

The Intensive Response (IR) initiative was carried out by Oranga Tamariki in collaboration with partners in several communities. IR supports iwi, Māori partners, and communities to work together with whānau to design their own local models of support.

## Background

The IR initiative goal is to provide tamariki and whānau with a culturally responsive, intensive and sustained support to improve wellbeing, prevent entry to care and support tamariki to safely return home to their whānau.

A developmental evaluation (DE) was carried out over two years to support the initiative. The DE aligned with the IR's 'learn and grow' approach and involved kaupapa Māori and participatory elements.

Three main reports were developed highlighting various aspects and learnings from the mahi:

- Intensive Response. From possibility to actuality: Developmental evaluation (Synthesis report 2021)
- Māori perspectives of Intensive Response: Developmental evaluation
- Kāhu Matarau – Learning and insights in a collaborative initiative to provide Intensive Response – First year of implementation.
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## Description

IR is an initiative designed to better respond to the needs of tamariki and whānau Māori, recognising that the current care and protection system disproportionately impacts them. IR is underpinned by three core concepts:

- developing partnerships
- strengthening relationships
- supporting locally led solutions.

Applying a partnering approach for more effective support is a new way of working in the IR space, prompting considerable learning about:

- what Oranga Tamariki can do to become a more effective Treaty partner with iwi and a pro-equity partner with other agencies
- required system changes the organisational conditions that support a partnering approach between Oranga Tamariki and Māori, iwi, and community organisations.

## Key Principles

Through reflection on what's needed to create and strengthen an authentic and effective partnering relationship, six principles of partnering have emerged through the IR journey:

1. build and strengthen the foundations of relationships
2. this is fundamental to ongoing partnering
3. acknowledge and respond to the context and whakapapa of relationships
4. resource the aspirations of your partner
5. don't make assumptions
6. take the time it needs
7. partnering is a relationship process rather than a destination.

## Key Findings

Well-resourced, trusted, non-judgemental relationships are important levers for positive change.

The importance of acknowledging the extensive effort required to develop and implement a new collaborative model.

Good relationships are what hold an initiative together.

Te Toka Tūmoana (Oranga Tamariki indigenous and bicultural practice framework) principles were used and showed:



### Te Reo Māori:

- Each location is designing and developing IR in a way that uses language and practice that is meaningful to them.



### Kaitiakitanga:

- For Māori working in IR, enacting guardianship, stewardship, and trusteeship is exhibited in the responsibility they feel to design and deliver IR in a culturally meaningful way for them, the tamariki and whānau in their rohe.



### Rangatiratanga:

- Multiple examples of how leadership at the Mana ki te Mana (leadership/governance) level and Mahinga (operational) level has been expressed in the IR journey.



### Whakamanawa:

- IR provides support and space for Māori working within Oranga Tamariki to develop and implement ways of working they've previously not been able to.



### Manaakitanga:

- All interviewees were committed to the kaupapa, to create a system that serves tamariki and whānau Māori in a way that enhances their potential.



### Whakamanawa:

- IR provides support and space for Māori working within Oranga Tamariki to develop and implement ways of working they've previously not been able to.



### Whakapapa:

- IR strengthens the use of relational approaches when working with tamariki and whānau Māori as well as between organisations.
- Relationships and connections between people and organisations, iwi to iwi, Māori and Pacific helped progress the design and development of IR by enabling the right people to be involved at the right time.



### Tikanga:

- IR has created space for Oranga Tamariki staff and providers to bring their mātauranga and tikanga to the fore in the interests of tamariki and whānau Māori. However, some Oranga Tamariki systems and structures need to change to enable them to implement their work in a Māori way.