



Implementing the Oranga Tamariki Action Plan

Together we will find solutions and do whatever it takes

The Oranga Tamariki Action Plan and this Implementation Plan deliver on the outcomes set out in the Child and Youth Wellbeing Strategy for children and young people with the greatest needs.

Our collective commitment

There are children, young people, families and whānau who need help and who haven't been getting what they need, when they need it. The Oranga Tamariki Action Plan is the children's agencies' collective commitment to ensure that children, young people and their families and whānau with the greatest needs receive the support and services they require to prevent harm and realise oranga tamariki. This Implementation Plan outlines how we will honour that commitment to identify and start delivering practical improvements before the end of 2022.

Achieving oranga tamariki needs significant and measurable results

Evidence and experience tell us that key determinants of wellbeing include positive housing conditions, good health including mental wellbeing, access to good education, and support to be independent and connected with the community.

To support all children and young people to achieve these, chief executives of the children's agencies have committed to achieving the following significant and measurable results. Children and young people with the greatest needs will receive increased holistic support and see improved outcomes.

The initial focus will be on supporting the children and young people who are in the care or custody of Oranga Tamariki, in the youth justice system, or receiving transitions support from Oranga Tamariki. This means that throughout 2022 and 2023 we will prioritise:

Good health including mental wellbeing

Children and young people in care and youth justice have their health needs assessed, planned for and met through an integrated service model by agencies working together to provide holistic and tailored care

Positive housing conditions

Every young person transitioning from care and receiving the transitionsupport service can access temporary accommodation or long-term housing

Access to good education

Following notification of a child or young person being placed in a care and protection residence or serving a sentence in a youth justice residence, local Ministry of Education staff will be engaged in transition planning for that child or young person no later than 30 days before their planned exit out of residence.

Support to grow, connect, and be independent

Every young person ageing out of care has a transition pathway into employment, education or training

Making it happen

Bringing the Action Plan to life involves:

- Short term practical steps completed by 2022 (pp3-4)
- Building an evidence-based picture of need (p4)
- Meeting children and young people's needs and building whānau resilience (p4)
- Community-led, regionally-enabled, centrally-supported prevention (p4)

We will start delivering change before the end of 2022. Throughout 2023 we will accelerate design and delivery.

Mahi is already underway

- A clear evidence base for decision making is being developed
- In-depth assessments of housing, health, and education needs have started
- Identification of short-term practical actions that support the Action Plan has started
- Design and development of further short-term practical actions has started

Over the next six months we will

- Report on our progress against the significant and measurable results (repeat every 6 months)
- Implement the short-term practical actions to meet the needs of the children and young people with the greatest needs
- Complete four in-depth assessments of need with recommendations on how to prioritise access to services in the health, education, and housing sectors
- Ensure children and young people with the greatest needs are visible and prioritised in the work of new agencies, including in the Ministry for Disabled People, Health New Zealand and the Māori Health Authority
- Develop a new joined-up prevention approach in communities to support the first 1000 days of a child's life

A strong foundation for change

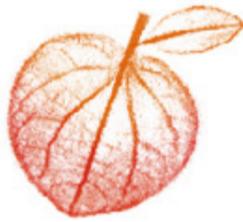
In order to successfully deliver this Implementation Plan, we will:

- Listen to children, young people, whānau, communities, and social workers advocating for children and young people
- Keep the needs of children, young people and their whānau at the centre of our decision-making
- Act early, and focus on prevention
- Commit to finding solutions, whatever it takes
- Build our evidence base to further understand needs and how to respond to them
- Share data, evidence and insights between agencies and with communities, to support decision-making
- Focus our investment on the children and young people with the greatest needs

CHILDREN and YOUNG PEOPLE



... are LOVED, SAFE and NURTURED



... have WHAT they NEED



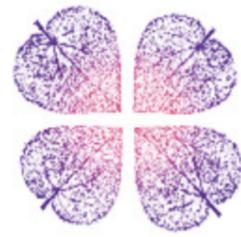
... are HAPPY and HEALTHY



... are LEARNING and DEVELOPING



... are ACCEPTED, RESPECTED and CONNECTED



... are INVOLVED and EMPOWERED

We will know we are making a difference when:

Children, young people, families and whānau:

- get the help they need, when they need it, no matter where they live
- experience a coordinated, unified approach in having their needs met
- know about the supports and services available to them, have confidence in using them, and believe their needs are being addressed and their views heard

Iwi and communities:

- are enabled to provide tailored and flexible supports for children and young people
- are supported and resourced to develop collective child wellbeing objectives and implement collaborative local prevention responses

Social workers, carers, and others who work with children and young people:

- are able to access services and supports for the children and young people they are advocating for, in a timely way
- are able to collaborate across agencies and with whānau and communities to pursue the best solutions for the children and young people they work with

The children's system:

- is a cohesive system where collaboration across agencies and with iwi and communities is the norm and is prioritised
- has a good foundation of information sharing and is underpinned by evidence-based decision-making
- is equipped with effective policies, processes, structures and tools to enable agencies to deliver good outcomes, and hold agencies accountable (individually and collectively)

We will need to work together differently to secure improved outcomes for children and young people

There are six children's agencies involved with the Oranga Tamariki Action Plan: Oranga Tamariki, the New Zealand Police, and the Ministries of Education, Social Development, Health, and Justice.

However, there are many other current and new agencies that are essential to securing the outcomes children, young people and their families and whānau need, including, Department of Corrections and the Ministry of Housing and Urban Development.

The work already underway will lay the foundation for ambitious system changes that are needed to secure improved long-term outcomes for children and young people with the greatest needs. We will work collaboratively to drive integration across the children's system, moving from transactional and siloed service provision to a relational, integrated, needs-based, outcomes-focussed children's system. These are significant changes to the way we work, and will take investment and time to embed.

The children's agencies are responsible for working collectively on these actions. The agencies are also responsible for action in their individual sectors. In health, for example, the Ministry of Health is the responsible children's agency and it will work in partnership with Health New Zealand and the Māori Health Authority to commission services and work with providers.

Regional Public Service Leaders will play a key role

Regional Public Service Commissioners are leaders with responsibility for convening the public service at a regional level, to achieve better outcomes. We will work with Regional Public Service Commissioners on how they can help drive support for, and engagement with the Action Plan through regional leadership (agencies, iwi, local government and partners) to enable locally-led solutions.

Agencies are jointly accountable for the delivery of the Action Plan

The Children's Act 2014 identifies the six key statutes that enable activities to support the Action Plan. These statutes cover the key government departments – the 'children's agencies' – that are responsible, both individually and collectively, for action under the Plan and these will be reflected in the accountability documents of those departments and monitored alongside the rest of the department's activity. In some sectors, such as Health, the Ministry's responsibilities need action by others in the sector. The agencies are also responsible for action in their individual sectors.

Governance is provided by the Social Wellbeing Board and the Child and Youth Wellbeing Strategy Ministers, who are responsible for the monitoring and oversight of implementation of the Action Plan. Both groups meet regularly and will ensure the work identified in the Plan is being delivered.

It is envisaged that in the future, the role of the Independent Monitor of the Oranga Tamariki system will include assessing the contributions of all agencies in meeting the wellbeing needs of the children and young people with the greatest needs.

...and must report on progress

Children's agencies must formally report to the 'Plan Minister'* on progress to implement their actions and include this information in their annual report (s11 of the Children's Act 2014). In turn, the Plan Minister is accountable both to Parliament and the Executive for the Action Plan (s13).

*The current Plan Minister is Hon. Kelvin Davis, Minister for Children. As the Plan Minister responsible for the Action Plan or the 'Plan Minister' they are accountable both to Parliament and the Executive for the Action Plan under Part 1, s13 of the Children's Act 2014.

Implementation Plan

Short term practical actions

First steps – to be completed by December 2022, unless otherwise stated

Ministry of Health

Our commitment is for children and young people in the priority populations to be physically and mentally well and have their support needs met.

- Develop locally-tailored resources to support social workers and carers supporting children and young people to arrange access to health and oral care services, fulfil health entitlements, and enrol with health care providers
 - Next step: implement and circulate within regions in 2023
 - Then: update by the end of 2023 in response to any feedback
- Specifically incorporate populations of interest to Oranga Tamariki within key health system accountability documents, such as the interim New Zealand Health Plan
- Establish a cross-agency data and insights group between the Ministry of Health and Oranga Tamariki to inform immediate and ongoing priorities and actions
- Develop and consult on options to support the transition of a child or young person in care from an acute mental health ward to community-based care by the end of 2022
 - Next step: develop and consult on options by mid 2023
 - Then: design and begin implementation of preferred option by the end of 2023

Ministry of Education

Our commitment is to ensure that children and young people in the priority populations are positively engaged with and achieving in education. The first steps will be to:

- Develop an Engagement in Learning Strategy which addresses the barriers children and young people, including children and young people in care, face to participating and progressing in their learning
 - Next step: Work with Regional Public Service Leads to take actions to understand and raise the levels of attendance and support the social and economic needs of ākongā and whānau
 - Then: Investigate how Te Mahau can better support schools to intervene early to improve attendance. This work will consider whether additional roles (for example, attendance officers) are required to support schools to focus on attendance
- Support iwi and Māori social service providers to facilitate and broker educationally powerful relationships between priority learners (including those in care) and their whānau, and education services
 - Next step: Develop a regular reporting cycle to measure the impacts of the facilitation and brokerage for priority learners and whānau by December 2022
 - Then: Utilise findings of regular reporting to support continuous improvement by identifying opportunities to leverage, gaps to fill, and challenges to respond to

Ministry of Social Development

Our commitment is to ensure that children, young people in the priority populations and their families and caregivers have a decent standard of living and are supported by a thriving and resilient community sector, and regional, iwi and community collaboration that promotes wellbeing and prevents harm.

The first steps will be to:

- Work with Regional Public Service Commissioners on how they can help drive support for and engagement in the Action Plan and actions through regional leadership (agencies, iwi, local government and partners) to enable locally-led solutions

Ministry of Housing and Urban Development

Our commitment is for children and young people in the priority populations to live in stable housing that is affordable, warm and dry. The first steps will be to:

- Review implementation of the initial 54 rangatahi youth focused transitional housing places to identify any improvements that can be applied when extending the service
 - Next step: Deliver up to an additional 95* rangatahi youth focused transitional housing places beginning in late 2022
- Design a new supported accommodation service for rangatahi with higher and more complex needs that provides immediate access to safe, warm, and stable longer-term accommodation, along with age-appropriate intensive supports
 - Next step: Implementation, including procurement, of the new service from early 2023
 - Then: Deliver up to 65* places beginning mid 2023
- Review supported housing under the Aotearoa New Zealand Homelessness Action Plan looking across different supported housing typologies including those that support Oranga Tamariki populations of interest. Housing Ministers will receive further advice in July 2022 on the next steps for this work

*The exact number of places under these initiatives may change over time depending on actual costs

Short term practical actions

Oranga Tamariki

Our commitment is to work across the children's system and with iwi and communities to ensure children and young people we are involved with, have their needs prioritised and holistically met. The first steps will be:

- Work collaboratively to support the other agencies to deliver the short term practical actions outlined in this Implementation Plan and the other actions in the Oranga Tamariki Action Plan
- Oranga Tamariki has an additional legislated responsibility for oversight of the Action Plan. Oranga Tamariki will advocate for those children and their families to other agencies to ensure those children's needs are met
- Initiate a review of the Gateway assessment process. Officials will gather information on Gateway and report to the Ministers of Health, Education and Children on the scope and approach for a review.
 - Next step: Ministerial decision on scope of review by mid 2023
 - Then: advice on options to Ministers by end 2023

Justice Sector agencies

Our commitment is to prevent and reduce offending by children and young people, and support victims, by partnering with communities, reducing escalation, and supporting early sustainable exits from the youth justice system. The first steps will be to:

Ministry of Justice

- Develop court familiarisation resources for witnesses in sexual violence trials, including resources specifically designed for tamariki and rangatahi, to help prepare to give evidence in a sexual violence trial
 - Next step: Design and publish resources by early 2023
- Implement and evaluate new Kaiārahi roles in the Family Court to support parents to access services and community based support
- Expand the Young Adult List into Gisborne and Hamilton District Courts, with the aim of supporting young adults aged 18 to 25 to more easily understand and engage with the court process, and to enable the Court to have a better understanding of any barriers to full participation
- Identify options to increase access to family violence safety programmes for children

Corrections

- Enhance local relationships between the women's prisons and their local Oranga Tamariki sites to support better outcomes for mothers and babies in the Corrections' Mothers and Babies Units and Feedings and Bonding Spaces
 - Next step: Build Oranga Tamariki knowledge of the Mothers with Babies Units, including potential site visits or off-site meetings August/Sept 2022 (COVID dependent)
 - Then: Check-in at a national level on progress of this action and whether any further action or support is needed by November/December 2022
- Implement a temporary process to use section 175 of the Criminal Procedure Act 2011 for placements of 18 year-olds remanded in custody where this provision applies by August 2022
 - Next Step: Review temporary process and develop options for a permanent process by mid 2023
 - Then: Implement a permanent process by the end of 2023
- Complete staff training for APYA (assessment placement of young adults) across prison sites to improve whānau-centred approaches for young people in Corrections custody
 - Next Step: Finish the roll out of staff training to the remaining sites by the end of 2022
 - Then: Review APYA six months after training completed, based on feedback and make any necessary adjustments in 2023

Police

- Partner, design and deliver an enhanced pilot of Te Pae Oranga Rangatahi (a culturally responsive improved Alternative Action response to offending). Police will work in partnership with iwi Māori providers
 - Next step: partner with providers to test and learn to inform the future model of Te Pae Oranga Rangatahi. By July 2023, Police will develop selection criteria and conduct readiness mapping for future locations and begin engaging with providers
 - Then: Roll out Te Pae Oranga Rangatahi to twelve locations by 2025
- Identify issues and potential solutions with information sharing within Police systems to ensure rangatahi presenting with risky behaviours are connected to the right wellbeing supports, before behaviour develops into potential offending
 - Next step: Police will implement the required technology changes and then focus on supporting any practice change that may be required around connecting rangatahi to the right wellbeing supports
 - Then: Police will develop a reporting tool to monitor the result of the information-sharing. In 2023, once the reporting tool is developed, Police will review the connections or interventions that are occurring to support understanding if this is making a positive difference for rangatahi or if further work is required to realise the intended benefits of this change

Building an evidence-based picture of need

First steps

- Oranga Tamariki will deliver four of a series of in-depth assessments of need for the priority populations in 2022, with the remaining assessments delivered in 2023. These will look at:
 - housing needs
 - health needs, including the mental health, primary care and specialist health needs
 - education needs and experiences
- Agencies included in recommendations made in the in-depth assessments of need report back to the Social Wellbeing Board within three months on how and when they will respond to the recommendations
- Dashboard prototype presented to Ministers and dashboard cycle established by December 2022
- Explore regional and community data needs in the communities being focused on under Oranga Tamariki's Enabling Communities initiative

Meeting children's and young people's needs and building whānau resilience

- Progress actions listed in the report from the Education Review Office (ERO) on learning in residential care
- Respond to the recommendations listed in the report from the Education Review Office (ERO) on learning in residential care, through a joint Ministry of Education, Oranga Tamariki and ERO work programme. Nineteen actions will be completed by December 2022,
 - Next step: four further actions will be completed by July 2023
 - Then: ERO intends to review education in residential care settings in 2024/25

Community led, regionally enabled, centrally supported prevention

- In September 2022, the Social Wellbeing Board will provide advice to the Child and Youth Wellbeing Strategy Ministerial Group on options and costings for extending community-led planning and innovation approaches to child and youth wellbeing, with an initial focus on the first 1000 days as a foundation for a life course approach
 - Next step: All initial community-led planning and innovation approaches implemented by June 2023.
 - Then: Agencies respond to community-led proposals from June 2023 onwards
- Advice to responsible Minister for the Child and Youth Wellbeing Strategy on the First statutory review of the Strategy by August 2022, drawing on insights from targeted engagement with children and young people, representatives of iwi and Māori and other child and youth wellbeing experts. Review completed in consultation with Children's Ministers
 - Next step: If the government proposes any changes to the Strategy arising from the review, there will be broader public consultation on these proposed changes
 - Then: Development of revised Strategy for Cabinet consideration, endorsement and publication
- Progress development of an investment plan to support delivery of Te Aorerekura: The National Strategy to Eliminate Family Violence and Sexual Violence
 - Next step: Deliver component parts of an investment plan in August 2022
 - Then: Work to deliver a full "investment plan" in mid 2023, building from: component parts and other inputs developed across Te Aorerekura, testing and learning from the Budget 2023 process, and work with communities on ways to bring their voice to government decision-making. The investment plan will be a living document that continues to evolve over time to reflect improved information, strengthening relationships, and the impact of ongoing decisions over the 25 year life of Te Aorerekura
- Prototype community-based and locally-led response to reports of concern, and explore what other agency support is required
- Drawing on early insights from the COVID-19 Care in the Community evaluation, identify opportunities to build on successful locally-led and regionally-enabled approaches with a view to creating more enduring collaborations that sustain community resilience
 - Next step: analyse and synthesise findings into a final report in 2023
 - Then: advise Ministers on any recommendations for change by the end of 2023