



**ORANGA
TAMARIKI**
Ministry for Children

EVIDENCE CENTRE
TE POKAPŪ TAUNAKITANGA
New Zealand Government

Oranga Tamariki Engagement Survey with Partners Providing Social Services

2020 Survey Results



Acknowledgements

The Oranga Tamariki Evidence Centre works to build the evidence base that helps us better understand wellbeing and what works to improve outcomes for New Zealand's children, young people and their whānau.

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Executive summary



Introduction

Since its establishment in 2017, Oranga Tamariki has placed an increasing focus on partnership. This includes working with some 500 partner organisations that have contracts with Oranga Tamariki to provide social services (partners) and who play a vital role in improving outcomes for New Zealand young people and their whānau.

Oranga Tamariki wants to better understand and measure the relationship with these service partners and to understand how they can strengthen the relationships. The engagement survey covered by this report captures the views of these partners in a structured and quantifiable way that can be tracked over time.

Who took part in the survey.

During November 2020, partners contracted by Oranga Tamariki to provide social services were surveyed for their feedback. Just over 40% of partners invited to take part responded to the survey invitation (214 partners took part in the online survey).

For this survey, which is about the relationship between Oranga Tamariki and partners, it is possible that those who did not respond will have differing views to those who did respond. While it is not possible to quantify the views of those who did not respond, the profile of those who did take part is similar to those who did not. There is a representative mix of types of partners and locations. The only exception is, Te Tai Tokerau Partnering for Outcome region. This region appeared to have low representation with only a handful of responses (6 in total) however other partners from this region may have provided a response under the *National or multiple region* category.

In addition to the online survey, eight iwi partners (who are contracted to provide social services) were interviewed for their feedback. The aim of this was to allow iwi to provide feedback kanohi-ki-te-kanohi, with the intention of understanding themes; not trying to replicate the survey questionnaire.

What might have influenced responses.

The timing of the survey may have had an impact on who responded to the survey and the responses they provided.

The survey was undertaken shortly after New Zealand came out of the first lockdown due to the Covid-19 pandemic. This was an unusual and pressured time for many partners. Most of the survey questions asked about the time since lockdown. However, partners may not be able to separate out these timeframes when providing their feedback.

Also at the time of the survey there was a Royal Commission of Inquiry into Abuse in Care and the Waitangi Tribunal's inquiry into Oranga Tamariki practice. There was ongoing media coverage of this, which highlighted Oranga Tamariki management of individual cases. This media coverage may have influenced the level of response and answers to the survey.

Overall findings

The results for partners who identified as Kaupapa Māori partners did not markedly differ from the overall results.

All those who engaged in the survey provided constructive feedback for Oranga Tamariki. There was no apparent difference when responses of Kaupapa Māori partners were compared to the results overall.

The results for Pasifika partners have not been called out in the commentary. This is due to the small number of Pasifika partners.

Three themes emerged from korero with iwi.

A thematic analysis of the kanohi-ki-te-kanohi interviews was undertaken and three overarching themes emerged:

- **Relationship variation between local, regional and national offices.** National Office was generally seen as accessible, supportive and more responsive to iwi partners than local/regional offices.
- **Systemic inequities impacting on provider practice.** Practice issues were highlighted by most iwi partners, with positive outcomes reported when Oranga Tamariki recognises and makes a commitment to supporting kaupapa Māori practices and models.
- **A need for equitable partnerships in accordance with Te Tiriti o Waitangi.** Concerns were raised by most iwi partners about what true partnership means within the relationship between Oranga Tamariki and iwi. Some suggested that this partnership needed to be improved and more aligned to the Treaty of Waitangi.

Oranga Tamariki is ‘getting it right’ with true partnership for some partners.

Just over half of partners who took part in the online survey described ways that Oranga Tamariki is ‘getting it right’. The following themes emerged from the comments:

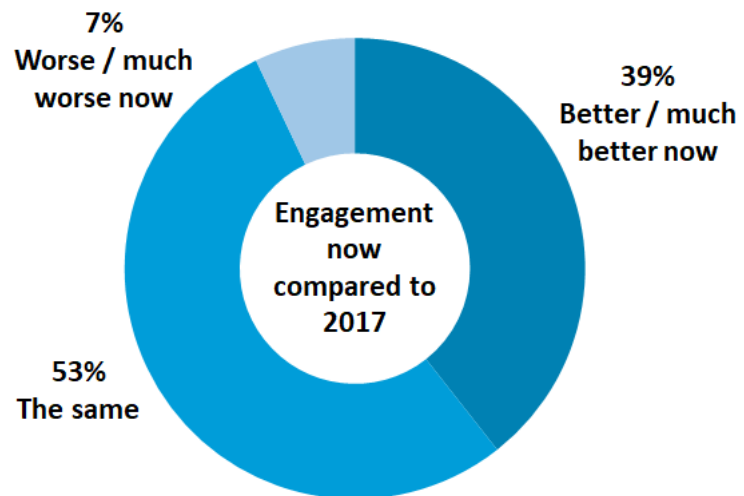
- true partnership was the most commonly mentioned way of ‘getting it right’
“Having a collaborative approach and working alongside you as a provider and as a team for the best outcome of the whānau and their tamariki...” Auckland region, Kaupapa Māori and Pasifika
- partners commented on the willingness to listen, understanding and flexibility of approach
- the frequency of communication and the availability of staff were also mentioned
- partners said they value the professional expertise of Oranga Tamariki staff.

Oranga Tamariki is engaging and interacting the same or better than when it was established in 2017.

Of the partners who responded to the survey, 4 in 10 say Oranga Tamariki engages and interacts better now than when it was established in 2017, and half say it has stayed the same.

For Kaupapa Māori partners the pattern is similar, with 3 in 10 saying that things are better now and 6 in 10 saying things are the same.

Iwi service partners also reported that interactions, engagement and communication with Oranga Tamariki have improved since 2017.



Base: All respondents (excluding don't know) n=201
Q8. For this question please think overall about how Oranga Tamariki interacts and engages with your organisation, and how this may have changed over time. Comparing how things were when Oranga Tamariki was established in 2017, and how they are now, are things better, worse or about the same?

What drives improved interaction and engagement differs for National Office and local/regional staff.

For partners who say that Oranga Tamariki is *better/much better now* than in 2017, the main driver of that change was:

- for National Office, **Feeling supported by Oranga Tamariki to improve outcomes for whānau, tamariki and rangatahi.**
- and for local/regional staff it is **Oranga Tamariki put tamariki first. They challenge when things aren't right for the child.**

The top three themes overall for why things are *better/ much better now* are:

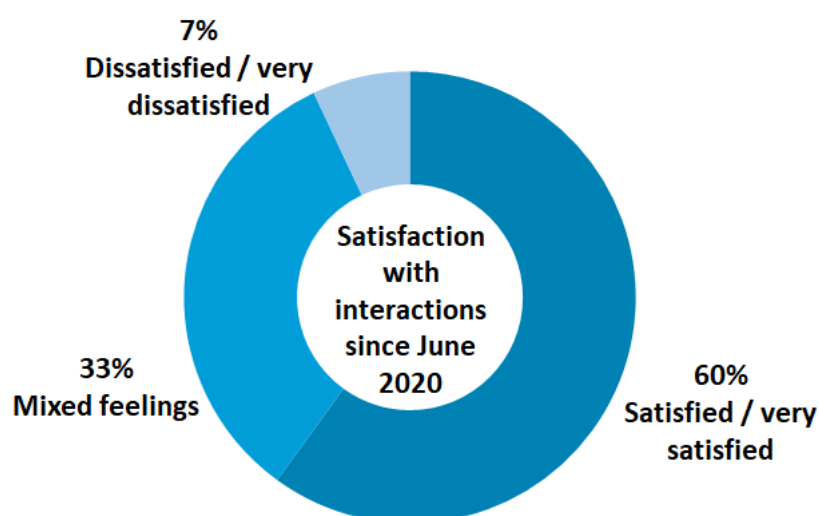
- a strong positive relationship
- very good or supportive staff/people/advisors
- staff who hear and understand the partners.

The top three themes for why things are *worse/much worse now* are:

- communication is unclear
- communication needs to be more timely
- poor staff knowledge or responsiveness.

6 in 10 partners are satisfied with their current interactions with Oranga Tamariki as a whole.

When asked about the time period from June 2020, when New Zealand came out of lockdown to Level 1 for the first time, to when the survey was undertaken in November 2020, the majority (60%) of partners say they are *satisfied or very satisfied* with the interactions they have had with Oranga Tamariki as a whole.



A slightly smaller proportion of Kaupapa Māori partners, 5 in 10, said they are *satisfied or very satisfied*.

Base: All respondents (excluding don't know) n=211
Q10. Overall since June 2020, overall, how satisfied or dissatisfied are you with the interactions you or your organisation has had with Oranga Tamariki as a whole?

What drives satisfaction with interactions is different for National Office and for local/regional staff.

Two values are the key drivers of satisfaction with National Office:

- **Oranga Tamariki values whakapapa.** They understand that tamariki are part of a whānau and a community.
- **Oranga Tamariki put tamariki first.** They challenge when things aren't right for the child.

For local/regional staff, a mix of relationship and value attributes are the key drivers:

- Most important is **Feeling supported by Oranga Tamariki to improve outcomes**
- followed by **Oranga Tamariki put tamariki first. They challenge when things aren't right for the child.**

The Partnering for Outcomes group within Oranga Tamariki is the group that partners most commonly interact with and with whom they are the most satisfied with.

Consistency of communication from across Oranga Tamariki is key to improving the relationship with partners.

Partners frequently mentioned the inconsistency of information they receive. For example, at times, messaging that comes from National Office doesn't seem to have made its way to local/regional offices, and contradictory advice is provided.

The amount of communication from Oranga Tamariki is also overwhelming for some partners. They feel they don't have the time to work out what is relevant and what isn't.

Communication during Covid-19 lockdown was praised, and partners appreciated the 'one source of truth'.

Oranga Tamariki staff are key to maintaining and improving the relationship with partners.

Partners frequently mention individual staff who support their work. These staff are likely to have a good understanding of the local situation, they value and want to support the work that the partners do, and they work in a way that is not contractual but a true partnership.

"I truly believe [advisor] not only understands our region well, but has the people at the heart of everything she does..." Central region

Being available, responsive and consistent improves the satisfaction with relationships. Feedback mentioned how variable the engagement with Oranga Tamariki can be.

"Inconsistent practice - pockets of professional and respectful interaction and others are the extreme opposite." Nationwide organisation

Most of the iwi partners have concerns about what true partnership means within the relationship between Oranga Tamariki and iwi. Some suggested that 'partnership' needs to be improved and more aligned to the Treaty of Waitangi. This feedback from the online survey echoes the feedback from the korero with iwi partners.

About two thirds of partners rate their interactions with Oranga Tamariki positively.

Partners were asked to rate their interactions with Oranga Tamariki from June 2020.

- 2 in 3 partners agree they receive timely responses when they communicate with Oranga Tamariki.
- 2 in 3 partners agree that Oranga Tamariki local/regional staff *listens to what they say*. Agreement is slightly lower for National Office, with half of partners saying they are listened to by National Office.
- For *plenty of opportunities to share our views*, local/regional staff rated slightly higher than National Office with (6 in 10 compared with 5 in 10).

Oranga Tamariki is consistent in what it expects of an organisation providing social services.

Partners were asked to rate three aspects of working with Oranga Tamariki since June 2020.

- 3 in 4 agree that Oranga Tamariki **gives clear guidance about responsibilities**.
- 7 in 10 agree that Oranga Tamariki is **consistent in what they expect of an organisation** that provides social services.
- 6 in 10 agree that Oranga Tamariki **shares best practice in useful ways**.
- Comments suggest some partners are struggling with administration requirements; others have concerns about the need for, and management of, confidential information by Oranga Tamariki.

Contracts with Oranga Tamariki specify outcomes, but many partners consider they do not receive enough funding to deliver the outcomes.

The majority of partners (84%) agree that Oranga Tamariki contracts **specify the outcomes that their organisation is expected to achieve**.

However, when asked about funding levels, only 3 in 10 agree that the amount of funding is **sufficient to meet their contractual obligations, including relevant overheads**.

In addition:

- 2 in 3 partners agree that contracts allow flexibility in **how they might achieve outcomes**.
- 6 in 10 agree that Oranga Tamariki funds them in a way that **helps them to be financially viable (eg, multi-year contracts)**.

Partners who have been involved in designing social services with Oranga Tamariki rate the experience positively.

Since Oranga Tamariki was established in 2017 it has worked with partners to design the delivery of social services. Not all partners have had the opportunity to be involved in designing the delivery of social services. Around two-thirds of partners provided an answer to this question.

Of those partners who have been involved, 6 in 10 partners agree that Oranga Tamariki is **collaborative in the development and delivery of social services**. A similar proportion agrees that Oranga Tamariki **works with them in a way that meets their needs and values** (5 in 10 for National Office and 6 in 10 for local/regional staff).

Introduction



Background

Since its establishment in 2017, Oranga Tamariki has placed an increasing focus on partnership. Key initiatives have included:

- Establishing the Partnering for Outcomes function, which enables Oranga Tamariki to work in partnership with service providers who support New Zealand young people and who have service contracts with Oranga Tamariki.
- Forming eight strategic partnerships with Te Kahu Oranga Whānau, Waikato-Tainui, Ngāi Tahu, Eastern Bay of Plenty Iwi Provider Alliance, Māori Women's Welfare League, Ngāpuhi, Ngāti Toa and Te Ati Awa, and Ngāi Tūhoe. These partnerships were developed in accordance with section 7AA 2c of the Oranga Tamariki Act.
- Developing cross-agency connections with other government agencies, including the Ministry of Social Development, Ministry of Health, District Health Boards, Ministry of Education, New Zealand Police and the Ministry of Justice.

Oranga Tamariki has some 500 partner organisations who are contracted to provide social services (partners) and who play a vital role in improving outcomes for New Zealand young people and their whānau.

These partner organisations can operate at any point – or at multiple points – across the spectrum of care, including Early Support, Intensive Response, Care Services (including residential), Youth Justice and Transition Services.

Oranga Tamariki wants to better understand and measure the relationship with these service partners and to understand how they can strengthen the relationships.

The engagement survey covered by this report captures the views of these partners in a structured and quantifiable way that can be tracked over time. The results will primarily be used by Oranga Tamariki staff – including the Chief Executive, the Partnering for Outcomes group, and Regional Managers.

Objectives

The survey is not intended to measure and track the quality of services or performance, but to understand how Oranga Tamariki can strengthen relationships with their partners.

The key objectives for the survey are as follows:

- Track changes in how partners view the quality of engagement, over time.
- Determine what is working well in the relationship between partners and Oranga Tamariki.
- Identify any challenges or barriers to effective engagement.
- Identify opportunities for Oranga Tamariki to improve how it engages with partners, and to better support partners in their work.

Methodology

The survey questionnaire was developed based on the objectives set out in the scoping document developed by Martin Jenkins. These objectives are detailed in Table 14 on page 68. The NielsenIQ team and their partner Kaitiaki Research worked with Oranga Tamariki Evidence Centre to develop the questionnaire.

The sample was supplied by Oranga Tamariki. There were 525 partners who have a current contract to provide social services. Each of these were emailed a link to the online survey, with the option of printing off a hard copy of the questionnaire and returning it via email/post. A full description of the methodology is provided in Appendix 1, page 65.

The survey was open from 27 October 2020 to 24 November 2020. Responses were received from 214 partners, just over 40% of those invited to take part. Of these, 77 self-identified as a Kaupapa Māori organisation and 20 self-identified as a Pasifika organisation.

A copy of the questionnaire and other field documents are included in Appendix 2, page 73.

In addition to the survey, eight iwi partners who hold a contract to provide social services took up a kanohi-ki-te-kanohi opportunity to give feedback. A summary of their feedback is included on page 54.

The Oranga Tamariki groups who interact with partners

This survey is focusing on partners' relationship with four Oranga Tamariki groups.

1. Partnering for Outcomes

Partnering for Outcomes is focused on building and supporting external providers to achieve outcomes for children and young people.

The functions of this group include:

- commissioning, and capacity and capability building strategy
- developing partnerships, including with iwi/Māori
- maintaining a relationships and regional presence
- commissioning programme-related evidence and evaluation.

There are five regional Partnering for Outcomes teams, each led by a Regional Manager, working within the following regional boundaries: Te Tai Tokerau, Auckland, Midlands, Central, and Southern.

Further information on regions is provided in Appendix 3.

- 2. Services for Children and Families** The Services for Children and Families groups work with families, whānau and the wider community to create circles of protection and care around children whose wellbeing is at risk.
- They look after a comprehensive set of services for children and young people, spanning prevention, intensive response, investigations, assessments, through to early adulthood services. They also oversee site-related work - including care placements and social work support to children in care.
- 3. Care Services** The Care Services group looks after care-related functions, staff and managers across Oranga Tamariki.
- This group supports operation of Youth Justice and Care and Protection Residences, and provides oversight of National Care Standards.
- 4. Youth Justice** The Youth Justice group delivers nationwide youth justice services, operates youth justice residences and supports victims of youth offending.

Notes to the report

- Pasifika results** Results for Pasifika providers are shown in the tables but not called out in the commentary. This is due to the small number of Pasifika providers.
- Verbatim comments** These are included to ensure that partners' voices are heard, and to provide a rich understanding of their experiences. The comments were selected to provide constructive feedback.
- Individual people's names and personal details have been changed to protect their confidentiality. Obvious spelling or grammatical errors have been corrected, but abbreviations have been left as the respondent wrote them, (for example, partners commonly used OT instead of Oranga Tamariki).
- Base sizes** A small number of respondents skipped questions while completing the paper questionnaire. Base sizes may vary slightly as they exclude those who did not answer a particular question.
- Rounding** Due to the effects of rounding, percentages shown in charts may not always add to 100.
- Non-responses** Don't know', 'refused', and missing responses have not been included in the analysis

Definitions

Iwi partner	Iwi who, hold a contract with Oranga Tamariki to provide social services.
Kaupapa Māori partner	A partner providing social services, who self-defines during the survey that they describe their organisation as Kaupapa Māori.
Large partner organisations	These are partners who have multi-sites throughout New Zealand.
Organisation	This is used to describe the group (hāpu, iwi, not-for-profit organisation) who has contracted with Oranga Tamariki to provide social services.
Pasifika partner	A partner providing social services, who self-define during the survey that they describe their organisation as Pasifika.
Strategic partner	Iwi or Māori organisations that Oranga Tamariki has entered into a formal strategic partnership with, in order to improve outcomes for Tamariki Māori, as demonstrated by a signed agreement. There are eight strategic partnerships. Only those strategic partners that have contracts with Oranga Tamariki to provide social services were invited to participate in this survey

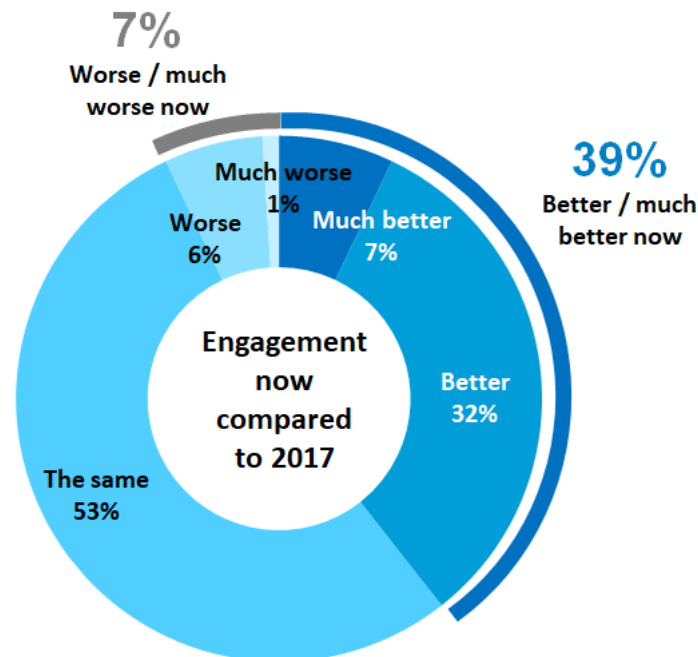
Satisfaction and getting it right

- Oranga Tamariki is engaging and interacting the same or better than when it was established in 2017.
- 6 in 10 partners are satisfied with their current interactions with Oranga Tamariki as a whole.
- Partners most commonly interact and are most satisfied with the Partnering for Outcomes group.
- Communication is generally rated positively.
- Ways of how Oranga Tamariki is 'getting it right' include: true partnership; listening, understanding and flexibility; the right frequency of communication and availability of staff; and professional expertise of staff.

This section discusses satisfaction with interactions with Oranga Tamariki since it was established in 2017, and then since June 2020. It also discusses partners' views about ways in which Oranga Tamariki is 'getting it right'.

Oranga Tamariki is engaging and interacting the same or better than when it was established in 2017.

Figure 1: How things have changed since Oranga Tamariki was established in 2017



Base: All respondents (excluding don't know) (n=201)

Q8. For this question please think overall about how Oranga Tamariki interacts and engages with your organisation, and how this may have changed over time.

Comparing how things were when Oranga Tamariki was established in 2017, and how they are now, are things better, worse or about the same?

Since Oranga Tamariki was established in 2017, partners providing social services say that engagement and interaction have stayed *the same*, for half of partners; with 4 in 10 saying that things are *better or much better now*; and 1 in 10 saying that things are *worse or much worse now*.

For Kaupapa Māori partners the pattern of response is similar, with 6 in 10 saying things are *the same*; 3 in 10 saying that things are *better or much better now*; and 1 in 10 saying that things are *worse or much worse now*.

Table 1 shows perceptions of how things have changed in the way Oranga Tamariki interacts and engages with partners since it was established in 2017.

Table 1: How things have changed since Oranga Tamariki was established in 2017			
	Total n=201	Kaupapa Māori n=74	Pasifika* n=18
Better/much better now	39%	35%	39%
The same	53%	59%	56%
Worse/much worse now	7%	5%	6%
<p>Q8. For this question please think overall about how Oranga Tamariki interacts and engages with your organisation, and how this may have changed over time. Comparing how things were when Oranga Tamariki was established in 2017, and how they are now, are things better, worse or about the same?</p> <p>Don't know = 13</p> <p>*Small sample size</p>			

The top three themes for why things are *better or much better now* are: **a strong positive relationship; very good or supportive staff/people/advisors**, and **staff who hear and understand the partners**. The following verbatim comments illustrate these themes:

"The relationship with our contract manager from Oranga Tamariki is communicative, supportive, engaged and I feel we have a great working partnership, makes all the difference." Auckland region

"We have always had really good community advisors but overall I think the awareness of the challenges faced and the work we do in the community has improved. Also it may be that the expectations of smaller community groups have become more realistic." Central region

"Stronger and more genuine engagement at the right times. Our input is sought at a formative stage. Good connections with the key people. OT is supportive of what we are doing and appears to value our contribution." Nationwide organisation

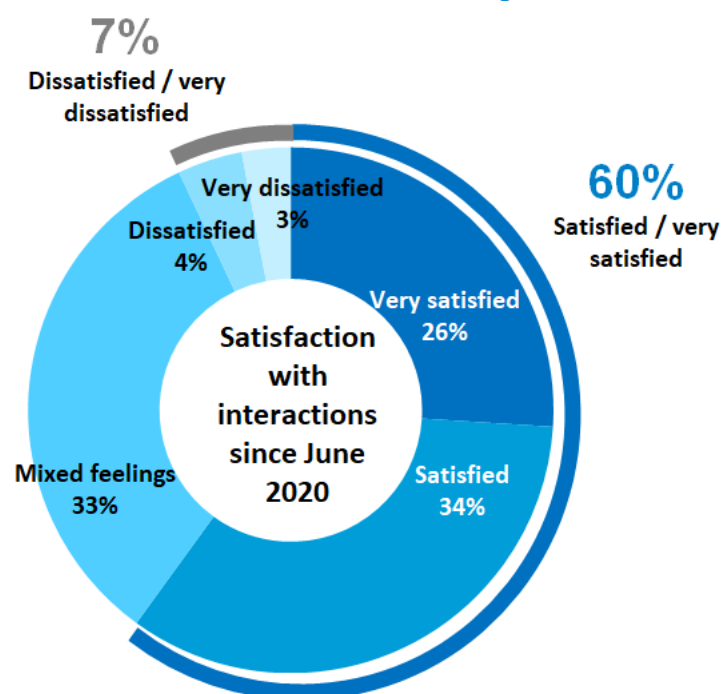
"More constructive engagement, clearer objectives that align with the priorities of our service. Relationship management more focused on successes and ways of supporting outcomes for whānau, not the punitive feeling that had previously existed." Southern region

The top three themes for why things are *worse or much worse now* are: **communication is unclear; communication needs to be more timely**; and **poor staff knowledge or responsiveness**. The following verbatim comment illustrates these themes:

"Staff still have challenges in getting responses from OT staff - communication has not improved. Families are also very frustrated." Southern region

6 in 10 partners are satisfied with their current interactions with Oranga Tamariki as a whole.

Figure 2: Overall satisfaction with interactions with Oranga Tamariki since June 2020



Base: All respondents (excluding don't know) (n=211)

Q10. Since June 2020, overall, how satisfied or dissatisfied are you with the interactions you or your organisation has had with Oranga Tamariki as a whole?

When asked about the time period from June 2020, when New Zealand came out of lockdown to Level 1 for the first time, to when the survey was undertaken in November 2020, the majority (60%) of partners say they are *satisfied or very satisfied* with the interactions they have had with Oranga Tamariki as a whole.

A slightly smaller proportion of Kaupapa Māori partners, 5 in 10, said they are *satisfied or very satisfied*.

Table 2 show the levels of satisfaction expressed with interactions.

Table 2: Overall satisfaction with interactions with Oranga Tamariki since June 2020

	Total n=211	Kaupapa Māori n=67	Pasifika n=20*
Satisfied/very satisfied	60%	53%	65%
Mixed feelings	33%	36%	35%
Dissatisfied/very dissatisfied	7%	10%	0

Q10. Overall since June 2020, overall, how satisfied or dissatisfied are you with the interactions you or your organisation has had with Oranga Tamariki as a whole?

Don't know = 3

*Small sample size

Partners most commonly interact and are most satisfied with the Partnering for Outcomes group.

Satisfaction with specific groups within Oranga Tamariki is varied:

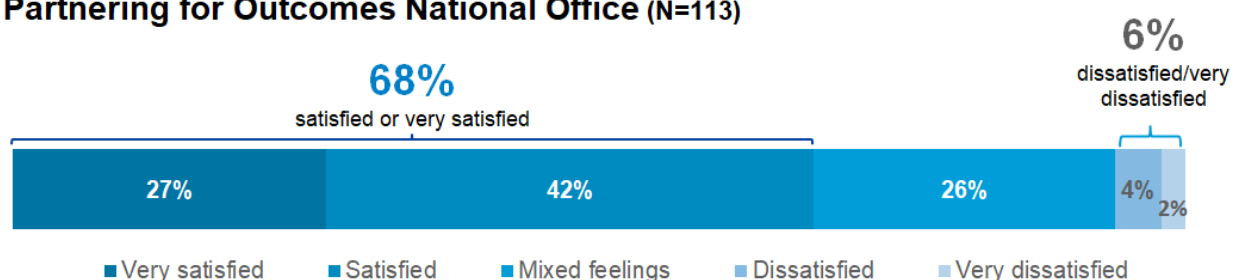
- Satisfaction ratings are highest for Partnering for Outcomes local/regional staff, who have the highest levels of engagement with partners. 4 in 5 said they are *satisfied* or *very satisfied* with their interactions.
- Local/regional Care Services had the highest level of dissatisfied ratings, with 1 in 10 partners saying they are *dissatisfied* or *very dissatisfied* with their interactions.

Satisfaction with specific groups is shown in Table 3.

Table 3: Satisfaction with interactions with groups within Oranga Tamariki since June 2020								
	Partnering for Outcomes		Services for Children and Families		Care Services		Youth Justice Services	
	National Office n=113	Local/regional n=191	North n=101	South n=64	National Office n=46	Local/regional n=82	National Office n=38	Local/regional n=77
Satisfied/ very satisfied	68%	77%	61%	45%	54%	55%	63%	60%
Mixed feelings	26%	19%	33%	48%	41%	37%	34%	36%
Dissatisfied/ very dissatisfied	6%	4%	6%	6%	4%	9%	3%	4%
Q11. Overall since June 2020, overall, how satisfied or dissatisfied are you with the interactions you or your organisation has had with the following groups within Oranga Tamariki? Total n=209								
No interaction n =	96	18	108	145	163	127	171	132

The following section summarises the level of satisfaction for each group and includes comments that illustrate the positive aspects and frustrations partners experience when interacting with groups within Oranga Tamariki.

Partnering for Outcomes National Office (N=113)



Nearly half of partners who responded to the survey have had no interaction with Partnering for Outcomes National Office.

Of those 113 who have had interactions, 7 in 10 are *satisfied/very satisfied* with their interactions with Partnering for Outcomes National Office, 26% have *mixed feelings* and 6% are *dissatisfied/very dissatisfied*.

The frequency and quality of communication is a theme common to both the satisfied and dissatisfied comments.

Satisfied comments:

"Clear communication, re-assurance regarding contracts, common sense approach." Southern region

"Receive regular communication that's consistent with regional messaging." Midlands region, Kaupapa Māori

"When I have had a query they have responded quickly..." Midlands region

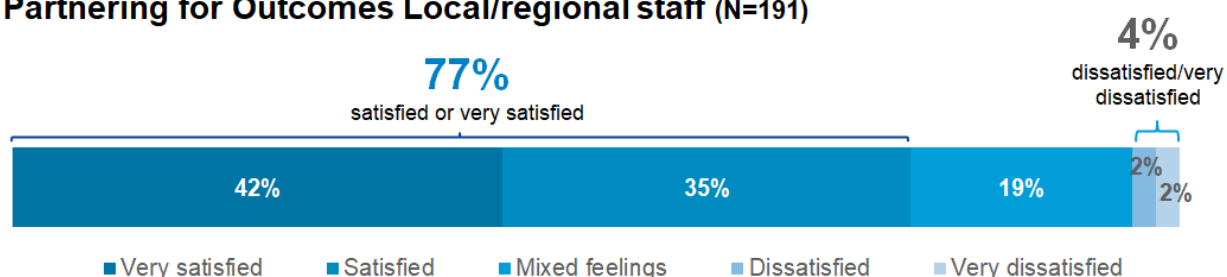
"There has been an improvement in connecting with partners. Virtual meetings have been great." Nationwide organisation

Dissatisfied comments:

"A problem shared, is problem halved, is problem solved you think, but it's like no one wants to jump in and offer any help, needs to change." Auckland region, Kaupapa Māori

"When issues, concerns or changes are made there is no communication despite being told that these decisions are made from head office. We are left having to accept what is being dictated." Midlands region, Kaupapa Māori

Partnering for Outcomes Local/regional staff (N=191)



Nearly all partners who responded to the survey have interacted with Partnering for Outcomes local/regional staff.

Results are very positive for this group, with 8 in 10 of the 191 partners being *satisfied/very satisfied* with their interactions with Partnering for Outcomes local/regional staff, 2 in 10 having *mixed feelings* and a minority (4%) *dissatisfied/very dissatisfied*.

The comments below illustrate the positive aspects and frustrations that partners experience.

Satisfied comments:

"Always responsive to phone calls and emails, has a presence in our community, attends meetings, genuine interest in what we are doing, supportive and helpful." Southern region

"I truly believe [advisor] not only understands our region well, but has the people at the heart of everything she does. ... insists on a high standard of delivery for us and I respect that." Central region

"Good relationships and responsiveness from our local contact. They are accessible and interested in our mahi." Southern region

"We have a very good relationship with the Local Partnering for Outcomes. They really know our business and are supportive but also challenging when needs be. We can have frank conversations about our organisation, the relationship and what we can and can't do. We are very fortunate in this respect." Southern region

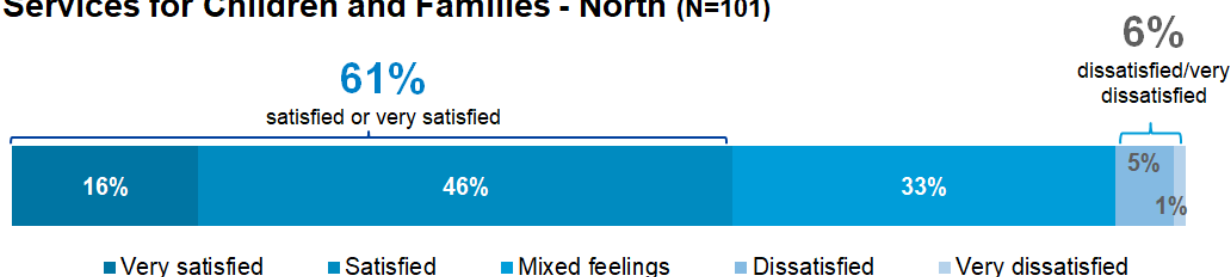
Dissatisfied comments:

"Communication is always difficult; ... We have asked for meetings, sent emails etc. and often do not get a reply or acknowledgement." Central region

"... Although the words are right from the local teams, the behaviours can still feel like they come from five or ten years ago. For instance what partnering really means as opposed to commissioning. This also plays out in a practice space, where sometimes it can feel like the development of new services or care is being led by a commissioning person and not a practice one." Nationwide organisation

"... Contracts that should be renewed in April that should start in July have not been received and are still waiting. Invoices are behind payment for 3 quarters. Financial approval is given verbally but still waiting for written confirmation and payment 6 weeks later. We are not told in a timely fashion of trainings and other information that is given to other sites. We have to seek information from the Ministry..." Central region

Services for Children and Families - North (N=101)



Nearly half of partners who responded to the survey have had no interaction with Services for Children and Families North.

Of those 101 who had, 6 in 10 partners are *satisfied/very satisfied* with their interactions with Services for Children and Families North, 3 in 10 have *mixed feelings* and 1 in 10 are *dissatisfied/very dissatisfied*.

The comments below illustrate the positive aspects and frustrations that partners experience.

Satisfied comments:

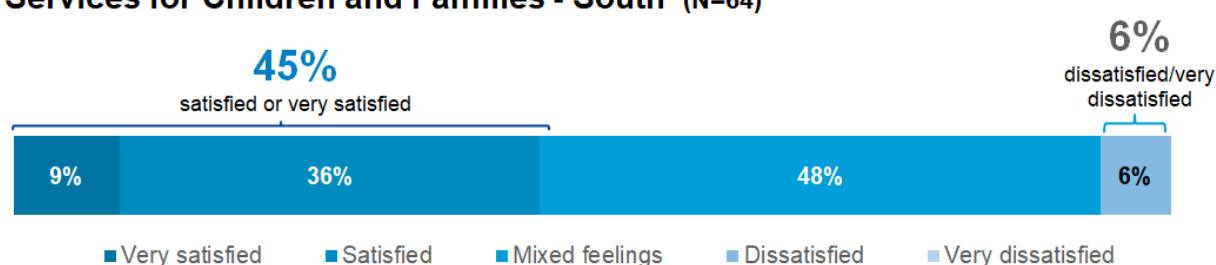
"Communication has improved with information timely and up to date ..." Central region

Dissatisfied comments:

"They are focused only on whether they need to do anything not what is best for the whānau moving forward." Unspecified region

"Frustration with reports of concerns we have submitted and 9 times out of 10 we are told they are unable to give support. Weekly meetings with the site have not been re-established effectively. Lack of communication between the site and our staff, around crucial information that then impacts on the wellbeing of the rangatahi." Central region

Services for Children and Families - South (N=64)



Nearly three quarters of partners who responded to the survey have had no interaction with Services for Children and Families South.

Among the 64 partners who have had an interaction with Services for Children and Families South, less than 5 in 10 partners are *satisfied/very satisfied*, 5 in 10 have *mixed feelings* and 6% are *dissatisfied/very dissatisfied*.

Perceptions among those who have had interactions with Services for Children and Families South are less positive than for the North group.

The comments below illustrate the positive aspects and frustrations that partners experience.

Satisfied comments:

"Positive collaboration around the needs of whānau." Southern region

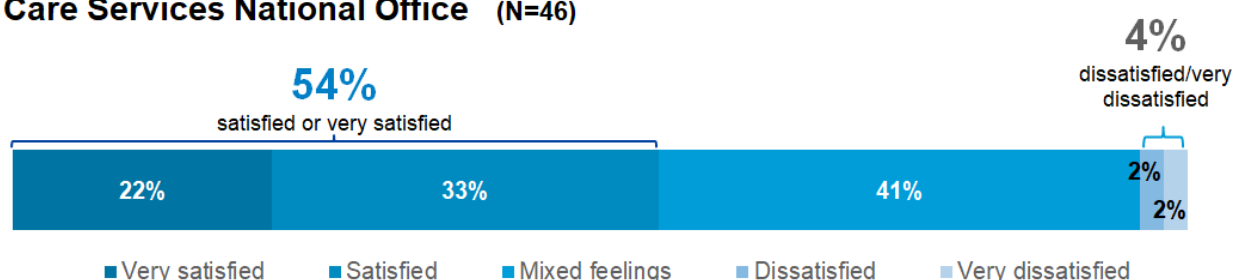
"Great connection with regional manager and sites. Seem genuinely interested. Not afraid to try things." Nationwide organisation

Dissatisfied comments:

"Often the business relationships do not seem to be partnerships - in some situations the 'them and us' mentality seems to be creeping back in." Southern region

"Some challenges with inconsistent processes at the sites. Poor social work practices in some cases. Lack of responses at times. Lack of timely responses Very few all about me plans, that are generally incomplete." Auckland region

Care Services National Office (N=46)



Over three quarters of partners who responded to the survey have had no interaction with Care Services National Office.

Of those 46 who had, 5 in 10 partners are *satisfied/very satisfied* with their interactions with Care Services National Office, 4 in 10 have *mixed feelings* and 4% are *dissatisfied/very dissatisfied*.

The comments below illustrate the positives and frustrations that partners experience.

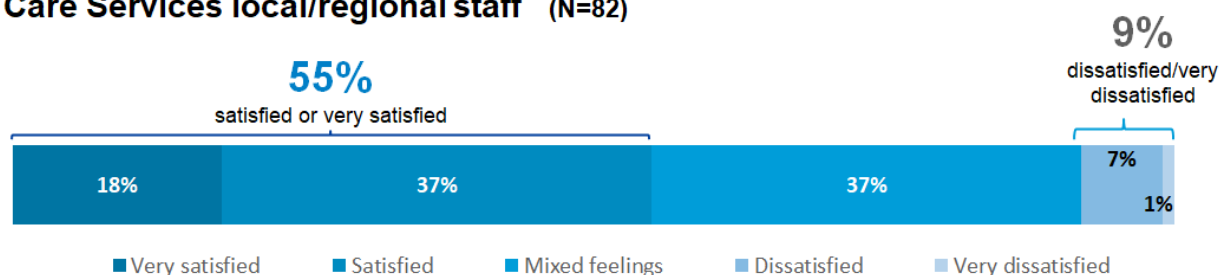
Satisfied comments:

"Again we have begun to develop some good, trust-based relationships with members of National Office. I have found them as a whole to be kind, considerate and respectful in their approach to myself and my organisation." Nationwide organisation

Dissatisfied comments:

"Responses to national issues of importance is poor, focus on corporate spin." Central region

Care Services local/regional staff (N=82)



Over half of partners who responded to the survey have had no interaction with Care Services local/regional staff.

Of those 82 who had, 5 in 10 partners are *satisfied/very satisfied* with their interactions with Care Services local/regional staff, 4 in 10 have *mixed feelings* and 1 in 10 is *dissatisfied/very dissatisfied*. Results are similar for Care Services National Office and local/regional staff.

The comments below illustrate the positive aspects and frustrations that partners experience.

Satisfied comments:

"Care are very organised and inform us of what we need to know." Southern region

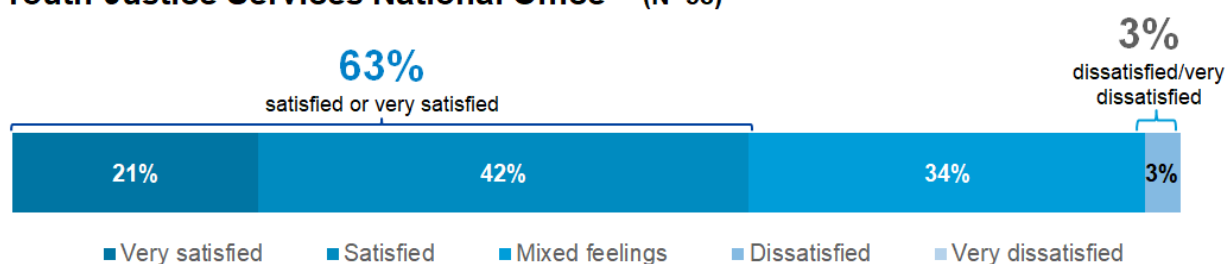
"Lots of updates, supportive guidelines and funding support also." Auckland region

Dissatisfied comments:

"The very bare minimum effort for the child/young person." Central region

"There has been a huge disconnect with our older services members and the local site. There have been social workers who are assigned young people, that have not caught up with young people, there are young people who have been handed over to new social workers during lockdown and haven't been informed. We are still awaiting the meeting to follow up with these issues and it hasn't happened. We are awaiting the meeting time with the site management." Central region, Kaupapa Māori

Youth Justice Services National Office (N=38)



Over three quarters of partners who responded to the survey have had no interaction with Youth Justice Services National Office.

Of those 38 who had, 6 in 10 partners are *satisfied/very satisfied* with their interactions with Youth Justice Services National Office, 3 in 10 have *mixed feelings* and 3% are *dissatisfied/very dissatisfied*.

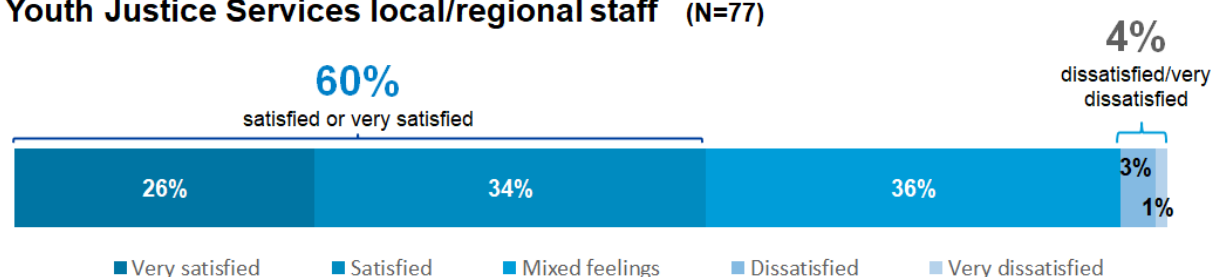
The comments below illustrate the positive aspects of interactions. There were no negative comments due to the small number of partners who have interacted with this group.

Satisfied comments:

"There was clear communication and a practical and common sense approach taken by National Office." Southern region

"Best communication across all the government services we interact with. Have invested in purchasing/contracting teams. Provide regular contact, updates and documentation is clear, service frameworks are well thought out and implemented with leaders in practice driving change. Outcomes for whānau and tamariki are understood. Staff understand what is happening on the ground, listen and adjust implementation. Though different roles there is consistency between local, regional and national." Central region

Youth Justice Services local/regional staff (N=77)



Over half of partners who responded to the survey have had no interaction with Youth Justice Services local/regional staff.

Of those 77 who had, 6 in 10 partners are *satisfied/very satisfied* with their interactions with Youth Justice Services local/regional staff, 36% have *mixed feelings* and 4% are *dissatisfied/very dissatisfied*.

The comments below illustrate the positives and frustrations that partners experience.

Satisfied comments:

*“Regional reps are passionate about our people and often have a genuine commitment.”
Midlands region, Kaupapa Māori*

“Good relationships, good timely response turnaround.” Midlands region, Kaupapa Māori

“Referrals into us via Youth Development Programme are going well and now we have the ability to provide programmes and services for young Wahine as well under this contract. Youth Justice mentoring programme is working well. Oranga Tamariki staff engage well with our 2 Kaiwhakamarie/Counsellors that work with Rangatahi.” Central region, Kaupapa Māori

Dissatisfied comments:

“Whilst we have had limited interaction however there was no engagement unless instigated by the CLL social worker. Complex whānau environment which included domestic violence. Appeared to us to be a lack of pro-active practice.” Midlands region

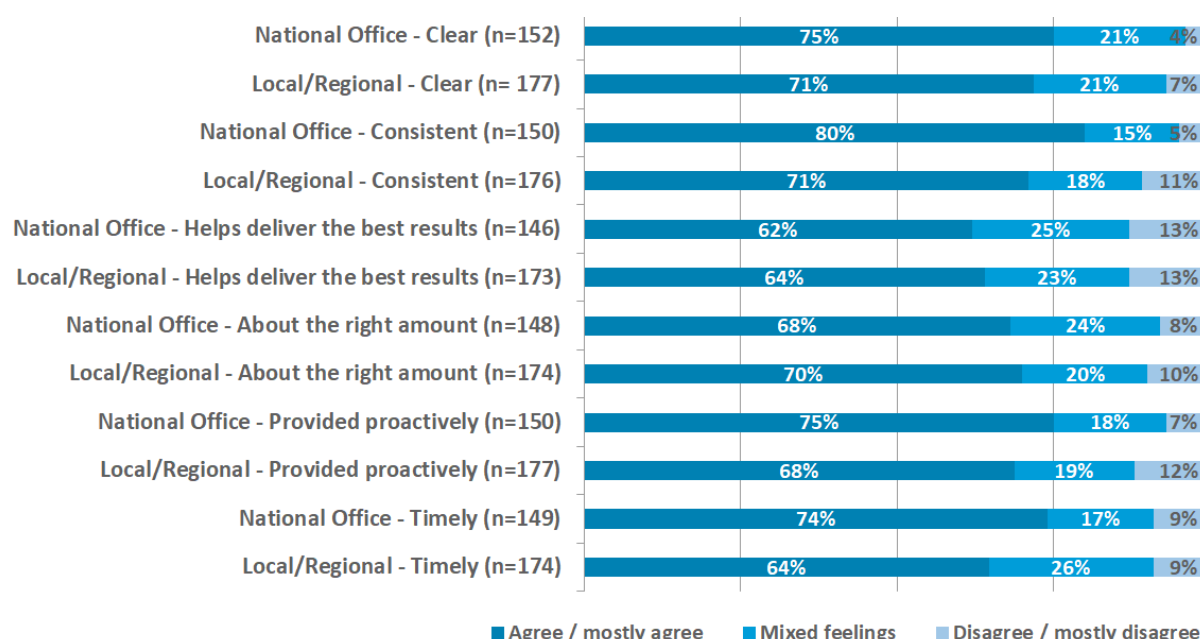
“It has taken a long time with several attempts to meet with local Youth Justice Service management. When we did meet, they advised some areas of dissatisfaction with our service and had stopped referring to us as a result. We had not received any communication about these issues. Several of these had already been rectified under new management.” Southern region

Communication is generally rated positively.

Partners were asked to rate six aspects about the information received from Oranga Tamariki during the period from June 2020, when New Zealand came out of lockdown to Level 1 for the first time, to when the survey was undertaken in November 2020. These aspects included **clarity**, **consistency**, **amount**, **timeliness**, whether **provided proactively** and whether **information helps deliver the best results**.

Figure 3 shows the ratings of information received from Oranga Tamariki National office and then repeats for local/regional staff.

Figure 3: Rating of information received from Oranga Tamariki since June 2020



Base: All respondents (excluding don't know)

Q13. Since June 2020, thinking about the information you receive from Oranga Tamariki, how much do you agree or disagree that the information:

7 in 10 partners have found the communication to be **clear**, **about the right amount** and **provided proactively**. 6 in 10 found it has **helped them to deliver the best results**.

"We enjoy the regular updates provided by OT, the webinars supporting the change programme have been very good." Southern region

"Generally it has been much better since Covid (March) than I ever recall previously - not only since 2017 but back through the 2+ decades we have worked with govt departments funding social services..." Auckland region, Kaupapa Māori

However, there were some critical comments about **the volume of information**, with a sense that it can be overwhelming:

"...Sometimes it's more than we need and repetitious, but there has been more than enough very useful content to outweigh those niggles..." Auckland region, Kaupapa Māori

"We contract deal with four government departments, along with other departments sending us messages. The overlap was significant and overwhelming; as a result I didn't read it all. I would try and cherry pick what was relevant...." Central region

“There are times when, due to the overwhelming amount of information coming from National Office, that contact from the local office would be helpful - to clarify the information and ensure it has been received and understood.” Southern region

The **style and content** of some of the communication was also commented on:

“Can come across a bit too promotional.” Central region

“...mostly abstract from central office, generalised information.” Central region, Kaupapa Māori

Table 3 shows the rating of information received from Oranga Tamariki National Office and local/regional staff.

Table 4: Rating of information received from Oranga Tamariki since June 2020						
National Office						
	Clear	Consistent	Helps us deliver the best results	About the right amount	Provided proactively	Timely
	n=152	n=150	n=146	n=148	n=150	n=149
Agree/ Mostly agree	75%	80%	62%	68%	75%	74%
Mixed feelings	21%	15%	25%	24%	18%	17%
Disagree/ Mostly disagree	4%	5%	13%	8%	7%	9%
Q13. Since June 2020, thinking about the information you receive from Oranga Tamariki, how much do you agree or disagree that the information: N=195, Don't know = 43-49						
Regional/local						
	Clear	Consistent	Helps us deliver the best results	About the right amount	Provided proactively	Timely
	n=177	n=176	n=173	n=174	n=177	n=174
Agree/ Mostly agree	71%	71%	64%	70%	68%	64%
Mixed feelings	21%	18%	23%	20%	19%	26%
Disagree/ Mostly disagree	7%	11%	13%	10%	12%	9%
Q13. Since June 2020, thinking about the information you receive from Oranga Tamariki, how much do you agree or disagree that the information: N=195, Don't know = 18-22						

There was a small difference between National Office and local/regional staff for some of the communications ratings, with communication from National Office being rated slightly more favorably than communication from local/regional staff.

7 in 10 partners said National Office **communication was timely** compared with 6 in 10 saying this of local/regional staff communication.

8 in 10 partners agree National Office **communication is consistent**, with 7 in 10 saying this for communication from local/regional staff.

Partners commented on the lack of consistency and co-ordination of information provided and how this impacts them.

“An apparent lack of connection/communication between National and regional offices often gets in the way of achieving consistency. It can feel like the regions are basically at war with their National Office colleagues. This is entirely unproductive and demonstrates a remarkable and unpleasant level of disrespect within the agency.” Nationwide organisation

“Inconsistencies between national, regional, local office. Different teams are not always on the same page - partnering for outcomes, regional office, social workers. Some national rollouts are not communicated well across the country e.g. regional pilots, training. The coordinated communication for Alert levels has worked well - a single source of the truth. Briefs are well written and easy to understand. ...” Central region

“As an organisation we generally communicate mostly with OT at the local/regional level. We have noticed that comms from OT National Office sometimes leaves out OT at the local or regional level which can create confusion.” Nationwide organisation

How Oranga Tamariki is getting it right.

Partners were asked to describe some of the ways that Oranga Tamariki is ‘getting it right’. Just over half of the partners provided a comment and a representative selection of these are included below to demonstrate aspects that are working well for partners.

True partnership was the most commonly mentioned way of ‘getting it right’:

“There are some kaimahi in our [local] office that treat us as equal partners and share information which assists us in our work. They understand our mahi and what we do to support whānau, and respect that. They do not try and offload whānau onto us, rather invite us to engage in the process of supporting whānau. These are the kaimahi who make an effort to help whānau access services, rather than expect them to find support themselves without any direction.” Central region, Kaupapa Maori

“Having a collaborative approach and working alongside you as a provider and as a team for the best outcome of the whānau and their tamariki. Being on the same page wanting the same outcome and how we can all make that happen. Staying in touch and keeping them in the loop. They will pick up the phone to talk when we call them. Always available and not weeks later.” Auckland region, Kaupapa Māori and Pasifika

“It’s about relationships and being able to access personal quickly and efficiently.” Central region

Other themes included **listening, understanding** and **flexibility**:

"We have honest open conversations with local social workers who take on board the background and knowledge we have from a community perspective." Midlands region, Kaupapa Māori

"The flexibility and willingness to listen to other options and new project ideas is excellent. The OT staff members are to be congratulated for their work over the past 10 months in what have been disastrous times for whānau." Auckland region

"We love working with your partnering for outcomes managers they are proactive, flexible and work collaboratively. They listen and seek to resolve issues quickly." Southern region

The frequency of communication and the availability of staff were also mentioned:

"Good advice, good resources, make us feel valued." Central region

"I appreciated being kept informed at the start of the first lockdown that outputs would not be expected to be met, and that our funding would continue so we could continue to pay our employees. This was very comforting for us all at the company." Nationwide organisation

"Having a Partnering for Outcomes Person who works alongside the provider and Oranga Tamariki Managers and being able to meet with them regularly to discuss what we need to. And also having great leadership in sites." Nationwide organisation

Partners value the **professional expertise of Oranga Tamariki staff**:

"Our recent audit was an empowering process. I so value our local contract manager. I appreciate her regional manager, sound mature listening ear and voice." Central region

"The people I am working with are very experienced in child development, and have passion towards the tamariki, that encourage us to share our worries toward the tamariki, whether or not COVID related. The team I am working with are willing to take the extra mile to get work done, they have their best interests in tamariki, and that is the most important thing..." Auckland region

Relationship and values

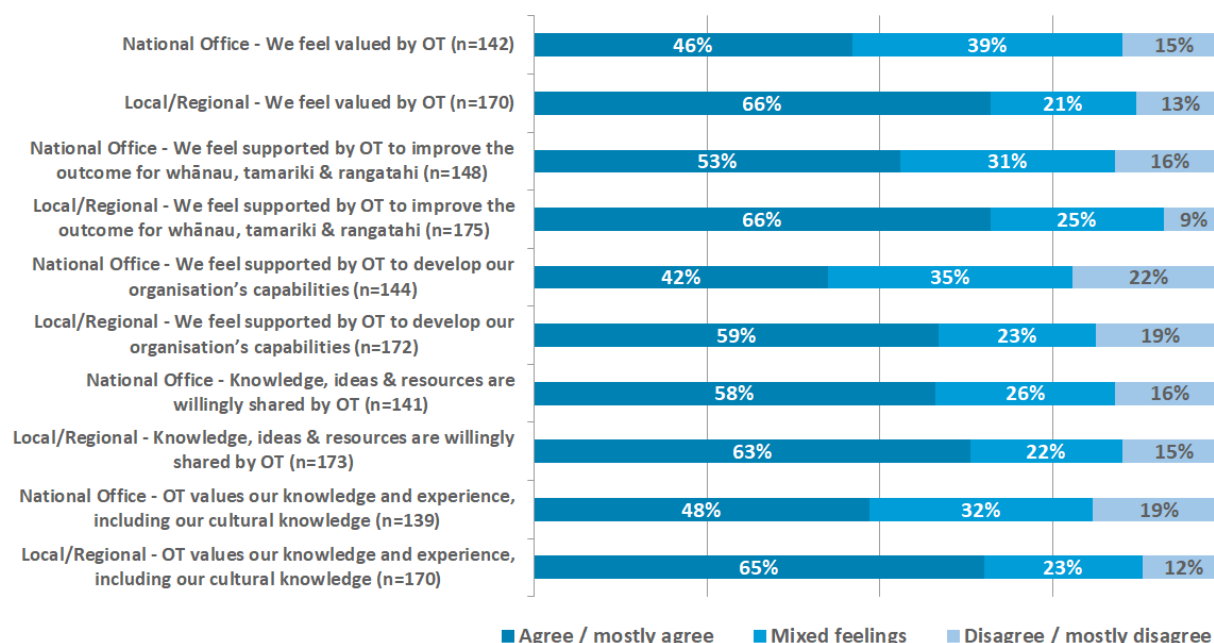
- Partners feel more valued and supported by local/regional staff than by National Office.
- Feelings about whether Oranga Tamariki lives up to its core guiding values are mixed.

This section discusses how partners regard their relationship with Oranga Tamariki, and how well they think Oranga Tamariki lives up to its core guiding values.

Partners feel more valued and supported by local/regional staff than by National Office.

Figure 4 shows how partners rate their relationship with Oranga Tamariki. Ratings are given for National Office and then for local/regional staff.

Figure 4: Rating the relationship with Oranga Tamariki since June 2020



Base: All respondents (excluding don't know)

Q18. How much do you agree or disagree with the following about your relationship with Oranga Tamariki.

Partners feel more valued by local regional staff than National Office, with 2 in 3 partners **feeling valued** by local/regional staff but less than half **feeling valued** by National Office. Kaupapa Māori partners give similar ratings to the overall sample.

Views are similar for **feeling supported by Oranga Tamariki to improve the outcome for whānau, tamariki and rangatahi**. With 2 in 3 partners feel supported by local/regional staff and just over half feel supported by National Office. Once again Kaupapa Māori partners tell the same story as the overall sample.

Half (5 in 10) of the partners who responded to the survey feel National Office **values their knowledge and experience, including their cultural knowledge**. More partners, 2 in 3, feel local/regional staff value their knowledge and experience. Ratings were slightly lower among Kaupapa Māori partners with 4 in 10 agreeing that National Office values their knowledge and experience and 6 in 10 for local/regional staff.

Those who are less positive gave the following comments to support their views:

"...It never appears to be a partnership when you are continually told what it is they want and what that is going to look like. ... does not always take into consideration tikanga, cultural approach, whakapapa etc. It's a one eyed view of the world that isn't conducive nor

*culturally appropriate to meeting the ongoing needs of our tamariki/mokopuna and whānau”
Midlands region, Kaupapa Māori*

*“... Sometimes it feels there is a disconnect between the language of shared care and our
experience of this in action.” Southern region*

*“...It does feel often that OT has a fixed mind as to how things are or should be and our
knowledge and experience is not truly given great importance or credence.” Midlands
region, Kaupapa Māori*

Table 5 provides details of partners' ratings of their relationship with Oranga Tamariki. Ratings are given for National Office and then for local/regional staff.

Table 5: Rating the relationship with Oranga Tamariki since June 2020

National Office									
	Total n=133-148			Kaupapa Māori n=45-53			Pasifika n=12-14*		
	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree
We feel valued by OT	46%	39%	15%	45%	35%	20%	62%	31%	8%
We feel supported by OT to improve the outcome for whānau, tamariki & rangatahi	53%	31%	16%	53%	30%	16%	50%	29%	21%
We feel supported by OT to develop our organisation's capabilities	42%	35%	22%	42%	34%	24%	50%	29%	21%
Knowledge, ideas & resources are willingly shared by OT	58%	26%	16%	52%	30%	18%	62%	31%	8%
OT values our knowledge and experience, including our cultural knowledge	48%	32%	19%	43%	31%	25%	50%	25%	25%

Q18. How much do you agree or disagree with the following about your relationship with Oranga Tamariki...

n=186, Don't know = 38-47

*Small sample size

Local/regional staff									
	Total N = 161-175			Kaupapa Māori N = 57-60			Pasifika N = 14-16*		
	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree
We feel valued by OT	66%	21%	13%	64%	19%	13%	73%	20%	7%
We feel supported by OT to improve the outcome for whānau, tamariki & rangatahi	66%	25%	9%	65%	23%	12%	63%	31%	6%
We feel supported by OT to develop our organisation's capabilities	59%	23%	19%	61%	20%	19%	63%	31%	6%
Knowledge, ideas & resources are willingly shared by OT	63%	22%	15%	53%	32%	15%	75%	19%	6%
OT values our knowledge and experience, including cultural knowledge	65%	23%	12%	58%	27%	15%	71%	21%	7%

Q18. How much do you agree or disagree with the following about your relationship with Oranga Tamariki...

n=186, Don't know = 11-16

*Small sample size

Feelings about whether Oranga Tamariki lives up to its core guiding values are mixed.

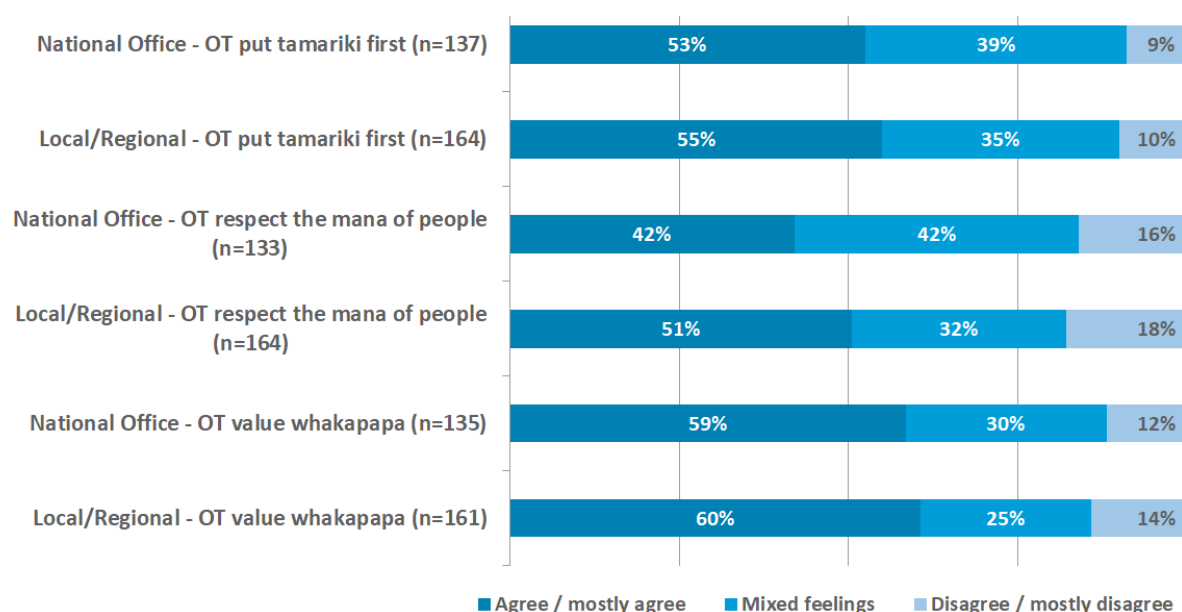
Oranga Tamariki have a core set of guiding values. Partners were asked how well they thought Oranga Tamariki lives up to three of those values since June 2020:

- **Oranga Tamariki put tamariki first. They challenge when things aren't right for the child.**
- **Oranga Tamariki respect the mana of people. They listen, don't assume, and create solutions with others.**
- **Oranga Tamariki value whakapapa. They understand that tamariki are part of a whānau and a community.**

About a quarter of partners did not feel able to give a response to these questions, answering *don't know*. Those who answered *don't know* have been excluded from the follow discussion.

Figure 5 shows how partners rate Oranga Tamariki for the selected core guiding values.

Figure 5: Rating Oranga Tamariki Values since June 2020



Base: All respondents (excluding don't know)

Q20. Oranga Tamariki has a core set of guiding values. The next questions are to help understand how well you think that Oranga Tamariki lives up to those values. Please think about the time period since June 2020, when New Zealand came out of lockdown to Level 1 the first time. Thinking about your experience working with Oranga Tamariki. How much would you agree or disagree with the following...

Just over half (5 in 10) who provided a response agree that **Oranga Tamariki put tamariki first**, 4 in 10 have mixed feelings, and 1 in 10 disagree. Kaupapa Māori partners gave a similar response to the overall response.

6 in 10 agree that **Oranga Tamariki values whakapapa**, however 1 in 10 partners disagree. The level of agreement for Kaupapa Māori partners was a little lower, with 5 in 10 of partners agreeing that Oranga Tamariki values whakapapa, and 2 in 10 disagreeing.

There is a slight difference in ratings for National Office and local/regional staff for **respecting the mana of people**. 4 in 10 partners agree National Office respect the mana of people and 5 in 10 agree that local/regional staff do. Kaupapa Māori partners gave a similar response to the overall response.

Table 6: Rating Oranga Tamariki Values since June 2020

National Office									
	Total n=133-148			Kaupapa Māori n=45-53			Pasifika n=12-14*		
	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree
OT put tamariki first. They challenge when things aren't right for the child.	53%	39%	9%	47%	47%	7%	57%	21%	21%
OT respect the mana of people. They listen, don't assume, and create solutions with others.	42%	42%	16%	40%	40%	20%	57%	21%	21%
OT value whakapapa. They understand that tamariki are part of a whānau and a community.	59%	30%	12%	47%	36%	18%	62%	31%	8%
<p>Q20 Oranga Tamariki has a core set of guiding values. The next questions are to help understand how well you think that Oranga Tamariki lives up to those values. Please think about the time period since June 2020, when New Zealand came out of lockdown to Level 1 the first time. Thinking about your experience working with Oranga Tamariki. How much would you agree or disagree with the following...</p> <p>n=184, Don't know = 47-51</p> <p>*Small sample size</p>									
Local/regional staff									
	Total N = 161-175			Kaupapa Māori N = 57-60			Pasifika N = 14-16*		
	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree
OT put tamariki first. They challenge when things aren't right for the child.	55%	35%	10%	54%	39%	7%	63%	31%	6%
OT respect the mana of people. They listen, don't assume, and create solutions with others.	51%	32%	18%	45%	34%	21%	56%	25%	19%
OT value whakapapa. They understand that tamariki are part of a whānau and a community.	60%	25%	14%	53%	26%	21%	80%	20%	0
<p>Q20 Oranga Tamariki has a core set of guiding values. The next questions are to help understand how well you think that Oranga Tamariki lives up to those values. Please think about the time period since June 2020, when New Zealand came out of lockdown to Level 1 the first time. Thinking about your experience working with Oranga Tamariki. How much would you agree or disagree with the following...</p> <p>n=184, Don't know = 20-23</p> <p>*Small sample size</p>									

Interactions and working together

- About two thirds of partners rate their interactions with Oranga Tamariki positively – they feel they can share their views, feel listened to and receive timely responses
- Oranga Tamariki is consistent in what it expects of an organisation providing social services.
- Many partners consider they do not receive enough funding to deliver outcomes.
- Partners who have been involved in designing social services with Oranga Tamariki rate the experience positively.

This section discusses how Oranga Tamariki interacts with partners, how partners and Oranga Tamariki work together, and the contracting process.

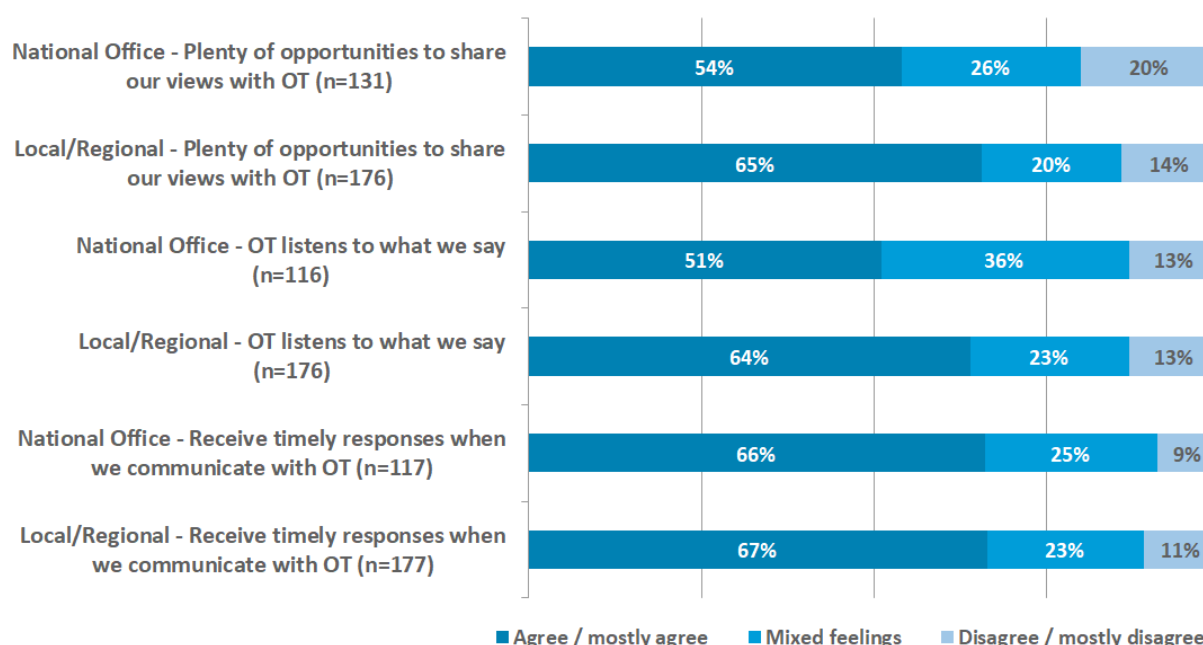
About two thirds of partners rate their interactions with Oranga Tamariki positively.

Partners were asked about three aspects of interactions during the time period from June 2020, when New Zealand came out of lockdown to Level 1 for the first time, to when the survey was undertaken in November 2020: having **plenty of opportunities to share our views, Oranga Tamariki listens to what we say, and we receive timely responses when we communicate with Oranga Tamariki.**

Local/regional staff receive slightly higher ratings for interactions than National Office.

Figure 6 shows the ratings for interactions with National office and with regional/local staff.

Figure 6: Rating interactions with Oranga Tamariki since June 2020



Base: All respondents (excluding Don't know and Haven't done this/not applicable)

Q15 Now we would like to understand your experience with the way Oranga Tamariki interacts with you and your organisation. Please think about the time period since June 2020, when New Zealand came out of lockdown to Level 1 the first time. How much do you agree or disagree with the following about interactions...

For **plenty of opportunities to share our views** local/regional staff rated slightly higher than National Office with (6 in 10 compared with 5 in 10).

Two thirds of partners agree that Oranga Tamariki local/regional staff **listens to what they say**. Agreement is slightly lower for National Office, with half saying they are listened to.

Partners who do not feel listened to illustrate some of the issues they experience:

"The relationship is not a partnership more a dictatorship, the specs are designed to tell us what OT need not what is best suited for our Whānau. It is designed to service OT not whānau, hāpu, iwi and community. We have had to be flexible and creative with how we work the space to get the best benefits for our communities." Midlands region, Kaipapa Māori

"We often need to keep initiating contact with OT to keep our relationship streams open. We are not clear on how this partnership is meant to work. It has not been clearly defined apart from the agency receiving funding to work with a set number of clients and completing our reporting." Te Tai Tokerau region

"Different meetings/hui are held in the community and we are not all invited. Certain sectors in the community are invited ahead of other NGOs i.e Whānau Ora is always at the table. Our Local Office has a select group it always taps into ignoring the rest of us. If we do get an invite it is late, after thought." Midlands region

"I think that the local offices do listen to us and value our opinions and seek our opinions when working with the same whānau and tamariki, which we do. However, for reports of concern it is a real struggle to get partnership when we need it. For care and protection concerns, we have had responses back like 'your service is already supporting them' and having been in OT myself I understand the difference in a care and protection concern that I believe meets the threshold and what does not. I understand that they are very busy, but sometimes it feels like we have to run around in circles and jump through hoops in order for them to have the time to even hear our concerns in the first instance." Nationwide organisation

"If you do not have a computer and if you are not computer literate then it is hard to get to find what you need and speak to a person short of a call centre whom most time they just take a message. When trying to get answers you are put on a merry go round to seek out the right person with the right info you need." Central region, Kaupapa Māori

"We understand that the caseloads are really high for Oranga Tamariki staff. However, we need more proactive engagement and more consistent and stable interaction. Whānau also deserve this and need to know what is expected of them and for what reason. For example, plans agreed to, taking a long time to get to whānau, so that by the time the next meeting is booked they still have not got a clear idea of what is expected of them, what they agreed to and how they were going to achieve this." Auckland region

Two thirds of partners agree they **receive timely responses** when they communicate with Oranga Tamariki.

"Any time I have had a query it has been answered in a very timely manner. I have not been made to feel I am a nuisance, instead staff have been most helpful." Central region

Table 7 provides details of how partners rate their interactions with Oranga Tamariki. Rating are given for National Office and then for local/regional staff.

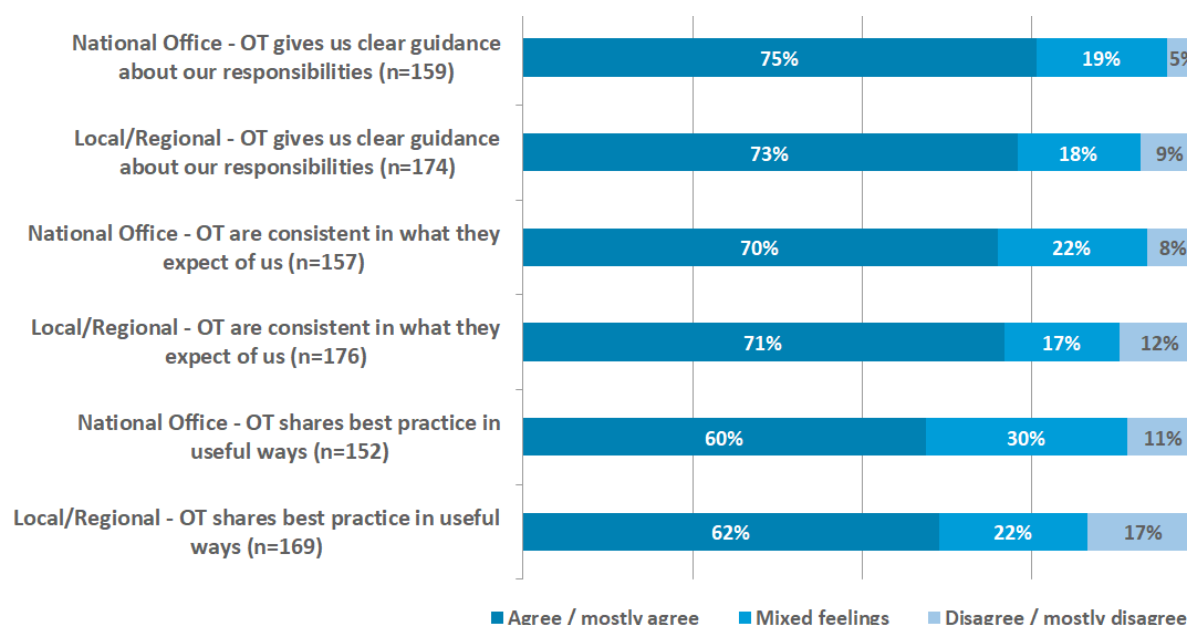
Table 7: Rating interactions with Oranga Tamariki since June 2020

National office									
	Total n=116-131			Kaupapa Māori n=42-54			Pasifika n=10-14*		
	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree
We have plenty of opportunities to share our views with OT	54%	26%	20%	50%	33%	17%	46%	38%	15%
OT listens to what we say	51%	36%	13%	52%	38%	10%	60%	20%	20%
We receive timely responses when we communicate with OT	66%	25%	9%	64%	24%	11%	58%	25%	17%
<p>Q15 Now we would like to understand your experience with the way Oranga Tamariki interacts with you and your organisation. Please think about the time period since June 2020, when New Zealand came out of lockdown to Level 1 the first time. How much do you agree or disagree with the following about interactions...</p> <p>n=191, Don't know = 5-13, Haven't done this/not applicable = 55-65</p> <p>*Small sample size</p>									
Local/regional staff									
	Total n=176-177			Kaupapa Māori n=59-61			Pasifika n=16*		
	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree
We have plenty of opportunities to share our views with OT	65%	20%	14%	57%	26%	16%	69%	25%	6%
OT listens to what we say	64%	23%	13%	59%	25%	16%	63%	25%	13%
We receive timely responses when we communicate with OT	67%	23%	11%	62%	21%	16%	75%	13%	13%
<p>Q15 Now we would like to understand your experience with the way Oranga Tamariki interacts with you and your organisation. Please think about the time period since June 2020, when New Zealand came out of lockdown to Level 1 the first time. How much do you agree or disagree with the following about interactions...</p> <p>n=191, Don't know = 4-6, Haven't done this/not applicable = 9-11</p> <p>*Small sample size</p>									

Oranga Tamariki is consistent in what it expects of an organisation providing social services.

Figure 7 shows how partners rate three different aspects of working with Oranga Tamariki since June 2020, when New Zealand came out of lockdown to Level 1 for the first time. The three aspects are: **receiving clear guidance**, **consistency in expectations** and **sharing best practice**.

Figure 7: Rating working with Oranga Tamariki since June 2020



Base: All respondents (excluding don't know)

Q17. And now some questions about working with Oranga Tamariki. Please think about the time period since June 2020, when New Zealand came out of lockdown to Level 1 the first time. How much do you agree or disagree with the following...

When asked about the time period from June 2020, when New Zealand came out of lockdown to Level 1 for the first time, to when the survey was undertaken in November 2020, three quarters of partners agree that Oranga Tamariki **gives clear guidance about responsibilities**. This was the most highly rated aspect of working with Oranga Tamariki.

"... the level and consistency of communication was at a high standard and easily understandable." Auckland region

However some partners are struggling with administration requirements:

"We do feel that we have to struggle. OT is overbearing and very demanding yet when we try to discuss solutions and workable options they are not interested. We are at the point of exhaustion having to make ends meet because OT will not consider our requests to do business better. They fund a client yet expect an extraordinary scope of administration and work without any funding for it." Te Tai Tokerau, Kaupapa Māori and Pasifika

And others have concerns about Oranga Tamariki need for and management of confidential information:

“...Audits: OT should provide awhi and support to NGOs but they don't. The process becomes more cumbersome each year and the paperwork onerous. We are asked to hand over confidential information, where does it go. Why isn't sighting our Policies and Procedures during the kanohi ki te kanohi visit sufficient? What is happening to our documentation when it is taken away?...” Midlands region

Of partners who responded to the survey, 7 in 10 agree that Oranga Tamariki is **consistent in what they expect of an organisation that provides social services.**

Perceptions of sharing of best practice are slightly less favourable, with 6 in 10 partners agreeing that Oranga Tamariki **shares best practice in useful ways.** For local /regional staff, 2 in 10 disagree that Oranga Tamariki **share best practice in useful ways.**

The following comment illustrates how some partners are feeling:

“Our interactions are mostly about contracts and reporting. There's very little in the way of opportunities for development and learning, knowledge sharing, etc. We do go to the odd thing each year where OT share what they are doing, talk a bit about services, and there is a bit of sharing, feedback on direction, but it's a far cry from the workshops and trainings for providers that used to occur under CYF and FACS when it was delivered under MSD.” Southern region

Table 8 provides details of how partners rate working with Oranga Tamariki since June 2020. Rating are given for National Office and then for local/regional staff.

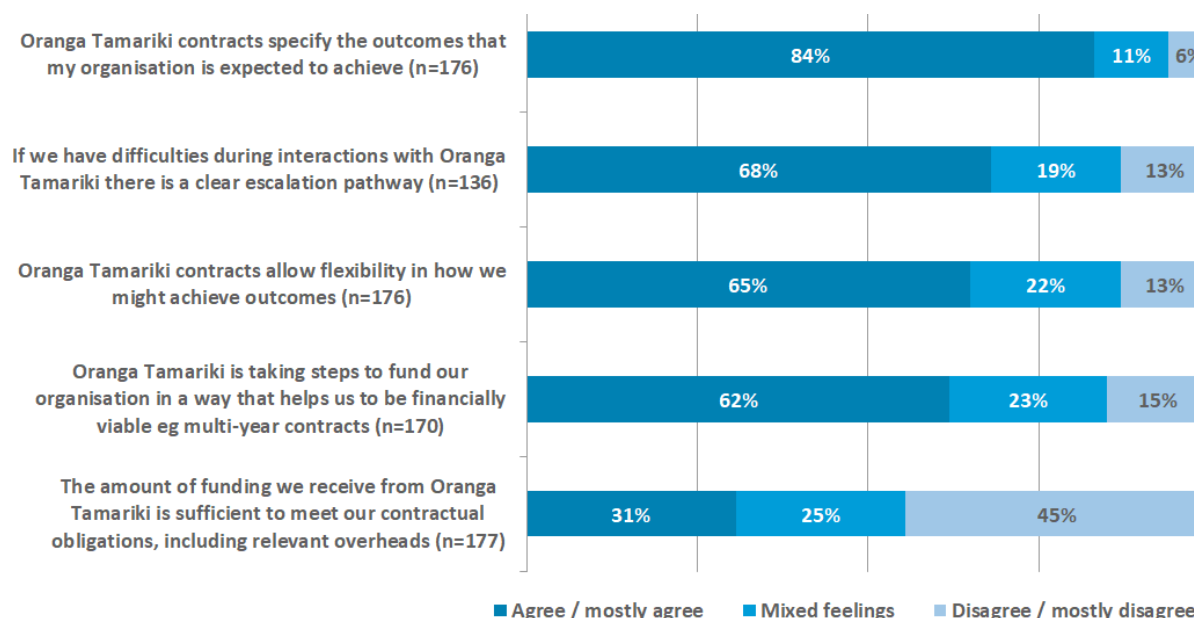
Table 8: Rating working with Oranga Tamariki since June 2020

National office									
	Total n=116-159			Kaupapa Māori n=42-54			Pasifika n=10-14*		
	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree
OT gives us clear guidance about our responsibilities	75%	19%	5%	72%	26%	2%	71%	14%	14%
OT are consistent in what they expect of us as an organisation who provides social services	70%	22%	8%	70%	25%	6%	57%	21%	21%
OT shares best practice in useful ways	60%	30%	11%	53%	40%	8%	57%	36%	7%
Q17. And now some questions about working with Oranga Tamariki. Please think about the time period since June 2020, when New Zealand came out of lockdown to Level 1 the first time. How much do you agree or disagree with the following... n=189, Don't know = 30-37 *Small sample size									
Local/regional staff									
	Total n=169-177			Kaupapa Māori n=59-61			Pasifika n=16*		
	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree
OT gives us clear guidance about our responsibilities	73%	18%	9%	75%	19%	9%	63%	25%	13%
OT are consistent in what they expect of us as an organisation who provides social services	71%	17%	12%	73%	18%	8%	63%	19%	19%
OT shares best practice in useful ways	62%	22%	17%	60%	22%	18%	69%	25%	6%
Q17. And now some questions about working with Oranga Tamariki. Please think about the time period since June 2020, when New Zealand came out of lockdown to Level 1 the first time. How much do you agree or disagree with the following... n=189, Don't know = 13-20 *Small sample size									

Contracts with Oranga Tamariki specify outcomes, but many partners consider they do not receive enough funding to deliver the outcomes.

Figure 8 shows how partners rate five aspects of contracting with Oranga Tamariki.

Figure 8: Ratings about contracting with Oranga Tamariki



Base: All respondents (excluding don't know)
Q25. How much do you agree or disagree with the following

The majority of partners (84%) agree that **Oranga Tamariki contracts specify the outcomes that their organisation is expected to achieve.**

"It's easy to understand and we are not afraid to talk to our funding officer and discuss future funding and outcomes. She will talk to us straight away and discuss further."
Auckland region, Kaupapa Māori and Pasifika

When asked if there was a **clear escalation pathway if they have difficulties with interactions with Oranga Tamariki**, a quarter of partners answered *don't know*. Of those who did provide an answer, 7 in 10 agreed that there is a clear escalation pathway.

Almost two thirds of partners (65%) agree that **contracts allow flexibility in how we might achieve outcomes.**

6 in 10 agree that **Oranga Tamariki funds them in a way that helps them to be financially viable (eg, multi-year contracts).**

"The move to a four year contract after many years of single year funding made a huge difference in the way we work. We can plan for much further into the future and this provides security for everyone in the company." Nationwide organisation

When asked about funding levels, only 3 in 10 agree that **the amount of funding is sufficient to meet their contractual obligations, including relevant overheads.**

“Old contracts that we have held for a long time, 10 to 15 years, are funded at a lower rate to new contracts we have acquired under OT even though there are similar outcomes expected....” Southern region

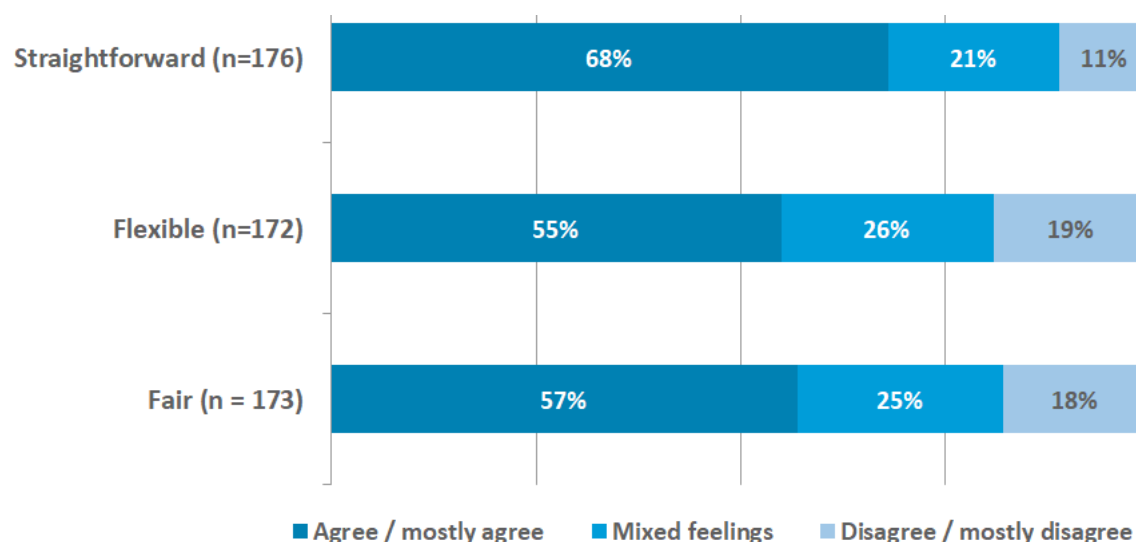
“Contracts and funding are always a difficulty for us. A great deal is expected but we do not get the amount of funding we need to deliver. EG we have been told to appoint certain staff to deliver services but we have not been given the money to do so. So where does that come from? The people we have been instructed to appoint are expensive and we cannot afford to. So our future is in jeopardy.” Te Tai Tokerau, Kaipapa Māori and Pasifika

“There is still a wide pay equity gap for NGO. It is very difficult to recruit staff with the skill sets to carry out this work due to pay scales being so low in comparison with OT...” Auckland region, Kaipapa Māori

“The contract does not cover our costs at all. Our social workers are paid significantly less than OT staff, yet do the same work without the benefit of statutory obligation. Our overheads are very minimal yet they too are not covered, and we are forced to apply for philanthropic grants to cover salaries, rent, power etc. We don't even have enough money to purchase new basic equipment for the staff like desks and chairs, which we purchase second hand, or are donated...” Central region, Kaipapa Māori

Figure 9 shows how partners rate the contracting process. There was greater agreement that the contracting process is **straightforward** (7 in 10 agreeing) than **flexible** or **fair** (5 in 10 agreeing and nearly 2 in 10 disagreeing).

Figure 9: Rating the process for contracting



Base: All respondents (excluding don't know)

Q24. Thinking about contracting processes with Oranga Tamariki, how much do you agree or disagree Oranga Tamariki contracting processes are:

Table 9 and Table 10 (on the next page) provide details of how partners rate contracting with Oranga Tamariki and how they find the contracting process.

Table 9: Ratings about contacting with Oranga Tamariki

	Total n=136-177			Kaupapa Māori n=52-59			Pasifika n=13-14		
	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree
Oranga Tamariki contracts specify the outcomes that my organisation is expected to achieve	84%	11%	6%	78%	15%	7%	93%	7%	0
Oranga Tamariki contracts allow flexibility in how we might achieve outcomes	65%	22%	13%	62%	24%	14%	64%	21%	14%
If we have difficulties during interactions with Oranga Tamariki there is a clear escalation pathway (Don't know=45)	68%	19%	13%	71%	15%	13%	77%	8%	15%
The amount of funding we receive from Oranga Tamariki is sufficient to meet our contractual obligations, including relevant overheads	31%	25%	45%	36%	24%	41%	27%	7%	67%
Oranga Tamariki is taking steps to fund our organisation in a way that helps us to be financially viable eg multi-year contracts	62%	23%	15%	55%	24%	21%	50%	29%	21%
Q25. How much do you agree or disagree with the following: n=181, Don't know = 4-45 *Small sample size									

Table 10: Rating the process for contracting

	Total n=172-176			Kaupapa Māori n=59-60			Pasifika n=15		
	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree
Straightforward	68%	21%	11%	72%	17%	12%	67%	27%	7%
Flexible	55%	26%	19%	57%	23%	20%	53%	20%	27%
Fair	57%	25%	18%	54%	22%	24%	47%	27%	27%
Q24. Thinking about contracting processes with Oranga Tamariki, how much do you agree or disagree Oranga Tamariki contracting processes are: n=182, Don't know = 6-10 *Small sample size									

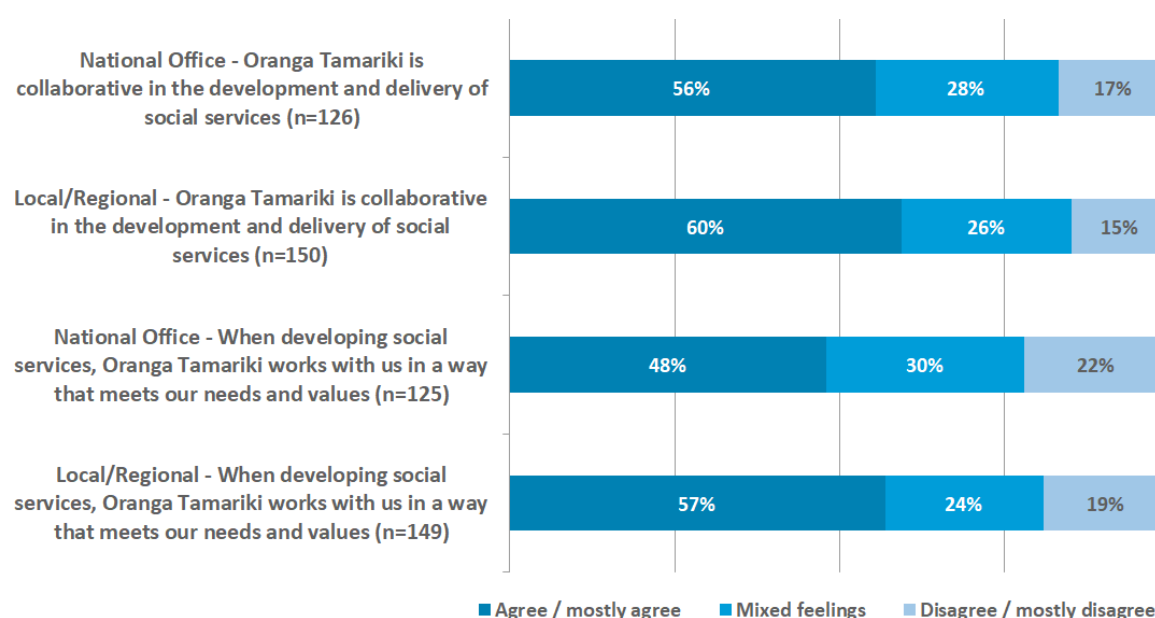
Partners who have been involved in designing social services with Oranga Tamariki rate the experience positively.

Since Oranga Tamariki was established in 2017 it has worked with partners to design the delivery of social services.

Not all partners have had the opportunity to be involved in designing the delivery of social services. Around two-thirds of partners provided an answer to this question.

Figure 10 shows how partners who provided a response to this question rate the collaborative nature of the process for designing social services since the establishment of Oranga Tamariki and the extent to which the Oranga Tamariki way of working meets their needs and values.

Figure 10: Rating the process for designing services since 2017



Base: All respondents (excluding: Haven't done this/Not applicable)
Q21: Oranga Tamariki works with organisations to design the delivery of social services. For this question please think about the period since Oranga Tamariki was established in 2017. How much do you agree or disagree with the following...

Of those partners who have been involved with Oranga Tamariki in designing the delivery of social services, 6 in 10 partners agree that **Oranga Tamariki is collaborative in the development and delivery of social services.**

"OT has transformed over the past 3 years in working more closely on co/shared designed. They are an excellent organisation to deal with in this respect and are open to new ways of doing mahi." Nationwide organisation

"I did implement a new service in 2018 and our Partnering for Outcomes Contract person was very open to my proposal. We both work together agreed the service and it is now in place..." Midlands region

However some partners express frustration with the process, feeling that it is not truly collaborative.

“...They provide the paper, draw the picture and tell us what that looks like. It’s a one-sided partnership that does not include a Te Ao Māori worldview.” Midlands region, Kaupapa Māori

“We have engaged in processes, along with other providers in our community, where we were told we would have the opportunity to develop the service to meet local needs with a local flavor, however the reality was that it was done to us from above, rather than with us at a local level.” Southern region

Of those partners who have been involved with Oranga Tamariki in designing the delivery of social services, 5 in 10 partners agree that **Oranga Tamariki National Office works with us in a way that meets our needs and values**, and 6 in 10 agree that Oranga Tamariki local/regional staff **works with us in a way that meets our needs and values**.

Table 11 provide details of how partners rate the process of designing social services with Oranga Tamariki.

Table 11: Rating the process for designing services since 2017

National office

	Total n=125-126			Kaupapa Māori n=44-45			Pasifika n=11-12		
	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree
Oranga Tamariki is collaborative in the development and delivery of social services.	56%	28%	17%	59%	23%	18%	55%	18%	27%
When developing social services, Oranga Tamariki works with us in a way that meets our needs and values	48%	30%	22%	51%	24%	24%	50%	25%	25%

Q21. Oranga Tamariki works with organisations to design the delivery of social services. For this question please think about the period since Oranga Tamariki was established in 2017. How much do you agree or disagree with the following...

n=184, Haven't done this/Not applicable = 58-59

*Small sample size

Local/regional staff

	Total n=149-150			Kaupapa Māori n=50-52			Pasifika n=14-15		
	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree	Agree/ Mostly agree	Mixed feelings	Disagree /Mostly disagree
Oranga Tamariki is collaborative in the development and delivery of social services.	60%	26%	15%	64%	22%	14%	71%	29%	0
When developing social services, Oranga Tamariki works with us in a way that meets our needs and values	57%	24%	19%	62%	17%	21%	67%	13%	20%

Q21. Oranga Tamariki works with organisations to design the delivery of social services. For this question please think about the period since Oranga Tamariki was established in 2017. How much do you agree or disagree with the following...

n=184, Haven't done this/Not applicable = 34-35

*Small sample size

What drives satisfaction & what drives perceptions of improvement

- Main drivers of satisfactions are: valuing whakapapa; putting tamariki first; feeling valued; and feeling supported to improve outcomes.
- Main drivers of perception of improvement are: feeling supported to improve outcomes; respecting mana of people; putting tamariki first, and feeling valued.
- These drivers explained around a quarter of the variation of responses, there are other factors that have not been identified, that are also important.

Regression analysis was undertaken to understand what are the drivers of satisfaction and what is driving perceptions of improvements.

A discussion about the method of regression analysis is included at the end of the section.

What drives satisfaction with interactions with Oranga Tamariki?

Regression analysis was undertaken to understand how important each of the relationship and values attributes are in driving partners' overall satisfaction with their interactions with Oranga Tamariki.

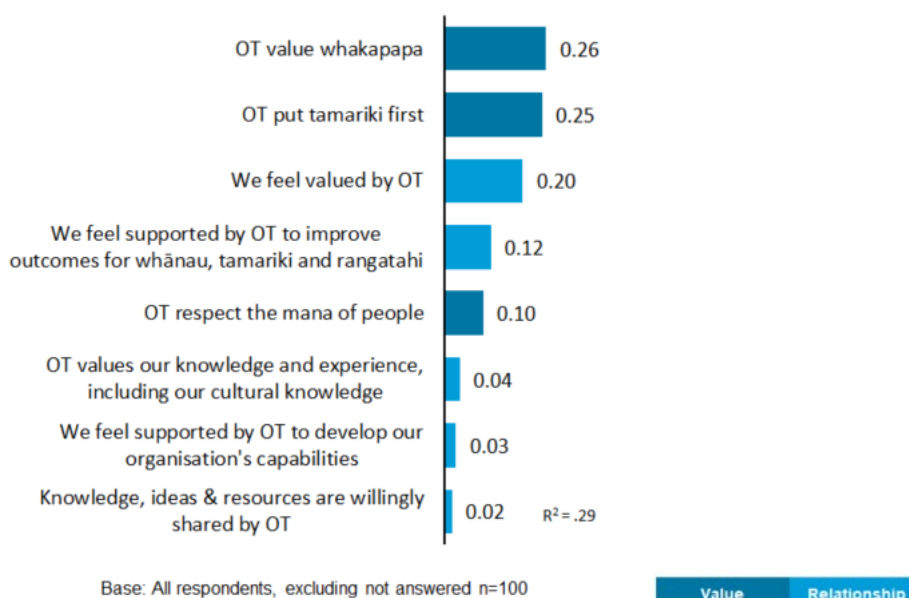
The relative importance of drivers differs for satisfaction with National Office and for local/regional staff.

For National Office two values drive overall satisfaction with interactions and are of equal importance: **Oranga Tamariki value whakapapa. They understand that tamariki are part of a whānau and a community** (.26) and **Oranga Tamariki put tamariki first. They challenge when things aren't right for the child** (0.25).

Third in importance is that partners **feel valued by Oranga Tamariki** (0.20).

These three drivers were around twice as important as other attributes in driving satisfaction.

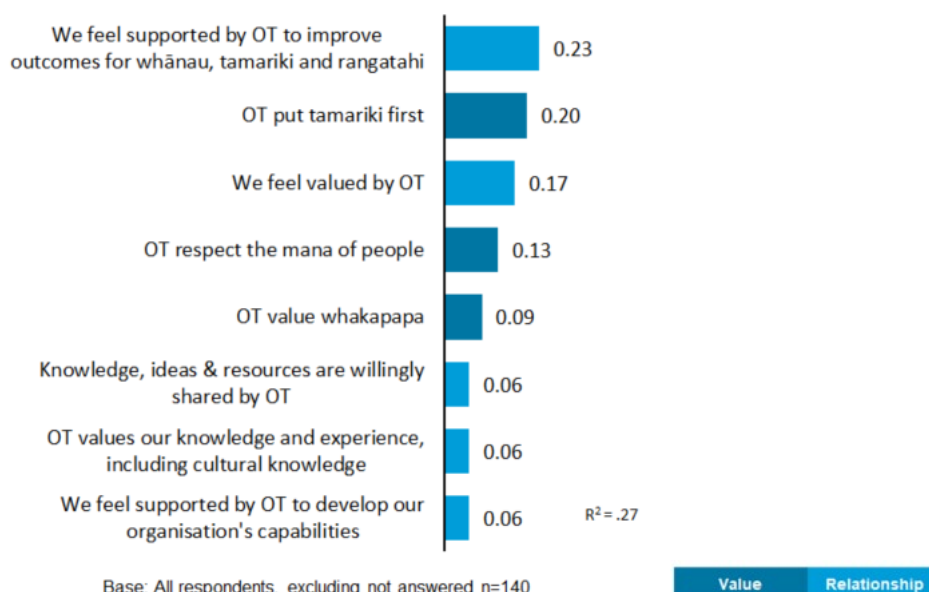
Figure 11: Drivers of satisfaction - National Office



The key satisfaction drivers for local/regional staff are a mix of Relationship and Values attributes. **Feeling supported by Oranga Tamariki to improve outcomes** is most important, followed by the perception that **Oranga Tamariki put tamariki first. They challenge when things aren't right for the child** (0.20).

Feeling valued by Oranga Tamariki (0.17) ranks third.

Figure 12: Drivers of satisfaction – local/regional staff



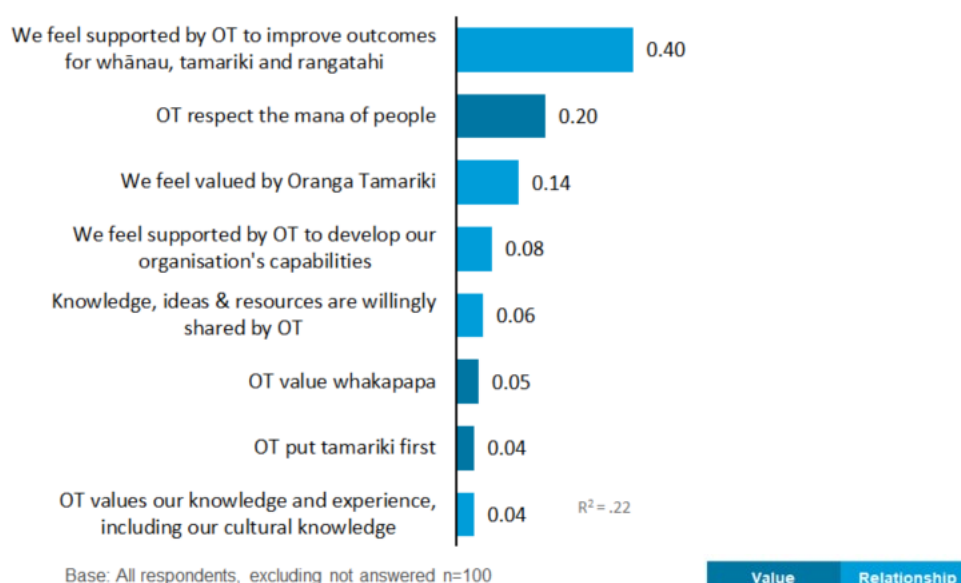
What drives perceptions of whether interactions and engagement with Oranga Tamariki are improving?

Driver analysis of partner perceptions as to whether interactions and engagement with Oranga Tamariki are improving again highlights differences between Oranga Tamariki National Office and local/regional staff.

For National office the main driver of changed perception is **Feeling supported by Oranga Tamariki to improve outcomes for whānau, tamariki and rangatahi** (0.40).

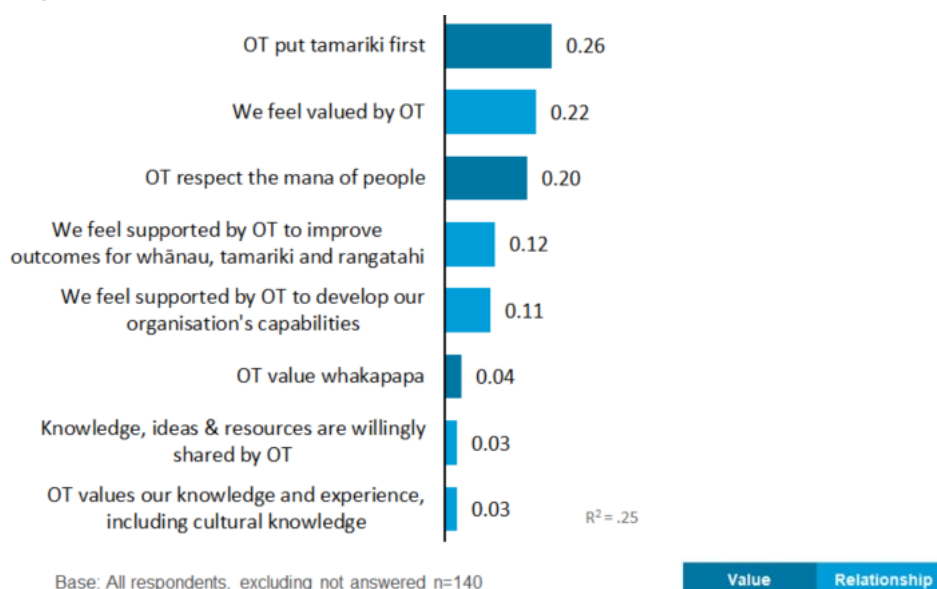
This is twice as important as the second ranking attribute, the perception that **Oranga Tamariki respects the mana of people. They listen, don't assume, and creates solutions with others** (0.20).

Figure 13: Drivers of perceptions of whether interactions and engagement with Oranga Tamariki are improving – National Office



There are three attributes that drive perceptions of change for local/regional staff. Most important is the perception that **Oranga Tamariki put tamariki first. They challenge when things aren't right for the child** (0.26), followed by **feeling valued by Oranga Tamariki** (0.22) and that **Oranga Tamariki respect the mana of people. They listen, don't assume and create solutions with others** (0.20).

Figure 14: Drivers of perceptions of whether interactions and engagement with Oranga Tamariki are improving – local/regional staff



Note: less of the variance in results is explained by the variables for National Office than for Local/regional staff.

Regression notes: The regression analysis was undertaken using modified Kruskal method. The questions considered in the Satisfaction regression analysis include Q10: *Since June 2020, overall, how satisfied or dissatisfied are you with the interactions you or your organisation has had with Oranga Tamariki as a whole (dependent variable) and Q18: Relationship questions and Q20: Values questions (independent variables).* Only respondents who answered all of the questions were included in the analysis. Q8: *Comparing how things were when Oranga Tamariki was established in 2017, and how they are now, are things better, worse or about the same?* and the Relationship and Values questions were included in the driver analysis about perceptions of improvement.

Each driver attribute is assigned a score ranging from zero to one. The higher the score, the greater the impact on the overall satisfaction score.

The R² value indicates the amount of variance explained by the attributes measured. In a social science survey about people's attitudes and experiences, a value of .5 is considered a good model fit and scores of .2 or more are considered to be over the threshold. An R² value of .29 means that the factors measured account for about a third of the variance in the overall satisfaction ratings. This indicates that other factors that were not measured may make a significant contribution to partners' Overall Satisfaction. However, it is still possible to draw conclusions about key drivers.

Interviews with Iwi partners

- Overall, engagement and communication with Oranga Tamariki have improved since 2017.
- There is a relationship variation between local, regional and national offices;
- National office was generally seen as accessible, supportive and more responsive to iwi partners than local/regional offices.
- Barriers to satisfaction include a deficiency of mātauranga Māori and kaupapa Māori knowledge across staff and the presence of institutionalised racism.
- There are systemic inequities impacting on provider practice, with positive outcomes reported when Oranga Tamariki recognises and makes a commitment to supporting kaupapa Māori practices and models.
- Concerns were raised by most iwi partners about what true partnership means within the relationship between Oranga Tamariki and iwi. Some suggested that this 'partnership' needed to be improved and more aligned to the Treaty of Waitangi. All participants expressed a need for Oranga Tamariki to acknowledge iwi partners as equal partners in accordance with Te Tiriti o Waitangi. They stressed that equitable partnership requires the sharing of power, vision, purpose, funding and decision-making. Most participants suggested that this is not happening.
- Iwi partners suggest Oranga Tamariki focus on the building of respectful relationships, practice and relinquishing power.

The approach

Nine partners (8 iwi partners who are contracted to provide social services and 1 Kaupapa Māori partner) provided feedback kanohi-ki-te-kanohi, with the intention of understanding themes, as guided by the survey questions. This section summarises their feedback.

A combination of individual and small group interviews were carried out. The aim of the interviews was to determine how participants view the quality of engagement and interactions with Oranga Tamariki. This involved exploring:

- what is working well between partners and Oranga Tamariki
- any challenges or barriers to effective engagement
- provide ways in which Oranga Tamariki might improve how it engages with partners who provide social services.

Participants received a copy of the survey before the interview to provide the opportunity for them to consider their views. The interviews were conducted either in person or via Zoom, and were undertaken by Māori researchers.

As this work is qualitative in nature, it is not intended to quantitatively reflect the attitudes or view of all iwi, or of all partners.

Overall

Overall, participants reported that interactions, engagement and communication with Oranga Tamariki have improved since 2017.

A thematic analysis of the interviews was undertaken and three overarching themes emerged:

- relationship variation between local, regional and national offices
- systemic inequities impacting on provider practice
- a need for equitable partnerships in accordance with Te Tiriti o Waitangi.

National Office was generally seen as accessible, supportive and more responsive to iwi partners than local/regional offices.

National Office was generally perceived as having a commitment to changing the status quo of both practice and devolving services to iwi partners. However, while several suggested that this may be so, for some participants the change is not as forthcoming as it should be or as mandated by Section 7AA of the Oranga Tamariki Act.

Site offices saw the most variance in satisfaction levels by iwi partners. **Quality of relationships** is central to satisfaction levels. Barriers to satisfaction which resulted in inconsistent practice across sites include a clear deficiency of mātauranga Māori and kaupapa Māori knowledge across staff and the presence of institutionalised racism.

Practice issues were highlighted by most iwi partners, with positive outcomes reported when Oranga Tamariki recognises and makes a commitment to supporting kaupapa Māori practices and models.

Concerns were raised by most iwi partners about what **true partnership means within the relationship between Oranga Tamariki and iwi**. Some suggested that this ‘partnership’ needed to be improved and more aligned to the Treaty of Waitangi.

There are relationship variations between local, regional and National Office.

Overall, participants made general statements that the interactions and engagement with Oranga Tamariki have improved since 2017, although, reported interactions with local, regional offices and National Office of Oranga Tamariki satisfaction levels varied.

Local office

Local Oranga Tamariki sites described the most variance. Positive relationship-based interactions occur when local Oranga Tamariki social workers have an understanding and respect for te ao Māori which results in a willingness to partner with local partners, for example:

“We have great personal relationships with the social workers, they are great, they get us and our kaupapa, they are open to and appreciate our knowledge, they have an appetite for change.”

“We feel valued and supported by our local site office, having regular contact has improved our relationship with them, so much easier and better for our whānau.”

Participants’ experiences differ considerably according to geographical location. Negative aspects underpinning relationships include:

“They [site office] treat us with suspicion, mistrust...they are disrespectful...like we have to prove we can look after our own, like they are doing us a favour – some [site staff] are quite racist, the ‘old guard’ need to go...their way is better than our way, that’s not a partnership.”

“There is a professional arrogance, and they are reluctant to evolve with us.”

Within these conversations there appears to be a frustration, and tension, when discussing ‘partnership’ and how partners view practising partnership within social work collaboration with Oranga Tamariki. For many, this is not happening.

Practice issues were highlighted by most iwi partners, with positive outcomes reported when Oranga Tamariki recognises and makes a commitment to supporting practices and models embedded within te ao Māori. Barriers to satisfaction were expressed in terms of lack of understanding by some staff of mātauranga Māori, Māori practices and institutionalised racism, all of which result in inconsistent practice across sites.

Regional office

Participants more commonly reported dissatisfaction with their interactions, communication and engagement with regional offices.

It is noteworthy that only one participant said that this relationship is very good, due to consistent communication, and that this regional Oranga Tamariki office understands the obligations under Section 7AA.

However another reported that regular meetings with regional office representatives are only now *“works in progress”*, and another stated that *“the regional manager hasn’t stepped foot in here”*.

The ‘invisibility’ of regional staff was noted by some iwi partners as a source of frustration. Within this korero, Partnering for Outcome contracts was discussed. Most described these contracts as clearly written and they are reasonably satisfied with the contracting processes, the timeliness of payments. They noted that communication with contract staff has improved. Some suggested that the decision-making could be improved as they consider that contract decisions are sometimes made without them.

National office

More commonly, National Office was described as resulting in positive interactions and engagement.

Having easy access to personnel, a belief that *“they want to change things”*, and for some having regular contact are seen as positive. Having face-to-face meetings with National Office staff and other National Office teams is considered a more comfortable *“collective approach”*, in terms of a collaborative way of working, which was described as resulting in better outcomes for service delivery.

Participants suggested that interactions with National Office have improved, and the frequency of contact has increased, with the new legislation, specifically Section 7AA of the Oranga Tamariki Act.

One participant suggested that National Office leadership have demonstrated a commitment to the transformation of Oranga Tamariki.

Although acknowledging improvements, most participants reported some frustrations, for example:

“We have talked about what changes need to occur for some time now, but still no action behind the words”

and further,

“Rome is burning, and still no action”.

Systemic inequities impact on provider practice.

Many participants suggested that there is a disconnect/tension between the application of kaupapa Māori frameworks and practice and some of the contract practice determinants. For example:

“Working with contracts that focus on tauwi practice, through a Matāuranga, Māori, whānau ora lens is difficult, and it doesn’t acknowledge the value of our knowledge, doing that would be a sharing of power, true partnership then”.

Oranga Tamariki staff are viewed by most participants as having little or no knowledge of te ao Māori.

Lack of knowledge was described as negatively impacting social work collaborative practice; creating a tension between local Oranga Tamariki staff and provider staff. For example, the importance of working with whānau (wider family) rather than the individual tamariki as dictated by an individualist Western worldview.

A number of partners discussed insufficient and inequitable resourcing for iwi to provide services. This included resources to provide capabilities and capacity of staff to upskill and advance and insufficient funding to hire staff to fulfil the requirements of complex needs contracts.

All partners discussed the lack of pay equity for iwi social workers, who receive 30% less than Oranga Tamariki social workers. One provider said that there is not always resourcing equality with tauwi partners, and gave the example of bed night payments.

The predominance of a Western worldview was also negatively reflected in current funding arrangements which do not always reflect the “work done” by partners. Importantly there is a reported lack of understanding of the work undertaken. This creates tensions between Oranga Tamariki staff and iwi partners. For example,

“There is a lack of understanding of the importance of whānau, and what that means to how we work, we can’t just work with the individual young person.”

“There is a lack of understanding of what whānau means, and the importance of whakapapa for whānau ora for our moko”.

Other participants suggested that often,

“Our core values are not understood, they may be different values, we are not deficit-based, some [staff] give us, this is a generalised statement but historically it is seen that - Māori can’t look after their own, they [staff] don’t understand the challenges, bit of a paternal view”

“What we do and what OT perceives us to do are not the same...getting whānau there...OT don’t see the small wins as being big enough.”

Many called for “all levels” of Oranga Tamariki to have a better understanding of the importance of mana, whānau, whakapapa and of whānau ora, as this would go some way to understanding and recognising practices with taitamariki and their whānau. One participant stated that,

“If our knowledge was valued, power sharing would not be a problem ah?”

One participant emphasised the disconnect between their organisation's practice models and that of Oranga Tamariki by stating,

"It's about uplifting whānau, not uplifting taitamariki."

Conversely, one participant expressed the view that, nationally, there is an openness to recognise other models of practice and another reported that Oranga Tamariki works collaboratively to develop and deliver social services with them.

This participant also commented that collaborative exercises acknowledge iwi values and practices. For example,

"The best thing that has happened in the last three years is the acceptance for iwi to design and develop our own practice model for care. An acceptance that children should be with whānau, not just any whānau but safe whānau, and not that of what they had been doing for the past 27 years – Oranga Tamariki have recognised our absolute belief that children should be with safe connected whānau – this was done due to a respectful relationship with Oranga Tamariki – National staff were great – local sites well is a bit bits and pieces."

Some participants described individuals within Oranga Tamariki practising with knowledge of *"kaupapa Māori ways"* indicating an awareness of te ao Māori.

On other occasions participants reported that some Oranga Tamariki staff possess some understanding and willingness to support this practice. However, many of the participants said that there was a need to have *"consistency of practice"* across the operational floor – with one provider suggesting that,

"The people at the top in Wellington absolutely spout about iwi Māori responsibility... we can devolve all funding, which will improve capability and capacity. On the ground there needs to be a practice change, because it's inconsistent. I would love iwi Māori to run a site, adopting a tikanga approach, that would change practice. We have two sites and the practice is totally different, where it works well is when Oranga Tamariki social workers work with iwi social workers, like the triage system that's happening."

Participants expressed a need for equitable partnerships in accordance with Te Tiriti o Waitangi.

All participants expressed a need for Oranga Tamariki to acknowledge iwi partners as equal partners in accordance with Te Tiriti o Waitangi.

Participants stressed that equitable partnership requires the sharing of power, vision, purpose, funding and decision-making. Most participants suggested that this is not happening (this has been described in many of the verbatim comments included above).

Most partners suggested that institutionalised racism is the biggest barrier to true partnership.

Participants suggest Oranga Tamariki focus on the building of respectful relationships, practice and relinquishing power.

Respectful relationships

Participants stated that true partnership starts with a respectful relationship, namely respecting and acknowledging mātauranga Māori.

In light of a lack of perceived value of mātauranga Māori, one provider described feeling disrespected by some Oranga Tamariki staff and expressed frustration with the lack of progress towards an equitable relationship; suggesting a need for Oranga Tamariki to implement Māori models and frameworks to guide Oranga Tamariki social work practice and their relationships with mana whenua.

“The shift is not fast enough, reconfigure the structural barriers so we can implement Māori-centric frameworks and modules of care, allow us to be Māori,”

Similarly, a second provider who described poor relationships between Oranga Tamariki and iwi partners positioned negative and often untrusting relationships as reflecting of racism within Oranga Tamariki.

“Partnership as I see it means our knowledge is valid, not the paternal view that exists at the moment, this is a generalized statement but historically there has been a mistrust that we can’t look after our own, could be seen as racist. We know there are challenges for some Oranga Tamariki sites and social workers, it’s about relinquishing some of that power for true partnership. We do have goodwill from some sites”

Finally, some partners suggested that Oranga Tamariki regional offices especially need to be more visible and engaged with iwi partners. This would improve their relationships. These partners wanted to be treated the same as mainstream partners and “not the poor cousins”. One provider noted that while processes within contracts are required, in practice this does not always seem to apply. For example,

“They pull on our heartstrings, cause he’s a Māori boy they expect us to just take him; but we are now saying we need to do some due diligence on placement etc. etc. first. We do have good relationships with other iwi Māori to help us do this, it has organically happened – we need some investment to continue this.”

Practice

Practice issues were highlighted by most iwi partners, with positive outcomes reported when Oranga Tamariki recognises and makes a commitment to supporting practices and models of care embedded within te ao Māori.

Also highlighted was that a true partnership (with Oranga Tamariki) requires a shift in practice with whānau Māori.

“When it comes to our moko, some of the processes within Oranga Tamariki don’t respect their mana, whānau and therefore their whakapapa”.

One provider suggested that increased Oranga Tamariki staff knowledge and understanding of te ao Māori would ensure that processes are mana-enhancing for individuals and whānau. For example,

“Oranga Tamariki social workers have to have an understanding of our practice models, even basic understanding of mana, manaaki, what whānau is, importance of whakapapa, an ability to see through another lens. Mostly these are disrespected. Some social workers do really well at this. Some social workers have been in the system far to long, not so good”.

A number of partners suggested that good practice between them and Oranga Tamariki is enhanced when good trusting respectful personal relationships are forged. For example, one provider said that many of their social workers have good relationships with the Children’s Team and the local site office which makes working together *“really easy”*, and *“they trust and understand our kaupapa, we trust them, the kōrero is on the same page”*.

Relinquishing of ‘power’

Most participants felt strongly that further utilisation of Section 7AA as mandated by legislation is seen as essential for true partnership to be enacted.

However, many felt that Oranga Tamariki embracing Section 7AA is *“moving too slow”* especially at regional office level. One provider suggested *“Oranga Tamariki needs to accept iwi and Māori will do the mahi better and faster, let’s go”*, with another saying, *“the reluctance to evolve using 7AA, is like for us but not with us”*. Depending on geographical locations there were different degrees of partners’ experiences with Section 7AA.

One provider suggested that an equal partnership cannot be based on partners *“talking at cross purposes”*. This was in references to the many discussions with Oranga Tamariki about *“what do iwi want”* and from this partner’s perspective:

“I don’t how many times we have told OT what we want, it’s still what they want, there is no action behind the words, even when we may agree”.

A few partners suggested that the barriers to relinquishing power and *“having a Treaty based partnership”* may be because of an underlying racist belief by some *“that their way [tauiwi] is better than our way, no understanding”*.

Participants acknowledged that while not all iwi may be ready to provide social services for whānau, de-evolution of services from Oranga Tamariki to iwi is preferred to the status quo.

“7AA is an absolute dream for us iwi Māori. Mainstream organisations are scared of the impact of this on their services, that’s not to say some mainstream services are very supportive of iwi, and they support us, it’s not about the money it’s about the well-being of our whānau.”

Many partners saw strategic partnerships as necessary as this *“shows some commitment to change practice and acknowledgment of iwi ability to work with our own”*.

For others these partnerships are seen as not so important.

“Working in true partnership and I mean partnership as Māori define it with Oranga Tamariki would be great. We will still work with and manaaki our whānau and our tamariki and whoever else, like we have for eons”.

**Who are the partners
who responded to
the survey?**



Summary of who responded to the online survey.

Table 12: Profile summary of who responded to the online survey

	Total population	Total response	Kaupapa Māori organisation responses ¹	Pasifika organisation responses
Total sent out and received	525	214	77	20
Providing social services is just part of what we do	-	84	40	9
Providing social services is our main function	-	126	36	11
Don't know	-	4	1	0
We are quite new to providing social services (less than 2 years)	-	6	3	1
We are an established provider (2-10 years)	-	21	8	2
We are well established (11 plus years)	-	187	66	17
1 or 2 contracts	-	196	71	19
More than 2 contracts	-	18	6	1
Partners receiving one invite	491	201	72	20
Large national partners ² receiving one invite	9	5	1	0
Large national partners receiving multiple invites	14	5	1	0
Iwi receiving an online survey	11	3	3	0
Fully complete response	-	176	60	15
Partial complete response ³	-	38	17	5
Online response	-	206	72	19
Hardcopy response	-	8	5	1
Partnering for Outcomes region:				
Te Tai Tokerau	30	6	2	1
Auckland	100	35	9	9
Central	131	61	22	4
Midlands	89	40	27	3
Southern	91	42	7	1
National or multiple regions	78	27	9	2
Unassigned	13	3	1	0

¹ Partners were asked to self-define as a Kaupapa Māori organisation or a Pasifika organisation. They could select more than one category.

² 'Large national partners' are those partners who have multi sites through-out New Zealand. They were able to either provide one overall national response or could provide multiple regional responses.

³ Responses are considered a partial response if Q10 was completed.

Of the partners invited to take part, 2 in 5 responded to the online survey.

Out of the 525 partners who were invited to take part in the survey, 214 responded (38 of these were a partial response). This gives a response rate of just over 40%.

Out of the 214 responses to the online survey 77 self-defined as a Kaupapa Māori organisation and 20 as a Pasifika organisation. We were not able to look at levels of Māori or Pasifika representation in the survey, as that is self-defined by the partner within the survey questionnaire.

To understand how representative the findings of this survey are, the profile of those who responded to the survey was compared to the profile of those who did not respond.

We looked at regional representation, although this isn't clear cut, as some organisations cover multiple regions. We also looked at the number and value of the contracts held.

Overall the profile of those who responded is similar to those who did not respond. With the exception of Te Tai Tokerau Partnering for Outcome region, which appeared to have low representation with only a handful of responses (6 in total), although other partners in this region could have provided a response under the *National or multiple region* category.

How context might impact the responses provided.

The timing of the survey may have had an impact on who responded and the responses provided.

The survey was undertaken shortly after New Zealand came out of the first lockdown due to the Covid-19 pandemic. This was an unusual and pressured time for many partners. Most of the survey questions asked about the time since lockdown. However, partners may not be able to separate out these timeframes when providing their feedback.

Also at the time of the survey there was a Royal Commission of Inquiry into Abuse in Care, and the urgent enquiry by Waitangi Tribunal into Oranga Tamariki practices around taking babies into care. There was ongoing media coverage of this which highlighted Oranga Tamariki management of individual cases. This media coverage may have influenced the level of response and answers to the survey.

Interviews with iwi.

The interviews with iwi were undertaken in addition to the survey. The kanohi-ki-te-kanohi with iwi are qualitative in nature. These are not intended to quantitatively reflect the attitudes and views of all iwi, or of all partners

Appendix 1: Methodological information



Summary of methodology.

Table 13: Summary of methodology

	Details
Overview	Census approach, all eligible partners invited to participate.
Method	<p>Core method is an online survey.</p> <p>In addition a pdf copy of the survey was attached to the email survey invitation. Partners could choose to respond via the online survey, the pdf survey, or by contacting Nielsen for an interview.</p> <p>For iwi partners, a kanohi-ki-te-kanohi approach was offered.</p>
Questionnaire	<p>The questionnaire consists primarily of rating statements, with open ended questions to gather explanatory information.</p> <p>Some questions covered the time period since Oranga Tamariki was established in 2017, and some covered the time period from June 2020, when the New Zealand came out of lockdown for the first time.</p>
Target Population	The intended population for this survey is all partner organisations who have a current contract with Oranga Tamariki to provide one or more social services to children and their whānau.
Sample frame	There are approximately 525 community-based partners who are currently contracted to provide social services. Contact details were supplied to NielsenIQ by Oranga Tamariki.
Fieldwork dates	<p>Pre-notification email from Oranga Tamariki: 12 October 2020</p> <p>Survey opens: 27 October 2020</p> <p>Reminder 1: 3 November 2020</p> <p>Reminder 2: 10 November 2020</p> <p>Reminder 3: 19 November 2020</p> <p>Survey Closes: 24 November 2020</p>
Mode of response	<p>206 online surveys</p> <p>8 hard copy surveys</p> <p>9 interviews</p>

Details		
Online survey sample and response	Total invited: 525	Total responded: 214
	Made up of: 491 partners 2 large partners ⁴ who received 14 invitations 9 large partners who received a single invitation 11 iwi	Made up of: 201 from partners 5 from large partners receiving multiple invitations 5 from large partners receiving a single invitation 3 iwi
Number of interviews	8 with an iwi partner 1 with a Kaupapa Māori partner	
Interview method	These interviews were conducted either in person or via Zoom. On average, interviews ranged between 60 and 90 minutes. Participants were provided with a copy of the survey prior to the discussion. Interview notes and recordings were thematically analysed to identify themes.	
Online survey response rate	$214 / 525 = 40.76\%$	
Online survey completion time	Average: 34 minutes Median: 23 minutes	
Weighting	There is no weighting applied.	
Consent to re-contact	1 in 4 partners are willing to be re-contacted about the feedback provided in the survey (52 partners) 2 in 3 partners are willing to be contacted for further research by Oranga Tamariki (136 partners).	

⁴ By 'large partners' we mean those partners who have multi sites through-out New Zealand. They were able to either provide one overall national response to the survey or could provide multiple regional responses.

The survey population.

The intended population for this survey is all organisations who have a current contract with Oranga Tamariki to provide one or more social services to children and their families.

These partner organisations can operate at any point – or at multiple points – across the spectrum of care, including Early Support, Intensive Response, Care Services (including residential), Youth Justice and Transition Services.

Strategic partners are not included in the survey, as their views are captured through more direct conversations. However some strategic partners also hold a current contract to provide social services and so they are included in the survey in their role as a contracted partner.

Questionnaire development.

The questionnaire is based on a scoping document written by Martin Jenkins *Scoping: Oranga Tamariki Engagement Survey of Partners Providing Social Services*.

The paper provided a list of key domains and focus areas (see table 14 below). These were used to draft a questionnaire.

This questionnaire was pretested with a small group of partners, including Māori and Pacifica partners and reviewed by Oranga Tamariki staff and other stakeholders.

Table 14: List of key domains and focus areas from Martin Jenkins scoping paper

Domain	Focus areas
Descriptive data	<ul style="list-style-type: none"> • Respondent's role in the organisation • Size of organisation • Location • Services offered • Population served • Service ethos • Reliance on Oranga Tamariki funding
Global evaluations	<ul style="list-style-type: none"> • Overall satisfaction with engagement with Oranga Tamariki • Satisfaction with different Oranga Tamariki branches / Partnering for Outcomes / functional groups • Satisfaction with the organisation's adherence to their stated values

Domain	Focus areas
Quality of engagement	<p>Extent to which:</p> <ul style="list-style-type: none"> • Roles are clear and expectations are consistent • Communication is clear and consistent, information is useful • Right amount of information is shared, via the right channel • Information is shared at the right time • Oranga Tamariki is responsive – both to communications and to feedback from partners
Views across the customer journey	<p>Extent to which:</p> <ul style="list-style-type: none"> • Contracting processes are straightforward, transparent and fair • Service design processes are inclusive, flexible and outcome-focused • Escalation pathways are clear, if difficulties arise
Sustainability	<p>Extent to which:</p> <ul style="list-style-type: none"> • Oranga Tamariki funding is sufficient to meet contractual obligations (including relevant overheads) • Partners feel that Oranga Tamariki is taking steps to fund partner organisations in a way that supports their financial viability
Quality of partnership and role of partnership in strengthening the system	<p>Extent to which the partnership relationship with Oranga Tamariki:</p> <ul style="list-style-type: none"> • Is of trusted equals • Meets the needs of Māori, supports partners to meet the needs of Māori, and improves outcomes for Māori tamariki • Builds the capacity and capability of both parties • Enables collaboration • Builds shared purpose • Evaluates what works • Enables and embeds innovation

Pretesting.

Due to the Covid-19 pandemic the majority of pretesting was undertaken using video calls or telephone.

The pretests were undertaken with a mix of partners including iwi partner representatives, small regional partners and larger multi-site partners in the broader Wellington region.

The pretesting interviews covered the persuasiveness of the recruitment communication, the tone, concepts, wording and flow of the questionnaire, and what, if anything, wasn't covered by the questionnaire that partners would like to provide feedback on.

A major change as a result of the pretesting was allowing for separate feedback on 'National Office' and 'local/regional staff'. All the partners who were interviewed had differing levels of relationships with National Office and local/regional staff and so were unable to provide one overall view of Oranga Tamariki.

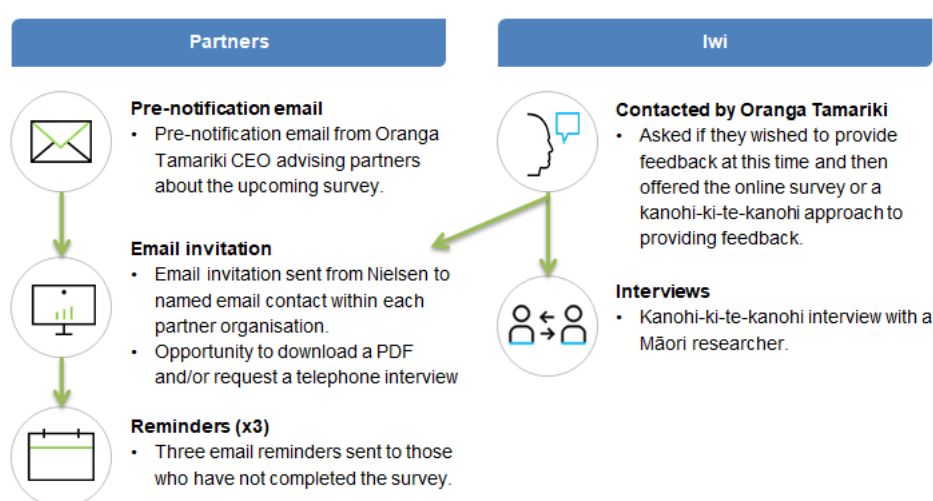
As pretesting is an iterative process a number of version of the questionnaire were trialed with partners. Each version incorporated feedback from previous pre-tests as well as feedback from the questionnaire review process being run in parallel with Oranga Tamariki staff and other stakeholders.

An issue to be addressed next time is the use of the term 'organisation'. This was used throughout the questionnaire to describe the group who contracted with Oranga Tamariki to provide social services. While it is a widely used term to describe a group whose members work together for a shared purpose, the language doesn't appropriately reflect the status of all partners.

Survey approach.

Table 15 below outlines the survey approach.

Table 15: Survey approach



The core method is an online survey. Options for completing a hardcopy questionnaire or to have an interview to provide feedback was also offered.

Prenotification about the survey was sent from Oranga Tamariki. This was followed up with an emailed survey invitation with the link to access the online survey and a pdf version of the questionnaire.

Iwi who are contracted to deliver social services were approached by Oranga Tamariki and asked if they would like to provide feedback in their role as a contracted partner. A kanohi-ki-te-kanohi approach was offered. The interviews were conducted by Kaitiaki Research, who partnered with NielsenIQ for this project.

Data processing

Sample database

The sample database of contact details for partners was supplied to NielsenIQ by Oranga Tamariki.

Once the survey was completed some additional variables were supplied by Oranga Tamariki. These were merged into the survey data to allow for a deeper understanding of the representativeness of the survey.

Data entry and coding

Completed hard copy questionnaires that were received were **entered** into the online survey by NielsenIQ's operations team.

The **verbatim** answers given to open-ended questions were analysed, with recurring themes forming the code frames. Each verbatim comment was then coded into the applicable theme. Survey questions 9, 12, 14, 16, 19, 22, 23 and 26 were post-coded.

Analysis notes

Some surveys were not fully completed. Responses are considered a **partial response** if Q10 was completed, and these were included in the analysis. Partial responses have been reviewed and no differences are apparent between fully complete and partial responses.

There are 11 **large national partners**, who have multiple sites. They were asked if they wished to provide one overall national response or multiple regional responses. Nine chose to provide one response and 2 preferred multiple responses - they provided 14 individuals to be invited into the survey.

Out of the 14, there were 5 who responded to the survey. Due to this small number, they are treated as individual responses in the analysis, and not weighted in any way.

There was 1 Kaupapa Māori provider who provided feedback via an **interview and also completed a hard-copy** questionnaire. Their feedback is retained in both the interview and quantitative sections.

Question 4 was used to determine if an organisation **considered itself to be a Kaupapa Māori organisation or Pasifika organisation**. Partner could select more than one category.

Responses provided in the answer category *Other (please specify)* were reviewed and additional categories created for *Other specify Māori* and *Other specify Pasifika*.

For reporting, Kaupapa Māori includes both the *Kaupapa Māori* category plus the *Other specify Māori* category. A similar method was used for the Pasifika categories.

Copy of Question 4:

How would you describe your organisation?


Please circle all that apply

Kaupapa Māori	1
Pasifika	2
Other (please specify)	3
(Post coded to: 3=Other specify Māori; 4=Other specify Pasifika; 98=Other)	
Don't know	9

Appendix 2:

Field documents and

questionnaire

A decorative pattern of interlocking triangles in two shades of blue, located at the bottom of the page.

Pre-notification: 12 October 2020

Subject: Engagement Survey with Partners providing Social Services

IN-CONFIDENCE

Tēnā koe

I hope this email finds you well. I would like to take this opportunity to thank you for your perseverance and commitment to the children and young people of Aotearoa while facing Covid-19.

It is important that we work well with you during these challenging times. So, we've put together a survey called the "engagement survey with partners providing social services" to help us understand how we can better work with you, as our social service partner.

A research company called Nielsen will send you a link to the survey on Tuesday 27 October. I strongly encourage you to take part and to be honest and open in your responses.

All information will be kept in strict confidence by Nielsen, and the results will not be reported in any way that will allow you (or your organisation) to be individually identified.

If you have any questions about the survey, you can contact the project lead, [redacted] by calling her on [redacted]

Alternatively, you can contact [redacted], Nielsen project manager by email:

Again, do please make time to complete the survey – "Mō tātou, ā, mō kā uri ā muri ake nei" – for us and our children after us.

Ngā mihi nui



Te Tumu Whakarae mō ngā Tamariki | Secretary for Children

The Aurora Centre, 56 – 66 The Terrace, 6011 | PO Box 546, Wellington 6140

✉ E: EmailGrainne@ot.govt.nz



Survey invitation: 27 October 2020

Subject: Oranga Tamariki Engagement Survey with Partners Providing Social Services

Kia ora,

How can Oranga Tamariki work better with you?

Recently you received a message from Gráinne Moss, Secretary for Children, about a survey we are conducting on behalf of Oranga Tamariki. Your feedback is important and will help Oranga Tamariki understand how they can better work with you and others who provide social services. Oranga Tamariki will use this feedback to improve what they do.

The survey is one part of a programme aimed at understanding and monitoring the relationship Oranga Tamariki has with organisations providing social services. It is being sent to all those who are contracted by Oranga Tamariki to provide social services. [Larger organisations like yours will have multiple opportunities to take part in this survey.] The survey will be repeated regularly.

Oranga Tamariki will share high level results in April 2021, along with information about what they are going to do differently.

Please click on the button below to participate in the study.

START THE SURVEY

The link can only be used once, by you. A printable copy of the questionnaire is attached. If you prefer, you can provide your feedback that way.

The survey will take about 15 to 20 minutes depending on how much you have to write. If you would like Oranga Tamariki to contact you about your feedback, you can say so at the end of the survey and we will pass on your details to them.

Nielsen are an independent research company carrying out this survey on behalf of Oranga Tamariki. What you tell us is totally confidential. The results won't be reported in a way that identifies you.

If you have any questions, please contact Nielsen on
If you would like to speak to someone at Oranga Tamariki
please contact

The survey is open until 22 November 2020 and we would like to hear from you.

We appreciate your time and feedback.

Ngā mihi nui

Reminder 1: 3 November 2020

Subject: Reminder: Oranga Tamariki Engagement Survey with Partners Providing Social Services

Kia ora,

How can Oranga Tamariki work better with you?

Recently we sent you a survey asking for your feedback to help Oranga Tamariki understand how they can better work with you and others who provide social services. You have until **22 November 2020** to give your feedback.

The survey is one part of a programme aimed at understanding and monitoring the relationship Oranga Tamariki has with organisations providing social services. It is being sent to all those who are contracted by Oranga Tamariki to provide social services. The survey will be repeated regularly. [Larger organisations like yours will have multiple opportunities to take part in this survey.]

Oranga Tamariki will share high level results in April 2021, along with information about what they are going to do differently.

Please click on the button below to participate in the study.

START THE SURVEY

The link can only be used once, by you. A printable copy of the questionnaire is attached. If you prefer, you can provide your feedback that way.

The survey will take about 15 to 20 minutes depending on how much you have to write. If you would like Oranga Tamariki to contact you about your feedback, you can say so at the end of the survey and we will pass on your details to them.

Nielsen is an independent research company carrying out this survey on behalf of Oranga Tamariki. What you tell us is totally confidential. The results won't be reported in a way that identifies you.

If you have any questions, please contact Nielsen on
If you would like to speak to someone at Oranga Tamariki
please contact |

We appreciate your time and feedback.

Ngā mihi nui

Reminder 2: 10 November 2020

Subject: Reminder to share your experience: Oranga Tamariki Engagement Survey with Partners Providing Social Services

Kia ora,

How can Oranga Tamariki work better with you?

Recently we sent you a survey asking for your feedback to help Oranga Tamariki understand how they can better work with you and others who provide social services. You have until **22 November 2020** to give your feedback.

Please click on the button below to participate in the study. The link can only be used once, by you.

START THE SURVEY

A printable copy of the questionnaire is attached. If you prefer, you can provide your feedback that way. If there is some other way we can help you to provide feedback please contact Nielsen on

The survey will take about 20 minutes depending on how much you have to write.

If you would like Oranga Tamariki to contact you about your feedback, you can say so at the end of the survey and we will pass on your details to them. If you would like to speak to someone at Oranga Tamariki please contact

We appreciate your time and feedback.

Ngā mihi nui

Reminder 3: 19 November 2020

Subject: Last chance to share your experience: Oranga Tamariki Engagement Survey with Partners Providing Social Services

Kia ora,

How can Oranga Tamariki work better with you?

Recently we sent you a survey asking for your feedback about working with Oranga Tamariki. We would really appreciate your taking part in the survey.

Please click on the button below to begin the survey.

START THE SURVEY

A printable copy of the questionnaire is attached. If you prefer, you can provide your feedback that way.

If there is some other way we can help you to provide feedback, for example by telephone with Nielsen, please contact

You have until **22 November 2020** to give feedback.

Ngā mihi nui

Questionnaire

Oranga Tamariki Engagement Survey with Partners providing Social Services

Introduction

Your feedback is important and will help Oranga Tamariki understand how they can better work with you and others who provide social services.

For ease through-out this survey we use the term 'organisation' to describe your group (hapu, iwi, not-for-profit organisation) who has contracted with Oranga Tamariki to provide social services.

We are asking you to answer for your organisation as a whole. There will be only one response from your organisation. The wording of some questions may not match perfectly to your situation, but we hope you can still understand them and apply them to your experience.

How to answer: *You will need to **circle** an answer like this...*

Example	1	Each question has an instruction to tell you how to answer.
Example	2	
Example	3	Some questions ask you to select one response, others let you select more than one.

INITIAL CONTEXT

Firstly, some questions about you and your organisation.

1 Which of these best describes you?

Please circle all that apply

Kaiwhakahaere Matua, chief executive, senior leadership position	1
Kaiwhakahaere Kirimana, funding or contracting manager	2
Regional manager	3
Practice lead, people manager, team leader	4
Kaimahi, frontline staff member	5
Trust or board member	6
Other (please specify)	7

2 How would you describe your organisation?

Please circle one answer

Providing social services is just part of what we do	1
Providing social services is our main function	2
Don't know	9

3 How would you describe your organisation?

Please circle one answer

We are quite new to providing social services (less than 2 years)	1
We are an established provider of social services (2-10 years)	2
We are a well-established provider of social services (11+ years)	3
Don't know	9

4 How would you describe your organisation?

Please circle all that apply

Kaupapa Māori	1
Pasifika	2
Other (please specify)	3
(Post coded to: 3=Other specify Māori; 4=Other specify Pasifika; 98=Other)	
Don't know	9

5 What group do you mainly provide social services to?

Please circle all that apply

Pēpi, babies, toddlers, pre-schoolers	1
Tamariki, school age children	2
Rangatahi, youth, young adults	3
Whānau of pēpi, tamariki or rangatahi	4
Other (please specify)	5
Don't know	9

6 Approximately what proportion of your organisation's annual funding for providing social services comes from Oranga Tamariki?

Please circle one answer

Less than 10%	1
10% to 50%	2
51% to 90%	3
More than 90%	4
Rather not say	5
Don't know	9

7 How many full-time equivalent paid staff does your organisation employ in total to provide social services?

Please circle one answer

Less than 10	1
Between 10 and 25	2
More than 25	3
Don't know	9

SATISFACTION

8

For this question please think overall about how Oranga Tamariki interacts and engages with your organisation, and how this may have changed over time.

Comparing how things were when Oranga Tamariki was established in 2017, and how they are now, are things better, worse or about the same?

Please circle one answer

Much better now	1
Better now	2
The same	3
Worse now	4
Much worse now	5
Don't know	9

9

Please say why you feel this way.

10

Since June 2020, when New Zealand came out of lockdown to Level 1 the first time, overall, how satisfied or dissatisfied are you with the interactions you or your organisation has had with Oranga Tamariki as a whole?

Please circle one answer

Very dissatisfied	1
Dissatisfied	2
Mixed feelings	3
Satisfied	4
Very satisfied	5
Don't know	9

- 11** Since June 2020 (when New Zealand came out of lockdown to Level 1 the first time), overall, how satisfied or dissatisfied are you with the interactions you or your organisation has had with the following groups within Oranga Tamariki?

Please circle one answer for each of the 9 statements

		Very dissatisfied	Dissatisfied	Mixed feelings	Satisfied	Very satisfied	No interaction / Not applicable
1	Services for Children and Families-North	1	2	3	4	5	9
2	Services for Children and Families-South	1	2	3	4	5	9
3	Care Services-National Office	1	2	3	4	5	9
4	Care Services-Local/regional	1	2	3	4	5	9
5	Youth Justice Services-National Office	1	2	3	4	5	9
6	Youth Justice Services-Local/regional	1	2	3	4	5	9
7	Partnering for Outcomes-National Office	1	2	3	4	5	9
8	Partnering for Outcomes-Local/regional	1	2	3	4	5	9
9	Other (please specify)	1	2	3	4	5	9

- 12** Please explain why you feel this way about your interactions with...

1 Services for Children and Families - North

2 Services for Children and Families – South

3 Care Services - National Office

4 Care Services - Local/regional

5 Youth Justice Services - National Office

6 Youth Justice Services - Local/regional

7 Partnering for Outcomes - National Office

8 Partnering for Outcomes - Local/regional

9 Other (please specify)

For the next group of questions you can provide feedback separately for Oranga Tamariki National Office and Oranga Tamariki local/regional staff.

If you don't engage with one of these groups please select the 'Not applicable' or 'Don't know' option.

COMMUNICATION SINCE JUNE 2020

These questions are about how Oranga Tamariki communicates with you and your organisation.

Please think about the time period since June 2020, when New Zealand came out of lockdown to Level 1 the first time.

- 13** Since June 2020, thinking about the information you receive from Oranga Tamariki, how much do you agree or disagree that the **information...**

For each of the 6 statements please circle one answer for National office and one answer for Local/regional staff

		National Office						Local/regional staff					
		Disagree	Mostly disagree	Mixed feeling	Mostly agree	Agree	Don't know	Disagree	Mostly disagree	Mixed feeling	Mostly agree	Agree	Don't know
1	Is clear	1	2	3	4	5	9	1	2	3	4	5	9
2	Is consistent	1	2	3	4	5	9	1	2	3	4	5	9
3	Helps us deliver the best results	1	2	3	4	5	9	1	2	3	4	5	9
4	Is about the right amount	1	2	3	4	5	9	1	2	3	4	5	9
5	Is provided proactively	1	2	3	4	5	9	1	2	3	4	5	9
6	Is timely	1	2	3	4	5	9	1	2	3	4	5	9

- 14** Please comment on your answers about how Oranga Tamariki communicates with you and your organisation...

INTERACTIONS

Now we would like to understand your experience with the way Oranga Tamariki interacts with you and your organisation.

Please think about the time period since June 2020, when New Zealand came out of lockdown to Level 1 the first time.

15

How much do you agree or disagree with the following about **interactions**...

*For each of the 3 statements please circle one answer for National office
and one answer for Local/regional staff*

		National Office							Local/regional staff						
		Disagree	Mostly disagree	Mixed feelings	Mostly agree	Agree	Don't know	Haven't done this/ Not applicable	Disagree	Mostly disagree	Mixed feelings	Mostly agree	Agree	Don't know	Haven't done this/ Not applicable
1	We have plenty of opportunities to share our views with Oranga Tamariki	1	2	3	4	5	9	7	1	2	3	4	5	9	7
2	Oranga Tamariki listens to what we say	1	2	3	4	5	9	7	1	2	3	4	5	9	7
3	We receive timely responses when we communicate with Oranga Tamariki	1	2	3	4	5	9	7	1	2	3	4	5	9	7

16

Please comment on your answers about interactions with Oranga Tamariki.

WORKING WITH ORANGA TAMARIKI

And now some questions about working with Oranga Tamariki.

Please think about the time period since June 2020, when New Zealand came out of lockdown to Level 1 the first time.

17 How much do you agree or disagree with the following ...

***For each of the 3 statements please circle one answer for National office
and one answer for Local/regional staff***

		National Office						Local/regional staff					
		Disagree	Mostly disagree	Mixed feelings	Mostly agree	Agree	Don't know	Disagree	Mostly disagree	Mixed feelings	Mostly agree	Agree	Don't know
1	Oranga Tamariki give us clear guidance about our responsibilities as an organisation who provides social services	1	2	3	4	5	9	1	2	3	4	5	9
2	Oranga Tamariki are consistent in what they expect from us as an organisation who provides social services	1	2	3	4	5	9	1	2	3	4	5	9
3	Oranga Tamariki shares best practice in useful ways	1	2	3	4	5	9	1	2	3	4	5	9

18

How much do you agree or disagree with the following about your **relationship** with Oranga Tamariki...

For each of the 5 statements please circle one answer for National office and one answer for Local/regional staff

		National Office						Local/regional staff					
		Disagree	Mostly disagree	Mixed feelings	Mostly agree	Agree	Don't know	Disagree	Mostly disagree	Mixed feelings	Mostly agree	Agree	Don't know
1	We feel valued by Oranga Tamariki	1	2	3	4	5	9	1	2	3	4	5	9
2	We feel supported by Oranga Tamariki to improve the outcomes for whānau, tamariki and rangatahi	1	2	3	4	5	9	1	2	3	4	5	9
3	We feel supported by Oranga Tamariki to develop our organisation's capabilities	1	2	3	4	5	9	1	2	3	4	5	9
4	Knowledge, ideas and resources are willingly shared by Oranga Tamariki	1	2	3	4	5	9	1	2	3	4	5	9
5	Oranga Tamariki values our knowledge and experience, including our cultural knowledge	1	2	3	4	5	9	1	2	3	4	5	9

19

Please comment on your answers about working with Oranga Tamariki.

VALUES

Oranga Tamariki has a core set of guiding values. The next questions are to help understand how well you think that Oranga Tamariki lives up to those values.

Please think about the time period since June 2020, when New Zealand came out of lockdown to Level 1 the first time.

20

Thinking about your experience working with Oranga Tamariki. How much would you agree or disagree with the following...

For each of the 3 statements please circle one answer for National office and one answer for Local/regional staff

	National Office						Local/regional staff					
	Disagree	Mostly disagree	Mixed feelings	Mostly agree	Agree	Don't know	Disagree	Mostly disagree	Mixed feelings	Mostly agree	Agree	Don't know
1 Oranga Tamariki put tamariki first. They challenge when things aren't right for the child.	1	2	3	4	5	9	1	2	3	4	5	9
2 Oranga Tamariki respect the mana of people. They listen, don't assume, and create solutions with others.	1	2	3	4	5	9	1	2	3	4	5	9
3 Oranga Tamariki value whakapapa. They understand that tamariki are part of a whānau and a community.	1	2	3	4	5	9	1	2	3	4	5	9

DESIGNING SERVICES

21

Oranga Tamariki works with organisations to design the delivery of social services. If you haven't been involved in a process like this please select "Haven't done this/Not applicable".

For this question please think about the period since Oranga Tamariki was established in 2017.

How much do you agree or disagree with the following ...

For each of the 2 statements please circle one answer for National office and one answer for Local/regional staff

	National Office						Local/regional staff					
	Disagree	Mostly disagree	Mixed feelings	Mostly agree	Agree	Haven't done this/Not applicable	Disagree	Mostly disagree	Mixed feelings	Mostly agree	Agree	Haven't done this/Not applicable
1 Oranga Tamariki is collaborative in the development and delivery of social services.	1	2	3	4	5	7	1	2	3	4	5	7
2 When developing social services, Oranga Tamariki works with us in a way that meets our needs and values.	1	2	3	4	5	7	1	2	3	4	5	7

22

Please comment on your answers about designing social services with Oranga Tamariki.

GETTING IT RIGHT

23

And now for your thoughts on what is going well with the way Oranga Tamariki is engaging with you.

Could you describe an example of what is working well, or tell us about someone who is “getting it right” in the way that they work with you.

CONTRACTS

This next section of questions is about contracts and the contracting process.

24

Thinking about contracting processes with Oranga Tamariki, how much do you agree or disagree Oranga Tamariki contracting processes are...

Please circle one answer for each of the 3 statements

	Disagree	Mostly disagree	Mixed feelings	Mostly agree	Agree	Don't know
1 Straightforward	1	2	3	4	5	9
2 Flexible	1	2	3	4	5	9
3 Fair	1	2	3	4	5	9

25

How much do you agree or disagree with the following ...

Please circle one answer for each of the 5 statements

		Disagree	Mostly disagree	Mixed feelings	Mostly agree	Agree	Don't know
1	Oranga Tamariki contracts specify the outcomes that my organisation is expected to achieve.	1	2	3	4	5	9
2	Oranga Tamariki contracts allow flexibility in how we might achieve outcomes.	1	2	3	4	5	9
3	If we have difficulties during interactions with Oranga Tamariki there is a clear escalation pathway.	1	2	3	4	5	9
4	The amount of funding we receive from Oranga Tamariki is sufficient to meet our contractual obligations, including relevant overheads.	1	2	3	4	5	9
5	Oranga Tamariki is taking steps to fund our organisation in a way that helps us to be financially viable, eg, multi-year contracts.	1	2	3	4	5	9

26

Please comment on your answers about the contracting processes.

And finally we have some questions about how the information you've provided will be used.

- 27** The purpose of this survey is to make improvements based on feedback, some of which may be specific to you. If you would like Oranga Tamariki to contact you about your feedback please select yes. We will then pass your details on to Oranga Tamariki so they can contact you.

If you select no, please be assured no one within Oranga Tamariki will know your answers.

Please circle one answer

Yes	1
No	2

- 28** If you said yes, please fill in your contact details below

Name: _____

Organisation: _____

Phone number: _____

Email address: _____

- 29** It is likely that more research will be carried out with organisations who are providing social services. For example, Oranga Tamariki might want your opinion on some things they are thinking of doing to try to make improvements.

Are you willing to provide your contact details so you can be contacted and invited to take part in further research?

Your contact details will only be used to invite you for future research being conducted on behalf of Oranga Tamariki. Saying yes now does not mean you have to take part, it just means you may be invited to take part.

Please circle one answer

Yes	1
No	2

- 30** If you said yes, please fill in your contact details below

Name: _____

Organisation: _____

Phone number: _____

Email address: _____

31

And finally if there is anything else you would like to share about your relationship and interactions with Oranga Tamariki that you have not had a chance to, please write them below.

Thank you very much for taking part today, we really appreciate your time and feedback. Oranga Tamariki plans to share high level survey results with you in April 2021, along with information about what they propose to do differently to meet your needs.

If you have any questions or would like to contact us,
please call us on

Return by email to:

Or post (no stamp required) to:

Appendix 3: Oranga Tamariki structure and regions

In this appendix the different regions for Partnering for Outcomes, Services for Children and Families, and Youth Justice are provided.

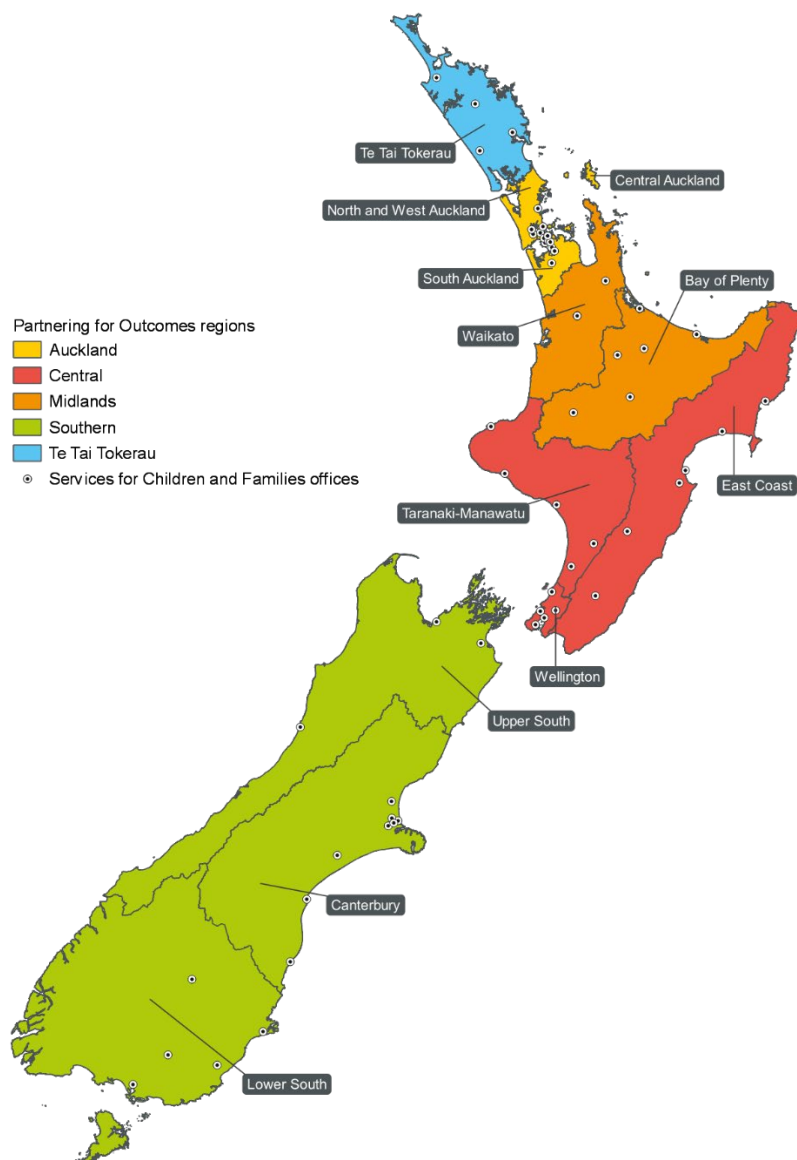
Partnering for Outcomes Regions

Partnering for Outcomes (PfO) is focused on building and supporting external providers to achieve great outcomes for children and young people. PfO has the following functions:

- commissioning, and capacity and capability building strategy
- strategic partnerships, including with iwi/Māori
- Partnering for Outcomes regional presence and relationship management
- commissioning programme-related evidence and evaluation.

There are five regions that make up the Partnering for Outcomes group.

Figure 15: Partnering for Outcome Regions



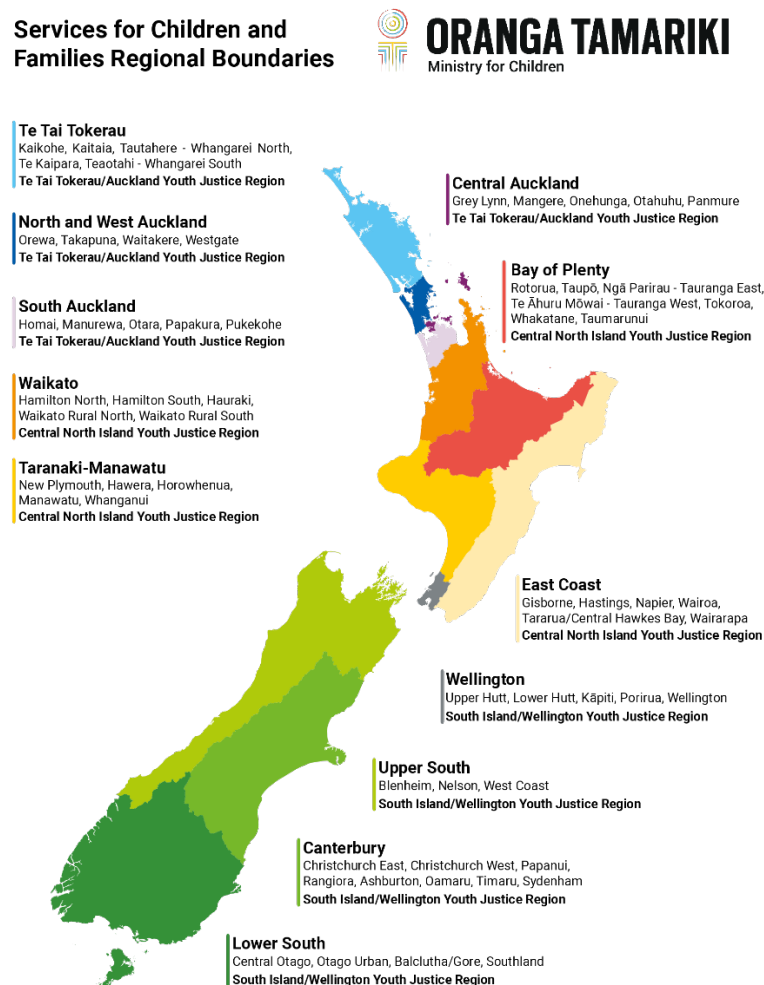
Services for Children and Families Regions

The Services for Children and Families groups work with families, whānau and the wider community to create circles of protection and care around children whose wellbeing is at risk. They look after a comprehensive set of services for our children and young people, spanning prevention through to early adulthood services. They are responsible for:

- intensive intervention
- investigations and assessments
- Children's Teams
- Care and Protection notifications
- Family Group Conferences
- transition services
- site care-related work – including care placements and social work support to children in care
- business implementation and operations support.

There are 12 regions within the Services for Children and Families groups.

Figure 16: Services for Children and Families Regions



Youth Justice Regions

The Youth Justice group delivers nationwide youth services, operates youth justice residences and supports victims of youth offending. The direct focus on youth justice offers real opportunities to turn things around for young people who offend. Youth Justice is responsible for:

- delivery of local and national youth justice services
- operation of youth justice residences
- support for victims of youth offending.

There are three regions that make up the Youth Justice group.

Figure 17: Youth Justice Regions

