

CHILDREN'S WORKFORCE PLAN



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Acknowledgements

The plan was developed by the Workforce Working Group.

Publication date

November 2019

BACKGROUND

Introduction

The Workforce Working Group was established in December 2018 by the Chief Executive of Oranga Tamariki. Its purpose is to ensure the workforce implications and opportunities of the new Oranga Tamariki operating model are well understood, and that there are effective and efficient solutions that can be pursued collaboratively at a local, regional and national level.

This Children's Workforce Plan outlines the vision and collaborative actions needed to address the implications and opportunities they identified.

A list of the members of the Workforce Working Group is provided in appendix one.

Scope

The focus of this work is on the children's workforce supporting the delivery of services for tamariki and rangitahi coming to the attention of Oranga Tamariki. While this workforce includes people working in both government and non-government organisations, the actions in the plan are focussed on the non-government workforce.

The plan includes actions that involve people working at all levels within organisations, including frontline staff, supervisors, support staff, managers and those in governance. It is not intended to cover aligned sectors such as education and health, although it is recognised that these sectors may be involved as parts of the plan are implemented.

Oranga Tamariki operating model

The new Oranga Tamariki operating model has been developed to implement the [Oranga Tamariki Act 1989](#) as amended, which came into force on 1 July 2019. It will be a 4-5 year journey and can only be achieved by Oranga Tamariki working in partnership with iwi, Māori and other non-government organisations, other sectors and all New Zealanders.

You can learn more about the operating model and what it is trying to achieve by having a look at the Oranga Tamariki Outcomes Framework [here](#).

Considerations

In developing the actions for the plan, members of the Workforce Working Group took the following considerations into account:

- The intention of the plan is to provide the collective children's workforce with a shared sense of connection and direction at a national level. At the same time, it is recognised

that the contexts that people work in around the country differ significantly and so the implementation of the plan will vary from location to location and community to community.

- There has already been work done that relates to the sector-wide actions proposed in this plan (e.g. competency frameworks). The intention is to use this existing work where possible rather than duplicate effort.
- Some organisations have developed resources for their own purposes that could be relevant to the plan (e.g. training tools and resources). The intention is to encourage organisations including Oranga Tamariki to work together to develop and participate in shared training and resource development to build effective localised systems to support families and whānau.
- The intention of the plan is to support individuals and organisations to make changes so that we can collectively support all tamariki and whānau to flourish. It will identify baseline requirements, resources and opportunities to work collaboratively. The group recognises that people will make their own choices about what they focus on and the steps they will take in response to the plan.

Feedback

From 19 August until to 5 September 2019, the Workforce Working Group invited people and organisations within their networks to look at the work that had been done and provide feedback on their thinking for this plan through a survey. 174 people accessed the survey and viewed the proposed content of the plan. Of those, 80 people provided feedback on what was proposed by completing the survey questions.

Overall, a large majority of those responding indicated their support for the work of the group, including the vision, goals and actions proposed for the plan. We received a number of suggestions through the survey, which the group considered before finalising the plan.

These included:

- Suggested changes to the vision and framework. In response, 'Rangatiratanga' has been added as something tamariki and whānau will experience through interacting with a competent workforce.
- Several comments in the survey requesting that the plan is more intentional and inclusive of a Pacific perspective on the workforce. Members of the group agreed and in this final version of the plan actions have been added that have a clearer focus on addressing workforce issues related to Pacific communities.
- A desire to see the plan include 'objectives' and 'measures' so that there is some accountability around the plan and everyone can see if it is making a positive difference. The group agrees with this and the plan now includes outcomes associated with each goal and work will be done to identify how information will be collected to measure these outcomes.

Implementation

- Staff within the Partnering for Outcomes group within Oranga Tamariki will continue to co-ordinate activities associated with the plan and support it to progress.
- Oranga Tamariki will provide resourcing to progress some of the actions where necessary.
- The Workforce Working Group will continue to have an oversight role while the plan is implemented. This will involve the members receiving updates on progress and addressing any issues relating to the implementation of the plan as they arise.
- A roopu Māori will be formed out of the current Workforce Working Group to ensure Te Ao Māori perspectives are incorporated into the implementation of the plan.
- Technical working groups will be set up to support the implementation of actions within the plan. These groups will be made up of people with the necessary experience and expertise to help ensure the actions achieve the intended results. They may include people from the Workforce Working Group and people that have not been involved on that group.
- During the implementation of the plan, Oranga Tamariki and working group members will collaborate with other organisations that are looking to address workforce issues. This includes; Careerforce, which is progressing actions related to the whānau, community and social services (Kaimanaaki) workforce, and the Joint Venture, which is looking to address workforce capability issues related to whānau, family and sexual violence. It also includes working with those at a local and regional level that are already working to address workforce issues.

THE PLAN

Vision and purpose

A children's workforce that enables tamariki and whānau to flourish

The purpose of the plan is to restore the mauri of the children's workforce as a whole so that, as a result of their cultural competency, expertise and attitude, tamariki and whānau experience:

- Whānaungatanga: *relationship, kinship, sense of family*
- Kaitiakitanga: *nurturing, protection, guardianship*
- Whakapapa: *connection to kinship relationships*
- Manaakitanga: *kindness, generosity, support*
- Rangatiratanga: *self-determination, self-management*

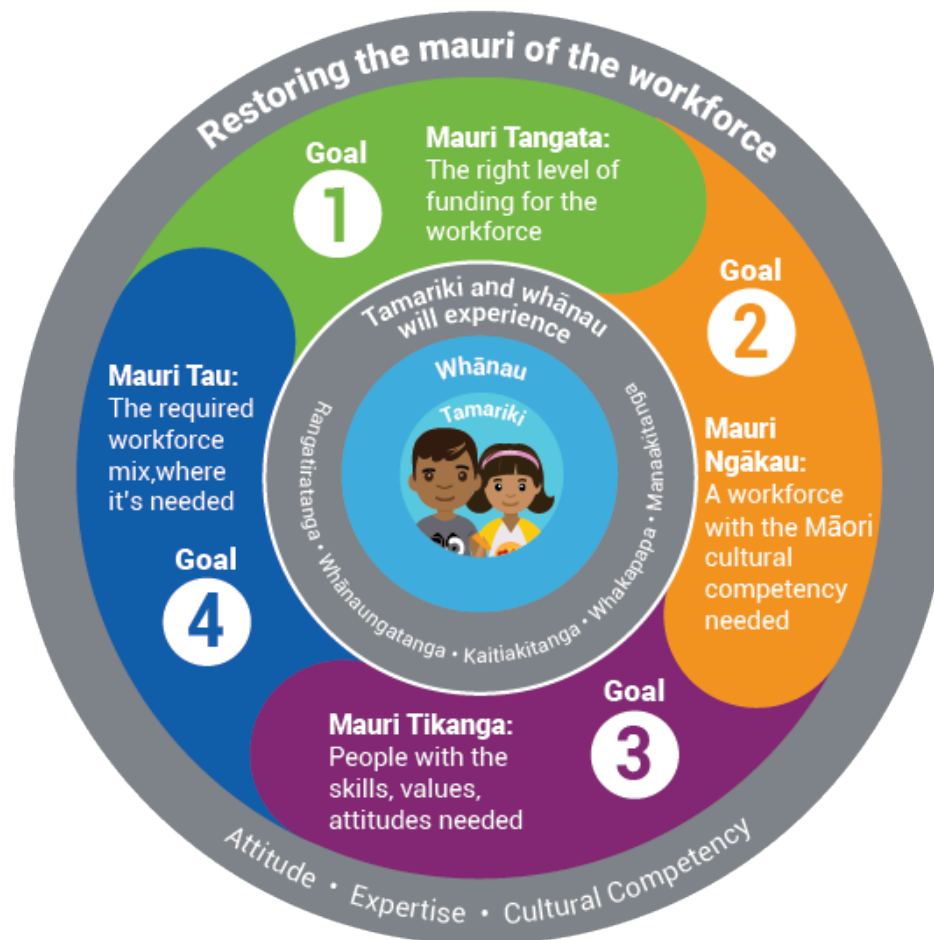
Goals

The goals in the plan are focussed on those areas that will make the biggest contribution to achieving the shared vision. The four goals are:

1. **Mauri tangata** – *The right level of funding for the workforce*
This goal recognises that organisations need to be funded at a level that enables them to attract, retain and develop their staff.
2. **Mauri ngākau** - *People with the Māori cultural competency needed*
This is a priority because people working in our sector need to be able to work appropriately and effectively with tamariki and whānau Māori.
3. **Mauri tikanga** - *People with the skills, values and attitudes needed*
The actions in this goal will result in resources and opportunities to support the development of the children's workforce.
4. **Mauri tau** – *The required workforce mix, where it's needed*
This goal involves actions that can be taken at a regional level to collectively address workforce issues, especially workforce supply issues.

The plan's vision and goals are represented in the following diagram:

Vision: A children's workforce that enables tamariki and whānau to flourish



Actions and outcomes

The following tables provide information on; the outcomes the goals are trying to achieve, the actions that will be taken to achieve the goals, and how the actions will be progressed.

Goal 1: Mauri tangata – The right level of funding for the workforce

OUTCOMES			
<ul style="list-style-type: none"> - Pay is not the main driver for staff movements - Organisations have the resources needed to develop and maintain a competent workforce 			
Actions	Steps	Who (* = Lead)	Milestones
Remain updated on the pay equity claims and contribute where possible	WWG members involved in the pay equity claims provide regular updates on progress	PSA*, SSPA, Barnardos, Stand Tu Maia, Ngapuhi Iwi Social Services	N/A
	Contribute information to the process as requested	WWG members	
Explore options to address workforce funding issues in relation to Te Tiriti o Waitangi with Māori and Pacific	Gather data currently available on wages, funding arrangements and differences in service delivery models	Technical working group members, Oranga Tamariki (Partnering for Outcomes*)	Dec. 2019 - scope and approach agreed
	Understand the competencies, skills and other workforce		Mar. 2020 - analysis completed Jun. 2020 - exploration of options completed

	<p>elements associated with Māori and Pacific models of delivery</p> <p>Assess whether the workforce elements of Māori and Pacific models of delivery are funded less, relative to other delivery models</p> <p>Identify any funding changes that would be needed to recognise the workforce elements of Māori and Pacific models and fund them appropriately</p>		
Explore options to address funding issues that impact on the employment landscape	<p>Utilise data currently available on wages and funding models alongside other reports (e.g. SSPA's funding gap report) to determine the impact of funding on the employment landscape</p> <p>Identify the type of funding changes that would be needed to address the issues identified</p>		<p>Dec. 2019 - scope and approach agreed</p> <p>Mar. 2020 - analysis completed</p> <p>Jun. 2020 - exploration of options completed</p>
Explore options to address funding issues that impact on the employment landscape	Provide report on the above work to the Minister for Children		N/A

Goal 2: Mauri ngākau – A workforce with the Māori cultural competency needed

OUTCOMES

- Tamariki & whānau Māori say services are meeting their cultural needs.
- **Services have regard to mana tamaiti (tamariki), whakapapa and whanaungatanga.**

Actions	Steps	Who (* = Lead)	Milestones
Enable organisations and the workforce to develop the required level of cultural competency	<p>Share existing resources that support individuals and organisations to develop a baseline level of Māori cultural competency</p> <p>Identify case studies and good practice in different sectors and share these with the sector</p> <p>Identify and make available training opportunities and other resources that support organisations and the workforce to develop and maintain their competency</p>	SSPA*, NZCCSS*, te roopu Māori, Oranga Tamariki (Partnering for Outcomes and Corporate Services)	<p>Nov. 2019 - decision on SSPA and NZCCSS proposal</p> <p>Mar. 2020 - existing resources shared</p> <p>Jun. 2020 - training and further resources shared</p>

Integrate cultural competency requirements across the system	<p>Work with accreditation and professional bodies to align Māori cultural competency requirements.</p> <p>Work to align accreditation mechanisms and ensure assessment processes are appropriate (including assessors)</p>	Oranga Tamariki (Office of the Chief Social Worker* and Partnering for Outcomes), Social Service Accreditation, Social Worker Registration Board, Ministry of Social Development	<p>Mar. 2019 - discussions to align requirements and processes completed</p> <p>Jun. 2020 - steps required to support integration identified and in progress</p>
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Goal 3: Mauri tikanga - People with the skills, values and attitudes needed

OUTCOMES

- The skills and attitudes required for roles within the workforce are clear and people can access the training and support they need to develop them.
- Users say services are meeting their cultural needs.
- Development pathways across the sector are visible and people are supported to progress.

Actions	Steps	Who (* = Lead)	Milestones
Develop a baseline competency framework that is available to those that wish to use it	<p>Review and consolidate relevant competency frameworks</p> <p>Develop and share an agreed baseline competency framework for those that wish to use it</p>	Technical working group members, Oranga Tamariki (Office of the Chief Social Worker* and Partnering for Outcomes)	Mar. 2020 - baseline competency framework agreed and resources shared

	Gather together and share other resources (e.g. practice material, assessment tools) that support organisations and individuals to maintain a baseline level of competency		
Develop a cultural competency framework for Pacific and other population groups	Gather together and share existing resources that support individuals and organisations to develop a baseline level of cultural competency Identify case studies and good practice in different sectors and share these with the sector	Technical working group members, Oranga Tamariki (Corporate Services* and Partnering for Outcomes)	Mar. 2020 - baseline competency framework agreed and resources shared
Establish a shared learning and development platform / programmes	Identify the scope and need for a shared platform / programmes Identify the range of content to be made available through the platform Investigate options to address the agreed scope and needs	Working group members, Oranga Tamariki Corporate Services* and Partnering for Outcomes)	Dec. 2019 - scope and need agreed Mar. 2020 - analysis of options completed Jun. 2020 - decisions made
Develop collaborative career pathways across the children's workforce	Investigate the development of a shared student (teina) work placement programme	Working group members, Oranga Tamariki (Corporate Services* and Partnering for Outcomes)	Mar. 2020 - options identified Jun. 2020 - decisions made

Investigate a shared leadership development programme, which may include secondments

Goal 4: Mauri tau – The required workforce mix, where it’s needed

OUTCOMES

- Regional / local organisations are working collaboratively to identify and address workforce needs on an on-going basis.
- Organisations have the staff they need to provide the services needed by their communities.

Actions	Steps	Who (* = Lead)	Milestones
Develop a picture of the full range of skills and people needed, and available, to implement the operating model	<p>Provide information available at a national level on projected levels of needs for services and roles into the future</p> <p>Bring this together at a regional / local level with our collective insights on workforce needs (i.e. recruitment needs and trends, plus training and development needs)</p> <p>Form a shared picture of workforce needs at a regional / local level</p>	Local / regional partners, Oranga Tamariki (Partnering for Outcomes*, Corporate Services)	Mar. 2020 - picture developed by locality

Support the supply of appropriately skilled people, where they are needed	<p>Identify and engage partners (e.g. tertiary training providers, Iwi)</p> <p>Explores shared approaches to attracting and developing people to address gaps, which includes exploring new and disruptive approaches</p> <p>Agree and implement shared approaches</p>	Local / regional partners, Oranga Tamariki (Partnering for Outcomes*, Corporate Services)	Jun. 2020 - approaches agreed by locality and underway
Build and maintain a regional/local 'balanced workforce'	<p>Within each locality, identify or establish a forum / mechanism to maintain oversight of shared recruitment and workforce development activities</p> <p>Include aligned sectors (e.g. health) and organisations as appropriate</p>	Local / regional partners, Oranga Tamariki (Partnering for Outcomes*)	<p>Mar. 2020 - forum or mechanism agreed by locality</p> <p>Jun. 2020 - mechanism is operating</p>

APPENDIX 1

Membership of the Workforce Working Group

As at 31 July 2019

Name / Position	Organisation
Celia Patrick (<i>Co Chair</i>) Deputy Chief Executive, Partnering for Outcomes	Oranga Tamariki
Dee-Ann Wolferstan (<i>Co Chair</i>) Kaihautu / Chief Executive	Te Iwi o Ngati Kahu Trust and Te Whare Ruruhau
Dr. Ang Jury Chief Executive	National Collective of Independent Women's Refuges Inc.
Brenda Pilott National Manager	Social Services Providers Aotearoa
Chrissie Hape Kaiwhakahaere Matua	Ngāti Kahungunu Iwi Incorporated
Don Irwin Chief Executive Officer	The Open Home Foundation of NZ Inc
Dr. Fiona Inkpen Chief Executive Officer	Stand Tū Māia
Helen Leahy Pouarahi / CEO	Te Pūtahitanga o Te Waipounamu
Judy Matai'a Chief Executive Officer	Anglican Trust for Women and Children
Jayne Macfarlane Sector National Organiser	NZ Public Service Association
Liz Marsden General Manager	Ngāpuhi Iwi Social Services
Marion Heeney Chief Executive / Kaiwhakahaere	Youth Horizons Trust

Mark Henderson General Manager Safe Strong Families & Communities	Ministry of Social Development
Megan Thomas Director	Kolthoff Thomas (CEO of Birthright New Zealand when the WWG was established)
Mike Munnely Chief Executive	Barnardos New Zealand
Miri Rawiri Executive Director	Te Kahui Atawhai o Te Motu
Dr. Nicole Coupe Chief Executive Officer	Kirikiroa Family Services Trust
Paul Hooper Director, Family Works, Presbyterian Support Otago	Presbyterian Support Services – Family Works Otago
Rachel Karalus Chief Executive Officer	K'aute Pasifika
Trevor McGlinchey Executive Officer	NZ Council of Christian Social Services
Wayne Ferguson Chief Executive Officer	Key Assets