

## Appendix Two: Report on the Progress of Budget 19 Spending (December 2020)

This appendix provides an update on the progress of Oranga Tamariki—Ministry for Children (Oranga Tamariki) in the implementation of the five key Budget 2019 initiatives. This shows what has been achieved over the 18-month period since the funding was received (July 2019 – December 2020).

### The Oranga Tamariki Story So Far

Oranga Tamariki was formed as a new Ministry for Children on 1 April 2017 with a bold ambition to transform the care and protection and youth justice systems in line with the findings of the Expert Panel on Modernising Child, Youth, and Family.

Oranga Tamariki identified three initial priorities to guide its early work:

- **Loving Places:** increasing the number of safe and loving places available for children and young people who cannot live at home
- **Quality Practice:** leading social work practice that is child-centred, trauma informed, and effective for Māori as well as other cultures
- **Stronger Partnerships:** working with partners, including iwi and NGOs, to build and commission stronger services for children.

Significant changes to the Oranga Tamariki Act 1989 took effect in 2019, which expanded the Ministry's obligations by:

- introducing the first national minimum standard of care for children and young people in State care
- expanding the jurisdiction of youth justice services to cover most 17-year-olds
- enabling young people leaving statutory care to choose to remain or return to living with a caregiver up to the age of 21
- requiring the provision of advice and assistance, including financial assistance, to young people transitioning out of statutory care and youth justice up to the age of 25
- imposing specific duties on the chief executive to recognise and provide a practical commitment to the principles of the Treaty of Waitangi (Te Tiriti o Waitangi).

In order to enable the organisation to meet its new responsibilities, in 2018 Cabinet agreed to a new child-centred operating model, which sets out the main services Oranga Tamariki provides and how it intends to provide them differently than in the past.

The Government invested \$1.1 billion over four years through Budget 2019 for Oranga Tamariki to fund the improvement and expansion of existing services, and the establishment of new ones, in line with its objective under the Child and Youth Wellbeing Strategy to make New Zealand the best place in the world to grow up.

The following pages detail progress and investment made up to 31 December 2020 across five key initiatives:

- transforming the care system to improve the safety and wellbeing of children in care (\$525 million)
- investing in the youth justice system to include 17-year-olds and to reduce young people's reoffending (\$212 million)
- providing a service to meet the new entitlement to a supported transition to adulthood for young people leaving statutory care or youth justice (\$154 million)
- ensuring a focus on and commitment to a reduction in disparities through improving outcomes for tamariki and rangatahi Māori (\$25 million)
- introducing an intensive response service to support children and young people at risk of harm to be safe at home with their families and whānau (\$31.6 million).

### The Oranga Tamariki Operating Model

#### What we do

##### Intake, Assessment and Referral.

We identify the needs of children and whānau notified to us and find the best help for them

##### Early Support

We coordinate support and services for children and whānau showing early signs of need

##### Intensive Response

We support whānau to ensure that, wherever possible, children who do not need to come into care can remain safely at home with their whānau within their community

##### Care

We keep children in the custody of the chief executive safe and promote their wellbeing

##### Youth Justice

We support young people, whānau, and victims of youth crime to restore their mana

##### Transition

We prepare and support young people leaving care and youth justice to transition successfully to adulthood.

### The Oranga Tamariki Mana Tamaiti Objectives

Oranga Tamariki has identified five objectives to ensure its policies, practices, and services have regard to mana tamaiti (tamariki), the whakapapa of tamariki and rangatahi Māori, and the whanaungatanga responsibilities of their whānau, hapū, and iwi.

Oranga Tamariki has publicly reported on its progress to improve outcomes for tamariki and rangatahi Māori as at 1 July 2020 in the first annual report on the measures taken by the chief executive in relation to section 7AA of the Oranga Tamariki Act 1989.

#### Tamariki Māori are connected to, and nurtured by, whānau, hapū and iwi

##### Ensuring participation in decision making

We will ensure early participation of whānau, hapū, and iwi in decisions affecting tamariki Māori

##### Preventing entry into care or custody

We will work with whānau to prevent the entry of tamariki Māori into state care or youth justice responses

##### Placing with whānau, hapū, and iwi

We will preference placements for tamariki Māori and their siblings with members of whānau, hapū, and iwi

##### Supporting identity and belonging

We will support tamariki Māori to establish, maintain, or strengthen cultural identity and connections to whānau, hapū, and iwi

##### Leaving care or custody

We will support, strengthen, and assist tamariki and rangatahi Māori and their whānau to prepare for return home or transition into the community.

### Looking Ahead

There is more work to do. Tamariki Māori are over-represented in the care of Oranga Tamariki. Government agencies and communities need to work together to address drivers of harm and to support families and whānau. Oranga Tamariki is focused on the development of early support and intensive response services across government agencies and communities that will increase support for families and whānau in order to prevent children and young people entering care.

Oranga Tamariki cannot do this work on its own: the partnerships which are being built with iwi, hapū, other Māori organisations and communities are fundamental to achieving better outcomes for tamariki Māori and their whānau.

## Transforming the Care System

### Context

As at 31 December 2020, there were 5,600 children in State care. Oranga Tamariki was directly supporting over 3,550 caregivers, including both whānau and foster carers.

The new National Care Standards took effect on 1 July 2019, which set out the minimum standard of care and support that children in care (and their caregivers) are entitled to.

### What Oranga Tamariki was funded to do

Oranga Tamariki received \$524.7M over four years to **improve the quality of the care** it provides to children through the implementation of the National Care Standards.

This work included:

- recruiting **over 400 new front-line staff** since April 2017, including social workers, to work with children and caregivers
- providing **additional resources and services** to ensure that children in care have what they need (for example, specialist services such as trauma support, support to maintain contact with their families, culture, and identity, and resources such as toys, books, laptops, and bags)
- increasing **recruitment and retention of caregivers** through new partnerships, better support and training, and enhanced information systems
- providing **more placements** for children with very high needs.

### What Oranga Tamariki has purchased with new funding (inputs)

The number of Care and Protection and Caregiver social workers has **increased by over 400** since the establishment of Oranga Tamariki in 2017.

Regional Service Broker roles have been established to develop relationships at a regional level in order to ensure assessments and services for children and young people are accessible, particularly in the areas of education and health. 76 youth worker roles providing further support for young people have also been established.

Given the increase in social workers, average social worker caseloads have reduced from 31 (April 2017) to 21 (December 2020), and they are on track to reduce further to 17 by 2023. Annual turnover of front-line social workers has also reduced from 14% (2017) to 6% (2020).

Oranga Tamariki has 11 **Whānau care partnerships** with iwi and kaupapa Māori organisations, all of which have expressed a strong desire to support whānau and tamariki at risk of entering care. These partnerships reach over half of all tamariki Māori currently in care, and ensure that tamariki Māori are thriving under the care and protection of their whānau, hapū, and iwi. The whakapapa search function that our partners provide for these tamariki Māori ensures that they are connected to their whakapapa and culture. We expect to grow up to 20 partnerships over the next three years.

The new Caregiver Information System, which will support Oranga Tamariki to improve its support for caregivers, is in the build phase and due for completion in early 2021.

A detailed business case for the build of ten new specialist group homes has been approved and work has commenced to identify potential sites. A newly established community home, Te Awe, opened in October 2019 to provide short-term respite and care for children using a trauma informed, sensory environment to help reduce anxiety.

### What changes have been seen in operations as a result (outputs)

Spending on children in care has **risen by 15% as a result of providing more support** directly, through services such as mentoring and counselling, and indirectly through increases in some financial payments for both caregivers and for our partnered providers.

New guidance on the National Care Standards was shared with all staff, over 22,500 individual resources for children have been provided, and **99% of children in care now have 'All About Me' plans** to better capture their health, educational, and cultural needs.

Support plans and learning for caregiving whānau have been expanded, **93% of caregivers have a support plan**, and nearly 500 caregivers have attended learning opportunities through a range of channels to enable them to support the children in their care.

**New iwi partnerships** have helped to ensure that tamariki Māori are placed with whānau wherever possible. Over 80% of tamariki Māori in out-of-home care are living with whānau, hapū, iwi, or Māori caregivers.

### What Oranga Tamariki has learned so far

To fill the new frontline roles created through Budget 2019 investment, Oranga Tamariki has adopted a broader regional approach (rather than site-specific hiring) to social worker recruitment, ensuring a wider pool of candidates.

COVID-19 forced social workers to adopt new ways of working with children and families – new technology that was deployed through the Digital Workplace programme allowed them to stay connected remotely. Oranga Tamariki is currently considering what longer-term changes to working practices might be possible based on lockdown experiences.

## Youth Justice

### Context

At the end of December 2020, 110 young people were in youth justice custody. Around 3,850 referrals for youth justice Family Group Conferences (FGCs) were made in the year to 31 December 2020. Since 1 July 2019, the Youth Justice Services team has been **supporting 17-year-olds who have offended** and been referred to Oranga Tamariki for services and support. In the 12 months after this change, the number of FGCs held increased by 3%, and the number of children and young people entering youth justice custody increased by 13%. The increase in FGCs held is greater when adjusting for the COVID-19 lockdown period, showing an increase of 8%.

### What Oranga Tamariki was funded to do

In Budget 2018, Oranga Tamariki received \$80.3M over four years to support community-based services for the estimated 40% increase in youth justice work due to the inclusion of most 17-year-olds, and a further \$45.8M to meet the demand for remand placements.

In Budget 2019, Oranga Tamariki received \$140M over four years to fund 100 additional youth justice placements, including 20 beds at Whakatakapokai, 80 beds in 16 'new build' youth justice community-based homes, and staff required to support these. This funding also covered pilots of new culturally-based therapeutic programmes to support young people in youth justice custody to stop offending.

### What Oranga Tamariki has purchased with new funding (inputs)

Refurbishment of two, ten-bed youth justice residence wings was completed at Te Au Rere in Palmerston North and Te Puna Wai in Christchurch, and both have been reopened.

The Environment Court approved an application to re-designate Whakatakapokai for youth justice purposes in April 2020. Staff have been recruited and are currently undergoing their training before the opening of the residence in April 2021.

As at 1 March 2021, an additional 51 new community-based placements have been put in place and a further 15 will be in place in Whakatakapokai from April 2021.

We have appointed a Director for Victim Engagement and Participation and have developed a draft Victim Strategy. As part of the Justice Sector Group, we participate in Sector planning and development and sit on its strategic Victims Leadership Group.

A trial utilising Victim Support to navigate victims through FGCs is due to commence in December 2021. This trial will be implemented in partnership with New Zealand Police and Victim Support, and will be funded by Oranga Tamariki. The one-year trial is based on a successful pilot implemented in central Auckland and will cover the Tamaki Makaurau area. The initiative will be formally evaluated before a decision is made on whether to expand the trial.

Partnerships for the 16 new build youth justice community homes have been formed with mana whenua in Te Ātiawa & Ngāti Toa (Wellington),

Waihopai (Invercargill), and Palmerston North. Work is progressing with the identification of whenua in these locations. Other partnerships in Dunedin, Tauranga, and Rotorua are progressing, with Gisborne well advanced.

### What changes have been seen in operations as a result (outputs)

Oranga Tamariki, together with other agencies responsible for youth justice, has ensured a smooth transition of 17-year-olds into the youth justice system. The increased FGC referral rates and court referrals for Social Work Reports have been well-managed whilst service quality has improved through the delivery of new training. Working closely with its partners, Oranga Tamariki has increased the capacity and reach of **preventative and therapeutic support** across the youth justice system.

At the time of writing, Oranga Tamariki is making practice improvements by:

- rolling out Whakamana Tangata, a restorative practice model within our youth justice residences, which was co-designed by Māori restorative practice experts and our Māori staff
- restructuring the staffing model within our four youth justice residences to provide more psychological support to children and additional case leadership
- introducing new induction training for all youth justice residential staff and enhanced supervision arrangements within our youth justice residences
- funding the development of team leader positions to enhance FGC coordination, along with induction and ongoing training for coordinators.

Oranga Tamariki is also developing a variety of partnerships:

- We are working with Youth Horizons Trust to develop a range of new programmes, including an intergenerational Functional Family Therapy Programme across Tamaki Makaurau aimed at providing corrections-experienced parents with support.
- In Huntly, we established a successful early intervention programme in partnership with the local college and Police Youth Aid. We have achieved funding to expand this 'youth inclusion programme' model to another six sites.
- In South Auckland, we administer and evaluate a programme aimed at reducing youth offending run by Genesis Youth Trust and funded by a 'social bond' arrangement. The programme has undergone a first phase evaluation and we are due to report on that evaluation to both the Minister for Children and the Treasury early next year.
- We have funded Henwood Trust to work with six marae that host Rangatahi Courts and develop strengthened access to local community resources, in some areas by developing local trusts, in order to ensure that children going through the Rangatahi Courts are linked into community resources and sustain rehabilitation once the statutory court process ends.

- Youth Justice has partnered with Hoani Waititi Marae in the development of a culturally appropriate programme for rangatahi and whānau who are involved in the justice system. The programme is designed to build on their strengths, support them to overcome their challenges, and guide them towards positive life choices. The programme launched on 27 November 2020 at the marae.
- We have delegated statutory duties to several iwi to convene FGCs and for a youth justice social worker to work alongside BestCare Whakapai Hauora in Palmerston North. This will ensure that we continue to strengthen partnerships with iwi and that we are tika and pono when working alongside whānau and tamariki Māori.
- We are enhancing our Supported Bail programme by working with five pilot providers. The two-year pilot started on 1 July 2019. Service specifications have been updated and new contracts with existing providers are being discussed and rolled out for service delivery starting 1 July 2021. The pilot evaluation will be available in April 2021.

### What Oranga Tamariki has learned so far

The work to redesignate the Whakatakapokai care and protection residence as a youth justice facility took longer than expected due to obligations under the Resource Management Act (RMA). Oranga Tamariki needed to increase resourcing, factor RMA timelines into planning for future capital builds, and adjust the recruitment timeline for the new youth justice staff to support this process. The experience of establishing new bail and remand homes to date has highlighted the importance of effective engagement with iwi, mana whenua, neighbours, and the local community.

### Impacts of COVID-19

During COVID-19 lockdown, Oranga Tamariki worked in close collaboration with the Justice Sector Emergency Management arrangements and ensured cross-agency arrangements for case management, courts operations, and custody transfers worked effectively. There was a 25% drop in total referrals after the lockdown commenced, with the low referral numbers continuing as we moved down alert levels.

One key improvement made during the COVID-19 pandemic was the use of the 'Remand Options Investigation Tool' (ROIT) to reduce custodial remands or ensure remanded children were placed in the most appropriate remand option. The tool was developed in partnership with Ian Lambie – the Chief Science Advisor, evaluated following a pilot, and is now assimilated into normal working processes with youth courts and the Police. The ROIT has contributed to reductions in the use of custodial remands, a trend that has continued post-lockdown. Further training, and the exploration of the digitisation of the ROIT, is expected to contribute to reducing escalation through the youth justice system and custodial remand placements.

## Transition Support Service

### Context

From 1 July 2019, Oranga Tamariki has had expanded obligations to support around 3,000 young people aged 15-24 transitioning out of care into adulthood, to ensure that young people leaving care and youth justice have the same opportunities in life as any other New Zealander.

### What Oranga Tamariki was funded to do

Oranga Tamariki received \$153.7M over four years to work with partners to setup a new Transition Support Service. This service aims to ensure that care and youth justice experienced young people can get a great start to their adult lives.

The establishment of the service included the provision of 175 new transition support workers through NGO partners, 60 supported accommodation places, \$25M to support young people who choose to return to or remain with a caregiver, and \$9M to provide advice and assistance to young people, including financial assistance.

### What Oranga Tamariki has purchased with new funding (inputs)

Oranga Tamariki partnered with 54 community and iwi and Māori partners to provide **national coverage** for the Transition Support service. This included the provision of 99 FTE transition support workers in partner organisations, and a central team of 9 FTE support workers.

**Supported accommodation services** have been established across the country, offering 70 placements to young people requiring more support to develop life skills and gradually transition from fully supported care to independent living. This will increase to 228 placements over the next four years.

**A dedicated phone line to offer advice and assistance** to young adults up to age 25 has been set up, along with processes to ensure that young people get financial assistance and other support that they need.

### What changes have been seen in operations as a result (outputs)

As at 31 December 2020, the new service was supporting over 1,000 young people actively working with a transition worker. The number of transition partners and transition workers will continue to grow as young people become aware of their entitlements and eligible for elements of the service, until a 'steady-state' is reached by 1 July 2022.

Between 1 July 2019 and 31 December 2020, the Transition Support Service spent **over \$1.6 million on providing financial assistance** to individual young people transitioning from care to independence. This included \$506K spent by Oranga Tamariki and over \$1.1M provided to NGOs. Financial assistance provided to young people included assistance for emergencies, health, education, travel, accommodation, and other needs. The dedicated phone line has helped over 4,400 callers since its establishment, including support to:

- source emergency accommodation
- secure access to income support, healthcare, and counselling services
- obtain identification, eg, drivers' licenses and passports
- provide financial support (eg, for emergency food or clothing).

The Transition Support Service has prioritised **working collaboratively across agencies to advocate for young people**. Recent examples include the *Student Allowances (State-supported Care Exemptions) Amendment Regulation 2019*, under which any Transition Support Service payment is not considered to be 'income'. It is estimated that 136 young people will benefit from this exemption.

To **improve access to employment**, Oranga Tamariki is working with the Ministry for Social Development to access programmes such as He Poutama Rangatahi and Mana in Mahi, and is partnering with employers to provide supported employment placements. Seven care-experienced young people have completed the Oranga Tamariki Intern Programme to date. The planning for the next round of interns is underway.

### What Oranga Tamariki has learned so far

Oranga Tamariki is taking a continuous improvement approach to evaluating the effectiveness of the service. A key part of this approach is seeking the views of rangatahi through an annual survey called 'Just Sayin'. The 2020 survey results show a positive and encouraging start for the service. Rangatahi are taking up the assistance being offered, and value the support of their transition workers. They told us that having a transition worker they trusted, and who was supportive and reliable, made a difference to their lives.

We also heard that many young people had moderate to serious worries about what might happen after they turn 18. To address this, we will:

- work with young people to plan for what they need when they leave care
- involve transition workers earlier in the process to help young people feel more prepared, and ensure that they have another person to talk to about their concerns.

### Entitlement to Return or Remain (ETRR)

The uptake of ETRR (staying with a caregiver past the age of 18 years) is slower and lower than anticipated, with 24 placements as at 31 December 2020. There is a programme of work underway to ensure that more eligible rangatahi are aware of their entitlement to ETRR, and more caregivers know that they can be supported to maintain this relationship for longer.

## Improving Outcomes for Tamariki and Rangatahi Māori

### Context

At the heart of section 7AA of the Oranga Tamariki Act 1989 is an expectation that Oranga Tamariki will uphold and protect the familial structures of whānau, hapū, and iwi. As signalled in the many reviews and reports since 1986, and as required by the principles of the Treaty of Waitangi (Te Tiriti o Waitangi), section 7AA requires a change in the way that we develop and deliver policies, practices, and services in order to deliver outcomes for tamariki Māori, their whānau, hapū, and iwi within the context of tikanga Māori.

### What Oranga Tamariki was funded to do

Oranga Tamariki received \$25M over four years to provide **Māori specialist roles**, including Kairaranga ā-whānau.

Funded through baseline funding, Oranga Tamariki continues to change its approach to partnership, commissioning, and procurement. This is to ensure that we work to support the development of strategic partnerships with iwi and provide a function to **consider innovative proposals** from iwi and Māori organisations.

### What Oranga Tamariki has purchased with new funding (inputs)

Oranga Tamariki has filled **42 permanent Kairaranga**

**ā-whānau positions** (as at December 2020). This role aims to enhance whānau participation, build local cultural competency, and help with the establishment of relationships and connections with iwi and Māori NGOs. The recruitment strategy involves mana whenua, which helps to ensure a connection between the Kairaranga-a-whānau and mana whenua from the outset.

Oranga Tamariki has signed **eight strategic partnerships**<sup>1</sup> and is actively working with several more potential strategic partners. Strategic partners have been engaged on key policy work.

### What changes have been seen in operations as a result (outputs)

The Kairaranga ā-whānau have been working to:

- increase participation of whānau and hapū in discussions and decision-making
- provide more opportunities for early resolution of concerns without further statutory intervention
- increase engagement of whānau in plans for tamariki Māori
- increase the use of culturally responsive practice models, such as hui-a-whānau.<sup>2</sup>

Oranga Tamariki is funding more iwi and Māori organisations than ever before, and with more money. Contract funding with iwi and Māori providers has grown from **\$54.4M in 2017/18** to **\$100.7M in 2020/21**. This is an increase of **20.3% to 24.7% of total contract funding**.

We have radically changed our procurement practices in response to feedback from iwi and Māori partners, and are working to place the Crown and Partners on equal footing. For example, we are moving away from written proposals to face-to-face discussions, and are placing more value on community connectedness and cultural competence.

Working with Māori, Oranga Tamariki has developed a set of objectives to ensure that its policies, practices, and services have regard to mana tamaiti (tamariki), the whakapapa of tamariki and rangatahi Māori, and the whanaungatanga responsibilities of their whānau, hapū, and iwi. We have created a set of five section 7AA **Quality Assurance Standards** to be met by our staff when developing operational policies, practices, or new services. These standards incorporate key principles of Te Tiriti o Waitangi such as kāwanatanga and rangatiratanga, active protection and partnership. These complement the Māori Cultural Framework developed in 2018.

### What Oranga Tamariki has learned so far

To be effective, the transformation of Oranga Tamariki will require stronger and deeper partnership with iwi and Māori organisations than in the past. There is more to do to ensure that these partners are effectively supported to fully engage with Oranga Tamariki to achieve better outcomes for tamariki and rangatahi Māori together.

The first report on progress made to improve outcomes for tamariki Māori was published in July 2020 and can be found on the Oranga Tamariki website<sup>3</sup>.

<sup>1</sup> Oranga Tamariki has strategic partnership agreements with Ngāi Tahu, Ngāpuhi, Waikato-Tainui, Ngāi Tuhoe, Ngāti Toa and Te Ati Awa, Eastern Bay of Plenty Iwi Provider Alliance, Te Kahu Oranga Whanau, and the Māori Women's Welfare League.

<sup>2</sup> See: <https://www.orangatamariki.govt.nz/about-us/research/our-research/specialist-maori-roles-evidence-synthesis/>

<sup>3</sup> See: <https://www.orangatamariki.govt.nz/about-us/reports-and-releases/section-7aa/section-7aa-report/>

## Intensive Response

### Context

Over the last year, Oranga Tamariki received nearly 80,000 reports of concern, resulting in around 1,100 children entering care. Over the same period, 1,400 children left care, with most returning to whānau or transitioning to independence.

Oranga Tamariki is looking to partner with hapū and iwi, and to work with Māori organisations, NGOs, and communities to ensure that children at risk of harm can remain safely at home wherever possible – within their culture and community – and that those in care have the support they need to return home.

### What Oranga Tamariki was funded to do

Oranga Tamariki received \$31.6M over four years to work with its strategic partners, iwi, Māori organisations, and communities to design a new approach in a small number of initial areas, which will provide intensive support to families so that children at risk of harm can remain safely at home with their whānau and families and within their culture and community.

### What Oranga Tamariki has purchased with new funding (inputs)

Through the first half of 2020, Oranga Tamariki undertook **community engagement** and **designed and developed tools and processes** to support the design of intensive response services in four areas (Christchurch East, Tokoroa, Horowhenua, and Ōtāhuhu). These areas were chosen based on the number of children and families that could benefit from the service, with Oranga Tamariki site- and partner- readiness used as secondary criteria. In partnership with Raukawa Charitable Trust, the Tokoroa site was the first to provide this new model of support from August 2020.

As part of establishing the new intensive response function, Oranga Tamariki has **prioritised relationships with iwi and Māori**, engaging with them at the outset in the design of services and supports provided in their areas.

Alongside the four initial sites, Oranga Tamariki has been working with a range of partners and has increased funding from baseline to improve support available to whānau who are at risk of having children and young people placed into state care. This work has led to the identification of six existing collaborations which could be expanded with further support and development, thus reaching more whānau sooner. We are also looking to enter collaborative design discussions in other rohe in the 2020/21 financial year.

### What changes have been seen in operations as a result (outputs)

Oranga Tamariki and its partners will be implementing these new models in Christchurch East in May 2021, and in Horowhenua and Ōtāhuhu in mid-2021. Tokoroa was the first location to 'go live' with the iwi design model Te Kei o te Waka in August 2020.

We have set a target that by June 2021, the new intensive response function will be working with **approximately 400 children and young people and 150 families and whānau**.

### What Oranga Tamariki has learned so far

There is a strong consensus about what makes a difference for whānau that more support to achieve their goals. Successful services are underpinned by dedicated staff working with whānau to help them to alleviate their immediate concerns, and to build trusting relationships. These relationships are based on holistic, relational support, which is strengths-based, sustained,

enduring, culturally competent, and focused on the needs of whānau.

Oranga Tamariki has learned that the key enablers for getting the intensive response function in place include:

- existing partnership and operational arrangements between iwi and Māori organisations and people in our sites, particularly where there is already a close working relationship (eg, supporting FGCs)
- iwi, Māori, and community organisations that are clear on the role they want to play in the design of intensive response, have the capacity and capability to perform that role, and are accepting of the roles of others
- existing trusting and collaborative community relationships, including between iwi and Māori organisations, and other community and government agencies
- key staff with existing relationships (eg, a project coordinator, Oranga Tamariki staff with good relationships with iwi, and community organisations)
- capable local social service providers that can engage in the function and deliver it effectively with additional resources and support.

Oranga Tamariki has established a community of practice across the initial sites to ensure that it is leveraging the lessons learned from all involved in developing the intensive response function. The experience of the collaborative design process so far will feed into planning for future work across Oranga Tamariki, for example in early support, as the resource and time requirements for these kinds of activities are now better understood.