EVIDENCE CENTRE
TE POKAPŪ TAUNAKITANGA

PRACTICE APPROACH

SURVEY FINDINGS REPORT

June 2024

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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Contents

Background ---- **2**
Introduction ---- 2
Survey design ---- 3

Summary survey findings ---- **4**

Full survey findings ---- **7**
Q1. The highest number of respondents identified as social workers. ---- 7
Q2. Most survey respondents were based in Tāmaki Makaurau/Auckland. ---- 7
Q3. Most respondents participated in the trial orientations almost every time or every time. ---- 7
Q4. Most respondents also participated in on-site coaching almost every time or every time. ---- 8
Q5. Most respondents found the Practice Approach trial delivery helpful in some respect. ---- 9
Q6. The Practice Approach trial delivery has or hasn't been helpful for a variety of reasons. ---- 9
Q7. Most respondents found the Practice Approach, including the Practice Framework, models, and tools to be very or extremely useful. ---- 14
Q8. Survey respondents found the Practice Approach useful for different reasons. ---- 15
Q9. More than half of the respondents said they had a good or very good current understanding of the Practice Approach overall. ---- 20
Q10. Understanding of the Practice Framework and Oranga Framing was the highest, whereas understanding of Tautua cards seemed to be lowest. ---- 21
Q11. Survey responses showed moderately improved understanding of the different Practice Approach components. ---- 22
Q12. Survey respondents are feeling slightly more confident about working with the new Practice Approach. ---- 23
Q13. Survey respondents were feeling moderately confident about the Practice Approach. ---- 24
Q14. Two thirds of the respondents used the Practice Approach learning often or a great deal. 28
Q15. The Practice Framework and Oranga Framing were found by respondents to be most helpful for everyday use. ---- 28
Q16. There were a range of factors that helped put Practice Approach learning into everyday use. ---- 29
Q17. Survey respondents talked about numerous ways the new Practice Approach will improve social work, youth work, coordinating, and other support functions. ---- 33
Q18. Final respondent comments or thoughts. ---- 36

Conclusion ---- **40**

Background

Introduction

The Practice Approach trial and evaluation is underway in Tāmaki Makaurau-Auckland (three full trial sites) and in Ōtautahi-Christchurch (three limited trial sites). The Practice Approach trial began in August 2022.

The Practice Approach offers relational, inclusive, and restorative practice that benefits all tamariki and whānau. It is framed by Te Tiriti o Waitangi, supported by a mana-enhancing paradigm for practice, and draws from Te Ao Māori principles of oranga. Practice is arranged and delivered through the new Practice Framework and a suite of new models, tools, processes, and resources.

The Practice Approach involves the implementation of a suite of new Practice Framework-related models, tools, processes, and resources. Currently, four key practice components are being trialled:

- **Oranga Framing**
  The objective of an Oranga Framing is to provide an approach to be used across service lines that ensures kaimahi consistently hold an oranga focus when they build relationships, develop understanding, plan, act, and reflect with tamariki and whanau.

- **Mirimiri-ā-kōrero**
  The objective of Mirimiri ā-kōrero is to provide a tool to be used across service lines that enables kaimahi to sense make, continue to understand, and critically think, to plan their continuing mahi with tamariki and whānau.

- **Te Toka Tūmoana**
  The objective of Te Toka Tūmoana practice model is to provide a tool to be used across service lines that enables kaimahi to build relationships, develop understanding, sense make, analyse, plan their continuing mahi with tamariki and whānau Māori to restore and/or enhance oranga.

- **Tangata Whenua and Bicultural Supervision**
  The objectives of the Supervision Approach are to conceptualise, contextualise, and communicate the modes, model, and professional standards guiding the delivery of supervision.[1] [2]

As part of the Practice Approach trial, an evaluation and survey are being conducted to support continuous improvement and early reporting requirements. The evaluation is best described as a formative evaluation that looks at the Practice Approach trial programme roll-out, whether there is appropriate engagement with the Practice

[1] Note: when the Practice Approach evaluation and survey were initiated, it was expected that Va'aifetū and Tautua cue cards would be implemented at a later stage and are therefore, not listed.
[2] Ōtautahi / Christchurch is only trialling Mirimiri-ā-kōrero and the Oranga Framing.

Framework, whether the four key practice components are effective, and if there is early evidence of an Oranga framing paradigm shift.[3]

This survey findings summary report relates to the **Practice Approach trial survey** completed in July-August 2023 by the Oranga Tamariki Evidence Centre.

Survey design

The Evidence Centre carried out a **survey of social workers** involved in the Practice Approach trial as part of the wider evaluation work. The survey is complementary to the evaluation. It involved collecting information on social worker trial experience to date and helps establish a Practice Approach trial survey baseline.

Social worker survey feedback and responses are an important part of the trial and its evaluation. The survey particularly focuses on help with understanding how the trial delivery is going, identifying what is going well and not so well, and helping identify opportunities for improvement. It also helps understand whether a fundamental Oranga Framing practice shift is taking place.

The survey collected information on four main topics:

- social worker Practice Approach trial experience;
- the Practice Approach trial content;
- social worker Practice Approach use in practice; and
- what would help next.

The survey was designed to take about 10 minutes to complete and involved 18 survey questions. The survey was voluntary, and respondents could choose to skip questions and/or exit at any stage by closing the mobile or web browser. The responses were then analysed, and the summary findings are contained in this report. Respondent names and details are kept confidential within the Evidence Centre. The report only contains de-identified responses.

The survey was open for an initial three-weeks. To boost the response rate, the survey opening time was then subsequently extended by another three-weeks. Several reminder emails were sent to respondents and trial site leadership.

[3] Evidence of an Oranga Framing paradigm shift will be an increasing focus of the evaluation over the longer-term.

Summary survey findings

The survey was conducted during June and July 2023 and was sent to social workers from participating Practice Approach trial sites in Tāmaki Makaurau-Auckland and Ōtautahi-Christchurch.

The survey was sent to 308 staff members. One hundred and twenty-seven (127) staff replied – a response rate of 41 percent. The largest group of respondents identified as social workers (44 percent). Most respondents were also based in Tāmaki Makaurau-Auckland (66 percent) (Q1 & Q2).

Most respondents were able to participate in the various Practice Approach orientations and subsequently received various onsite coaching support in relation to the Practice Approach, the Practice Framework, and Practice Approach models and tools. Most survey respondents also found the Practice Approach trial delivery helpful in some respect (Q3, Q4, & Q5).

Survey respondents were asked to elaborate on why the Practice Approach trial delivery has or hasn't been helpful and to provide suggestions for Practice Approach trial delivery improvement. There were a range of answers to this question.

- The Practice Approach demonstrated an innovative pathway forward. It was well thought out, concepts were largely structured in a straightforward and helpful way. And grounded in social work practice, including empowering staff in their daily mahi, with focus on improving working relationships.
- Practice Approach learning and delivery scheduling had ebbed and flowed over the trial course. Given the Practice Approach's complexity and depth, it takes time to learn and reflect to ensure Practice Approach success. Some staff were unable to participate fully. And work demands often took priority.
- Many staff found the Practice Approach learning enjoyable and helpful. Staff are at different stages of their learning. Learning through delivery is helped by clarity and consistency as well as a practical focus.
- Onsite coaching especially helped put Practice Approach learning into practice. Some staff felt left alone to figure things out. And various helpful learning techniques were highlighted. Practical examples and resources were also emphasised as useful (Q6).

Most survey respondents found the Practice Approach, including the Practice Framework, models, and tools to be very or extremely useful (68 percent) (Q7).

Survey respondents gave a variety of reasons for why they found the Practice Approach useful when asked to elaborate (noting there was some overlap with previous responses).

- Social workers said that the Practice Approach showed how they wanted to work and affirmed for some why they became social workers. That it 'made sense'. Some felt it supported social worker development, reflection, and deeper understanding. And attention was drawn to the importance of the Practice Approach as Māori-centred and applicable across cultural groups. It

was affirmed that a successful Practice Approach shift requires in-depth and strong learning delivery.

- Practice Approach learning sessions are helpful when staff were able to attend. Work demands though affect participation and staff often 'default' back to old habits.
- Time is needed to embed the Practice Approach into practice. Practice Approach learning needs to be clear and consistent. Some staff are more advanced in their practice than others.
- The Practice Approach reflected how many felt they worked already. Survey respondents thought it practical and useful. It also fitted with social work values and practice preferences. The Practice Approach provided a sophisticated deeper understanding that could improve engagement and healing with tamariki and whānau. Some social workers had reservations, particularly about the difficulty of applying the Practice Approach. Numerous points we made about Practice Approach components (see Table 4).
- Survey respondents talked about the importance of having more onsite coaching and learning delivered – multiple follow up sessions to embed that learning. This needed to be supported by clear and practical guidance. Some learning approaches worked better than others. Social work administrative processes also needed to adapt to the Practice Approach i.e., templates and technology (Q8).

More than half of the respondents said they had a good or very good current understanding of the Practice Approach overall (54 percent). When asked about their understanding of different Practice Approach components, understanding of the Practice Framework and Oranga Framing was highest (66 percent for the Practice Approach and 72 percent for the Oranga Framing) (Q9 & Q10).

Most survey respondents also registered some improvement in their understanding of the different Practice Approach components. Survey respondents improved their understanding most in relation to the Practice Framework and Oranga Framing (54 percent for the Practice Framework and 30 percent for the Oranga Framing) (Q11).

Survey respondents were asked about how confident they were feeling about working with the new Practice Approach. On a sliding scale from 1-5, the median answer was three (3), while the average was 3.21, suggesting that survey respondents are perhaps cautiously optimistic (Q12).

Survey respondents were then asked to elaborate on why they felt this way. Many were excited by the new Practice Approach and what it demonstrated – good social work practice – that was holistic and helped social workers practice collaboratively in a mana-enhancing way that focuses on tamariki and whānau. Acknowledging that the Practice Approach meant taking on board a lot of new information and learning, and that there were information and learning challenges and opportunities. Nonetheless, some survey respondents still felt they had a lot to learn and did not feel as confident. Some survey respondents also highlighted that some inconsistent practice was emerging. The importance of leadership and tangible onsite coaching to support the Practice Approach rollout was emphasised (Q13).

A sizable number of survey respondents said they used their Practice Approach learning often or a great deal (60 percent). Survey respondents also said they found the Practice Framework and Oranga Framing to be most helpful for everyday use (58 percent for the Practice Framework and 63 percent for Oranga Framing) (Q14 & Q15).

Survey respondents were further asked what had or hadn't helped them put their Practice Approach learning into everyday use. It was noted that it is still early days for the Practice Approach. Further collaborative learning and time are needed to implement it in practice.

- When putting into practice, survey respondents spoke about the importance of being open and honest with whānau, the community, and partners.
- Staff availability and resourcing affects Practice Approach roll out. Staff also spoke about the need for more focused reflection and learning time.
- There was some indication that information delivery and learning process could have been more straight forward. Survey respondents also talked about the importance of common Practice Approach understandings to support Practice Approach implementation.
- Survey respondents talked broadly about how the Practice Approach or Practice Approach components were supportive of, or barriers to, everyday practice (see Table 5).
- Survey respondents again talked about the importance of onsite coaching and supervision. Having this regularly was helpful. It was suggested that additional onsite coaching was required. And it was noted that collegial sharing across sites has been useful (Q16).

Survey respondents were asked about the new practice approach overall. Many thought it represented a cultural shift in how Oranga Tamariki works. It was thought the Practice Approach change was long overdue, will support fundamental Oranga Tamariki social work practice, and that it supports Te Tiriti o Waitangi and the mana of whānau. Survey respondents talked about it as an important change and one that will shortly seem like a normal way of working. Survey respondents again noted that Practice Approach implementation will take time and that it requires effective leadership. Survey respondents suggested that the Practice Approach builds social workers' skills and supports a holistic wellbeing approach, moving away from being incident based, towards more relational and whanau-centred practice. Survey respondents talked about how communication, further learning, and reflections, are crucial to Practice Approach success (Q17).

Various final comments and thoughts were provided by the survey respondents. Most especially talking about how it was great to be part of the Practice Approach trial, wanting to see the Practice Approach succeed, and about the key shifts required for that to happen (Q18).

Full survey findings

Q1. The highest number of respondents identified as social workers.

Of the 127 total respondents to this survey, the highest number of respondents were Social Workers (56), followed by Supervisors (21), and Senior Practitioners (18).

Table 1: What is your role?

ROLE	COUNT
Social Worker	56
Supervisor	21
Senior Practitioner	18
Practice Leader	9
Coordinator	8
Administrator	7
Other	8
Total	**127**

Q2. Most survey respondents were based in Tāmaki Makaurau/Auckland.

Of the 126 respondents who listed their location, the majority were from the National Contact Centre (NCC) (31), Panmure (29), and Christchurch West (26). Seventeen (17) respondents were from Otara and fourteen (14) from Rangiora.

Table 2: What is your work location?

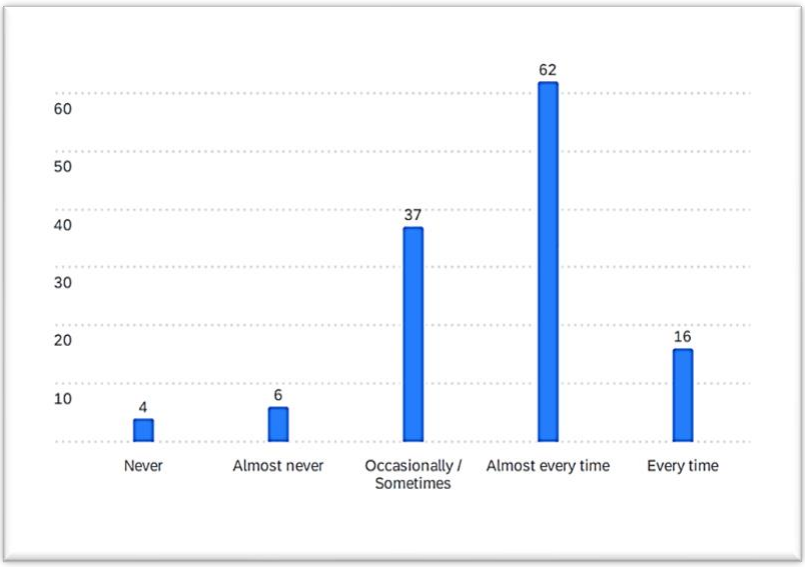
LOCATION	COUNT
Otara (Tāmaki Makaurau / Auckland)	17
Panmure (Tāmaki Makaurau / Auckland)	29
Westgate (Tāmaki Makaurau / Auckland)	7
National Contact Centre (NCC) (Tāmaki Makaurau / Auckland)	31
Christchurch West (Ōtautahi / Christchurch)	26
Rangiora (Ōtautahi / Christchurch)	14
Other (Please specify)	2
Total	**126**

Q3. Most respondents participated in the trial orientations almost every time or every time.

Of the 125 respondents to this question, 78 respondents said they had been able to participate almost every time (62) or every time (16), with 37 respondents saying

they participated sometimes. Ten respondents had either never or almost never participated in the Practice Approach trial orientations.

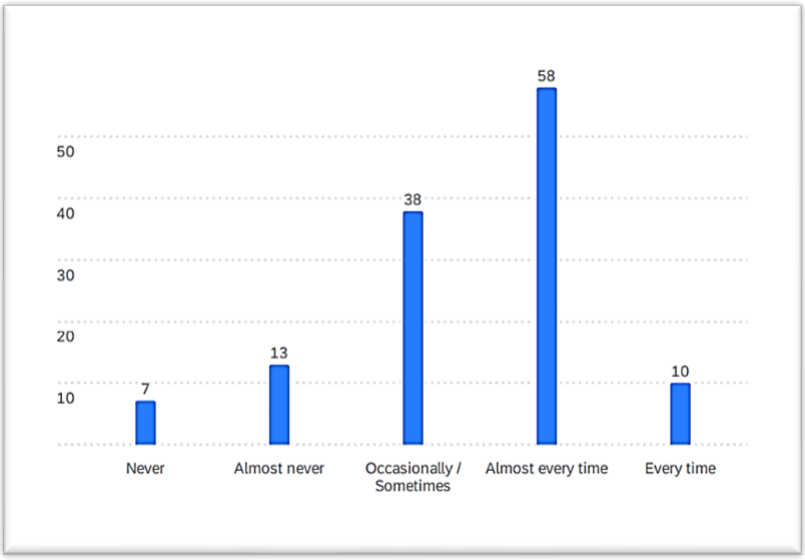
Figure 1: Were you able to participate in the Practice Approach trial orientations, including the initial Practice Approach orientation and following Practice Framework, models, and tools orientations?



Q4. Most respondents also participated in on-site coaching almost every time or every time.

This question was answered by 126 respondents. Sixty-eight were able to participate in the Practice Approach trial onsite coaching support provided almost every time or every time, and another 38 said they participated sometimes. Twenty respondents had either never (7) or almost never (13) participated in the onsite coaching.

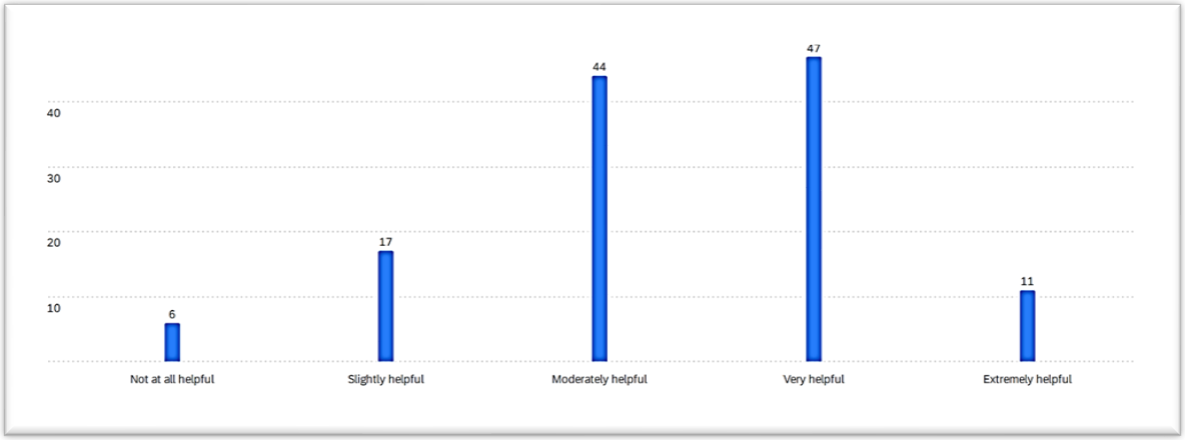
Figure 2: Were you able to participate in the Practice Approach trial onsite coaching support, for the Practice Approach, the Practice Framework, and Practice Approach models and tools?



Q5. Most respondents found the Practice Approach trial delivery helpful in some respect.

Survey participants were asked about how helpful they found the Practice Approach trial delivery, including the orientation and onsite coaching support. Of the 125 respondents to this question, 58 (46 percent) found the trial delivery extremely or very helpful, with another 44 respondents stating that it was moderately helpful. About 18 percent or twenty-three respondents found the trial delivery not at all or only slightly helpful.

Figure 3: How helpful have you found the Practice Approach trial delivery overall, including the orientation and onsite coaching support?



Q6. The Practice Approach trial delivery has or hasn't been helpful for a variety of reasons.

Survey respondents were asked, based on the previous question, to provide feedback on why the Practice Approach trial delivery has or hasn't been helpful and to provide suggestions for Practice Approach trial delivery improvement. This included suggestions for reducing participation barriers.

Practice Approach reception and social workers' viewpoints

There was a common sense that the Practice Approach demonstrated an innovative pathway forward. It was acknowledged that the Practice Approach represented a significant practice approach shift and commitment to change. Several respondents commended the Practice Approach and the helpfulness of the tools.

Some respondents said that the Practice Approach was well thought out, concepts were largely structured in a straightforward and helpful way, and that they were supportive of the Practice Approach frames (e.g., Practice Framework and Oranga Framing) and their ultimate focus on tamariki, rangatahi, and whānau.

An initial strength that seemed to come through in survey responses was the Practice Approach's grounding in social work practice, including empowering staff in their daily mahi, and focus on improving working relationships i.e., with tamariki, whānau, partners, and stakeholders. There were comments that the Practice Approach helped provide a wider, more holistic perspective when engaging with

whānau which was empowering for them, and that it aligned with whānau-centred approaches.

It was also put forward that Practice Approach learning and change presented both an opportunity and a challenge for social workers (and Oranga Tamariki). Respondents noted a significant amount of Practice Approach information was being shared, requiring sizable time-commitments from staff, and that this overall process could be overwhelming.

While it was noted that challenges should be expected as learning and change takes place i.e., towards implementation, there were concerns that not all social workers were confident about the changes, that social workers have diverse learning styles, and that some sites needed to "catch-up" in the first instance before being able to meaningfully engage in the Practice Approach mahi.

Respondents talked about sites being encouraged and supported to engage in learning. And that some staff benefited from taking the opportunity to use Practice Approach components in their daily mahi. However, there was some sentiment that the Practice Approach is like, or reinforces, existing practice, and that in the "fluid" trial space, without sufficient clarity or explanation around the Practice Approach and component usage, there can be friction and confusion about their use and consequently, implementation.

Some survey respondents suggested that social workers would like to be more involved in supporting some of the Practice Approach (trial) mahi. This included earlier engagement with sites around learning support requirements and resources and talking with staff about their preferred training methods and needs. There was comment on the provision of (external to site) feedback channels, alongside an acknowledgement, that such feedback was also given during supervision sessions.

Central to much respondent survey feedback was that the Practice Approach was (or needed to be) culturally appropriate. In the delivery space, reference was made to struggling with kupu Māori and te ao Māori concepts in the Practice Approach and the importance of Practice Approach delivery being undertaken by someone who has a full understanding of these areas.

There was an acknowledgement of the Practice Approach being holistic and Māori centred, that being of central importance, and that it would work well with all people involved with Oranga Tamariki, including Pacific peoples. This with the thought that it would be helpful to learn more te reo Māori and learn more about te ao Māori concepts.

In terms of respondent reception and social workers viewpoints, there were some comments around the National Contact Centre (NCC) being a unique case and requiring a bespoke delivery approach. Some NCC staff had missed training opportunities e.g., due to night shift. Although there was an acknowledgement that the Practice Approach trial team had sought to adapt to the NCC's requirements, there was a sense that it was difficult to capture everyone in Practice Approach training because the NCC is 24/7. And because of their unique makeup, that the NCC would also require a more bespoke learning offering and practical guidance

and tools particular to their work. It was also pointed out that applying the Practice Approach to two teams only in the NCC was challenging and felt “slightly disjointed”.

Learning participation and scheduling

Based on survey respondent comments, it seems that for many, Practice Approach learning, and its scheduling has ebbed and flowed over the course of the Practice Approach trial.

Learning and Practice Approach use (in a sense at least) began after the initial regional hui. Some felt that early training momentum was lost for a time before picking up again. And that a lack of support following orientation impacted onsite learning – with staff and sites facing the dual challenge of having to find the time and figure things out for themselves. Some survey respondents noted that they were yet to be involved in any Practice Approach training.

Somewhat conversely, several survey respondents felt that the initial trial rollout had been too fast during what had been a very busy time. Some staff are feeling tired as a result i.e., with the Practice Approach changes and BAU. Where noted, it was felt that a slower or slowing Practice Approach engagement was helpful. However, despite being busy, it was suggested that progress is being made.

Some staff noted that it takes time to learn and reflect to ensure Practice Approach success, particularly given the Practice Approach’s complexity and depth. In this respect, some staff certainly felt they hadn’t had enough time to learn and reflect given the busy workplace. And that they couldn’t complete the learning required each week.

Moreover, there were many reports of being unable to participate in Practice Approach training (in-person or online) e.g., being on leave or having other work commitments. Some staff also missed out on initial Practice Approach training e.g., new staff or those who didn’t seem to be invited to some training. Or attended initial training but were not able to go to following training sessions. There was also mention that some staff have been told they didn’t need to attend onsite coaching. It was felt that in some cases the Practice Approach isn’t relevant to all staff e.g., administrators.

Some survey respondents also reported attending training but being unable to take full advantage of all the sessions on offer. The lunchtime scheduling of the online sessions was mentioned. And Fridays being difficult for onsite learning. One survey respondent highlighted that if you missed even one training session then you missed a decent chunk of information.

It was reiterated that learning participation and scheduling needs to be understood in relation to daily work demands. The point was made by one survey respondent that it is a challenge to balance workload with individual and group learning, to ensure that the learning process and progress is meaningful. And this holds particularly given the volume of information being shared for learning and expected use in daily work.

The opportunity cost of attending training (or missing it) seemed to be on the minds of numerous respondents. Particularly in relation to the worry around other important

mahi missed, described as high-risk or complex cases. Suggestions included having more off-site 'focused' training sessions, putting in place cover for staff who were completing training, and ensuring that training scheduling was regularly held (and not cancelled or changed at the last minute).

Understanding and delivery perspectives

Survey respondents also spoke about whether they felt the Practice Approach delivery (and training) had or hadn't been enjoyable and helpful. Many relayed that had found it enjoyable and helpful – conveying additional broad descriptors such as 'engaging, interesting, an exciting way to work, makes sense, useful, informative', and so on.

Underpinning these comments were views such as staff enjoyed learning about the theory behind the practice and that it improved upon the old Child, Youth and Family (CYF) approach. More specific comment was made by a few staff on the helpfulness of orientation and online training sessions as well as the drop-in sessions (helpful for catching up).

Although it was noted that everyone is at different stages of their Practice Approach learning journey, there were contrary comments from some staff who said that the Practice Approach delivery (and training) hadn't been helpful for learning or meaningful. Some comments were that there is limited time for learning sessions and that the Practice Approach learning mahi is still too high-level i.e., it doesn't contribute to substantive enough everyday changes.

Several survey respondents commented that the Practice Approach delivery (and learning) helps everyone develop their own understanding and get on the same page. It was seen as an important investment into staff and sites. Some staff though noted that they still struggled to "connect the dots" between Practice Approach components, and for this question, there was specific mention of difficulties with Mirimiri-ā-kōrero, including basic understanding, and how to manage Mirimiri-ā-kōrero facilitation.

What is known is that survey respondents felt that delivery – process and content – is helped by having clarity and consistency. Critical comments suggested delivery had been inconsistent – that it could be clearer, less repetitive, and focus more on practice e.g., some training presentations. And that initial Practice Approach trialling particularly felt this way i.e., lacked a consistent Practice Approach view. It was felt that with the progress of the Practice Approach trial and the introduction of practical insights and examples that the Practice Approach is becoming more evident. One critical point made by some survey respondents was that clearer guidance (instruction) may be needed from Practice Approach leadership to avoid implementation problems i.e., different perspectives on Practice Approach activities based on differing interpretations of guidance, etc.

One additional point to also remain aware of is the wider learning environment. Some survey respondents relayed what seemed to amount to people or ideas missing out. Certainly, many staff registered their enjoyment of the learning environment, and indeed their appetite for unpicking and understanding the Practice

Approach (for implementation). However, there was a note of caution, with some staff feeling isolated in their Practice Approach learning and use environment(s) e.g., job role or team structure; others didn't always feel able to share their concerns in a safe discussion space; and that key Oranga Tamariki stakeholders were sometimes missing from the Practice Approach collaboration e.g., youth justice staff.

Coaching and learning support

Onsite coaching was registered by survey respondents as being enjoyable and useful e.g., interactive and engaging. And that without onsite coaching it was difficult to put Practice Approach learning into practice. Where it was absent, this potentially affected Practice Approach momentum and hampered implementation. Staff appreciation for the onsite coaching extended to the suggestion that these opportunities be more numerous e.g., small onsite lessons, individual and group practical discussions. Survey respondents pointed especially to useful onsite coaching when it involved practical and open discussion – grounded in social work practice understanding and with practical examples.

It was affirmed by some survey respondents that the onsite coaches needed to be experienced trainers, who knew their stuff and were appropriately resourced. And that as alluded to, onsite coaching support needs to be available and focused. Survey respondents felt that some sites didn't have enough onsite coaching support and that onsite coaching support didn't always fit with staff timetables.

Some survey respondents suggested that local sites were effectively relied on for Practice Approach delivery/learning. In some cases, staff felt they were left alone to figure things out. In other sites, teams talked about the Practice Approach daily to support improved understanding, supervisors were relied upon to support implementation (although this may not meet everyone's needs), and site leadership helped explore the Practice Approach in morning briefings. Site leadership was commended in this context for their support of the Practice Approach mahi.

Survey respondents pointed to different learning techniques (or learning changes) utilised during or suggested for improving Practice Approach learning. These are summarised in the table below.

Table 3: Helpful learning techniques (or learning changes)

TECHNIQUE	DESCRIPTION
Deliver early in the year	Suggested earlier in the year is less busy than later and therefore a better time to rollout key Practice Approach learning
Focused offsite training	Suggestion for focused offsite training to allow for focused learning away from BAU distractions
Fortnightly sessions	Some staff appreciated fortnightly sessions to accommodate busy schedules
Group discussions	Productive group sessions that support open discussions
Intensive learning	Some staff appreciated intensive learning and training
Interactive sessions	Support helpful reflection and social worker interest
Learning session length	Increased time to allow for Practice Approach discussion

TECHNIQUE	DESCRIPTION
Maintaining enthusiasm	Ensuring local site is appropriately supported to help maintain learning and enthusiasm
Practice Approach team support	Continued engagement and support from the Practice approach trial team to help staff learning and change
Reflection and learning	Reflecting on learning at your own pace and reflection in group to talk about Practice Approach concepts and case examples
More frequent lessons	More regular sessions that were shorter to prevent staff being overwhelmed in one session
Shared online learning	In support of reflections and practice changes
Shorter training sessions	Concerns that many sessions were too long e.g., two or more hours and that this meant it was harder to focus. Shorter sessions were suggested
Socialisation	Of concepts and material to support early engagement and reading for understanding
Talking about experiences	Reflection on the need to have open and safe spaces to talk about experiences

Survey respondents repeatedly emphasised the importance of practical examples, engagement, and support that helps Practice Approach learning. This included concrete examples for daily use, practical action and implementation guidance, and specific guidance on Practice Approach tools e.g., Mirimiri-ā-kōrero facilitation. Mention was made about practical support, particularly for CYRAS recording.

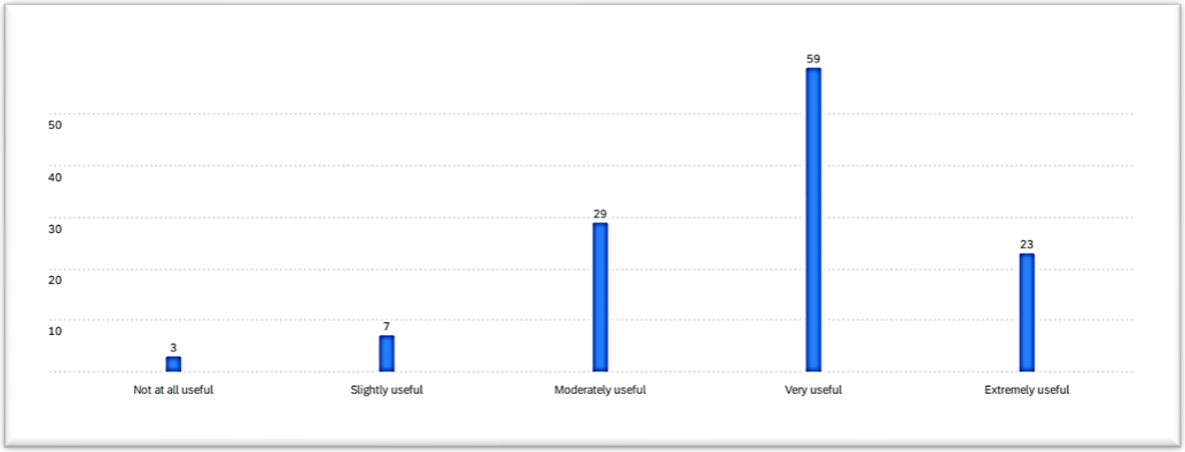
It was also noted that the Practice Approach needs to be supported by appropriate material and visual resources. Survey respondents thought the learning materials were useful but that some were overly repetitive. It was thought that there should be learning booklets/templates to accompany learning sessions as well as a collection of physical resources kept onsite. One survey respondent noted that staff would like more visual aids to support learning.

Finally, some survey respondents emphasised that social work administration needs to adapt to the new Practice Approach i.e., technology and templates. And that in their current form this impeded Practice Approach workings e.g., Tuituia assessment. Allowing social workers to change/update templates during the trial was one possible workaround that could also lead to improvements.

Q7. Most respondents found the Practice Approach, including the Practice Framework, models, and tools to be very or extremely useful.

Regarding the usefulness of the Practice Approach, including the Practice Framework, models, and tools, of the 121 respondents who replied to this question, 82 thought that it was very (59) or extremely useful (23) – approximately 68 percent. Ten respondents did not find it useful at all or found it only slightly useful.

Figure 4: Have you found the new Practice Approach useful overall, including the Practice Framework, models, and tools?



Q8. Survey respondents found the Practice Approach useful for different reasons.

Respondents were asked, based on their response to the previous question, what they had or hadn't found useful (about the Practice Approach), and to provide an explanation why.

There is some overlap with the previous open question response. This is reflected in the summary below.

Practice Approach reception and social workers' viewpoints

There was a recognition among survey respondents that the Practice Approach marks an important shift for Oranga Tamariki. Comments included that it is a great opportunity, represents hopeful change, and is a significant culture shift in how we work. Respondents talked about this in relation to the social work profession and how Oranga Tamariki works with tamariki, whānau, and communities.

Social workers said that the Practice Approach showed how they wanted to work and affirmed for some why they became social workers. The Practice Approach "makes sense" by putting tamariki and whānau at the heart of practice and giving social workers permission to work using a strong relational approach.

Several survey respondents felt the Practice Approach supports social worker development, reflection, and deeper understanding. This included helping social workers to think about their work differently and encouraging mindful social work practice.

It is notable throughout the survey that respondents drew attention to the importance of the Practice Approach as Māori-centred and applicable across cultural groups. Respondents said the Practice Approach's te ao Māori aspects were "amazing", and that the Māori-centred framing supports relational practice, and works for everyone

i.e., Practice Approach principles could be applied cross-culturally. Survey respondents felt social work practice needed to be broadly culturally aware.

Survey respondents felt that in-depth and strong learning delivery is required to support a successful Practice Approach shift. Efforts so far, to meaningful embed the Practice Approach, had resulted in evidence-based changes in thinking and an improved willingness to participate. This somewhat offset the registered worry that the Ministry, which is often reactive, may not carry through the practice changes. Learning delivery also needs to align with practice implementation for the Practice Approach to succeed.

Learning participation and scheduling

As previously mentioned, survey participants found Practice Approach learning sessions helpful when they were able to attend. However, some participants thought current caseloads and resource availability didn't support the Practice Approach mahi. This has meant that some staff are yet to regularly employ the Practice Approach in their daily practice. In addition to the challenges of Practice Approach implementation due to existing works demands, social workers can default back to 'old' practices or use shortcuts, given high workloads (reducing quality). Implementation was made harder by the trial site context i.e., when other sites aren't using the Practice Approach.

Understanding and delivery perspectives

Time is needed to embed the Practice Approach into practice. Comments from respondents included that more time would be needed for Practice Approach trialling and that staff needed more time to become immersed in the Practice Approach so that it becomes the "way we do things". This was matched by the corollary that it also takes time to build relationships with whānau, which can have a knock-on effect, and that staff are becoming wearier and would appreciate more time to put Practice Approach learning to work.

Survey respondents affirmed that Practice Approach learning needs to be clear and consistent to avoid confusion. Respondents felt that at times there were contradictions in the training offered and that practice forums and professional development resources occasionally overlapped. One respondent also noted some confusion around the relevance of different Practice Approach components to different work areas e.g., Mirimiri-ā-kōrero to other areas.

Some survey respondents also shared the viewpoint that some staff were more advanced in their practice than others. Some respondents felt that some staff needed to better understand Practice Approach concepts, which sat behind Practice Approach language, and correspondingly, could perhaps helpfully learn more kupu/te reo Māori. It was also relayed that some social workers demonstrated stronger relational practice than others, and that some social workers' beliefs and values more easily aligned with the Practice Approach shift than others.

The Practice Approach and Practice Approach components

Survey respondents talked broadly about the Practice Approach and Practice Approach components' usefulness. This section introduces comments about existing practice, the new Practice Approach, and Practice Framework, before setting out in the detail supplied references to various Practice Approach components.

Several survey respondents noted that they felt the new Practice Approach was reflected in the way they work already, although it was a new way of talking about that practice. And certainly, some social workers considered they were already practicing in an ethical and values-based manner. This extended to the suggestion that sites also were working in a holistic and relational way.

Survey respondents thought that the Practice Approach was practical and useful – the social work terminology and practice framing, and how we understand and work with whānau in a mana-enhancing way. It also fitted with social work values and how social workers prefer to practice.

Survey respondents though that the Practice Approach provides a sophisticated and deeper understanding that can improve engagement and healing with tamariki and whānau, and ultimately help them realise their full potential. Respondents suggested that the Practice Approach exemplifies relational holistic practice and how we should be working with whānau, and helps honour our Te Tiriti o Waitangi obligations.

There was a view from some survey respondents that the Practice Approach provides focus for whānau engagement and helps give structure once it is fully understood. One survey respondent suggested that practical guidance could be formalised further to help social workers in their work with whānau.

Several survey participants also expressed some reservations. Foremost among these were that the Practice Approach was good in principle/theory, but more difficult to apply in practice, and that successful Practice Approach implementation was still to be demonstrated. It was also noted that some Practice Approach processes seemed longer than they need to be and that the Practice Approach wasn't always applicable e.g., to the youth justice area.

Survey respondents noted that the Practice Approach focus to-date has been the Practice Framework. And a summary of specific Practice Framework feedback is given in Table 4 below, alongside feedback on other Practice Approach components (and some additional mentions). These mentions vary in meaning (positive and negative). Mirimiri-ā-kōrero received the most mentions.

Table 4: Practice Approach components (Practice Approach usefulness)

COMPONENTS	PARTICIPANTS' COMMENTS
Practice Framework **Key points: useful, outlines social work processes, wide-ranging usage, and encourages holistic perspectives.**	- Has been extremely helpful and useful. - Is clear and exciting – with lots of scope to work with whānau. - Helps articulate a working rationale. - Provides a clear social work processes roadmap.

COMPONENTS	PARTICIPANTS' COMMENTS
	- Employed in all aspects of everyday practice (from intakes to core assessments). - Encourages Oranga Tamariki and partner agencies to take a more holistic viewpoint. - Is crucial to learning and change and has impacted the way we practice.
Oranga Framing **Key points: helpful, used in different ways, works well in whānau engagement, and encourages holistic thinking.** **Used sporadically, can be repetitive, and reflects existing te ao Māori models.**	- Has been extremely helpful. - Using the Oranga Framing is enjoyable. - Oranga Framing socialised and discussed in relation to practice. - Can be used in many different aspects of social work. - Helpful guidance in supervision. - Useful guide for assessment and engagement. - Works well for tamariki and whānau engagement. - Useful in helping to determine next steps and whether Oranga Tamariki needs to remain involved in the lives of tamariki and whānau. - Gives mana to tamariki and whānau. - Allows staff to look at situations from a holistic perspective. - Can be used for everyday practice – helps us think holistically. - Is crucial to learning and change and has impacted the way we practice. - Helps us understand the whānau journey and why they can struggle. - Is still being used sporadically. - Seems repetitive – on top of the Tuituia assessment. - Oranga Framing a reworking of other te ao Māori models e.g., Te Whare Tapa Wha.
Mirimiri-ā-kōrero **Key points: can be useful, strengths reside in it being facilitated and intentional, and includes staff voices.** **Requires further socialisation and training. Staff have found it confusing, resource and time consuming.** **Needs to be simpler and with a clearer purpose. Many staff remain apprehensive about its use.**	- Good tool for handover at different stages. - Most helpful for handovers. - Its inclusion of social work thinking is useful. - A good concept but takes a long time to get up and running. - Its strengths reside in it being a facilitated and intentional process. - Some staff like the strengthening staff voices and decision-making approach. - Requires additional socialisation and practical discussion to improve understanding. - Has been difficult to get going. - Isn't being used regularly. - Hasn't been as useful as expected for some staff. - As a decision tool it doesn't clarify a way forward. - Hasn't helped social worker sense-making or planning. - Hasn't contributed to social work understanding. - Is confusing for some staff. - Not all staff have used it.

COMPONENTS	PARTICIPANTS' COMMENTS
	- Some staff have struggled to use it and don't feel it is a good use of time. - Some staff still prefer the older tools that were easier to use. - Remains an unknown for many staff who are still apprehensive about it. - Some sites don't receive referrals (perhaps because making referrals is difficult). - It takes time and practice to develop confidence. - Doesn't always work in a timely way. - It is time and resource intensive. - Is overly complex and resource intensive, requiring too many supporting roles. - Overly complex and ridged despite being conceptually relevant and useful. - Other decision-making tools are more helpful for understanding cases. - Only seems to share information – no clear purpose otherwise. - Difficult to use onsite – confusing with no clear outcome. - Needs more clarity on its purpose and use. - Too restrictive and time consuming – needs to be more straightforward. - Doesn't work well as it takes up too much time and resources. - Is a long and unhelpful process. - Less useful as it is too time consuming. - May not be used much in the future. - Needs to be simple, clear, and concise – is still to clunky and complicated. - Would be helpful to see it demonstrated more as its outcomes aren't clear. - Requires further explanation. - More practical support is required to help understanding. - Staff seem happy to continue learning about and exploring it. - Restructured by some sites to improve its flexibility (and improve facilitator and scribe roles).
Te Toka Tūmoana Practice Model	- Supports practice with whānau (decision-making and resource support).
Tāngata Whenua and Bicultural Supervision **Key points: further work is needed to improve supervision practice.**	- Supervision generally could be improved still, including addressing poor supervision practice. - Good in theory, however, heavily dependent on the individual supervisor in practice. - It could be more culturally in-depth – reflects a lot of existing supervision practice. - Supervision practice was a big issue for the frontline – glad it is being addressed. - Some staff feel that it is just another template to follow and not necessarily a change in supervision practice.

Coaching and learning support

Some survey respondents talked about the importance of having more onsite coaching and learning delivered by experts, and indeed, multiple follow up sessions to embed that learning, perhaps accompanied by video materials to reinforce the onsite coaching. Respondents thought that onsite coaching particularly had supported organic and relevant discussions and helped avoid the challenge of expecting local sites to learn by themselves.

It was particularly affirmed by survey respondents that the Practice Approach needed to be supported by clear and practical guidance e.g., practical examples and illustrations of how tools work. This clear and practical guidance was what seemed to be missing from many respondents' Practice Approach experiences. To get the most out of the Practice Approach, respondents talked about, for example, the importance of having more practical discussions and going over case examples with onsite coaches; the need to have more practical conversations about real cases as well as Practice Approach tools and methods, and to share those learnings collectively. Where sharing was taking place, in for instance, regular morning meetings, this proved helpful. Some particular learning needs were also stated by survey respondents. As mentioned earlier, some social workers struggled with kupu/te reo Māori and more generally with terminology around Practice Approach tools and methods.

Respondents felt some learning approaches worked better than others. Survey respondents advocated learning approaches that supported reflection and deeper understanding. It was suggested that the Practice Approach presentation manner helped some social workers with Practice Approach implementation i.e., presentations were more or less practical. In some cases, respondents felt that learning delivery was too 'classroom based'.

The Practice Approach also needs to be supported by appropriate guidance materials and visual resources. For example, Practice Approach materials offered helpful daily guides, the picture frames model had been a useful visual aid that supported innovative thinking, and multimedia resources supported open and honest conversations.

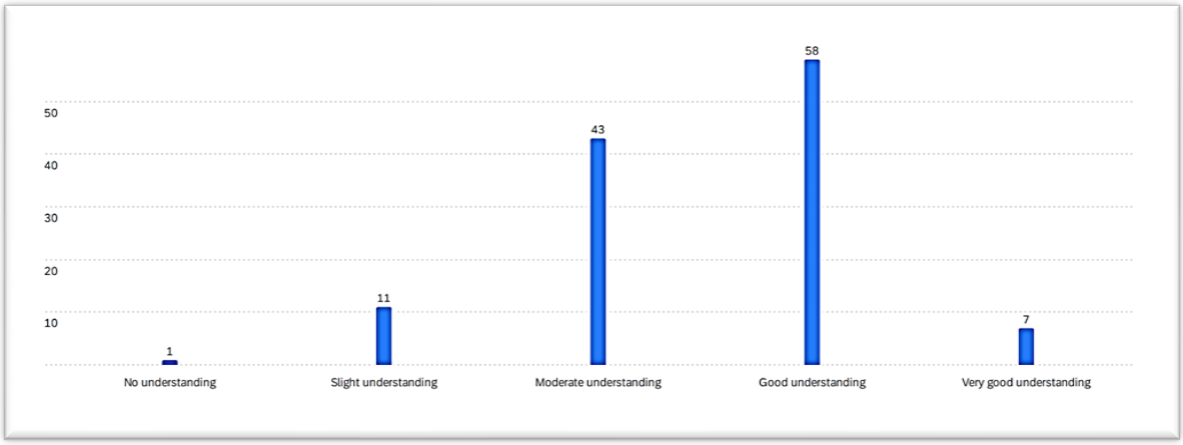
Finally, survey respondents suggested that social work administrative processes need to adapt to the Practice Approach i.e., templates and technology. There were multiple mentions of how Practice Approach mahi didn't work well with CYRAS and that technology needed to catch up. Respondents felt that this situation led to a doubling up of work requirements i.e., Practice Approach and existing administrative processes. Support for improving case note templates and their ease of use were highlighted.

Q9. More than half of the respondents said they had a good or very good current understanding of the Practice Approach overall.

Of the 120 respondents to this question regarding their current understanding of the Practice Approach, 65 or a little more than half said they had a good or very good

understanding of the practice approach overall. Twelve respondents expressed no understanding or a slight understanding of the Practice Approach, whereas 43 or a little over a third said they had a moderate understanding.

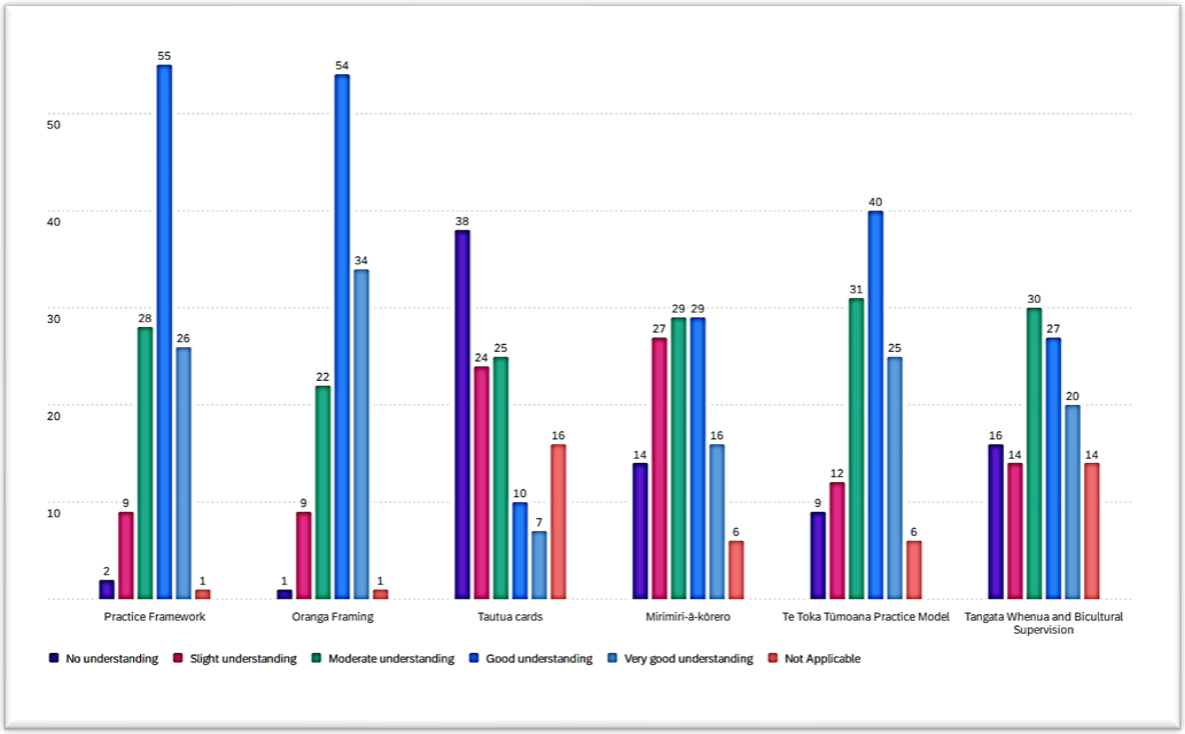
Figure 5: How would you rate your current understanding of the new Practice Approach overall?



Q10. Understanding of the Practice Framework and Oranga Framing was the highest, whereas understanding of Tautua cards seemed to be lowest.

When asked about the current understanding of the different components of the Practice Approach, understanding of the Practice Framework and Oranga Framing was the highest. Eighty-one of the 123 respondents who answered this question said they had a good or very good understanding, with 28 having a moderate understanding of the Practice Framework.

Figure 6: How would you rate your current understanding of the different Practice Approach components?



Similarly, current understanding of the Oranga Framing showed that 88 respondents felt they had a good or very good understanding of it, and 22 felt they understood it moderately. Understanding of the Tautua cards seemed to be lowest, with 62 of the 123 respondents expressing no or only slight understanding of it, and 25 saying they had a moderate understanding. There was a further 16 respondents for whom this component was not applicable.

For Mirimiri-a-Korero, 45 of the 123 or about 36 percent of respondents believed their understanding was good or very good, and 29 of the 123 said they understood it moderately. Understanding of the Te Toka Tūmoana practice model stood at 65 respondents saying their current understanding was good or very good, and a further 31 expressed a moderate understanding of it. Thirty-eight percent of respondents stated a good or very good understanding of the Tangata Whenua and Bicultural Supervision component of the Practice Approach. Of the 123 total respondents, 30 had a moderate understanding of it. Twenty-four percent had no or slight understanding, and 14 of the 123 respondents felt it was not applicable for them.

Q11. Survey responses showed moderately improved understanding of the different Practice Approach components.

When asked about the improvement in the understanding of the different components of the Practice Approach over the course of the trial, every component showed a high degree of moderately improved understanding , with a fairly high level of very improved or extremely improved understanding of the different components. Once again, the Practice Framework and Oranga Framing had the highest count of very or extremely improved understanding, with 67 (54 percent) of the 124 respondents stating a very or extremely improved understanding of the Practice

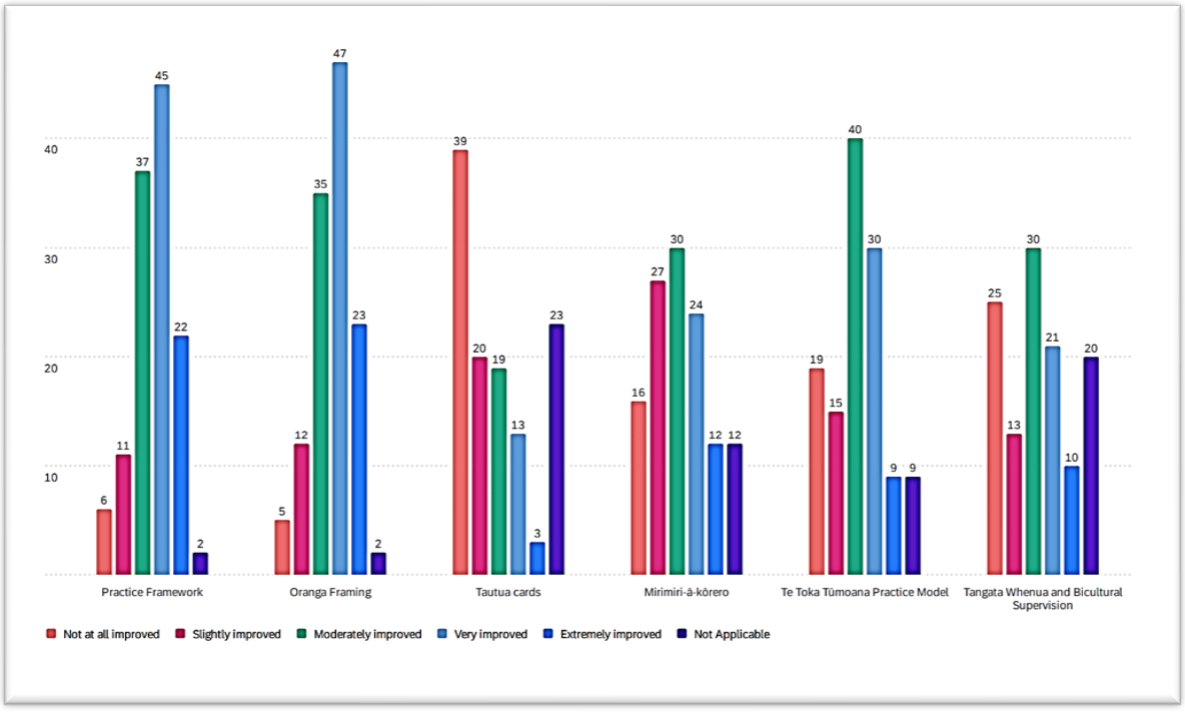
Framework; and 37 (30 percent) respondents having a moderately improved understanding of it.

As in the previous section, a high number of respondents (59) or nearly 48 percent felt their understanding had not improved at all or only slightly improved when it came to Tautua cards. Twenty-three respondents thought this component was not applicable to them.

Improvement in the understanding of Te Toko Tūmoana practice model was high with 39 of the respondents saying that it had improved very much or extremely, and 40 saying it had improved moderately. However, a relatively high number (34) of respondents felt that their understanding had not improved at all or only slightly improved. Nine respondents confirmed that it was not applicable for them.

For the Tangata Whenua and Bicultural Supervision component of the Practice Approach, 31 of the 124 (25 percent or a quarter of) respondents stated that their understanding had improved very much or extremely, contrasting with 38, or 30 percent, who felt that it had not at all or only slightly improved. In this case as well, a relatively high 20 respondents expressed that this was not applicable.

Figure 7: How much has your understanding of the new Practice Approach components improved over the course of the trial delivery (following orientation and onsite coaching support)?



Q12. Survey respondents are feeling slightly more confident about working with the new Practice Approach.

In response to how confident survey respondents were feeling about working with the new Practice Approach, from the 121 respondents, the median was three (3), and the average was 3.21, perhaps suggesting cautious optimism.

Figure 8: How confident overall are you feeling about working with the new Practice Approach?

Q13. Survey respondents were feeling moderately confident about the Practice Approach.

Survey respondents were asked, based on the confidence rating they had given, why they felt that way.

Practice Approach reception and social workers' viewpoints

Survey respondents were excited about the new Practice Approach and its structure. And a general sense that the Practice Approach exemplifies good social work practice. Some respondents expressed the view that this was the right way of working and others that they believed in the new Practice Approach. For others, the Practice Approach aligned with their core values and why they were social workers.

The Practice Approach broke down social work practice into a helpful holistic structure – an easily accessible guide to organising work and thinking. This gave survey respondents confidence. The Practice Approach helps social workers practice collaboratively in a mana-enhancing way that focuses on tamariki and whānau. And it can work for everyone.

Survey respondents also talked about their passion and drive, and those of local sites, and their commitment to the new Practice Approach. This helped increase confidence levels. Some talked about the Practice Approach as being long overdue and a welcome change. Although there were some worries about Practice Approach sustainability – and that Oranga Tamariki focus may change in a few years.

Several survey respondents noted the historical record. That we still had a long way to go before fully understanding the historical role of Oranga Tamariki (and its

predecessors) and its impacts on families and whānau, and that we have seen the problems that arise with social work practice that doesn't include families and whānau. A note of caution was sounded that the Practice Approach won't ultimately address the underlying causes of child maltreatment. And it might be worthwhile thinking more about funding the capacity and capability of local Māori and community groups.

Several survey respondents indicated that they already worked in a way that was like the Practice Approach or in a way that aligned with it. For some, the Practice Approach is a natural approach – the way they would work with their own whānau. Others said the new Practice Approach makes them feel empowered. Some Māori social work practitioners also said that it is how they already practice i.e., in a whānau-centred way.

Several survey respondents indicated that the new Practice Approach requires extensive socialisation for adoption to be successful. This includes local site 'buy-in' and learning. And the need to work as a team to continue learning and understanding together. The team commitment and approach have made learning for some more enjoyable and fulfilling. There is also public expectation to get things right immediately. This can affect learning and implementation and needs to be understood and addressed in an appropriate manner i.e., broad socialisation of timetable and outcomes.

Challenges and opportunities associated with using kupu Māori and te ao Māori understandings were again highlighted. Emphasis on using kupu Maori in the Oranga Framing was seen as possibly dauting for some. And to this end, there was a suggestion to use English to avoid the misuse of kupu Māori – noting that there was also a keenness to keep learning te reo Māori. Respondents felt that the Practice Approach contains resonant mātauranga Māori, and that social workers need to be able to understand that depth to practice surely and safely.

Several survey respondents affirmed their faith in and use of kaupapa Māori models i.e., when working with whānau. And this aligned with the Practice Approach for them. There was a challenge put forward that it would be valuable to have Māori staff who would be able to support Practice Approach mahi and its practical application e.g., case questions and training.

Learning participation and scheduling

Several survey respondents talked about how the Practice Approach trial had meant taking on board a lot of new information and learning. The Practice Approach, according to one respondent, had a lot of moving pieces to understand. For another, the Practice Approach meant so many changes that it was hard to keep up. At the NCC one respondent said there were little opportunity for learning and review. What was needed was more time to reflect and build on the learning.

While it was noted that the information for learning had been positive for practice, many social workers were still improving upon their use of the Practice Approach and its components. It was highlighted that learning was a journey, and that staff sometimes got stuck on matters such as kupu Māori, rather than on the learning

concepts. One survey respondent said that they maintained confidence in the Practice Approach as they were doing everything possible to incorporate learning in a way that fitted with their site.

Survey respondents felt that to maintain confidence, Practice Approach resources had to match existing Oranga Tamariki ones. For example, documentation needed to be updated to reflect the Practice Approach, and technology needed to match up to the Practice Approach. As it stands, there is double-up on the use of old and new resources. And this reduces enthusiasm for the Practice Approach.

Some survey respondents indicated that their confidence wasn't higher because of the disconnect between day-to-day capacity and the investment needed to make the Practice Approach a success and given the new Practice Approach faces the dual challenge of caseload pressures and service limitations.

Some survey respondents also noted that some Practice Approach mahi is relevant to some staff, some staff haven't been to training, and further, that some staff haven't been using the Practice Approach sufficiently.

Understanding and delivery perspectives

Many survey respondents expressed their confidence in the Practice Approach and its purpose i.e., why we are implementing it and that we work at whānau pace. Respondents variously described their progress – some saying they were confident in the Practice Approach concepts, but not the practice, others that their confidence was growing as they continue to learn, and many that the Practice Approach aligned with and enhanced their existing practice.

Conversely, some survey respondents did not feel as confident in their understanding of the Practice Approach. Some were still coming to grips with the Practice Approach, others with specific Practice Approach components e.g., Mirimiri-ā-kōrero and Te Toka Tūmoana. There was also mention of still learning to link Practice Approach language to practice.

Respondents highlighted some examples of inconsistent application or use of the Practice Approach. While some were still working on ensuring consistency, significant team turnover had led to inconsistent use of the Practice Approach. And it had been noted that when there were time constraints, some social workers defaulted to old practices. Mention was specifically made about Mirimiri-ā-kōrero, with variations from its intentions, structure, and process. Respondents suggested that more expert guidance was needed.

Coaching and learning support

The importance of leadership and tangible onsite coaching to support the Practice Approach rollout was emphasised. Several survey respondents expressed the view that they were confident because leadership had showed up for this mahi. And that leadership had created an atmosphere and given the space to enable a safe Practice Approach learning journey.

This confidence extended to the onsite coaching support and to the Practice Approach delivery. It was commented that the onsite coaches are Practice Approach experts and that the rollout itself has been clear, logical, and well supported. This demonstrated value and commitment to the new Practice Approach. For some survey respondents, the dedicated learning time and embedding of learning to date also encouraged confidence.

Nonetheless, numerous survey respondents expressed the need for staff to receive continued guidance and training i.e., especially practical learning. Although there was a sense from some that they only have a partial understanding of the Practice Approach, and indeed, that the Practice Approach was still very new and this was a 'trial' learning environment, most respondents emphasised the importance of needing additional onsite coaching and support/resources.

This spoke to a point of view mentioned earlier – the concern that some survey respondents had about relying on, or potentially relying on, local site staff to support learning (to some degree). Missed learning opportunities meant having to reach out to colleagues for learning support. And, in the absence of bespoke or available learning opportunities, the responsibility falls particularly on on-site leadership. In the new Practice Approach space this can be quite daunting.

Embedding practice and building relationships

Survey respondents talked about the importance of embedding practice and building relationships with tamariki and whānau, partners and communities, and other agencies and stakeholders.

Survey respondents talked about how Practice Approach learning and change take time. And that similarly, confidence grows with time and continued implementation. Noting that it was a work in progress, survey respondents seemed to indicate they were on a development continuum, with some more confident than others about their Practice Approach understanding and the degree to which they had embedded Practice Approach learning into their daily practice. Staff felt they were making progress and that with time – following ongoing Practice Approach learning and change – the Practice Approach would become normalised.

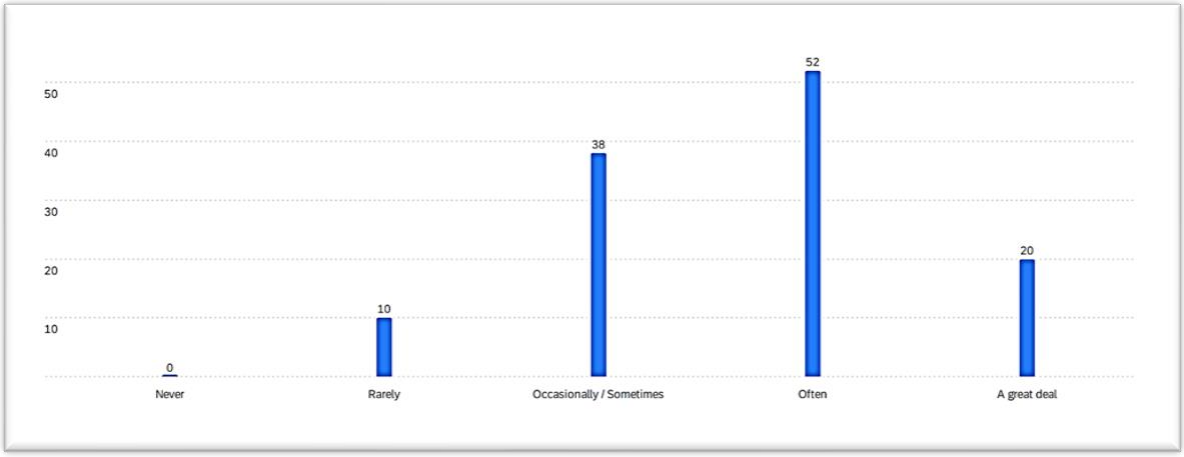
It was noted that our communities face unique challenges requiring unique local means of support for whānau. This includes urban and rural communities. And that Oranga Tamariki had to undertake a confidence building process with them as well as with other agencies and stakeholders. For example, some survey participants didn't feel confident explaining the Practice Approach to whānau, or that whānau knew about or would trust in the Practice Approach, and others noted that agencies and stakeholders didn't always understand the Practice Approach.

Respondents suggested there was room for ongoing Practice Approach understanding and improvement, particularly when it came to developing a collaborative approach, underpinned by solid relationships with whānau and communities.

Q14. Two thirds of the respondents used the Practice Approach learning often or a great deal.

When asked how often they used Practice Approach learning, of the 120 respondents who answered this question, 72 (just under two thirds) said they used it often or a great deal, and 38 respondents said they used it sometimes. Ten of the 120 respondents rarely used the Practice Approach learning.

Figure 9: Have you been able to put your Practice Approach learning into everyday use?



Q15. The Practice Framework and Oranga Framing were found by respondents to be most helpful for everyday use.

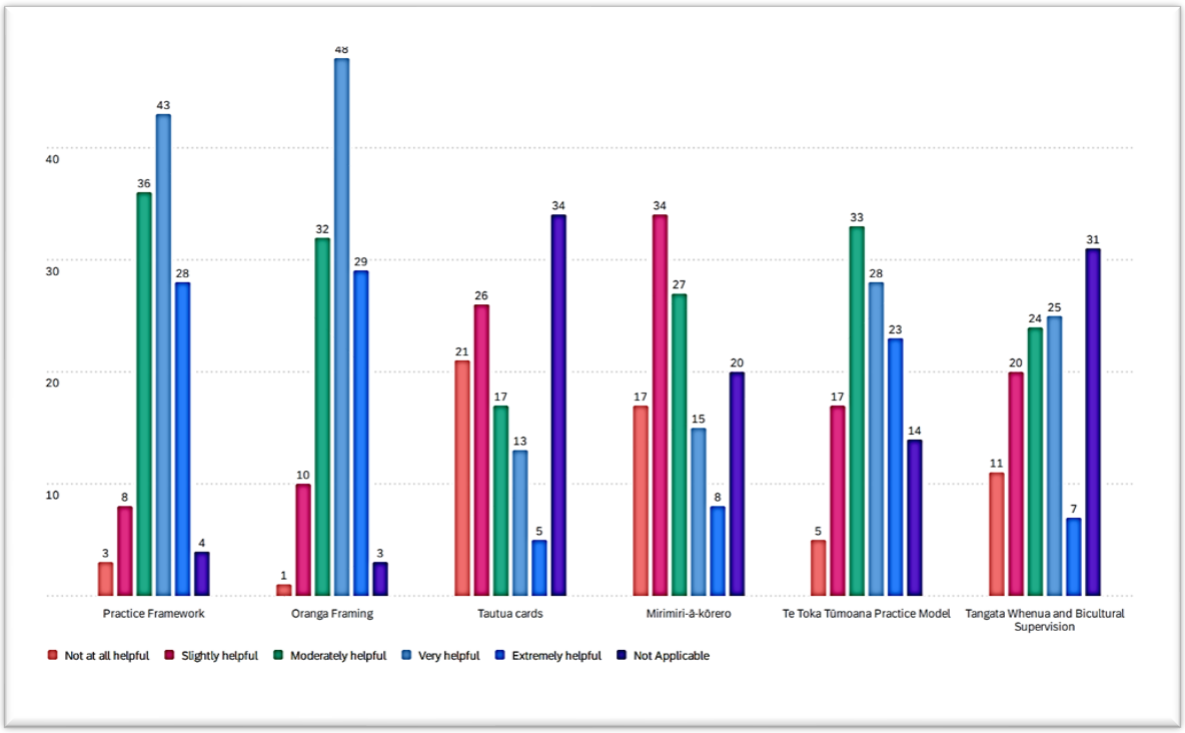
The Practice Framework and Oranga Framing were found by respondents to be most helpful for everyday use, with 71 of the 123 total respondents saying they found the Practice Framework either very helpful (43) or extremely helpful (28). Another 36 respondents found it to be moderately helpful. Similarly, of the total, 77 respondents (close to 63 percent) felt the Oranga Framing was very (48) or extremely helpful (29), with a further 32 saying they found it moderately helpful.

With respect to Mirimiri-a-korero, a larger group comprising 51 of the total 123 respondents (41 percent) expressed the view that they found it not at all or only slightly helpful. This was similar to the findings for Tautua cards, where 47 respondents stated that they found them to be not at all or only slightly helpful. For both these components, a relatively high number of respondents found that they were not applicable (20 respondents for Mirimiri-a-korero and 34 of 123 for Tautua cards).

Fifty-one respondents said they found the Te Toka Tūmoana practice model very or extremely helpful for everyday use (41 percent), and another 33 respondents said they found it moderately helpful. For this component, 22 respondents expressed that they felt that it was either not at all or only slightly helpful. Of the 123 respondents to this question, a high 31 (a quarter of respondents) found the Tangata Whenua and Bicultural Supervision component not applicable to them (**noting** that not all sites had supervision training or were part of its trial implementation). Thirty-two said it

was very or extremely helpful (a little over a quarter), and 24 that it was moderately helpful.

Figure 10: How helpful have you found the new Practice Approach components for everyday use?



Q16. There were a range of factors that helped put Practice Approach learning into everyday use.

Survey respondents were asked, based on the response they had given to the above question, what had or hadn't helped them put their Practice Approach learning, and the components they had learned about, into everyday use.

Practice Approach reception and social workers' viewpoints

Responding to the question about putting the Practice Approach into everyday use, a small number of survey respondents said that the Practice Approach is still at a very early stage. Further collaborative learning and time are needed to implement this transformational programme. Some found Practice Approach learning enjoyable and interesting, and celebrated the transformational shift in thinking. However, implementing the Practice Approach currently in everyday work still slowed things down i.e., takes time to learn and do things well.

When putting the Practice Approach into everyday practice, survey respondents registered the importance of being open and honest with whānau, community and partners. This included being tika and pono when working with them, encouraging and upholding whānau participation in decision making, and trying to ensure that you

try to do justice to the Practice Approach in whānau plans and outcomes. Having open dialogue with partners was also noted as important.

Survey respondents highlighted that the NCC has a set of different Practice Approach needs. Some of the Practice Approach components don't apply to the NCC, and other Practice Approach components are just being introduced or not being used. This can impact on confidence. NCC respondents did say that the Oranga Framing focus, with associated support and training, helped embed it into their practice.

Learning participation and scheduling

Some respondents felt staff availability and resourcing affected Practice Approach roll out. And that the lack of available time takes away from learning opportunities i.e., BAU. Survey respondents commented that the greatest issue remains time available to learn and implement the Practice Approach and that social workers need to be social workers and not be hampered by administration and so on. Respondents also highlighted that given time constraints, it is often easier to resort back to what is faster or fall back into old ways of thinking i.e., old practice modalities.

Relatedly, survey respondents spoke about the need to have more focused reflection and learning time. Day-to-day activities have acted asa barrier to finding focus time to look back at Practice Approach learning. Survey respondents talked about how to improve their practice, including having an open mind about the Practice Approach, having regular discussions about the Practice Approach and how to implement it into their mahi, having daily conversations about the Practice Approach in different group settings, and having regular feedback and critical review of work by supervisors. Some survey respondents also mentioned how it would be a great time to rethink how we are working collaboratively within sites and with partners and how we can continue to rethink how we help social workers adjust to the new Practice Approach.

Understanding and delivery perspectives

Survey respondents talked about how a lot of information had been delivered for the Practice Approach, although it was not always the right information. Lots of information meant the learning process had at times felt clunky and not straightforward. This had led to a measure of Practice Approach information overload. The amount of information conveyed perhaps related to programme delivery timeframes. It was noted that occasionally there wasn't enough information on the Practice Approach i.e., delivery timetables and explanation of tools, etc.

Survey respondents talked about the importance of common Practice Approach understandings to support Practice Approach implementation. For some, this meant knowing their Practice Approach learning accorded with their own ways of working. For others, it was important to utilise a straightforward way of putting the Practice Approach into practice and ensuring everyone was onboard. The important point was made that this endeavour should also be about grounding social workers in the why i.e., why we are here. Survey respondents also registered that it was a challenge to be consistent in the application of each of the Practice Approach components.

Practice Approach components

Survey respondents talked broadly about how the Practice Approach or Practice Approach components were supportive of, or barriers to, everyday practice. Several indicated they were using in some respect Practice Approach learning in their everyday mahi. Although more work needs to be done on practice implementation. And many similarly noted that they hadn't been able to participate in all the training, nor utilise all the Practice Approach components specified. It was suggested that greater awareness is also needed among stakeholders about the Practice Approach change.

A summary of mentions given about the Practice Approach components is provided in Table 5 below. These mentions vary in meaning (positive and negative). Mirimiri-ā-kōrero again received the most mentions.

Table 5: Practice Approach components (learning into everyday use)

COMPONENTS	PARTICIPANTS' COMMENTS
Practice Framework **Key points: useful for organising assessment, planning, and thinking, strong focus on embedding the Practice Framework, still work in progress.**	- The Practice Framework is a conversation tool. - It helps assess cases. - It provides an accessible way to organise assessment and thinking. - It is very useful for making sense of assessments and planning. - Practice Framework training was delivered with passion and enthusiasm and the trainers knew what they were talking about. - The focus has been on embedding the Practice Framework. - Still trying to grasp the Practice Framework concepts and themes. - Need to make the connect between the Practice Framework and what is being done in practice. - Useful to have a framework that provides guidance.
Oranga Framing **Key points: useful for framing assessments, planning, and engagement, enjoyed the training, still need to understand it better.**	- It can be used in daily activities and written assessments. - Oranga Framing good for thinking about the ebb and flow of whānau experience. - Thinking about different Oranga Framing dimensions helps with assessments, evaluations, and consultations. - Useful in whai mātauranga, consultations, and practice activities, such as Tuituia and FGC referrals. - Regularly applying it over time to our work helps embed it over time. - Oranga Framing training was delivered with passion and enthusiasm and the trainers knew what they were talking about. - Referring to the Oranga Framing on the Practice Centre (along with other tools etc.) helps inform practice. - Need to understand it better.

COMPONENTS	PARTICIPANTS' COMMENTS
	- Still trying to grasp the Oranga Farming concepts and themes. - Oranga Framing implementation is still a work in progress.
Tautua Cards	- Haven't seen the Tuatua cards. - Unaware of the Tuatua cards. - Unclear about the Tuatua cards.
Mirimiri-ā-kōrero **Key points: can be useful when reflecting on whānau experiences, however, still a work in progress, time consuming and can be over complex and takes time to get decisions.**	- It is enjoyable. - Excellent at helping to unpack worries and whānau strengths. - Provides guidance about next steps and overview reflections about whānau. - Still very new and underutilised. - Needs more clarity around its concepts and time to put into use. - Helps for case handover. - Still a work in progress. - Lack of understanding about the tool. - It is complex. - Has become clunky. - Very time-consuming. - Requires staff and time to carry out, which we don't always have. - It is a struggle to get decisions out of it (supervisors and social workers are stuck). - Too complicated and does not capture the whole picture. Or provide a way for social workers to move forward. - Takes a long time to get a result. - Haven't used it as much as we could have. - Haven't had a positive experience with the tool to date. - Struggle to see the value. - Hasn't been helpful – lack clarity on its purpose and leave training without enough insights. - Training was good but needs time to embed. Old tool still preferred. - Better if it were based off Signs of Safety model, which would also help incorporate Practice framework elements.
Te Toka Tūmoana Practice Model **Key points: can be useful in practice, still a work in progress, and can be too complicated.**	- Stays with me during practice. - Being discussed how to implement it into assessments. - Need to go over it more to cement. - Didn't learn about it sufficiently or how to put it into practice (new social worker). - It isn't as helpful in practice. - Too much information and overcomplicated.
Tāngata Whenua and Bicultural Supervision **Key points: still a work in progress, helps having confidence and utilising, further training required.**	- Still a work in progress. - Helps being confident in the supervision approach. - Used the new supervision model and this has helped our learning and understanding of the approach.

COMPONENTS	PARTICIPANTS' COMMENTS
	- Model has been challenging and will require time to embed. - Committed to working through it at site level – need more training support. - Practice Approach templates aren't always used in supervision for reflective practice. - Need to engage more in supervision learning. - Have missed out one supervision learning. - Using the supervision cue cards, which are helpful.

Coaching and learning support

Survey respondents talked about the importance of onsite coaching and supervision. Having onsite coaches has been helpful in some instances, in exploring social work and social work practice. Conversely, it has been a barrier at times trialling Practice Approach components and resources without onsite support to provide practice clarification. The absence of onsite coaches meant they didn't contribute as much to everyday practice. It was generally affirmed that having regular Practice Approach supervision, case consultation, and review feedback was helpful.

Perhaps unsurprisingly then, many felt that additional onsite coaching was required. For some, this was because they were waiting for learning or because they had missed out on learning initially and no further sessions were offered on the topic. Others though generally affirmed that regular and consistent learning was useful. And that the provision of learning by the Practice Approach trial team was very helpful.

Respondents noted that collegial sharing across sites had also been very helpful. And that visual resources supported learning – frequent revisiting of the Practice Approach using these visual resources helped cement Practice Approach concepts. Perhaps more critically, and importantly for Practice Approach success, several survey respondents talked about the need for the Ministry to update its documents and systems, so they are aligned with the Practice Approach. This included general templates, guidance/templates for court plans for example, and updating CYRAS. It was mentioned that the Te Puna Mātauranga support page had been very helpful.

Q17. Survey respondents talked about numerous ways the new Practice Approach will improve social work, youth work, coordinating, and other support functions.

Respondents to the survey were asked what they thought about the new Practice Approach overall, and how it would improve social work practice, youth work, coordinating, and other support functions.

Practice Approach reception and social workers' viewpoints

Survey respondents talked about the Practice Approach representing a cultural shift in how Oranga Tamariki works. The Practice Approach will make a significant impact. Respondents thought the Practice Approach change was long overdue, will

support fundamental Oranga Tamariki social work practice, and that it supports Te Tiriti o Waitangi and the mana of whānau.

Survey respondents talked about the Practice Approach as an important change and one that will shortly seem like a normal way of working. Respondents thought that it moved Oranga Tamariki away from being process and systems led – to being people led. The Practice Approach way of working was viewed as being positive in a way that should be ultimately beneficial for everyone i.e., tamariki and whānau, social workers, and other groups. Social workers can be innovative and work for what is best and right for tamariki and whānau.

Respondents noted that appropriate accompanying thinking and structures are needed to support wider whole-of-organisation change and Practice Approach success. The Practice Approach will progress if people can demonstrate commitment and embrace positive and consistent change. Respondents also suggested that the Practice Approach should be the cornerstone for social work expectations and training.

Survey respondents talked about the importance of staff voice and wellbeing. They also mentioned growing staff confidence and empowerment. Respondents suggested that the Practice Approach would support staff wellbeing. And give staff confidence and the ability to be culturally responsive, noting that many staff still need to develop their confidence in the Practice Approach i.e., Practice Approach resources and tools. Respondents thought that the Practice Approach needs to gather social worker voices more to help ensure the Practice Approach is used in the correct way.

It was noted by a survey respondent that the Ministry shouldn't lose sight of our legal responsibilities as this can cause confusion. Having said that, several other survey respondents also relayed that they weren't sure how the Practice Approach would improve social work in Aotearoa New Zealand. For some, this related to service delivery and the degree to which they felt learning had been embedded. Others were unsure about the longer-term Practice Approach impact – for example, given Aotearoa New Zealand's diversity and outstanding Practice Approach questions i.e., Practice Approach resources and tools usage.

Understanding and delivery perspectives

Survey respondents talked about how the Practice Approach would provide consistency and that diversity needed to be accounted for in some cases. Some felt the Practice Approach would provide whānau with a social work approach that is consistent and transparent across Oranga Tamariki sites. To account for diversity, respondents though a multitude of tools may be needed i.e., more than the Practice Approach offered.

Survey respondents also pointedly talked about the need to improve the basics first and that everyone needs to ultimately be on the same page. If the Practice Approach is accepted and embedded, it was expected to result in positive change. And if most social workers support the Practice Approach mahi, any reluctant ones should be carried along. In this respect, the Practice Approach may establish some unity within

Oranga Tamariki. However, respondents felt that nothing would change unless some of the basics were shored up e.g., supervision and refinements to some of the more complicated Practice Approach components such as Mirimiri-ā-kōrero.

Everyone needs to be onboard with the Practice Approach change. Survey respondents thought that we need to get it right internally within Oranga Tamariki and then external partners will need to catch up. This places an emphasis on building awareness externally with Oranga Tamariki partners, supporting for example their expectations and understanding. Some respondents also felt that the Practice Approach, and particularly the Practice Framework, needs to be given priority i.e., in a national rollout to give consistency and clear purpose.

Embedding practice and building relationships

Survey respondents noted that Practice Approach implementation will take time and requires effective leadership. This includes the suggestion that leadership at all levels should ensure tikanga is followed in a genuine way.

Survey respondents suggested that the Practice Approach builds social workers' skills and supports a holistic wellbeing approach. They felt that Practice Approach concepts require deep consideration and learning to build understanding. Practice Approach components set out key elements of ethical social work practice that reflects the uniqueness of Aotearoa New Zealand.

Survey respondents relayed that the Practice Approach supports staff to move away from being incident based to being more holistic. It helps them think more deeply about and encourages relational social work practice. Respondents said that it helps them see situations from different perspectives – widening their social work lens e.g., through Oranga Framing and Practice Framework use. And ensures quality social work within a kaupapa Māori or Māori-centred framework. It also helps social workers have open and honest conversations with whānau. And consider different cultural understandings.

Survey respondents felt that the Practice Framework improves how they work – moving towards more relational and whanau-centred practice i.e., Oranga Framed. The Practice Approach particularly recognises tamariki and whānau as a whole and helps engagement with whānau Māori. There is greater consideration towards meaningful and purposeful engagement. This includes opening-up more options for social work practice i.e., decision making that supports whānau. Survey respondents said that this relational and inclusive approach needs to be broadly supported within the Ministry and by partners.

Building on these comments, survey respondents felt that the Practice Approach supports improved whānau and community relationships. Several noted the Practice Approach's mana-enhancing character – whether through an assessment lens, practice generally and when that proves challenging, and fundamentally - is mana-according/enhancing for tamariki, whānau, hapū, and iwi.

Survey respondents spoke about the Practice Approach improving relational practice. They noted that a focus needed to be maintained on and during engagement with whānau. The Practice Approach in this respect would improve

communication and connection with whānau. As the Practice Approach takes a partnership approach, respondents also hoped that more time would be spent with tamariki and whānau and that ultimately, their outcomes would improve.

In the main, survey respondents talked about how the Practice Approach helps build empathy and is inclusive of whānau. It allows social workers to better understand risk and then support the fundamentals with whānau i.e., acknowledging safety and including their voice in decision making. The Practice Approach supports whānau and community empowerment. And provides a professional evidence-based framework that supports, and can help inform, whānau about Oranga Tamariki practice.

Survey respondents also talked about the importance of the Practice Approach in relation to wider collaboration. While respondents noted there are some challenges in “convincing” other agency professionals about the Practice Approach, there were suggestions that things were improving, in terms of their awareness of the Practice Approach, and as the new practice was seen. Survey respondents reiterated that it would be good to improve partner agency awareness and suggested that rolling out the Practice Approach to them would be beneficial.

Coaching and learning support

Survey respondents talked about how communication, further learning, and reflections, are crucial to Practice Approach success. Many of the survey respondents relayed how they have enjoyed the learning onsite and then applying it to their daily work. And there was a hope that Practice Approach development would be supported into the future and particularly for new staff (to the local sites). Respondents acknowledged that learning is a journey and that the Practice Approach trial had provided a largely safe learning environment. There were worries though that “things may start to slide” if further Practice Approach development isn’t provided.

Survey respondents registered some important points around further learning and reflection. Respondents noted that they would appreciate continued opportunities to learn and reflect, revisiting where possible the Practice Approach e.g., Practice Framework on a regular basis. It was repeated by the survey respondents that they are practical learners, appreciate the ability to collaborate and share their experiences, and that they would like to be learning te reo Māori to align with their Practice Approach understanding. Respondents pointed out that workloads don’t always afford the ability to take advantage of learning opportunities.

The survey respondents again pointed out that Oranga Tamariki administrative processes and materials need to be aligned with the Practice Approach e.g., assessments, templates, and technology. As it stands, some felt that the Practice Approach was hampered in its ability to succeed.

Q18. Final respondent comments or thoughts.

In summary, survey respondents were asked for any final comments or thoughts. These are provided below.

Practice Approach reception and social workers viewpoints

Most final comments or thoughts were in this category. Speaking variously about how it was great to be part of the Practice Approach trial, wanting to see the Practice Approach succeed, and talking about some key shifts required for that to happen.

Several survey respondents said that it was great to be part of the Practice Approach trial and to see practice changes occurring as everyone participating grew in confidence and understanding. Acknowledgement extended to the Practice Approach purpose/foundation, the opportunity to be involved, and the vital importance of the practice change. There was also appreciation to all the people involved in helping to bring about the change and the investment in this mahi.

It was made clear that it was still early days for the Practice Approach. And that it will take time to build knowledge and understanding among staff to the point they will have sustainable Practice Approach expertise. Everyone involved is on a journey – from different starting points. Certainly, some are more to the fore, steeped in many of the ways of working and understandings than others. And it was certainly acknowledged that to understanding te ao Māori is crucial to the required practice change.

Survey respondents also characterised the Practice Approach change in terms of a paradigm shift, as mana-enhancing and in a way that works. They affirmed that the Practice Approach strengthens social work(ers') voice and supports a more collaborative and holistic way of working. Some respondents noted that this was a way of working they had already seen in their existing practice.

Respondents highlighted that the challenge for Oranga Tamariki is to live up to its name and the Practice Approach intent. Actions speak louder than words. And while it was an amazing step to commit to and undertake the Practice Approach trial and delivery, it was incumbent to continue that investment and resourcing to achieve practice change/the paradigm shift, and fundamentally improve outcomes for tamariki, whānau, and communities.

Respondents felt that continuing investment and resourcing was needed to avoid compromises. Although there was acknowledgement that these were stormy waters, and that there are many challenges ahead. Some survey respondents said there had been some contradictions to date, particularly in trying to balance the everyday BAU mahi with learning and implementing the new Practice Approach (noting that this perceived dichotomy between BAU and the Practice Approach may lessen over time). Respondents also felt that there could be more consistency in Practice Approach delivery and implementation.

Some respondents emphasised the need for equitable staff access to learning opportunities and subsequently learning progress on the Practice Approach. Respondents acknowledged that the Practice Approach sought a common goal, and the significant mahi to date on trying to achieve that goal. However, there was a sense that all staff must have the same quality training to develop their understanding and work practices. And that there is acceptance of practice change necessity and the need to work towards that common goal.

Moreover, respondents identified the need for continued Practice Approach leadership and accountability. Key to successful Practice Approach implementation is leadership commitment, guidance, and support from within Oranga Tamariki (and externally). There were some mixed viewpoints about this – the right people needed to be front-footing and helping to embed the Practice Approach to ensure it isn't a 'tick-box' exercise, that strong leadership is needed to maintain learning integrity and structure, and that regional and local leadership need to ensure the right resourcing to change the system.

Additionally, respondents felt that the Practice Approach needs managers who believe in the Practice Approach kaupapa and prioritise learning and understanding as a platform for change. There was a worry that not all Oranga Tamariki leadership were able or willing to 'walk the walk'. At the forefront though and grounding conversations about leadership were the points that successful implementation will ultimately come from frontline social workers and their success needs to be fully supported by leadership.

Learning participation and scheduling

Several survey respondents noted that they had missed out on some of the Practice Approach learning, and that they would like to be able to attend these learning sessions. This may require additional planning to ensure staff can attend, and where needed, suitable case or onsite cover is arranged. The specific NCC learning requirements were again highlighted.

Understanding and delivery perspectives

Perspectives on Practice Approach understanding and delivery were also strongly held. Several survey respondents talked about the importance of continued and consistent learning. This covered a variety of points:

- Consistent learning had been helpful.
- Continued learning and practical support is required.
- Regular learning is needed to maintain Practice Approach momentum (it needs to be lived every day).
- Staff need to keep building their practice skills, seeking advice, and being open to learning.
- Supervisors need further Practice Approach training to enable them to support social workers and the embedding of practice more effectively.
- There need to be lots of opportunities for staff and kaimahi Māori to develop.

Some suggestions were also made about practical changes to Practice Approach delivery. This included more learning sessions, and supporting visual material, the introduction of more exemplars, and the possibility that learning sessions could be undertaken in full day or two-day workshops.

It was suggested by several survey respondents that Practice Approach learning requires a safe and supportive space. And that social workers need time to focus on changing their practice. Some felt that there wasn't currently enough support – whether it was time or resource support. Importantly, too much expectation and information overload were mentioned. While the Practice Approach change is an

important one for the organisation, there was a general sense that it couldn't or shouldn't be rushed.

There were a few critical mentions about Practice Approach components, specifically Mirimiri ā-kōrero and how some staff have struggled, that it needs some additional work, and that training facilitation is crucial.

Coaching and learning support

Some final comments and thoughts were given about coaching and learning support. These were above all positive and affirming of the need for and importance of coaching support. Survey respondents said how helpful the onsite coaching support had been, including helping staff open up to the Practice Approach, and growing understanding, and that it had helped them catch-up, when needed. Hearing from Practice Approach developers/leaders had particularly resonated. And online coaching has also been useful.

Respondents suggested that having more onsite and perhaps online coaching – that was available and consistent – would be immensely helpful. And particularly coaching or staff who could answer specific questions or respond in a practical manner. Respondents also mentioned the importance of aligning administrative and technology systems with the Practice Approach to ensure efficiency and effectiveness.

Conclusion

The Practice Approach survey was conducted during June and July 2023 as part of the Practice Approach trial evaluation. It was sent to 308 social workers and staff at participating sites in Tāmaki Makaurau-Auckland and Ōtautahi-Christchurch. The survey response rate was 41 percent.

Most respondents were able to participate in the various Practice Approach orientations and subsequently received various onsite coaching support in relation to the Practice Approach and found these to be helpful in some respect.

The Practice Approach was seen as an innovative way forward. And although their learning and its delivery had ebbed and flowed to a degree, they had found the Practice Approach learning enjoyable and helpful, with the onsite coaching being especially useful.

Most survey respondents thought the Practice Approach was very or extremely useful. If affirmed good social work practice and 'made sense'. It was though a challenge to take everything onboard as work demands affected learning participation and it was sometimes easier to default back to old habits. Time was needed to embed the Practice Approach.

Nonetheless, most survey respondents felt they had a good or very good current understanding of the Practice Approach. And their understanding of the different aspects of the Practice Approach was improving. Survey respondents' confidence in Practice Approach use was growing.

Importantly, many were excited by the new Practice Approach and what it demonstrated – good social work practice – that was holistic and helped social workers practice collaboratively in a mana-enhancing way that focuses on tamariki and whānau. And that it was proving helpful for everyday use.

The Practice Approach was viewed as a cultural shift in how Oranga Tamariki works. One that was long overdue – and one that, in due course, would seem like a normal way of working. It would take time and leadership for Oranga Tamariki to implement the Practice Approach effectively and fully.