexity of cases and enables an equitable workload allocation across social workers and sites, and across Oranga Tamariki functions.</p>	<p>Action 22: 6-12 months</p> <p>Develop a model to inform allocation and resourcing decisions at regional and national level.</p>
<p>Recommendation 16: Review the purpose and functions of the National Contact Centre as a priority. This should also include consideration of whether and how Oranga Tamariki refers tamariki to non- statutory services after they have been assessed.</p>	<p>See Action 9 above.</p>
<p>Recommendation 17: Work to reclaim the intention behind the introduction of Family Group Conferences into the legislation in 1989, to empower whānau decision-making and to appreciate there is a different way of seeing, thinking and being with whānau. This should include by utilising Section 18AAA of the Oranga Tamariki Act to provide the assistance that whānau need to be able themselves reduce risk of harm to their tamariki.</p>	<p>Action 23: 6-12 months</p> <p>See Action 5 above.</p>
<p>Recommendation 18: Ensure that opportunities to provide advocacy support for whānau are identified through the development of workforce and partnering strategies.</p>	<p>Action 24: 0 – 6 months</p> <p>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>
<p>Overarching recommendation 3: A process to establish a national Oranga Tamariki Governance Board should be designed over the coming year,with the Oranga Tamariki Governance Board to be in place by the end of 2022 <i>Organisational culture</i></p>	<p>Theme: Operational Changes and Organisational culture</p>
<p>Recommendation 19: That, in alignment with our first recommendation, adequate and equitable investment in Māori collectives and communities is committed to enable Māori and communities to lead and deliver prevention of harm.</p>	<p>Action 26: 6 – 12 months</p> <p>Ensure the operating model allows the agency to invest more resources and staff into early support.</p> <p>Also see Actions 1 and 6 above.</p>
<p>Recommendation 20: That, together with our recommendations under our first and second terms of reference, a clear vision and purpose is established for Oranga Tamariki, so that all within the agency understand their role in achieving that vision, and how they contribute to it.</p>	<p>Action 27: 0-6 months</p> <p>Confirming the role of Oranga Tamariki including how it will achieve its vision will be included in the development of the organisational strategy.</p>

<p>Recommendation 21: That establishment of the Oranga Tamariki Governance Board should be accompanied 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. (This should be accompanied by stronger external monitoring also, but we note the expansion of the Independent Children Monitor's role to undertake regular external monitoring of the Oranga Tamariki system and including residential care). Findings from both internal and external monitoring could be reported regularly to the Governance Board, to ensure any issues that are identified are resolved quickly.</p>	<p>Action 28: 12 – 24 months</p> <p>The Board will work with Oranga Tamariki and others to provide options for a permanent governance board for Oranga Tamariki, and on what additional measures beyond existing mechanisms such as the Independent Children's Monitor are required to ensure appropriate oversight and monitoring.</p>
<p>Overarching recommendation 4: Additional recommendations on data use to support effective decision-making <i>Enabling options</i></p>	<p>Theme: Insights and data</p>
<p>Recommendation 22: The organisation's performance monitoring framework should be enhanced to be more strongly aligned with a well-defined organisational strategy and vision.</p>	<p>Action 29: 6-12 months</p> <p>Review performance management framework to align with revised organisational strategy and vision.</p>
<p>Recommendation 23: Improvements should be made to the availability, relevance and range of data used for decision-making.</p>	<p>Action 30: 0-6 months</p> <p>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 children and whānau and progress in meeting those needs, and the experiences of children and whānau who interact with us.</p>
	<p>Action 31: 0-6 months</p> <p>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>
	<p>Action 32: 12-24 months</p> <p>Replace the Oranga Tamariki data warehouse to enable data collected to be centralised and analysed to inform monitoring and decision-making.</p>
<p>Recommendation 24: The ongoing development of information infrastructure should be prioritised.</p>	<p>See Actions 29 to 32 above</p>
<p>Recommendation 25: Information sharing should be improved, taking into account the purpose and enabling functions of the Privacy Act 2020. This could include Oranga Tamariki and the Office of the Privacy Commissioner working together to ensure that Oranga Tamariki designs a future-proofed tikanga approach to sharing information with hapū, iwi, Māori collectives and communities.</p>	<p>Action 33: 0-6 months</p> <p>See Action 8 above.</p>
	<p>Additional actions</p>
	<p>Action 34: 6-12 months</p> <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 children with high and complex needs.</p>

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	Action 35: 6-12 months	Set a clear direction to only use s78 Without Notice orders for children 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.
	Action 36: 6-12 months	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.
	Action 37: 12– 24 months	Establish trained specialist caregiving roles for our high and complex needs tamariki that recognise the skills required to work with our most vulnerable children and enable appropriate remuneration and ongoing development and support to be provided.