

Chief Social Worker Practice Review – Te Riu Management Response Work Programme – February 2023

Number	Action	Progress in last quarter (December 2022 to February 2023)	Status
Practice decisions making			
1.1	Addressed the decisions and actions of Oranga Tamariki staff with regards to Malachi, with a particular focus on management and leadership accountability, recognising that the social worker who undertook the initial assessment should not have been put in a position of responsibility beyond their experience.	<ul style="list-style-type: none"> Concerns regarding the decisions and actions of Oranga Tamariki staff have been addressed appropriately. For privacy reasons, further detail regarding employment matters will not be included. 	Completed
1.2	<p>Provided all senior managers with a letter of expectation from the Chief Executive that requires them to:</p> <ul style="list-style-type: none"> Ensure that only social workers with more than 12 months experience, as a registered and practicing social worker, have the sole responsibility for completing initial assessments Reinforce that the practice standards are the core requirements and minimum expectations for practice, and that it is their responsibility to ensure that: <ul style="list-style-type: none"> All staff understand this The standards are well understood by their staff They regularly review practice to understand the extent to which standards are being met Regular feedback is provided to staff about their practice, and action is taken, including additional support, development, and oversight, where it is identified that the standards are not being met They are actively managing and addressing systemic issues that may prevent social workers from being able to meet the standards They immediately escalate any concerns which may be impacting on the quality of our response to tamariki and whānau when these are unable to be resolved locally. 	<ul style="list-style-type: none"> A Letter of Practice Expectations from the Chief Executive, Chappie Te Kani was sent to all Tier 2 and 3 leaders responsible for the delivery of services to tamariki and whānau on 30 November 2022. 	Completed
1.3	Reminded all staff of the channels to raise any concerns they have that are impacting on their ability to perform their role. This includes raising any concerns directly with their line manager in the first instance, and/or confidentially via the Oranga Tamariki Speak Up channel if appropriate.	<ul style="list-style-type: none"> Chief Executive Chappie Te Kani sent an email to all staff on 1 December 2022 in advance of the publication of the Chief Social Worker's Practice Review which included a reminder about the confidential Speak Up channel and encouraged staff to use this if they need to. 	Completed
1.4	Issued a practice note from the Chief Social Worker reminding all social workers, supervisors, and practice staff that the practice standards are the minimum expectations, with a particular focus on case recording requirements.	<ul style="list-style-type: none"> The practice note was issued on 5 December 2022 and is available on the Oranga Tamariki Practice Centre here. A reminder was sent via a December 2022 Operational Update to managers, asking them to ensure the message was shared with all frontline staff. A further message from the Chief Social Worker was sent to all Practice Leaders on 20 February 2023. This included a slide pack presentation and discussion notes on the Practice Standard 'Keep accurate records' to be worked through with frontline staff. 	Completed
1.5	Established regular social work forums for all social work staff to engage directly with the Chief Social Worker and other senior social work leaders on issues which may be impacting their ability to meet core practice expectations.	<ul style="list-style-type: none"> In November and December 2022 the Chief Social Worker and other senior social work leaders held 11 Regional Forums with frontline staff. A summary of key insights was provided to the leadership team, Te Riu, in December 2022 and a 'lessons learned' exercise has been completed. Planning for a second round of Regional Forums is progressing. 	Completed
1.6	Finalise the assessment of all recent reports of concern at the Te Āhuru Mōwai site in the last three months where the initial assessment did not result in further action; take any remedial actions required.	<ul style="list-style-type: none"> Phase one (reports of concern between July and September 2022) case file analysis was completed on 25 November 2022. Phase two (reports of concern between May and June 2022) case file analysis was completed on 20 January 2023. Remedial action was taken where required, including creating new reports of concern or referring cases to the National Contact Centre for further assessment. 	Completed
1.7	Review our practice in response to reports of concern across the country and act on any findings and recommendations to strengthen practice.	<ul style="list-style-type: none"> Phase one case file analysis was completed before the end of 2022. A final report back on the findings is expected in March 2023. 	In Progress

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1.8	Ensure all social workers employed by Oranga Tamariki for less than 12 months have completed the current practice induction and are being actively supported to only undertake duties consistent with their level of experience.	<ul style="list-style-type: none"> The induction process for the first 12 months of practice is being strengthened to ensure there is greater oversight of the duties undertaken by new social workers in their first year. The Professional Development group is working with frontline leaders to increase support for new social workers and have learning better aligned with roles and levels of experience during their first 12 months. 	In Progress
1.9	Progress developing an accountability and reporting mechanism that will give social workers, supervisors, and managers greater visibility about the extent to which practice standards are being met across their practice.	<ul style="list-style-type: none"> A programme of work is underway to implement this action. The requirements for developing the required mechanisms are currently being scoped. Further work is required to determine how the accountability mechanism can be operationalised. 	In Progress
1.10	Ensure Practice leaders review a sample of cases with their staff, using the Quality Practice Tool and report on the extent to which there is evidence that the expected standards are being met.	<ul style="list-style-type: none"> The Practice Standards Quality Practice Tool was distributed to all Practice Leaders by 4 November 2022. Reminders have been sent to Practice Leaders to complete and return the reviews and individual follow-up is currently underway. A report on the insights from these reviews is expected in March 2023. 	In Progress
1.11	Review and update performance development and performance review tools and processes for social work practitioners and managers to ensure the practice standards are well embedded, enabling the provision of development support and appropriate responses when they are not met.	<ul style="list-style-type: none"> No progress to report on this action. 	In Progress
Site environment, support and leadership			
2.1	Deployed senior social workers, a manager, practice leader and national practice advisor to the Te Āhuru Mōwai site to strengthen site leadership and support practice decision making.	<ul style="list-style-type: none"> An appointment to the temporary Assistant Regional Manager role has been made and started on 16 January 2023. A practice leader has also been appointed and support for a national practice advisor was provided by the Quality Practice & Experiences group. 	Completed
2.2	Complete work already underway to analyse critical workforce, practice, and work management measures across all sites to identify whether there are other sites with indicators of practice and management concern warranting further examination and intervention.	<ul style="list-style-type: none"> A dashboard of key site indicators has been developed and was shared with Service Delivery leaders in early December 2022. Next steps in relation to key insights arising from the dashboard were agreed with Service Delivery leaders in January 2023. Actions progressed to address identified next steps by 31 March 2023. 	In Progress
2.3	Implement a comprehensive plan for the Bay of Plenty region that addresses the broader workload, leadership, development, stakeholder, practice, and culture issues identified in the review.	<ul style="list-style-type: none"> In addition to the actions taken under 1.1, 1.6, and 2.1 above, a Region Support Plan is being developed, with elements of the Plan already in place. A draft Leadership Site Culture development plan has been developed and work is underway to implement this. Recruitment of current vacancies is underway. Inductions specific to the Bay of Plenty region commenced in December 2022. Engagement with iwi partners has been confirmed for early March 2023 to determine their support to the region. 	In Progress
2.4	As part of the Future Direction Plan work to develop an operating model, identify early opportunities to free up social work capacity through consideration of paraprofessional roles, reallocation of tasks, centralised approaches to non-core social work and removing no longer required policy expectations.	<ul style="list-style-type: none"> The Chief Social Worker and the Evidence Centre are developing a prototype software tool that will help measure the complexity of a social worker's caseload. The use of this tool has important implications for the distribution of staff resources, regional boundaries, and the future transfer of resources to communities. It is intended that a draft tool will be ready by the end of June 2023. 	In Progress
Practice guidance, professional development, and interagency processes			
3.1	With Police, completed a recent review and strengthened the Child Protection Protocol in particular, the need for early consultation to determine whether reported concerns meet the threshold for joint investigation.	<ul style="list-style-type: none"> The Child Protection Protocol was reviewed and updated in 2021, with implementation and joint training taking place in March 2022. 	Completed

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3.2	Confirmed that all sites have completed the annual Child Protection Protocol joint training with Police.	<ul style="list-style-type: none"> This was confirmed in November 2022 during the development of the Te Riu Management Response to the Chief Social Worker's Practice Review. 	Completed
3.3	Reached in principle agreement with the Police Commissioner, Ministry of Health, and Te Whatu Ora – Health New Zealand to include a clear role for health in the Child Protection Protocol to assist in identifying and determining evidence of child abuse and neglect.	<ul style="list-style-type: none"> An in-principle agreement was reached in November 2022. Work is ongoing to explore the different ways for health to join the Child Protection Protocol. This will be progressed as part of the scheduled formal review of the Child Protection Protocol, which has been brought forward. 	Completed
3.4	Commenced a review of existing complaints processes and policies with a view to determining which complaints require a site, regional or national response.	<ul style="list-style-type: none"> The Oranga Tamariki complaints structure is based on the principle that resolution is best achieved as close to the source of the issue as possible and at the earliest opportunity. A review of the use of the pathway matrix for determining a site vs centralised response commenced in November 2022. It was confirmed that the current parameters are correct. The National Feedback and Complaints team have strengthened their quality assurance process in relation to site-led responses to complaints to ensure any concerns can be addressed before completion. Currently around 50% of all site-led responses are subject to quality assurance. In August 2021 Oranga Tamariki commenced Manaaki Kōrero, a project that involves Oranga Tamariki partnering with VOYCE – Whakarongo Mai to enable tamariki, rangatahi and whānau to co-design feedback, complaints, information, advice, and assistance processes that are 'fit-for-whānau'. 	Completed
3.5	Review existing policy and guidance to ensure there is clear direction about the recording and assessment of photographs and other 'additional information' received following an initial report of concern.	<ul style="list-style-type: none"> This review has been commissioned and will result in a decision being made on the treatment and storage of photographs within CYRAS (the main case management system for Oranga Tamariki), followed by updated policy and guidance. 	In Progress
3.6	Review the quality of investigations undertaken subject to the Child Protection Protocol, and act on findings and recommendations to strengthen practice, including sharing any learnings with Police.	<ul style="list-style-type: none"> Phase one case file analysis is underway and is expected to be completed by the end of February 2023. A report on the findings, key recommendations and next steps is expected to be completed by the end of April 2023. 	In Progress
3.7	Commence a range of supervision initiatives that will significantly enhance the quality of supervision social workers receive and the capacity of supervisors to provide quality supervision.	<ul style="list-style-type: none"> Four initiatives have been identified as part of the Supervision Early Enhancements work programme that will enhance both the quality of supervision that social workers receive and the capacity of supervisors to provide quality supervision. These are: <ul style="list-style-type: none"> Leading Practice Programme Kaitiakitanga Postgraduate Diploma in Bicultural Professional Supervision with Te Wānanga o Aotearoa (20 places) Bicultural Supervision Tool Group Supervision Model Induction into the supervision model for external supervisors has commenced. The first group supervision for supervisors will begin in early March 2023. 	In Progress
3.8	In early 2023 launch the new Puawai (required practice induction for all Social Workers) and Leaders in Practice professional development programme, and develop additional learning resources for all practice staff, ensuring that the critical learning needs identified in the review are embedded within the core curriculum.	<ul style="list-style-type: none"> The Puāwai and Leaders in Practice programmes launched on 30 January 2023. Work will be ongoing throughout 2023 to develop additional learning resources and embed the critical learning needs within the core curriculum. 	In Progress
3.9	Review and improve the graduate pathway for prospective and new social workers that includes the current supported practice step programme.	<ul style="list-style-type: none"> The graduate pathway is currently being reviewed and proposals for improvements is expected to be ready for consideration by the end of March 2023. The completion date for this action is dependent on the options that are identified. 	In Progress

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3.10	Refresh information about our complaints process on our website, in our offices and in a form which can be given to whānau to make it easier for them to understand their right to complain and what to expect when they do.	<ul style="list-style-type: none"> • Draft content has been agreed in consultation with VOYCE – Whakarongo Mai. • Updated information about our complaints process is expected to be available in March 2023. 	In Progress
3.11	Undertake a training session with all managers on the current Oranga Tamariki complaints process aimed at improving the way complaints are recognised and responded to.	<ul style="list-style-type: none"> • Detailed planning is underway for these training sessions to occur in March 2023. 	In Progress
3.12	Review and update how we respond to serious events to ensure we move quickly to understand, review, and assess the quality and appropriateness of our practice.	<ul style="list-style-type: none"> • A Working Group has been established to undertake this review and Terms of Reference have been agreed. • This work is expected to be completed by the end of March 2023, with responses confirmed and an oversight mechanism established. 	In Progress
The wider community and system: a need for local and connected responses			
4.1	Made immediate changes to guidance regarding the degree to which engagement with tamariki, whānau and others can occur as part of the initial assessment in line with 2019 legislation changes.	<ul style="list-style-type: none"> • Changes were made to three practice policies and related guidance to reflect the legal opinion regarding section 17 of the Oranga Tamariki Act 1989. • This was communicated to staff on 5 December 2022. • The policies and guidance are available on the Oranga Tamariki Practice Centre. 	Completed
4.2	Review the existing Decision Response Tools , that guide how we respond to Reports of Concern, associated practice guidance and policy to ensure they are consistent with legislation and best practice expectations. Including clearer guidance about our response to tamariki who are incarcerated, and how concerns are reported about their safety, wellbeing, and care.	<ul style="list-style-type: none"> • This review has been commissioned. The review will focus on the improvements needed for tamariki with a parent in prison. 	In Progress
4.3	Engage with partner agencies regarding the Chief Social Worker's recommendation to consider a review of the effectiveness of the Children's Act 2014 in clarifying the responsibilities of children's agencies. Such engagement would occur alongside the consideration of recommendations arising from the Systems Review.	<ul style="list-style-type: none"> • The Office of the Chief Social Worker is working with the System Leadership team to determine the scope of the work for this action. 	In Progress