



Cabinet Expenditure and Regulatory Review Committee


Minute of Decision

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Upgraded Frontline Technology Systems to Improve Outcomes for Children and Families: Detailed Business Case

Portfolio Children

On 10 December 2024, the Cabinet Expenditure and Regulatory Review Committee:

- 1 **noted** that in June 2023, the previous government agreed to commence the Programme Business Case relating to the Oranga Tamariki Frontline Technology Systems Upgrade (the FTSU) [GOV-23-MIN-0017];
- 2 **noted** that Oranga Tamariki has completed options analysis to identify a recommended option to progress in Tranche One of the FTSU programme, which will deliver the most value for children and families because it implements the functions used by front line social workers most frequently;
- 3 9(2)(f)(iv) 
- 4 **noted** that, to support continued focus on value for money and maximisation of benefits, the establishment of a central agency review group is being explored;
- 5 **noted** that a reporting approach to give Ministers oversight of FTSU programme progress, risks, and benefits is being established with the support of central agencies;
- 6 **directed** officials to ensure that future tranches leverage the lessons learned from the delivery of Tranche One, as well as future technology developed through the Ministry of Social Development's Te Pae Tawhiti programme;
- 7 **approved** the *Tranche One Frontline Technology Systems Upgrade Detailed Business Case*, attached as Appendix One to the paper under EXP-24-SUB-0076, and the recommended option for Tranche One of 'Option 3 - children and young person focussed approach', with an estimated cost of \$68.5 million;
- 8 **directed** Oranga Tamariki to move to the next stage of investment planning and complete Gateway Review 3: Investment Decision;

Financial implications

9 **noted** that in April 2024, Cabinet [CAB-24-MIN-0148.54]:

9.1 agreed to the FTSU initiative, subject to Cabinet’s approval of a Detailed Business Case;

9.2 agreed to establish a tagged operating contingency of up to \$62.5 million in Vote Oranga Tamariki to fund the upgrade of the existing Oranga Tamariki case and care management digital system, as well as some other smaller systems, as follows:

	\$m - increase/(decrease)			
	2024/25	2025/26	2026/27	2027/28 & Outyears
Initiative 15446: Operating Contingency	24.500	26.000	6.000	6.000
Capital Contingency	-	-	-	-
Total	24.500	26.000	6.000	6.000

10 **noted** that since the OBU 2024 has passed, the forecast period has now extended to include 2028/29 and the phasing of the tagged contingency is as follows:

	\$m - increase/(decrease)				
	2024/25	2025/26	2026/27	2027/28	2028/29 & Outyears
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Capital Contingency	-	-	-	-	-
Total	24.500	26.000	6.000	6.000	6.000

11 **agreed** that, as the Detailed Business Case requirement referred to in paragraph 9.1 above has now been satisfied, the FTSU programme can now proceed;

12 **agreed** to draw down in full the amount allocated in the tagged contingency against the Frontline Technology Systems Upgrade – Vote Oranga Tamariki tagged operating contingency, being \$68.5 million over the forecast period and on ongoing annual impact of \$6.0 million;

13 9(2)(f)(iv)

9(2)(f)(iv)

- 14 **agreed** that the changes to appropriations for 2024/25 above be included in the 2024/25 Supplementary Estimates and that, in the interim, the increases be met from Imprest Supply;
- 15 **agreed** that the expenses incurred above be charged against the Initiative 15446 – Tagged Operating Contingency described in paragraph 10 above;
- 16 **noted** that as a consequence of the above decisions, the tagged operating contingency referred to in paragraph 10 above will be fully exhausted and therefore closed.

Janine Harvey
Committee Secretary

Present:

Hon David Seymour (Chair)
Hon Chris Bishop
Hon Shane Jones
Hon Simeon Brown
Hon Erica Stanford
Hon Louise Upston
Hon Mark Mitchell
Hon Judith Collins KC
Hon Simon Watts
Hon Casey Costello
Hon Chris Penk
Hon Andrew Bayly
Hon Andrew Hoggard
Hon Karen Chhour
Hon Mark Patterson

Officials present from:

Office of the Prime Minister
Officials Committee for EXP

Budget Sensitive

Office of the Minister for Children

Cabinet Expenditure and Regulatory Review Committee

Oranga Tamariki – detailed business case for upgraded frontline technology systems to improve outcomes for children and families

Proposal

1. This paper seeks agreement to release tagged contingency of \$68.5¹ million from Budget 2024 to fund the Oranga Tamariki Frontline Technology Systems Upgrade (FTSU) programme, as outlined in the Detailed Business Case (Appendix One) and accompanying summary (refer Appendix Two).

Relation to government priorities

2. This initiative contributes to the government target of delivering better public services. Whilst I consider that positive change has started within Oranga Tamariki under this Government, I have also made my expectations clear that significantly more improvements are needed to better serve children, families and communities.
3. My first priority is to ensure Oranga Tamariki is relentlessly focused on the safety of children and young people in its care. I have also set clear performance measure indicators for Oranga Tamariki around supporting caregivers, managing complaints, and addressing youth offending, with a 15 per cent reduction in the total number of children and young people with serious and persistent offending behaviour, as outlined in Government Target 3.
4. Replacing the frontline technology systems that Oranga Tamariki staff use daily will contribute directly to these priorities and will support the lift in quality, performance and accountability that I expect and the public expects from Oranga Tamariki.

Executive summary

5. Oranga Tamariki social workers use technology to plan, manage, record and evidence vital information about children, families, caregivers, young people who offend and victims. This information means Oranga Tamariki is able to respond, assess and plan for the safety and wellbeing of children who come to their attention.
6. The current technology is well over 20 years old. The systems have not kept pace with practice or legislative changes and are not fit for purpose. Storing information is time consuming and duplicative, with complex processes that do not align with the pace at which frontline social workers operate. This means that information cannot be quickly, accurately or easily recorded or accessed, impacting the ability of social workers to analyse the holistic situation for children and their families in a timely manner, including previous concerns or previous offending.
7. Since becoming Minister for Children, I have visited a number of Oranga Tamariki sites. One of the most common challenges I have heard from frontline social workers is the issues with CYRAS.

¹ \$68.5 million includes the \$62.5 million as reported in the [Budget 2024 - Summary of Initiatives - 30 May 2024](#) and the \$6 million ongoing component for 2028/29. This is a technical update to reflect the inclusion of an additional financial year in the forecast period post the October Baseline Update. Paragraph 32 provides further context.

8. Whilst it has been maintained over the years, continued maintenance and updating are no longer cost effective. A new case management system will:
 - 8.1. enable social workers and other practice staff to support a child and family's safety and wellbeing, provide better support to caregivers, address youth offending and uphold victims' rights and interests
 - 8.2. support efficient delivery of statutory obligations, including the National Care Standards, information sharing provisions and record management, and changes in legislation like the young serious offender's declaration and military style academies
 - 8.3. allow Oranga Tamariki to quickly collate, organise, analyse, and interpret quality data to inform policy, adapt services and undertake timely and accurate reporting.
9. In June 2023 Cabinet endorsed a Programme Business Case (PBC) to outline a programme of change to its frontline technology systems to support the future operating model of Oranga Tamariki and improve outcomes for children [CAB-23-MIN-0291 refers].
10. The PBC noted that five frontline technology systems will require replacement over time a seven-year pathway. The five systems are: the Care and Protection, Youth Justice, Residential and Adoption Services system (CYRAS), Te Kete (High and Complex Needs), Family Start Network (FSNet), Strengthening Families Reporting Tool (SFRT) and the Funding and Contracting system (FAC).
11. 9(2)(f)(iv)
[REDACTED]
12. The attached Detailed Business Case (DBC) describes how the first tranche of changes will be delivered and reflects the Strategy for a Digital Public Service, by proposing a flexible investment approach using proven technology solutions.
13. I am seeking Cabinet approval to draw down funds to complete the first, and most important tranche of this work, the transfer of the most often used CYRAS case management functionality onto the new system.
14. The work set out in the DBC which will start this financial year, funded through tagged contingency outlined in the Budget Summary of Initiatives². The total cost to implement and run the recommended option is estimated at \$68.5 million over the next five financial years, with ongoing licensing and maintenance costs of \$6 million per annum.

Maximising value for money across government investments

15. Since allocating contingency funding in Budget 2024, I am satisfied that Oranga Tamariki has undertaken due diligence in developing this DBC, with input from central agencies.
16. I am aware that other government agencies face similar challenges and have technology programmes underway, such as the Ministry for Social Development and Employment's (MSD) Te Pae Tawhiti transformation programme. Ministers have a responsibility to maximise the Government's collective investment in this area.
17. 9(2)(f)(iv)
[REDACTED]

² [Budget 2024 - Summary of Initiatives - 30 May 2024](#)

9(2)(f)(iv)

18. While the joint advice found the two programmes to be different, they share similar components. 9(2)(f)(iv)

19. 9(2)(f)(iv)
As the investment progresses, a reporting approach is being developed alongside central agencies to give Ministers visibility of key programme progress, including options to realise benefits.

20. Based on this advice, and as set out in the DBC, I am seeking that the full value set aside in contingency is released to Oranga Tamariki so that this much needed work can begin.

Background (Strategic Case)

21. The existing frontline technology systems of Oranga Tamariki hinder the organisation's ability to fulfil its functions effectively, in the way it works currently and its ability to adapt and to improve the way it connects, partners and practices. Whilst I know that technology alone cannot make children safer or prevent the harm caused by young people who offend, it can either accelerate or impede the changes needed within Oranga Tamariki, alongside our key community partners and across the children's system.

22. Oranga Tamariki has identified the following problems with its current frontline technology systems:

22.1. It is hard for children or young people to engage in their information or for social workers to locate information on their needs and find available resources, risking the safety and wellbeing of children, young people and their families.

22.2. The organisation cannot effectively evidence its own performance and accountability, or that of the wider children's system due to the poor quality of data and information.

22.3. Inflexible, outdated, laborious and unhelpful systems do not support Oranga Tamariki to work with children, young people, their families, caregivers and victims.

22.4. Sharing information and the transfer of decision-making to or between iwi Māori and community partners is not easily enabled.

³ Response to request for information on the Oranga Tamariki Frontline Technology Systems Upgrade and MSD's business transformation OT/24/B-0351 – MSD REP/24/20/970 refers

⁴ [Strategy for a Digital Public Service | NZ Digital government](#)

⁵ [GEA-NZ framework | NZ Digital government](#)

23. Without addressing these problems, Oranga Tamariki cannot successfully meet or adapt in a way that safeguards children and their families or enable the organisation to meet its legislative responsibilities, including evidencing outcomes for children and their obligations to their external monitors.

Analysis (Economic case)

24. The PBC determined the preferred option was that frontline technology systems would be built on a new Customer Relationship Management (CRM) cloud-based technology system. This would progressively replace all current frontline technology systems, including those that are directly used by Oranga Tamariki social workers, the system known as CYRAS, and those which support partnered and community practice.

Oranga Tamariki has explored and refined options for delivery

25. A tranche-based approach to implementing and embedding the new frontline technology systems will be used. The three tranches are to prepare, implement and evolve. A high-level timeline (Appendix Three) shows the focus areas for delivery in each tranche. It also shows that an off ramp (e.g. ending without further progression) can be taken at the end of each tranche if needed.
26. Through options refinement, Oranga Tamariki looked at whether existing cloud-based systems could be used or whether the new technology needed to be procured. Early round-table reviews with central agencies, including New Zealand Government Procurement, showed that the best approach is to complete an open tender to ensure that Oranga Tamariki tests the market for the best value for money solution.
27. Three options for delivery of the programme scope were assessed:
- 27.1. Option 1: Functional and support services focus - this option would move financial and administrative functions and capabilities off existing frontline systems first.
 - 27.2. Option 2: Partnering focused approach - this option would start on systems that are accessed and used by partners and other agencies first.
 - 27.3. Option 3: Children and young person focussed approach - this option would focus on better support for frontline work, improving children’s safety and wellbeing and addressing the needs of youth offenders and their victims. It would replace aspects in CYRAS that support intake, assessment, frequently used plans, practice tools, and interventions.
28. A multi-criteria analysis found that the children and young person focused approach (Option 3) delivers the most value to the most users in the shortest time. It will rapidly lead to better practice quality, better experiences for victims and caregivers, improved ability to manage youth offending and improved safety outcomes for children and families. This aligns with my expectations and enabling the core purpose of Oranga Tamariki to be a highly performing and highly trusted care and protection and youth justice agency.
29. The tranche-based approach will allow partial benefit realisation during each phase of work, which increases over each tranche. Tranche One delivers the most value for Oranga Tamariki staff and has the most immediate and direct benefit to children and families as it will work to support how Oranga Tamariki responds to address their safety and wellbeing right now.
30. Whilst I expect early Tranche One benefits to be significant, financial benefits of retiring legacy systems will take longer to achieve. Not progressing further than Tranche One is feasible but

means that Oranga Tamariki would be working across the old and new systems. While development costs would cease, overall system costs would be higher than before the programme started, with increased licensing, operating and maintenance costs. Full economic benefits will eventually be realised at the completion of further tranches when the legacy systems can be 'turned off'.

Financial Implications (Financial Case)

- 31. The total cost to implement and operate Tranche One of the frontline technology systems of \$62.5 million, covering four financial years, was set aside in a tagged contingency in the Budget 2024 Summary of Initiatives⁶, with drawdown subject to a Cabinet approved business case.
- 32. As the October Baseline Update (OBU) has now passed, the financial breakdown now includes an additional financial year in the forecast period. This results in the total forecast for Tranche One of FTSU now including \$6 million for the 2028/29 financial year, and the updated total for Tranche One of FTSU is now \$68.5 million across five financial years. This is technical adjustment which captures the ongoing component of this approval. As the contingency provides for ongoing funding this has been allowed for and there is no additional fiscal impact, nor does it impact the costs associated with delivery.

9(2)(f)(iv)

33. 9(2)(f)(iv)

Oranga Tamariki is unable to fund FTSU costs without impacting the services that it provides to children and young people. Investment in FTSU aligns directly with the Government's intent of redirecting investment into the delivery of improved frontline services.

- 34. I intend to seek funding for Tranche Two through the 2026 budget cycle. The funding sought in Tranche Two would take effect from the conclusion of phased costs outlined in Tranche One cost phasing. The intention to bring a subsequent DBC for Tranche Two does not compromise the ability to deliver the described scope and outcomes of Tranche One, and the conclusion of Tranche One presents a viable scaling or off-ramp decision for the forward programme of work. Tranche Two would also provide further exploration of any developments MSD has made that could be used by Oranga Tamariki.
- 35. I expect ongoing assurance from Oranga Tamariki that they will continue to actively collaborate across the social sector and wider public service to consider investment value and leverage opportunities where there are synergies or similar investments emerging. Oranga Tamariki will

⁶ Budget 2024 - Summary of Initiatives - 30 May 2024

continue to work closely with Treasury, Government Chief Digital Office (GCDO), and New Zealand Government Procurement (NZGP) as part of an all-of-Government approach to leverage all opportunities to deliver value for money. This will include exploring the establishment of a central agency review group.

Implementation (Commercial and Management cases)

- 36. After the PBC was endorsed last year, prototyping work completed in FY2023/24 enabled Oranga Tamariki to test its delivery approach by developing a digitised All About Me Plan (AAMP). The AAMP is the primary plan for children who are in the care of the Chief Executive of Oranga Tamariki. It outlines the child’s needs and how these will be met, aligns with the National Care Standard regulations and is used by social workers, children, their families, caregivers and professionals who work together to develop this plan. The value of prototyping has been threefold:
 - 36.1. It tested and confirmed key programme methodologies, in particular a business / practice led approach to delivery – with work being undertaken by a mixed team of technical and practice experts, alongside vendors.
 - 36.2. It provided a tangible example of what could be achieved through new technologies to support new ways of working.
 - 36.3. The programme has a clear understanding of the design and technical requirements to produce a digitised AAMP, meaning the timeframe to implement this functionality will be shorter.
- 37. The programme will be supported by a business and practice-led governance and design team. Oranga Tamariki will also collaborate with MSD to embed reciprocal expertise in respective governance committees. This will help to ensure visibility across programmes, maximise the value of lessons learned and enable sharing of designs and patterns.
- 38. All procurement will be managed in line with Government procurement rules. The most significant procurement activity for FTSU will be completed within the first year:
 - 38.1. 9(2)(j) [Redacted]
 - 38.2. 9(2)(j) [Redacted]
 - 38.3. 9(2)(j) [Redacted]
- 39. Given relevant technologies are modern and widely used both within New Zealand and internationally, augmenting the internal delivery capability of Oranga Tamariki with implementation partners will be realistic and achievable.
- 40. Subject to approval to drawdown funding, procurement activities will start in December 2024 and are expected to take up to eight months to complete. Once completed, I am advised

development and delivery of the first release of tools to social workers will be able to proceed with pace because of the advanced nature of the prototyping work and Oranga Tamariki are aiming to deliver the first set of tools by late 2025.

41. As Oranga Tamariki progresses to procurement, they will engage with MSD to leverage their procurement framework as practicable and continue to work closely with NZGP. Oranga Tamariki, will commit to contributing to all of Government patterns, knowledge, and standards by engaging directly with Government Enterprise Architecture for New Zealand. This is intended to help to ensure that any government investments maximise the use of existing best practice for technical design, and also enabling investments that follow.

Key risks have been identified and are being managed

42. Risk analysis was used to inform which risks might prevent, degrade, or delay the achievement of the investment objectives that have been identified. Six key risks have been identified (Appendix Four) and are being actively mitigated in the delivery approach. These are:
 - 42.1. mitigating cost escalation for the delivery of Tranche One
 - 42.2. maximising value for money through implementation
 - 42.3. managing the integration between existing systems and new systems
 - 42.4. managing the pace of change to minimise disruption to service delivery
 - 42.5. ensuring viability of investment in this Tranche and subsequent FTSU changes; and
 - 42.6. managing privacy and information security risks.

Investment assurance

43. The Gateway Review process comprises one component of a wider set of assurance activities that Oranga Tamariki will be undertaking based on best practice and experience in delivery of other technology change programmes including their Financial Management Information System (FMIS). A previous Gateway 0⁷ was completed for the PBC in 2023.
44. In July 2024 Oranga Tamariki completed a Gateway Review 2 to gain external, expert feedback on the DBC. The review team rated the business case as Amber. An Amber rating is defined as *“successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable and, if addressed promptly, should not impact delivery or benefits realisation”*. All recommendations have been addressed in the updated DBC with actions to mitigate the recommendations having been completed for three of the four recommendations (Appendix Five).
45. A further Gateway Review (Gate 3: Investment Decision) is planned and will be progressed in April 2025 to provide additional assurance around procurement decision-making.

Cost-of-living implications and Legislative Implications

46. There are no cost-of-living implications from the implementation of the FTSU programme.

⁷ Gateway 0 is an independent review of the strategic assessment and case for change which is undertaken at the start-up stage of a programme.

Legislative Implications

47. There are no legislative changes required to implement the FTSU programme.

Population Implications

48. Investment in upgraded frontline technology systems will enhance the organisation's ability to collect, analyse, interpret, and make use of a range of critical population level information. This will have benefit internally for the organisation (ensuring visibility of tamariki and rangatahi Māori, Pacific children, children with disabilities) and it will enable Oranga Tamariki to more meaningfully contribute to social sector data.

Human Rights

49. There are no inconsistencies with the New Zealand Bill of Rights Act 1990 in relation to this Cabinet paper.

Use of External Resources

50. The development of the DBC was led by one consultant, supported by internal resources.

51. FTSU requires specialised external resources in order to deliver the new CRM technology.
9(2)(j)

Additional use of specialised contractors has been assumed for roles where Oranga Tamariki has no existing capability to leverage.

Consultation

52. This paper was prepared by Oranga Tamariki. The following agencies have been consulted: Accident Compensation Corporation; Department of Internal Affairs (Government Chief Digital Office); Kāinga Ora; Ministry for Business Innovation and Employment (New Zealand Government Procurement); Ministry for Pacific Peoples; Ministry for Women; Ministry of Disabled People; Ministry of Education; Ministry of Health; Ministry of Housing and Urban Development; Ministry of Justice; Ministry of Social Development; New Zealand Police; Office of the Privacy Commissioner; Public Service Commission; Statistics New Zealand; Te Puni Kōkiri; and Treasury. The Department of the Prime Minister and Cabinet was also informed.

Communications

53. I will consider making announcements at an appropriate time as delivery progresses.

Proactive Release

54. I intend to release this Cabinet paper proactively within 30 business days of decisions being confirmed by Cabinet. The paper will be subject to redactions as appropriate under the *Official Information Act 1982*.

Recommendations

I recommend that the Committee:

1. **note** that in June 2023 Cabinet approved the previous investment planning stage Programme Business Case (PBC) [CAB-23-MIN-0291 refers];
2. **note** Oranga Tamariki has completed options analysis to identify a recommended option to progress in Tranche One of the FTSU programme that delivers the most value for children

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and families because it implements the functions used by front line social workers most frequently;

3. 9(2)(f)(iv) _____
_____ ;
4. **note** that, to support continued focus on value for money and maximisation of benefits, the establishment of a central agency review group is being explored;
5. **note** that a reporting approach to give Ministers oversight of programme progress, risks, and benefits is being established with the support of central agencies;
6. **direct** officials to ensure that future tranches leverage lessons learned from the delivery of Tranche One as well as future technology developed through the Ministry of Social Development's Te Pae Tawhiti programme;
7. **approve** the Detailed Business Case and the recommended option for Tranche One of 'Option 3 - children and young person focussed approach', with an estimated cost of \$68.5 million;
8. **direct** Oranga Tamariki to move to the next stage of investment planning and complete Gateway Review 3: Investment Decision;
9. **note** that on 29 April 2024, Cabinet [CAB-24-MIN-0148.54 refers]:
10. **agreed** to the Frontline Technology Systems Upgrade initiative subject to Cabinet's approval of a Detailed Business Case;
11. **agreed** to establish a tagged operating contingency of up to \$62.5 million in Vote Oranga Tamariki to fund the upgrade of the existing Oranga Tamariki case and care management digital system as well as some other smaller systems;


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12. **note** since the OBU 2024 has passed, the forecast period has now extended to include 2028/29 and the phasing of the tagged contingency is as follows:

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Capital Contingency	-	-	-	-	-
Total	24.500	26.000	6.000	6.000	6.000

13. **agree** that, as the Detailed Business Case in recommendation 6 above has now been approved by Cabinet which satisfies the requirement noted in recommendation 8.1 above, the Frontline Technology Systems Upgrade programme can now proceed;
14. **agree** to draw down in full the amount allocated in the tagged contingency against the Frontline Technology Systems Upgrade – Vote Oranga Tamariki tagged operating contingency, being \$68.5 million over the forecast period and on ongoing annual impact of \$6.0 million;
15. 9(2)(f)(iv)

9(2)(f)(iv)



16. **agree** that the proposed changes to appropriations for 2024/25 above be include in the 2024/25 Supplementary Estimates and that, in the interim, the increases be met from Imprest Supply;
17. **agree** that the expenses incurred under recommendation 12 above be charged against the [Initiative 15446 – Tagged Operating Contingency] described in recommendation 8.2 above;
18. **note** that, if you agree to draw down the funding in full aligned to the adjustments detailed in recommendations 11 and 12 above, then the tagged operating contingency will be fully exhausted and therefore closed.

Authorised for lodgement

Hon Karen Chhour

Minister for Children



Tranche One Frontline Technology Systems Upgrade

Detailed Business Case

November 2024

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EXECUTIVE SUMMARY



We serve the most vulnerable children, young people and families who come to our attention. We focus on keeping them safe and preventing them from coming into care or custody, when this is possible, by ensuring the children's system provides support to their families. Where children do come into care, we work with others to ensure their full needs are met and for young people with offending behaviour, we assist them to take responsibility for their actions and prevent further harm caused by reoffending.

Our vision is that all children are safe, loved and nurtured by family, hapū, and iwi, supported by thriving communities. Whilst this vision is clear and universally endorsed, there has been a lack of clarity about our core role and our purpose in achieving this vision, the accountabilities we hold directly and those that other parts of the children's system are expected to deliver upon. Addressing this has led to us becoming very clear on our three core roles:

- To be a high performing, highly trusted statutory social work and youth justice agency
- To be an enabler and co-ordinator for Māori and communities
- To lead and drive the children's system.

With a clear strategy and purpose, alongside a new operating model and fit for future organisational structure, we have set in place the foundations required to meet the performance expectations of Government, rebuild the trust and confidence of the public and drive towards improved outcomes for children and young people.

With this in mind, we are now making the fundamental changes needed. We have completed a substantial review of how we will practice in the future. This change combines the professional skills, knowledge, and responsibilities of the social worker with the knowledge, skills and responsibilities of families, caregivers, community and children's system partners. Through collaborative relationships, resources and ways of working, children are held at the centre of a team where risk and safety is understood and responded to through a broader perspective of *oranga*. In a youth justice context, our practice supports the balancing of accountability measures with wellbeing measures aimed

at addressing the underlying causes of offending behaviour.¹ We are also able to better support caregivers and ensure that the rights and interests of victims remain at the forefront of our thinking. This is responding to risk and creating safety in an inclusive, relational, and restorative practice.

The case for change (Strategic Case)

However, our over 20-year-old frontline technology systems are hindering our ability to fulfil our vision and purpose effectively both in the way we work now and our ability to change going forward as we continue to evolve to improve the way we connect, partner and practice. Whilst technology alone can never make children safer or prevent the harm caused by young people who offend, it can either accelerate or impede the changes needed within Oranga Tamariki, alongside our key community partners and across the children's system as a whole.

The current frontline technology systems impede our ability to:

- implement best practice, supporting changes to best practice over time, implementing legislative change, and making strategic shifts.
- work collaboratively with the children's system, Partners and with children and their families.

This view has been highlighted in numerous reports and reviews into Oranga Tamariki and care and protection, youth justice, adoption services and residences.

We have identified the following problems with our current frontline technology systems.

- It is not easy for children or young people to engage in their information or for kaimahi to locate information on the needs of children and young people or find what resources are available, risking the safety and wellbeing of children, young people and their families. This means Oranga Tamariki cannot effectively evidence its own performance and accountability, or that of the wider children's system due to the poor quality of data and information which is able to be retrieved from our case management systems.
- Inflexible, outdated, laborious and unhelpful systems, do not support how we need to work to support children, young people and their families and caregivers. This creates additional work and stress for kaimahi and robs time that should be spent directly supporting children and families.
- Sharing and transfer of decision-making to or between iwi Māori and community Partners is not safely enabled.

Without addressing these problems, we cannot successfully meet, or evolve in a way that safeguards children and their families and enables us to meet our legislative responsibilities, including evidencing outcomes for children and our obligations to our external monitors.

Other government agencies are facing similar challenges and have large technology programmes underway. There is value in Oranga Tamariki, and the broader social services sector including MSD, working together to create a similar experience and design patterns for New Zealanders that may require support through public services. Oranga Tamariki will take every opportunity to regularly share and align experience and service patterns where it makes sense to do so, applying

¹ Section 4(2) Oranga Tamariki Act, 1989

the lens of what makes sense to the person who needs help. As well as resulting in a better end user experience across government, this will help to ensure that any Government investments are maximising the use of existing best practice for technical design, and also enabling investments that follow.

Determining the path forward (Economic Case)

The option that will deliver the best value for money in Tranche One builds on the options identification and assessment process, developed at the Programme Business Case (PBC) stage.

Since the PBC, work has continued to confirm and refine the options addressing the problems including:

- refining the technical options in the PBC
- confirming who is going to deliver the frontline technology systems (the FTSU Implementation and Support Partners)
- confirming the scope for Tranche One and the benefits which can be realised during this phase, whilst also being clear about what is out of scope.

Refining the technical options

The PBC determined the preferred option was that the new system be built on a Tier-1 CRM cloud-based platform. This would replace all current frontline technology systems, both those:

- that are directly used by our social workers, residences and internal staff - Care and Protection, Youth Justice, Residential and Adoption Services system (CYRAS),
- which support partnered and community practice - Te Kete (High and Complex Needs), Family Start Network (FSNet), Strengthening Families Reporting Tool (SFRT) and Funding and Contracting (FAC).

As improvements have already been made to the Caregiver Information System (CGIS) a decision about whether this platform would need to be further developed or replaced would be made once the outcome of the CRM platform procurement is complete².

The refinement was about whether existing cloud-based platforms be used or whether the new system be procured. The outcome of the assessment was that the new solution will be built on a Tier-1 CRM cloud-based platform that will be procured through an open tender. Otherwise, the Programme will leverage existing cloud platforms in accordance with the preferred option from the PBC - for example, the data warehouse and Financial Management Information System (FMIS).

Confirming Tranche One scope

Three options for the DBC were developed and assessed.

² This system has already been designed to co-exist as the Programme transitions from CYRAS

- Option 1: Functional and support services focus - Under this option the focus would be on moving financial and administrative functions and capabilities off existing frontline systems early.
- Option 2: Partnering focused approach - Under this option a partnering approach would be taken by starting on systems that are accessed and used by Partners and other agencies.
- Option 3: Children and young person focused approach - Under this approach the focus would be to better support frontline work in the key areas of improving children's safety and oranga and reducing harm from youth offending. It would put in place functionality to support intake, frequently used plans, assessments, practice tools, and interventions used currently in CYRAS. It would most quickly deliver improvements to the experiences of children, their families, caregivers and kaimahi which is aligned to the new practice framework and practice approach.

A multi-criteria analysis found that the children and young person focused approach (Option 3) delivers the most value to the most users in the shortest time. It will most quickly lead to better practice quality, better experiences, improved ability to manage youth offending and improved safety outcomes for children and families. This strongly aligns with enabling the core purpose of Oranga Tamariki to be a highly performing and highly trusted care and protection and youth justice agency.

Consideration has also been given to how this programme can work collaboratively with others (such as MSD's Te Pae Tawhiti programme) to grow 'reusable, technology-agnostic patterns' (common functions or ways of working such as payments, case planning and identity verification that will likely be required by multiple agencies). This means that solutions developed within the FTSU programme will both draw from and contribute to technology solutions across government agencies. ^{9(2)(f)(iv)}

In scope

The following are in scope of Tranche One:

- Procure CRM platform and Frontline Technology Systems Upgrade (FTSU) Implementation and Support (I&S) Partner(s)
- Put in place the foundations of the system that subsequent tranches can be built on (this may not be needed depending on the CRM platform that is selected).
- Deliver the business functions which focus on making children safer, support caregivers and prevent the harm caused by young people who offend.
- Change management to support internal users e.g., training, bedding in change, enabling and supporting practice.
- Putting in place the ability for children, their caregivers and families to access and share information safely and easily. The intention is to deploy this functionality in the first instance to internal kaimahi, with some limited deployment to a small number of Partners. This will allow the Programme to test and manage risks in relation to data transfer, privacy, security, and access to information.
- As changes are made, updating:
 - standard reporting

- the data model in the data warehouse.
- Integrate the new frontline system with CYRAS and retire portions of CYRAS that are now supported by the new system.
- Retire technology components (e.g. middleware) that become redundant.

Out of scope

The following are out of scope of this business case:

- Retire any frontline systems.
- Changes to non-frontline systems.
- Changes to data and analytic systems for non-frontline technology systems.
- Changes to the operating model e.g., changes to practice, changing the operating model and/or strategic goals, structural change to Oranga Tamariki.
- Partners' systems that are not owned or operated by Oranga Tamariki.
- Other agencies' systems that are not owned or operated by Oranga Tamariki.
- IT systems and hardware for Partners.

Refining the implementation arrangements

Four options for who could implement the preferred option were explored:

- Oranga Tamariki
- FTSU I&S Partner(s)
- Mixed model
- One Implementation/Test Partner

A multi-criteria analysis found that the mixed model delivered the most value. The CRM system will be implemented by a mix of FTSU I&S Partner(s) and an inhouse team. Through the implementation process that inhouse team will build up internal expertise throughout the duration of the broader programme. This will mean:

- Less reliance on external vendors over time and an internal ability to make minor enhancements, fix minor problems and provide more informed second level support.
- It would be more cost effective.
- Being open to engaging a group of FTSU I&S Partners (rather than one) supports competitive and cost-effective procurement outcomes and the ability to leverage different capabilities and expertise in an agile way.

Tranche One benefits

Three benefits for the programme were identified at three Investment Logic Mapping (ILM) workshops and one added post the ILM to align with Government priorities. None of these benefits can be fully realised until the completion of the programme. The following table sets out an estimate of the level of benefit realisation in Tranche One.

ILM Benefit	Lev	Comment
Improve safety and oranga of children,	High	Given the focus on internal support for intake, frequently used plans, assessments, practice tools, and interventions used on CYRAS there will be a relatively high level of benefit realisation

ILM Benefit	Lev	Comment
young people and their families.		
Reduce further harm caused by youth offending	High	Given the focus on frequently used plans, assessments, practice tools, and interventions used on CYRAS, many used for youth justice there will be a relatively high level of benefit realisation
Improve wellbeing and effectiveness of kaimahi.	Med	Given the deliverables are focused on functionality used by most internal users there will be a level of benefit realisation.
Improve the way Partners' are supported.	Low	<p>The primary benefit to partners in Tranche One is that the quality of information that is recorded in the system and therefore available to be shared will improve. The Programme will be updating the data warehouse with new data so some of the new data could be shared with other Children sector agencies laying the foundation for improved collective decision making and insights generation.</p> <p>However, in terms of interoperability between systems and direct data exchange, Tranche One will not deliver significantly greater benefit for Partners. While the ability for caregivers, children, their families, and Partners to access and share information safely and easily will be put in place, it will not be widely deployed in Tranche One. This is so risks in relation to data transfer, privacy, security, and access to information can be tested and managed.</p> <p>To test this, the Programme will expose limited parts of the system to a limited number of Partners.</p>

The main saving that can be monetised for the programme are costs to operate and maintain the existing frontline systems. However, these savings cannot be fully realised until the Programme is complete. Because of the addition of the new system operating and maintenance costs will increase.

The commercial deal (Commercial Case)

All procurement will be managed in line with Government procurement rules and Oranga Tamariki best practice.

9(2)(j)

- 9(2)(j)

- 9(2)(j)

- 9(2)(j)

Given relevant technologies are modern and widely used both within New Zealand and internationally, augmenting the internal delivery capability of Oranga Tamariki with implementation Partners will be realistic and achievable.

9(2)(j)

- 9(2)(j)

- 9(2)(j)

Oranga Tamariki will work closely with New Zealand Government Procurement and Government Chief Digital Office to ensure the procurement process operates in accordance with procurement rules, while also ensuring existing Government services are explored where appropriate.

The proposed investment and affordability (Financial Case)

The total cost to implement and operate the functionality delivered in Tranche One is estimated to be approximately \$68.5 million opex over five years.

Funding for FTSU was set aside in a tagged contingency in the Budget 2024 Summary of Initiatives, with drawdown subject to a Cabinet approved business case.

9(2)(f)(iv)

Oranga

Tamariki is unable to fund further programme costs without impacting the services that it provides to children and young people, and it is intended that further programme funding required will be sought through the Budget process.

To further enhance value for money from this investment, FTSU will be closely aligned with MSD's Te Pae Tawhiti programme so that FTSU can benefit from work MSD has already done 9(2)(f)(iv)

Delivering the change (Management Case)

As part of Tranche 0 (the prototyping phase) the Programme tested its delivery approach by developing a test version of a digitised All About Me Plan (AAMP).

The AAMP is the primary plan for children who are in the care of the Chief Executive. This plan outlines the child's needs and how these will be met. It aligns with the National Care Standard regulations. It is used by social workers, children, their families, caregivers and professionals who work together to develop this plan.

The value of this prototyping has been threefold:

- It tested and confirmed key programme methodologies, and in particular a business / practice led approach to delivery– with discovery, design and development being undertaken by a mixed team of technical and practice experts, alongside vendors

- It provided a tangible example of what could be achieved through new technologies including digitalising an existing tool and complementing with additional functionalities to support new ways of working which has been well received by stakeholders
- The programme has a clear understanding of the design and technical requirements to produce the new AAMP as a result of prototyping, meaning the timeframe to implementation in Tranche One is shorter than it would otherwise have been.

Drawing from lessons learnt from this prototyping phase, the following outlines the arrangements the FTSU Programme will put in place to ensure successful delivery of Tranche One and to manage the FTSU Programme risks.

Governance

Sound practice led governance will be key to successfully delivering the Programme in a way that benefits can be realised. It enables a tight focus on Programme change controls, dependencies, risk management and assurance. Figure 1 shows the governance and Programme management structure. To the right is the Programme-specific governance and to the left are forums from which the programme will seek advice/approval on business or technical decisions.

Additionally, opportunities will be seized to embed central agency support and experts from the Ministry of Social Development into practice and technical design governance to ensure lessons learned from the Te Pae Tawhiti programme can be caught and applied through delivery, and Oranga Tamariki will also commit to embedding experts into MSD to achieve the same benefit.

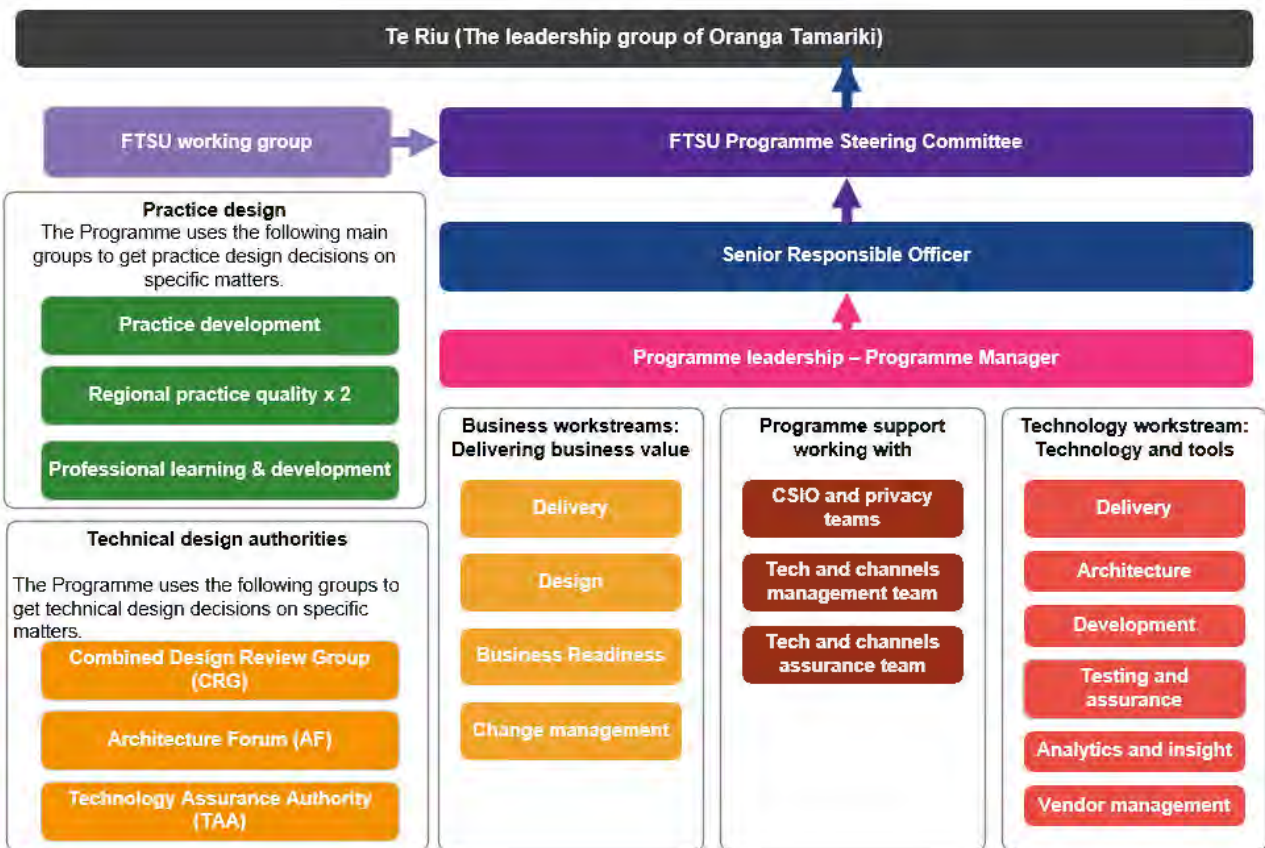


Figure 1: Tranche One governance structure

Timeline

Figure 2 sets out a high-level timeline for the Programme. It shows at a high level what will be delivered in each tranche. It also shows that an off ramp can be taken at the end of each tranche if there is a major change or if there is a change in funding. This will allow some partial benefit realisation, which increases each tranche:

- Tranche One delivers the most value for internal users because it implements support for intake, frequently used plans, assessments, practice tools, and interventions used on CYRAS. This also has the most immediate and direct benefit to children and families as it will work to support how we respond to address their safety and wellbeing right now.
- Tranche Two delivers:
 - the remaining value to most frontline users because most of the remaining frontline functions will be delivered in this tranche
 - the most value to external users (Partners and relevant agencies) because access to the system will be deployed to them and the rest of the data improvements.
 - Ongoing benefits to children and families.
- Tranche 3 delivers the ability to retire all remaining frontline systems generating a financial saving and the ability to realise the remaining benefits for Partners.

However, taking an off ramp means that the new CRM system would be in place, as well as the old systems. While development costs would cease, system costs would be higher than before the programme started with increased licensing, operating and maintenance costs.

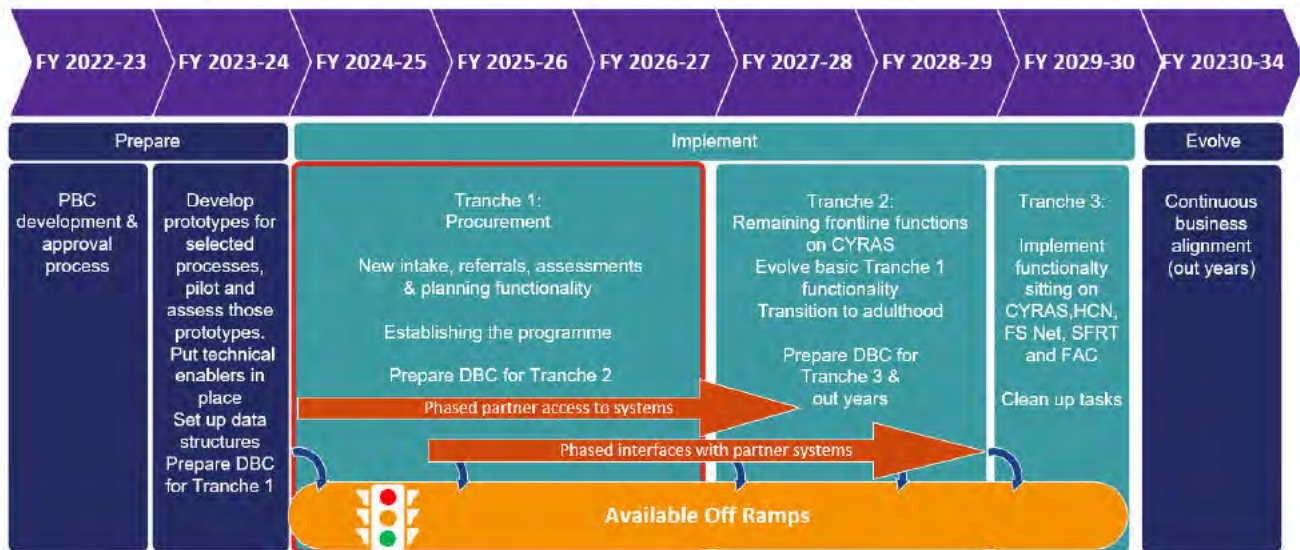


Figure 2: Programme timeline

Figure 3 shows a high-level Tranche One timeline.

	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3
Procurement											
9(2)(j)											
9(2)(j)											

	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3
Establish the programme											
Governance	█										
Establish key resources	█										
Plans	█	█									
Development (from specifications to change management)											
Planning		█	█	█	█	█	█	█	█	█	
Develop and release one				█	█	█					
Develop and release two					█	█	█				
Develop and release three						█	█	█	█		
Develop and release four							█	█	█	█	
Detailed Business Case Tranche Two				█	█	█					
Change and benefits realisation											
Implement & support release one					█	█	█	█			
Implement & support release two							█	█	█		
Implement & support release three								█	█	█	
Implement & support release four									█	█	█

Figure 3: Tranche One timeline

Change management

Effective change management will be key to the success of the programme. It will ensure that:

- Oranga Tamariki can **extract the most value from the new frontline technology systems** to support the safety and oranga of children and their families in a way that is aligned with the new Practice Framework and Practice Approach and our legislative obligations and performance accountabilities.
- There is **minimal operational disruption** - Oranga Tamariki continues to operate at its current level of efficiency both during the implementation of Tranche One and during the transition to new functionality.
- Children, their families and caregivers will **not have adverse experiences** from changing from the old to the new technology systems and the ability for kaimahi to adapt to a new technology environment will be more seamless.
- Kaimahi have training and support to enable them **to build capability and confidence using the new system**.
- **Stakeholders are aware, informed and engaged** throughout the change journey.

The programme will apply a structured and integrated approach to all change planning activities that will be applied across the country. Embedding this change will be supported by a Programme change team and supplemented by an existing business change structure already in place to support practice change and enable strategic shifts.

One critical success factor will be the quality of stakeholder engagement. The FTSU Programme will work with a wide variety of stakeholders inside (the main focus of Tranche One) and outside the organisation. Outside stakeholders includes children-focused government agencies, strategic Partners, iwi and NGO Partners, community groups, caregivers and care experienced children and young people. This will be important to enable us to be informed by our users and to prepare for the next tranche.

INTRODUCTION



Oranga Tamariki is the state agency responsible for care, protection, youth justice, transitions and adoptions. It plays a critical role in achieving the vision set out in the Child and Youth Wellbeing Strategy of making New Zealand the best place in the world for children and young people³ to live— through ensuring that they are in safe and loving homes and that children are thriving under the protection of their families, hapū and iwi.

The vision of Oranga Tamariki is that *'All children are safe, loved and nurtured by whānau, hapū, and iwi, supported by thriving communities.'* A key enabler of this vision for Oranga Tamariki are its frontline technology systems which support the way Oranga Tamariki works to achieve that vision. However, our current 20-year-old frontline technology systems are hindering our ability to fulfil this vision in both:

- in the way we work now and
- our ability to change as we rapidly evolve to improve the way we partner and practice.

In recognition of this, the Oranga Tamariki Frontline Technology Systems Upgrade Programme (the FTSU Programme) has been established to identify options that can enable technology to support the frontline.

In 2023 Oranga Tamariki submitted a Programme Business Case (PBC) outlining a programme of change to its technology systems to support the way frontline work to enable best practice⁴. It showed how this programme will improve outcomes for children and their families in line with government expectations.

The PBC stated that over the next five years Oranga Tamariki will seek funding for three tranches of work to upgrade frontline information systems. A Detailed Business Case (DBC) would be submitted for each tranche.

This DBC covers the implementation of Tranche One, which has a narrower focus than the PBC. This DBC sets out:

³ Tamariki and rangatahi means children and young people.

⁴ The executive summary of that PBC is included in Appendix 1

- Updates to the Strategic Case including more contextual information (Strategic Case)
- Refinements on the technical solution and sequencing for Tranche One (Economic Case)
- Costs and funding arrangements for Tranche One (Financial Case)
- The commercial approach for Tranche One (Commercial Case)
- Delivery of Tranche One (Management Case).

STRATEGIC CASE: Revisiting the case for change

A Strategic Case was prepared as part of the original Programme Business Case (PBC). Parts of this Strategic Case have been revisited because the focus of this DBC is narrower than the PBC, that covered the full range of statutory responsibilities that promote the wellbeing of children and young people at risk of harm or offending including those delivered directly by Oranga Tamariki and those by Partners. This Strategic Case also provides updated information and provides context for the Economic Case, specifically around the 'customer journey'.

This Strategic Case sets out the case for making the investment in frontline technology systems. The Strategic Case will answer two questions:

- Why is investment needed?
- Why is that investment needed now?

It will:

- Set out the work that Oranga Tamariki has completed since the PBC was completed on changes to the operating model and the new practice led approach.
- Set out the problems with the current state of existing frontline technology systems.
- Show the impact these problems are having on the ability of Oranga Tamariki to meet its statutory services – these cover the role of Oranga Tamariki in promoting the safety and wellbeing of children and young people at risk of harm or offending, care services, adoptions and transitions.
- Show how the current state of systems is impacting on the ability of Oranga Tamariki to change the way it operates through enabling best practice.
- Show the benefits of making the changes.

Background

While most New Zealand children are doing well, some are not. The following sets out four indicators that are a snapshot of children and young people wellbeing.

Child poverty⁵

Approximately 143,700 children experienced material hardship in the 2022/23 financial year. That is about 1 in every 8 children, or 12.5% of the total number of children in New Zealand (1,115,800). Of those the most disadvantaged were Pasifika (1 in every 3.5 children) and Māori (1 in every 4.5 children). Since the 2021/22, this was an increase of 23,400 more children or a 2-percentage point increase. This annual increase is statistically significant.

⁵ Stats NZ poverty measures

Children at risk

The number of children entering care has reduced up to 2023. Since then, the entries into care have plateaued with a marginal increase in the last year. Māori children continue to be most impacted by this, as more than two thirds of children in care are Māori. Reports of concern of potential abuse rose again in 2023 after falling in 2022, but the number of substantiated cases did not increase.

Children and violence⁶

Violence against children showed a significant increase in 2023, sharpening the trend of recent years, with the biggest increase in common assault.

- Common assault - 1540 offences (35% increase from 2022) of which there were 1284 victims (29% increase)
- Serious assault without injury - 4332 offences (27% increase from 2022) of which there were 3647 victims (24% increase)
- Serious assault with injury - 2438 offences (18% increase from 2022) of which there were 2207 victims (18% increase)
- Aggravated sexual assault - 1969 offences (10% increase from 2022) of which there were 1840 victims (10% increase)

Youth offending⁷

Most children and young people have no contact with the youth justice system, with less than two percent of all young people under 18 years of age ending up with recorded offences.

Youth offending increased in 2023 for the first time since 2017. However, overall youth offending levels are less than half what they were a decade ago. The ethnic inequalities in offending persist and do not appear to be reducing.

About Oranga Tamariki

Oranga Tamariki was formed as a standalone Ministry in 2017, made up from Child, Youth and Family, Children's Action Plan, Community Investment, and other functions from the Ministry of Social Development (MSD).

The purpose of Oranga Tamariki is to serve those children, young people and their families who come to its attention and focus on keeping them safe and preventing them from coming into care or custody by ensuring the children's system provides support to families.

To deliver statutory responsibilities and promote the wellbeing of children and young people at risk of harm or offending, Oranga Tamariki works across the following areas (Figure 4). For more detail on these and the service responses see Appendix 12.

⁶ New Zealand Police Ngā Pirihiimana o Aotearoa | Policedata.nz—Victimisations (demographics) <https://www.police.govt.nz/about-us/publications-statistics/data-and-statistics/policedatanz/victimisations-demographics> (accessed December 2023).

⁷ Ministry of Justice Te Tāhū o te Ture | Data tables: Children and young people with finalised charges in any court <https://www.justice.govt.nz/justice-sector-policy/researchdata/justice-statistics/data-tables/> (accessed December 2023).

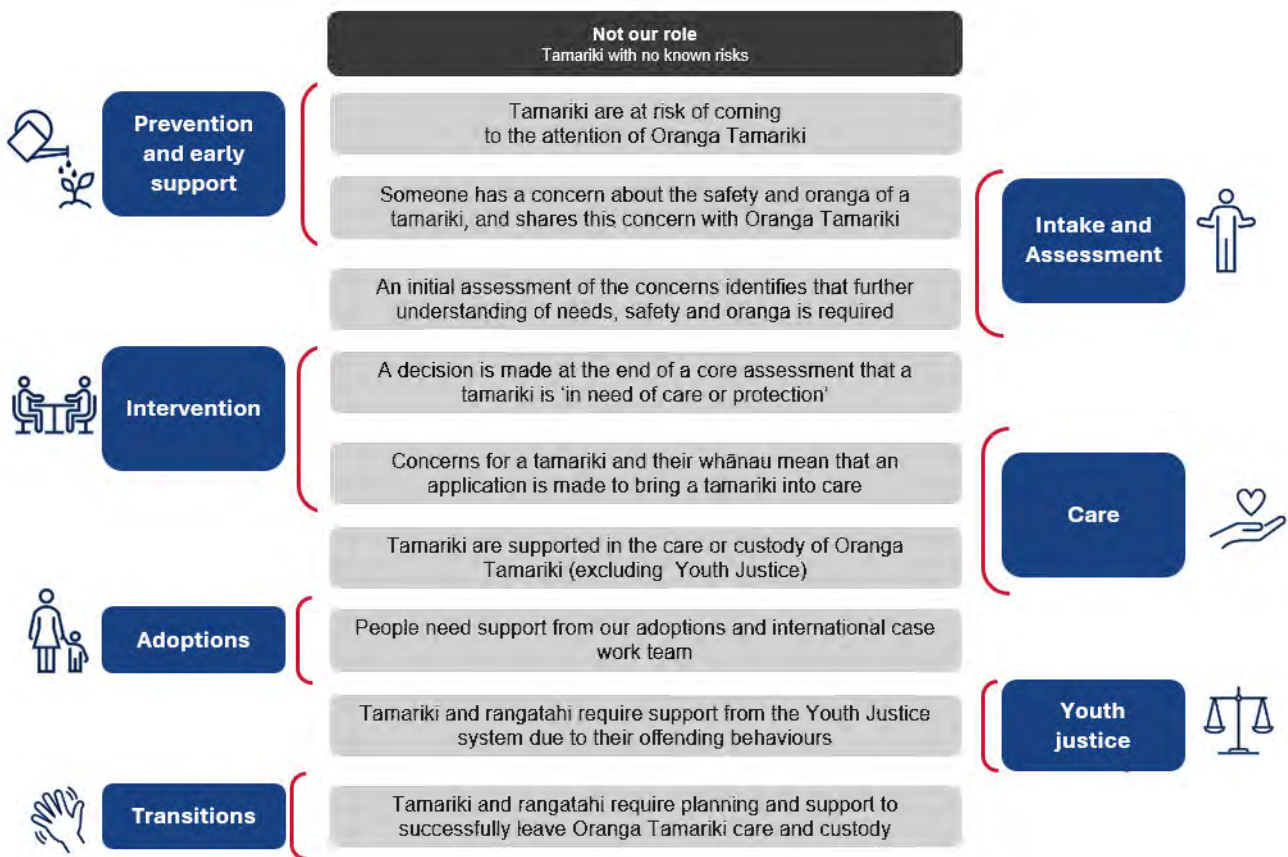


Figure 4: What Oranga Tamariki does

Strategic Context

This section sets out the strategic context for the proposed investment.

Changes the way we practice

Oranga Tamariki has just completed a substantial review of how it will practice. This change is based on a strong body of evidence on best social work practice. The practice change combines the professional skills, knowledge, and responsibilities of the social worker with the knowledge, skills, and responsibilities of families, caregivers, community and children’s system partners. Through collaborative relationships, resources and ways of working, children are held at the centre of a team where risk and safety are understood and responded to through a broader perspective of oranga. In a youth justice context, our practice supports the balancing of accountability measures with wellbeing measures aimed at addressing the underlying causes of offending behaviour.⁸ We are also able to better support caregivers and ensure that the rights and interests of victims remain at the forefront of our thinking. This is responding to risk and creating safety in an inclusive, relational, and restorative practice (see Appendix 2 for more detail).

Our practice approach has four tools that will have an immediate and practical impact on safety and oranga of children - *Tiaki Oranga*, *Organising my practice tool*, *Oranga framed Practice Prompts* and *Oranga framed assessment report*. Following extensive trialing, these tools are being implemented with social workers now and will be enabled through new technology that supports this new way of working.

⁸ Section 4(2) Oranga Tamariki Act, 1989

New fit for purpose practice tools to assist in addressing youth offending needs, risks and behaviours have also been developed for trial as part of the recent Military Style Academy programme with the plan for broader implementation across other areas of youth justice practice in the near future.

For kaimahi to fully adopt these new practice tools, models and approaches in ways that enable improved practice quality and better outcomes, they must be integrated within the frontline technology systems they are working within every day. Additionally, with collaboration being such a strong feature of practice, the frontline technology systems also need to be changed to allow a wide range of people and organisations to draw on technology that enables collaboration and the ability to access a wider set of information available to provide appropriate resource to ensure safety and oranga. These include children, young people, their families and their caregivers, Māori and community Partners, professional networks, and agencies, including Oranga Tamariki.

Changes to the operating model

The outcomes used to guide its new operating model of Oranga Tamariki are:

- Children and young people who require a response from Oranga Tamariki are safe, have their rights upheld, voices heard, receive a mana-enhancing service experience, and have their oranga strengthened with support of the children’s system.
- Children and young people are safe and thriving within the care of their families, hapū, iwi and community, with the support of the children’s system, preventing any further harm.
- Oranga Tamariki purposefully drives the wider children’s system to meet the needs of children, young people and their families in an integrated way.

The operating model sets out three strategic levers which have the greatest ability to improve outcomes for children and their families. The next section will outline the role of Oranga Tamariki, the strategic levers it uses to support this role, the necessary strategic shifts to drive change to improve outcomes and what is needed from frontline technology systems to support this role both now and in the future.

A high-performing children’s system

Oranga Tamariki role	Lead and drive the wider children’s system to fulfil its responsibilities to meet the needs of children, young people and their families.
System lever used by Oranga Tamariki	Influence, collaborate and foster accountability across the children’s system agencies and wider public sector. Oranga Tamariki does this by advocating for and championing the needs of the children they are here to support, influence children’s agencies to meet their needs, and hold them to account for their commitments to the Oranga Tamariki Action Plan.
Strategic shift - Enhancing our system supports (Rato Pūnaha – Lead the System)	The Oranga Tamariki Action Plan and Child and Youth Wellbeing Strategy set out the approach for social sector agencies to establish and maintain partnerships and work together to respond and support children at the greatest risk of entering the Oranga Tamariki system. There is a need for greater, more efficient, and accurate information sharing between agencies and amongst the wider system, including to and from Oranga Tamariki. This has been highlighted in multiple reviews. There will be an increased demand for accurate and timely information to inform agency responses (population level) as well as to be able to provide the tailored responses to meet the needs of children and their families (individual level) –

	neither of which is possible to the extent that will be required within the current systems.
What is required from frontline technology systems	<p>To be part of a high-performing children’s system, Oranga Tamariki needs front line technology systems that:</p> <ul style="list-style-type: none"> • captures and stores relevant data to produce insights and evidence that support timely and well-informed decisions and policy. • supports data sharing, collaboration and information sharing between agencies, professional networks and Non-Governmental Organisations (NGOs).

A high-performing agency

Oranga Tamariki role	Be a high-performing, highly trusted statutory care, protection and youth justice agency that works in a relational and collaborative way with other agencies and communities.
System lever used by Oranga Tamariki	<p>Highly skilled, professional workforce supported by frontline technology systems and other practice enablers. Oranga Tamariki has system-level workforce planning to ensure that Oranga Tamariki has a highly skilled and sustainable workforce who deliver oranga focused, evidence informed practice, services and support for children and their families who require statutory involvement.</p> <p>Oranga Tamariki has the information it needs to apply rigorous and evidence-based investment practices to what it does.</p>
Strategic shift - Building the workforce to meet future need (Whakapakari Kaimahi – Enable our People)	<p>A shift required is the approach to Oranga Tamariki social work practice. At the heart of this practice shift is the relationships Oranga Tamariki builds with the children, their families, communities and Partners they work with. This will require changes, both as an organisation and as individual practitioners.</p> <p>Practice will draw from Te Ao Māori knowledge, methods and principles which are by their nature relational, inclusive and restorative. Oranga Tamariki will collaborate with Tangata whenua and communities to understand aspirations and needs and develop the workforce to meet them.</p> <p>As the transfer of resources to Partners and communities progresses, increasingly the practice will occur within partner organisations. The whole workforce will need to be skilled, confident and empowered, and supported by flexible and responsive practice enablers such as upgraded frontline technology systems.</p>
What is required from frontline technology systems	<p>Frontline technology systems that:</p> <ul style="list-style-type: none"> • dynamically enables and supports relational, inclusive and restorative practice now and in future as practice continues to evolve • will mean kaimahi have the tools they need to make informed decisions about the safety and wellbeing of children on a daily basis • are efficient and easy to use so the time kaimahi spend on high value tasks is maximised and will maximise the time kaimahi can be out in the community and engaging with children and their families. • collect and store data so it can be reported to enable evidenced based decisions at all levels of the organisation • enable case management reporting • give kaimahi easy access to all the information they need for evidence-informed practice, so they make the right interventions and provide the services they need for children and their families

	<ul style="list-style-type: none"> • enable relational collaboration, particularly by sharing data, with Partners, the children’s system, and children and their families to ensure children are safe and thriving. • ensure that there is a cohesive story available for children and their families about their journey with Oranga Tamariki so they can understand what happened to them.
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Enabled Partners and communities

Oranga Tamariki role	An enabler and coordinator for Māori and communities, to support and empower them to put in place the support, the solutions, and the services they know will work for their people.
System lever used by Oranga Tamariki	Enabled Partners and communities – Oranga Tamariki will enable and equip Treaty and community Partners to design and deliver services and supports that meet the needs and aspirations of children, their families and community
Strategic shift - Transferring resources to Partners and communities (Mana Ōrite – Enable our Partners)	<p>Oranga Tamariki will become more of an enabler and coordinator for Māori and communities, to empower them to put in place the support, the solutions, and the services they know will work for their people to prevent children coming to the attention of Oranga Tamariki. It will work closely with Māori and communities to build capacity and capability so that they can receive and deliver those services.</p> <p>Oranga Tamariki will work with Māori and communities to develop new approaches to support children, young people and their families. This will enable the shift to be locally led with centrally enabled ways of working. Locally led means decision-making happens as close as possible to children and their families. Over time, the intention is to move to a way of working where decision-making and resources are with children, their families and communities. There will need to be a balance between local responses and national consistency. Being centrally enabled will bring national alignment across what is happening in different areas, help coordinate a national system including calling for action from other sector and government agencies and ensure cost efficiencies for services and functions that should be provided nationally.</p> <p>By taking a family-centred approach, reports of concern can be responded to in a way that may prevent harm and the need for a statutory response. Reducing demand for current or future statutory responses, more can be reinvested into strengthening families (prevention).</p>
What is required from frontline technology systems	<p>Frontline technology systems that:</p> <ul style="list-style-type: none"> • enable social workers within Oranga Tamariki and partner organisations to easily share the right information • support partnership between children, their families and their caregivers, and across communities, iwi and other Partners • enable Oranga Tamariki, Partners and other government agencies to work collaboratively to meet children and their family’s needs, using a range of delivery models • enable improved responsiveness of local service providers to meet the needs of children, their families and caregivers, reflecting a true approach to partnering.

Strategic alignment

This section sets out how the proposed investment aligns with both the Government's strategies and the strategies of Oranga Tamariki. It shows its contribution to the government's goals. Addressing these problems directly supports several government strategies including:

- a Social Investment approach, including the necessary data and evidence infrastructure to support investment in effective services that can best meet the needs of vulnerable New Zealanders.
- the *Living standards framework* at the first two levels⁹:
 - Level 1: Our Individual and Collective Wellbeing – by enabling the following dimensions: improving lives of children (subjective wellbeing), supporting their families and community members, enabling safety (Harm), enabling partnering (Cultural capability and belonging)
 - Level 2 institutions and governance – partnering and strengthening families, households, hapū and iwi.
- the youth offending target as part of the Prime Minister's new BPS targets.
- the *Social Sector Commissioning Action Plan* and reform¹⁰.
- the *Strategy for a Digital Public Service*¹¹ by proposing a flexible investment approach using proven technology solutions, emphasising people-centred decision making, collaborating with Partners, culturally inclusive digital transformation, modernising through innovation, and prioritising value for money.
- the Government's *Artificial Intelligence Strategy* (under development) - by delivering frontline technology systems on modern technology platforms unlocks the ability to harness emerging capabilities such as AI in the future.
- *The Digital Strategy for Aotearoa*¹² by using technology systems, services, and data to solve problems, support cultural expression, and support the work of people.
- the *Data Protection and Use Policy (DPUP) | NZ Digital government*¹³ and progressively shifting to more secure methods (e.g. Data Exchange | Social Wellbeing Agency)¹⁴.
- *Te Puna Aonui* (the Joint Venture for the Elimination of Family Violence and Sexual Violence), a collective of agencies (including all children's agencies) responsible for implementing Te Aorerekura – the National Strategy to Eliminate Family Violence and Sexual Violence.
- addressing some issues raised in the Abuse in Care Royal Commission of Inquiry report, *Whanaketia – through pain and trauma, from darkness to light* such as the quality of records for children and young people in care

⁹ See [Living standards framework](#). The brackets show the supported dimensions

¹⁰ See <https://www.msd.govt.nz/about-msd-and-our-work/publications-resources/planning-strategy/social-sector-commissioning/index.html>

¹¹ See [Rautaki mō tētahi Rāngai Kāwanatanga Matihiko Strategy for a Digital Public Service](#)

¹² See [Te Rautaki Matihiko mō Aotearoa Digital Strategy for Aotearoa](#)

¹³ See the [Data Protection and Use Policy \(DPUP\) | NZ Digital government](#)

¹⁴ See the [Data Exchange | Social Wellbeing Agency](#)

- the Crown's ability to support Māori data governance¹⁵ (and/or Sovereignty).

The proposed investment indirectly contributes to the government's objectives for better data use and stewardship, and evidence-based decision making set out in *The Government Data Strategy and Roadmap* –

- Māori and iwi have the data systems they need to fulfil their aspirations
- Government decisions are informed by the right data at the right time.
- Government is held to account through a robust and transparent data system.

Oranga Tamariki has a clear strategy, operating model and practice direction for what it does now and where it needs to change to improve outcomes. Addressing these problems directly supports several Oranga Tamariki strategies and focus areas including:

- the *Oranga Tamariki Action Plan* for the children's agencies to provide collective accountability for improving outcomes for the populations of interest, including health, education and housing outcomes, improving information/data sharing and support for regions.
- the new *Key Performance Indicators (KPIs)* for Oranga Tamariki.
- the obligations Oranga Tamariki has under the *National Care Standard*. –
- the *Child and Youth Wellbeing Strategy*¹⁸ of making New Zealand the best place in the world for children and young people – through ensuring that they are in safe and loving homes and that Māori children are thriving under the protection of their families, hapū and iwi.
- Oranga Tamariki, *Technology Strategy, Operating Model and Investment Plan, 2018-2019*.
- Pacific children, aligning to our *Pacific strategy 2021-2024*
- Disabled children and disabled parents, aligning with the *2024 disability strategy*.
- *Oranga Tamariki Investment Strategy* (under development).
- Oranga Tamariki organisational strategy including:
 - *Oranga Tamariki Digital strategy* including the Enabling Technology strategy (under development)
 - *Kaimahi ora strategy* - the improvement of frontline technology systems will contribute to worker wellbeing
 - *Oranga Tamariki data and information strategy* (under development)
 - *Oranga Tamariki Partnering strategy* (under development).

Current state

Frontline technology systems do not support the way that Oranga Tamariki is working now or the way it needs to support the future vision of child protection in New Zealand. The current frontline systems cannot adapt to support strategic shifts without investment.

¹⁵ See support [Māori data governance](#)

¹⁶ see [The Government Data Strategy and Roadmap - data.govt.nz](#)

¹⁷ See [National Care Standards](#)

¹⁸ See [Child and Youth Wellbeing Strategy](#)

Other government agencies are facing similar challenges and have large technology programmes underway. There is value in Oranga Tamariki, and the broader social services sector, including MSD working together to create a similar experience and design patterns for New Zealanders that may require support through public services. Oranga Tamariki will take every opportunity to regularly share and align experience and service patterns where it makes sense to do so, applying the lens of what makes sense to the person who needs help. As well as resulting in a better end user experience across government, this will help to ensure that any Government investments are maximising the use of existing best practice for technical design, and also enabling investments that follow.

This section looks at the state of systems and their ability to support processes that support the delivery of frontline services. It shows that the state of current technology systems means that they do not meet current operational needs to support the safety and wellbeing of children effectively and efficiently.

Current state of frontline technology systems

Oranga Tamariki has a range of frontline technology systems. They are one of the key parts of supporting infrastructure needed to support the frontline to deliver relational, inclusive, and restorative practice in the care, protection and youth justice system. Figure 5 below shows where frontline service delivery technology systems fit within the Oranga Tamariki operating model.

The systems in scope of this programme of work are those that are owned and operated by Oranga Tamariki and that directly support the delivery of all frontline statutory services and partnered services (in purple). Of the out-of-scope systems:

- Yellow systems are owned and operated by external parties such as providers and Partners.
- Pink systems are other frontline systems and those that support frontline delivery and operational needs – for example the Financial Management Information System (FMIS) supports payments to providers and Partners and other payments.
- Red systems are internal data and analytic tools (the data warehouse will become red when it is replaced by an Oranga Tamariki operated system).
- Systems with a green dot are in the process of being upgraded or replaced. This includes the data and analytic systems.

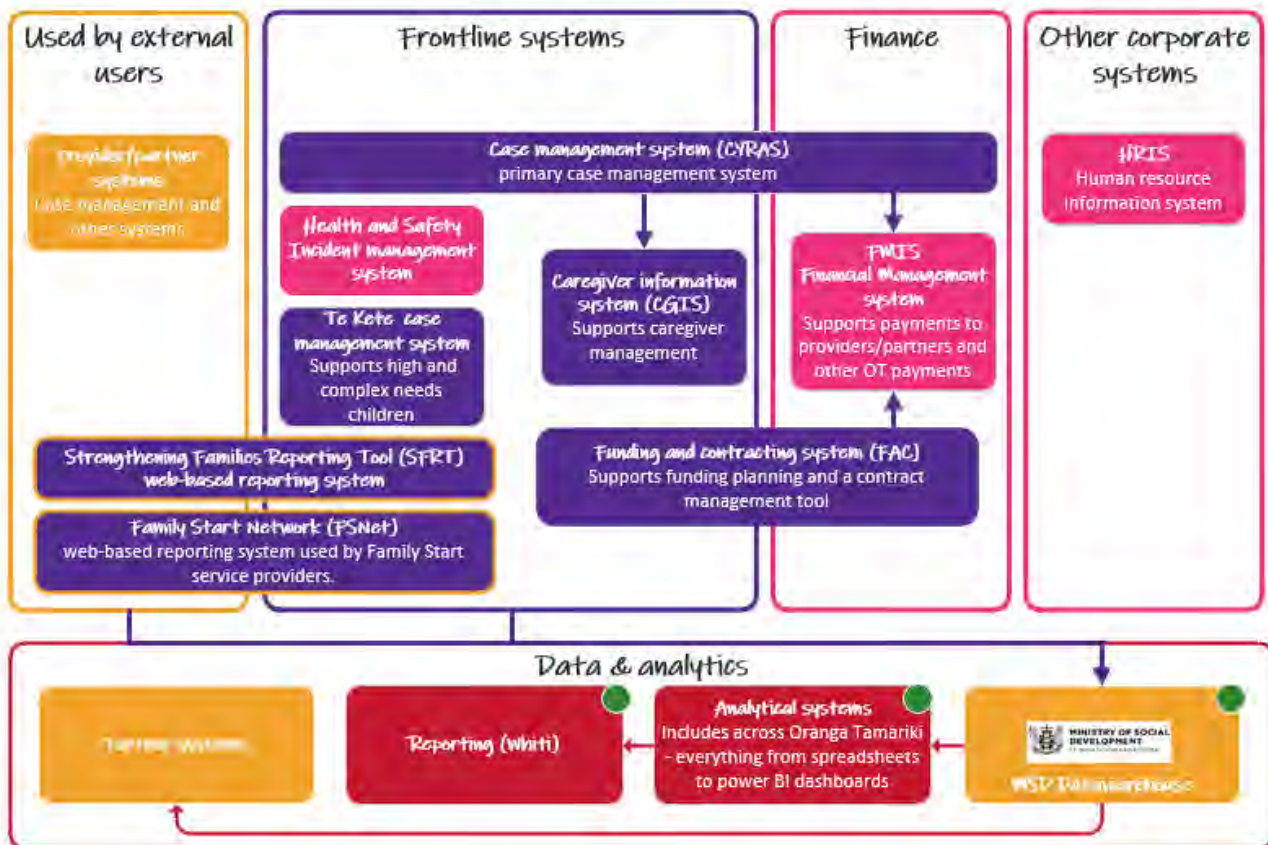


Figure 5: Current state of Oranga Tamariki frontline and supporting systems

The in-scope frontline systems are a group of systems of varying sizes.

The primary case management system is the Care and Protection, Youth Justice, Residential and Adoption Services system (CYRAS). It has been in place for over 20 years and has about 4,500 users – both internal and some external. It undertakes the following functions:

- provides comprehensive case management from the time a concern is raised to when the involvement finishes – this may or may not become a statutory intervention
- provides a ‘digital filing cabinet’ to record information, actions and responses taken when assessing, engaging and working with children, their families, caregivers and victims of youth offending, young people transitioning from care to adulthood and adoption services
- provides the ability to create, manage and track case activities relating to individual actions
- captures the statutory obligations and legal orders that require management and monitoring.
- provides some financial management and some vendor management capabilities.

Given CYRAS is the biggest and most used case management system which causes the most issues the bulk of the discussion in this business case is focused on CYRAS.

The following small standalone systems are ones that are accessed and used by Partners and other government agencies. They have smaller user bases and are accessed less frequently than CYRAS:

- Te Kete (High and Complex Needs) – a case management system used by a small team working across the Ministry of Health, the Ministry of Education, and Oranga Tamariki specifically for children and young people. It co-ordinates services for

children with high and complex needs. It manages an average active caseload of about 200 cases per year. It has been in use since 2014.

- Family Start Network – a web-based reporting system used by Partners delivering the Family Start early support programme for children and their families with high support needs. There are about 700 external and internal users with an active user base of around 50 providers across most of New Zealand. Currently there are around 500 Family workers (Partners) who input, edit and retrieve client’s personal data, limited to their corresponding site. There are on average 103 logins per day.
- Strengthening Families Reporting Tool – a web-based data collection tool used across multiple agencies to record case coordination data, and data about services provided to families, so that service provision is comprehensive and seamless. SFRT is logged on to about 38 times per day and has an active user base of 92 external and internal users.

The Caregiver information system is a modern, cloud-based platform to assess and support caregivers and provide information needed for them to be able to care for the child, e.g., about any medical or disability related support needs. It is also used to record and manage complaints.

The funding and contracting system is a bespoke database and workflow engine that provides contract management, planning and relationship management for social service contracts. It has 410 users across Oranga Tamariki and is approximately 22 years old.

Appendix 3 sets out a more detailed description of the in scope frontline technology systems, who they are used by and what functions they support.

Which systems will be affected by the changes in Tranche One will be set out in the Economic Case.

Current state of case management processes

Figure 6 shows how the high-level process works now and volumes as of May 2024. The systems are configured to put individual cases at the centre. With the new practice led approach the systems need to enable ways of working that have children and their families at the centre so reports of concern are managed in a contextual way “with” the relevant participants, not “to” them. This also helps to move away from an incident focused response, where cumulative risk to safety over time becomes invisible at each transactional point of involvement with the child or their family.

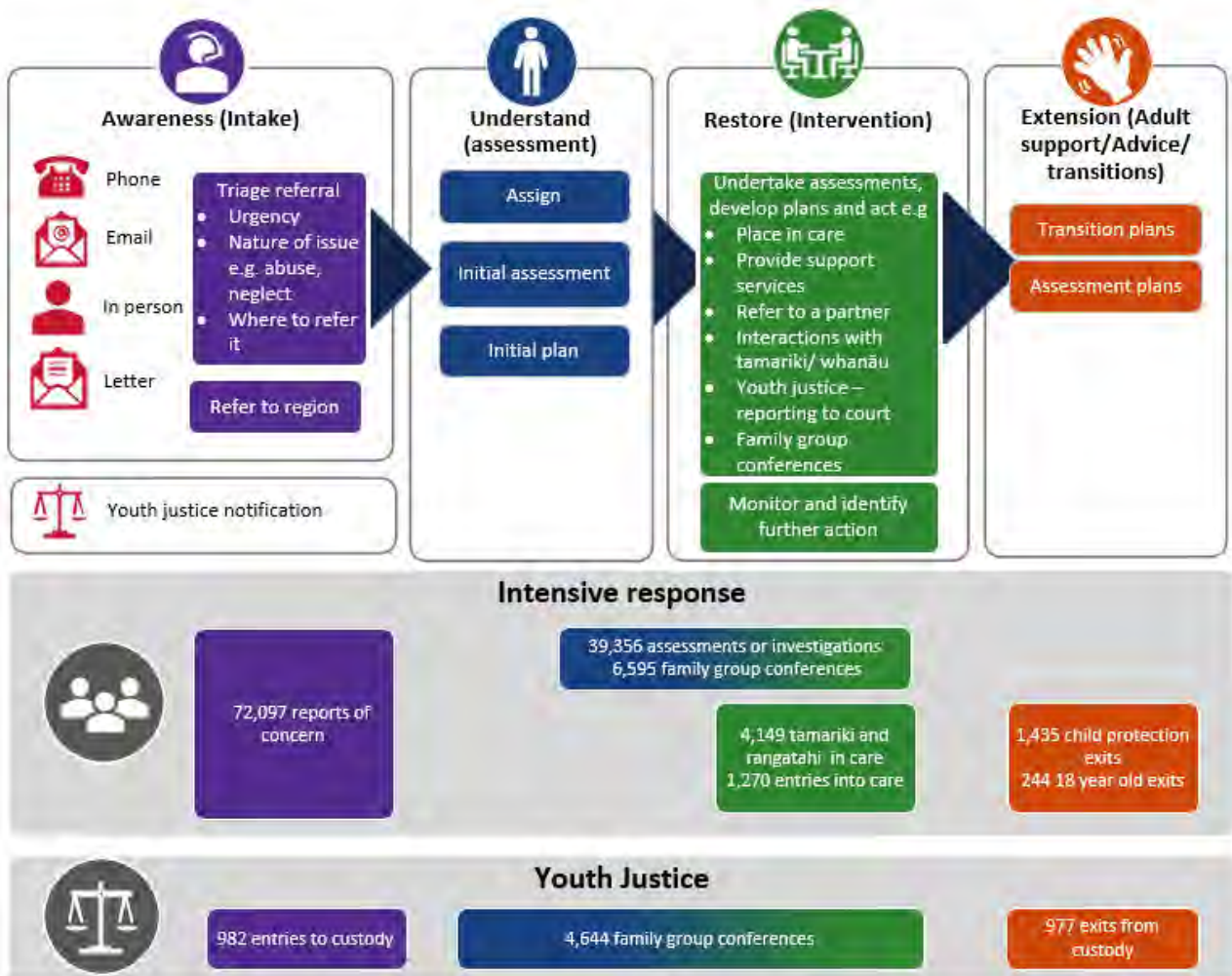


Figure 6: How we currently manage reports of concern and indicative volumes as at May 2024.

The current frontline systems drive a strong case-centric approach where each case is treated and managed as a standalone intervention.

This approach was based on historical practice when Oranga Tamariki was process and transactionally driven where things were done to and not with children and their families.

Like other professionals, social work has tended to follow a largely linear approach to practice where, in response to an incident a practitioner will move through the stages of engaging, assessing, planning, implementing, and reviewing. In this context, the individual social worker is at the centre of the process, using their skills to perform a set of activities to a child or their families. This approach has been mirrored in the existing CYRAS system where case recording is centred around an event or incident, presents information in a linear fashion, and mostly reflects the perspectives of a single practitioner. If another incident occurs, then the same process may occur and at times could work in parallel as opposed to understanding the overall view of the child and their families.

This case-centric approach has limited our ability to understand the context around the child and their family journey within the statutory system.

The case-centric focus means the journey of children and their families with Oranga Tamariki cannot be easily seen. However, when working with children and their families, the practitioner needs to understand not just the current notification but view the concern in the context of the wider family, hapū, iwi, community, and environment. They need to understand what has happened to tamariki and their families in the past or other engagements that are happening now. Having a full picture helps build and develop understanding, assessment and decision-making about what type of restoration and

supports might be appropriate. Not having this information visible can lead to risk to the child's safety or a delay in children and their families having their needs met at the earliest opportunity. It has also led to decisions being made without the full context of tamariki and their family circumstances. Internal and external investigations have shown there can be tragic consequences from not having this information.

The impact of the case-centric approach is:

- At an individual level, Oranga Tamariki does not have the information needed to make evidenced-based decisions on how best to engage with individual reports of concern.
- At a system level, Oranga Tamariki does not have the information to understand what the impacts and outcomes are of its work at a population level and how to make evidenced based decisions to improve those outcomes.



Problems with the current state

Our current frontline technology systems are not supporting the way we work to support the safety and wellbeing of children and young people, or the ability of Oranga Tamariki to undertake its role in the children's system and will constrain the way Oranga Tamariki needs to work in future with the new practice led approach.

The need to change and update frontline technology is a consistent theme across several reviews and inquiries into Oranga Tamariki and is consistently evident in reporting undertaken by those who monitor Oranga Tamariki, such as the Independent Children's Monitor (see Appendix 4).

This section sets out the problems and what that means in practice for everyone involved in the process. The problems were identified by Oranga Tamariki at three Investment Logic Mapping (ILM) workshops in August 2023.

The impact on frontline kaimahi, children and their families and Partners (both government and non-government) is set out in Appendix 5.

Problem one: Finding and sharing information



It is not easy for children/young people to engage in their information or for kaimahi to locate information on the needs of children and young people or find what resources are available risking the safety and wellbeing of children, young people and their families

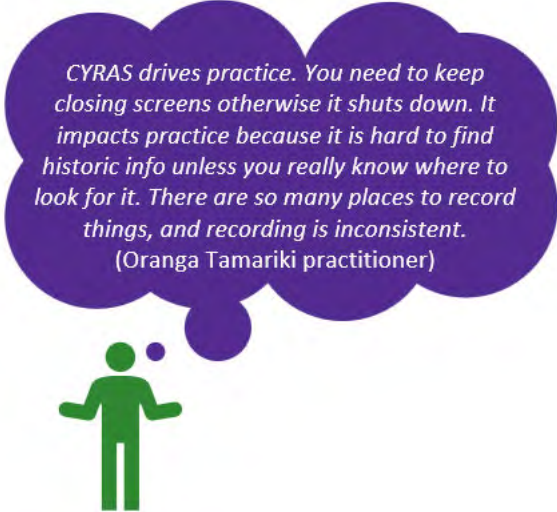
Finding information

CYRAS is not designed to search for people and identify linked cases.

Much of the information in CYRAS is stored in a fragmented way, capturing information in free format notes and in different places on the system. This partially reflected the data needs when the system was developed, to have a transactional focus and is partially a feature of the limits of the dated technology and the platform it is built on.

The following sets out the specific issues for finding information:

- Finding people - it is hard to find people in the system because:
 - it has a limited ability to search e.g., you cannot search on phone number
 - there are many duplicate records in the system which makes it hard to tell which ones are relevant
 - processes to 'link' individuals appropriately within case work are complex and prone to data entry errors resulting in connections being wrongly made or not made at all. This can create privacy challenges when someone is linked incorrectly.
- Finding out about the child and their family history – it is difficult to find out about what has happened in the past or is happening now because:
 - Data is kept in multiple places and across multiple unstructured case notes where the bulk of the engagement with children and their families are recorded.
 - Case notes are indexed by case not person.
 - When trying to find a specific case note or record, this requires manual scrolling through all the case recordings without an appropriate filter option.
 - It is hard to determine a person's role or relationship within a case and there is no way to determine the length of someone's involvement within the case.
 - There is a lot of unsearchable unstructured information that has to be sifted through manually
 - Kaimahi may make different decisions about where to record specific pieces of information
 - Chronologies and case histories have to be manually collated.
- Finding out about families – it is difficult to find information in the current frontline systems about the child's family e.g., who they are, whether there are any other children associated with them who have been involved with Oranga Tamariki.
- Within Oranga Tamariki different functions need to know what is happening with the child and their families in different services lines (e.g. care and protection, youth justice and residences in particular). However internal practice is siloed because the system is separated into these services lines.



CYRAS drives practice. You need to keep closing screens otherwise it shuts down. It impacts practice because it is hard to find historic info unless you really know where to look for it. There are so many places to record things, and recording is inconsistent.
(Oranga Tamariki practitioner)

Impact on the ability to work collaboratively with others

The following sets out the specific issues for sharing information with other important stakeholders:

- Children and their families have no self-managed access to their information except through the Official Information Request Act and the Privacy and Adult Adoption Information Act process.
- Information is needed from child protection agencies to get context and there is no place to store it except in case notes which are narrative based and buried. e.g., do they have unmet health needs? are they currently enrolled and attending school?
- Children's system agencies need information which relies on manual processes of extracting and then sending the information.
- Day to day communication - CYRAS does not support modern channels of communication such as receiving and sending email, text messages, and instant messaging. This makes it difficult to work collaboratively with key information not being recorded in real time. It also means risky practices such as critical case information may be sitting in emails and not on the case record.
- The inability to share data is hampering the ability to streamline interagency workflows. For example:
 - Health exchange is a practical example of where Oranga Tamariki has been able to transact information about GP enrolment manually. With new technology systems information could better enable quick and direct transfer of information.
 - With the Ministry of Social Development (MSD) there is an opportunity for joined up approaches to managing the contracting and commissioning interface.
 - With the Ministry of Justice (MOJ) there is an opportunity to simplify transfer of information between Oranga Tamariki and Family and Youth Courts to support more efficient decision-making.

Impact on working with children and their families

Children and their families need to be able to understand what has happened or what is happening. The frontline technology systems do not give them access to that information. When children request information, it is difficult to find and extract. When they receive it, the form it is in can be confusing, intimidating and raise further questions about how decisions were made, which in turn rather than helping to resolve trauma, may add to it.

Impact on reporting and monitoring information

Oranga Tamariki is the main government agency working in the most complex areas of children and their families need and yet is unable to provide a lot of accurate, detailed information about that work and the people they work with. As a result:

- It is not always possible and/or it is hard to comply with external accountability reporting requirements.
- It is hard for the child protection system to take an evidenced based system wide approach to detecting and reducing harm to children.
- With multiple systems collecting financial data it is not easy to aggregate to get a clear picture of investment and client costs.
- The credibility of Oranga Tamariki with decision makers, Partners and other government agencies is affected by the inability to provide information.
- Oranga Tamariki cannot report on areas that are of public interest to tell the story of what is happening.
- Oranga Tamariki cannot demonstrate the benefits and impact of the interventions we lead with children and their families either at an individual or whole of population level.

Problem two: Supporting the way we work



Inflexible, outdated, laborious and unhelpful systems, do not support how we need to work to support children, young people and their families and caregivers. This creates additional work and stress for kaimahi.

CYRAS has grown and evolved over years in response to new requirements driven by legislative change, changes in policy, changes to reporting requirements and developments in the research and evidence base within social work practice. However, whilst enhancements were added to CYRAS, parts of the system that were no longer used were not rationalised. This has resulted in confusion around the 'correct way' to perform common tasks. It has made it harder and harder to do those basic tasks. It has also created a tendency to develop 'work arounds' which introduce risk to decision making and practice.

CYRAS usability is a key issue impacting our ability to operate effectively.

In November 2022 the Oranga Tamariki Workforce strategy was published, and part of this work included a time allocation assessment to identify what social workers time was being spent on what tasks.

The study found that the largest amount of kaimahi time across frontline roles (social workers, supervisors, administrators, co-ordinators and practice leaders) are administrative and system related.

Care and Protection social workers spend 21% of their working week (approx. 8 hours) engaging directly with children and their families but spend a significant 56% of their working week, the majority, on administrative and system related activities.

Youth Justice social workers spend 19% of their working week (approx. 8 hours) engaging directly with children and their families but spend a significant 59% of their working week, the majority, on administrative and system related activities.

These administrative tasks are hindered by the system constraints such as needing to record in multiple places, generating multiple documents that replicate data, duplication of information across core processes in the system, creating additional referrals, and time spent finding the right information.

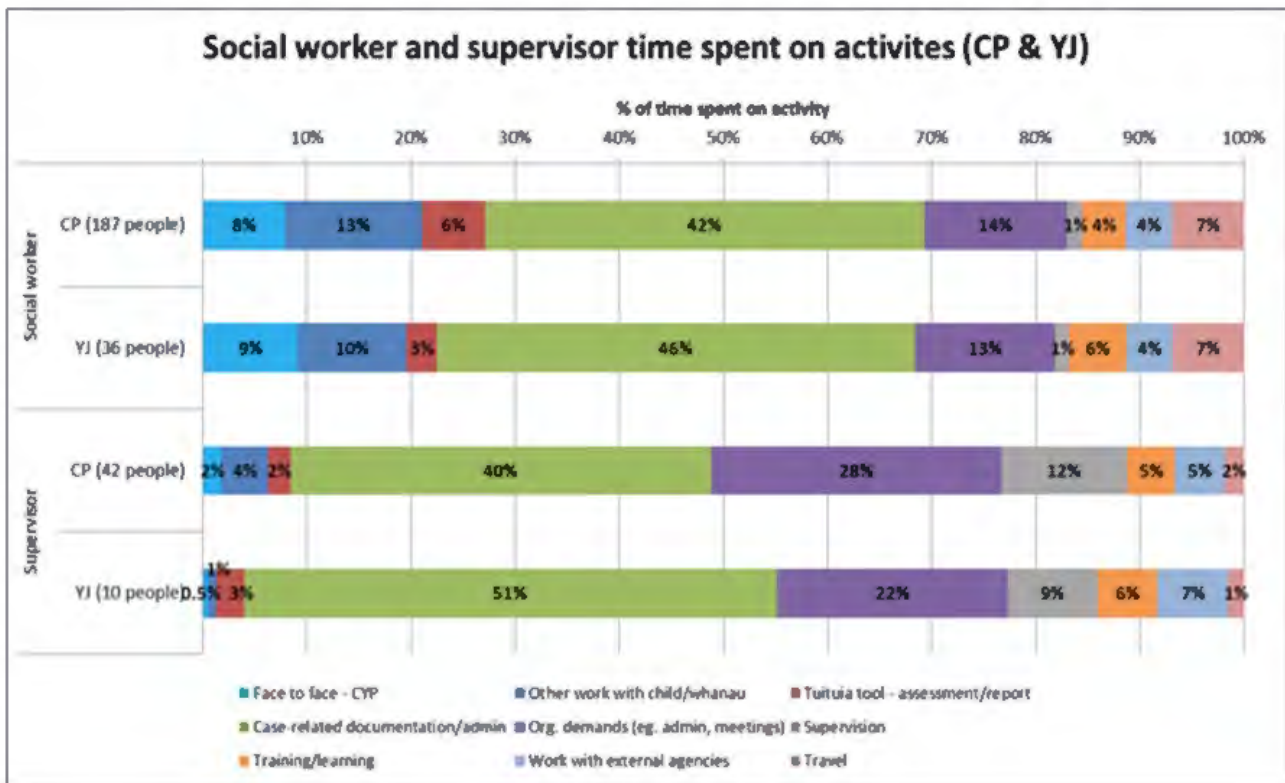


Figure 7: Time spend on activities.

This has been identified frequently in recent reports on Oranga Tamariki which have highlighted usability issues, the impact on effectiveness and the need to address them. These include:

- The 2015 Expert Panel report (Investing in New Zealand’s Children and their Families 2015¹⁹) tied some operational issues back to a lack of tools and outdated computer systems that are hard and time consuming to use.
- In its report Te Kahu Aroha²⁰, the Ministerial Advisory Board found that “Overwhelmingly the feedback about CYRAS is that it is cumbersome and difficult to navigate and no longer supports, but instead drives, practice”.
- The Office of the Children’s Commissioner Te Kuku o te Manawa Report²¹ found that “Current risk assessment systems were described by several kaimahi as time-consuming and unhelpful, and many kaimahi said the CYRAS case recording system is not fit for purpose. They said it is not always used correctly or consistently, key information is difficult to access, and mistakes are easily duplicated.”

In addition to issues finding information other usability issues include:

- CYRAS is internally duplicative, so users often must enter the same information multiple times in multiple places within it.
- Case reviews have shown that practitioners are not always recording information. Investigations have shown a link between lack of recording and usability issues.

¹⁹ See Ministry of Social Development (2015) - <https://www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/corporate/expert-panel-cyf/investing-in-children-report.pdf> [Expert Panel Final Report](#)

²⁰ See report Ministerial Advisory Board [Te Kahu Aroha](#)

²¹ See the Office of the Children’s Commissioner Report [Te Kuku o te Manawa](#)

- CYRAS cannot easily be used by mobile practitioners. As a result, practitioners must delay entering information to when they get back to their office. As a result of these time delays, not all information may be entered, and information is not available immediately. This has been supported by case reviews.
- Current unstructured case note formats have no auditing function to see who made changes to case notes, including those used for All About Me Plans, and what was changed.
- Workarounds must be used to store communications made in different formats such as email, text messages, 'chat' and instant messaging.

Using CYRAS takes valuable time away for working with children, their families and Partners

The administrative burden and inefficiencies caused by CYRAS, and other systems, takes practitioners' time and focus away from their statutory role, ensuring safety and wellbeing, building relationships and engaging with children, their families, caregivers and victims of youth offending. Practitioners feel like they spend too much time entering data (some of this is duplicative recording) to meet system needs, and not enough engaging with children, their families and caregivers to get positive outcomes.

The systems do not support different ways of working

Linear business processes are hard wired into systems and do not offer options or flexibility to achieve outcomes in different ways. In future we need to be able to work flexibly with locally led practice.

Problem three: Sharing decision-making



Sharing and transfer of decision-making to or between iwi Māori and community Partners is not safely enabled

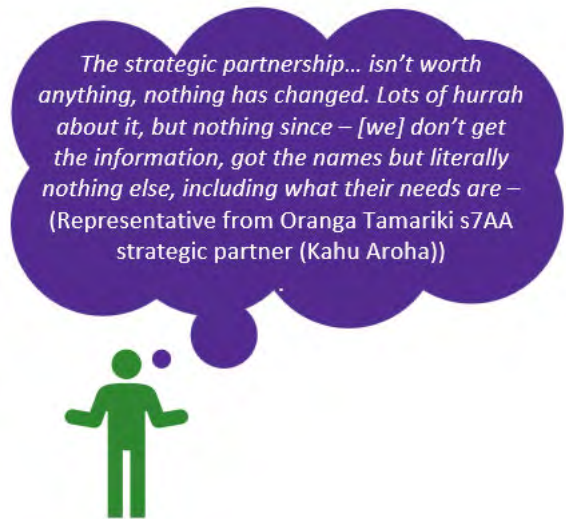
This problem hinders our role as an enabler and coordinator for Māori and communities. A key strategic shift will be how the Chief Executive exercises their duty of care and protection for children at risk of abuse or neglect, children in the custody of the Chief Executive, those within the youth justice system and those exiting care. More of this work will be delivered through Māori and community Partners. This shift will not be practically possible unless there is investment in new frontline technology systems that supports greater collaboration and help Oranga Tamariki to support safety for children and their families and our legislative responsibilities, in a more partner led environment.

The following sets out the specific issues for sharing information to enable collaboration both within Oranga Tamariki and with Partners:

- At any one time there may be multiple interventions underway for children and their families. These are being undertaken by internal practitioners and external Partners. If there are multiple interventions, there is limited visibility of what has happened or how they are working together. The information is often in multiple places or buried in CYRAS which is difficult to access. For example, within one family there may be one social worker engaged with mum and dad about the oranga (wellbeing) and safety of their younger children, another social worker working with one of their young people going through a youth justice intervention, while the family may be in a support programme run by a Partner. Because the information is recorded in distinctly different

places in CYRAS the two social workers and the Partners don't automatically have awareness of each other, and this can impede the ability to collaborate.

- Sharing information with Partners – when working with a Partner, information has to be passed back and forth outside of CYRAS then uploaded into a CYRAS case note.
- Partners accessing information – CYRAS and Te Kete have been built and designed to be used by internal users only. This means if Oranga Tamariki wants an external user to have direct access they must be set up in the Microsoft Active Directory of Oranga Tamariki and for CYRAS use an Oranga Tamariki laptop which causes delay and significant ongoing cost. The need for Partner access continues to grow in demand.
- The current technology has limited ability to restrict what Partners have access to and this has raised privacy issues.



Future state

What would success look like

Supporting the ability of Oranga Tamariki to reduce risk, work with possible youth offenders and improve safety and oranga for children, young people and their families

Figure 8 shows how changes to frontline technology systems will contribute to the outcomes for those across the system with children and their families at the centre.



Figure 8: How the programme will contribute to the outcomes across the system

- The blue boxes link directly to the delivery of statutory responsibilities to ensure children and young people are safe and thriving within the care of their families, hapū, iwi and community, with the support of the children’s system, preventing any further harm to ensure safety. This is a first area of focus and priority for the programme as benefits realised have closest proximity to and impact on the experiences of children.
- The brown boxes show how the programme will begin to contribute to shared aspirations across the sector. These will be used to demonstrate agency and sector accountability (such as the Independent Children’s Monitor, Ombudsman and Children’s Commissioners Board).
- The green boxes show the value of the investment in terms of Government priorities and how public trust and confidence will be influenced over time.

The new frontline technology systems will:

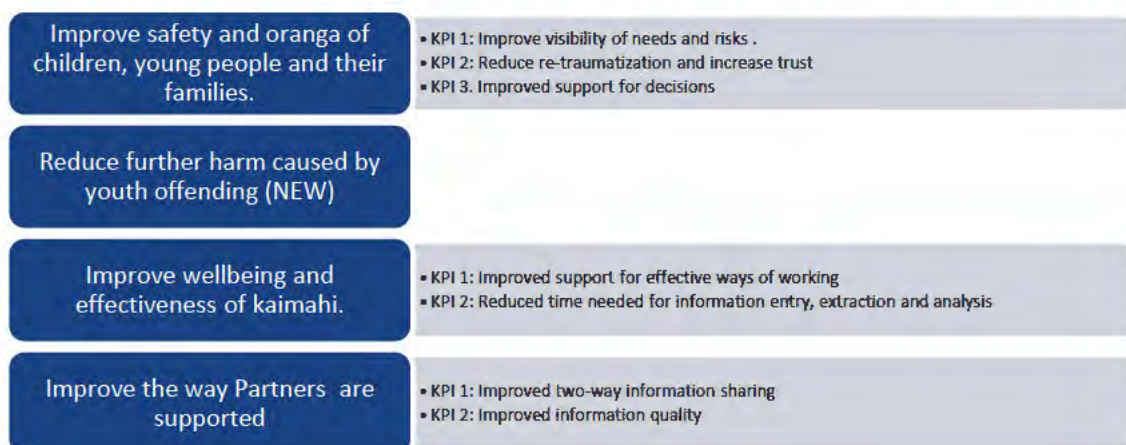
- support a high-trust information-sharing model that is connected across agencies, Partners, families and caregivers
- be intuitive and provides a ‘natural’ experience that echoes the consumer-market – for example, access via mobile devices, a Facebook-like timeline history of child-events, collaboration, and ‘chat’ tools (such as ‘WhatsApp’).
- be agile, can adapt to changing needs and support new approaches to work with children and their families - supporting different ways of working - locally led, centrally enabled.
- support timely decision-making informed by evidence

- support new practice led approaches to working with children, their families and caregivers
- enable Oranga Tamariki, Partners and other government agencies to work collaboratively to meet children and their family’s needs, using a range of delivery models
- enable information-sharing that supports collaborative approaches to meet children and their family’s needs in their rōhe and community
- allow for an agile and flexible IT system that supports service delivery trials or innovations
- improve data quality and enable information to be easily found
- enable improved responsiveness of local service providers to meet the needs of children, their families and caregivers, reflecting a true approach to partnering
- support collaboration and safe and secure information sharing between children, their families and their caregivers, and across communities, professional networks, agencies, and Non-Governmental Organisations
- allow parts or functions of the system to be retired or replaced in the future, as technologies evolve and business needs change.
- give Oranga Tamariki practitioners the frontline technology systems they need to deliver quality practice.

By optimising business processes and implementing fit for purpose frontline technology systems, the time practitioners spend on low value tasks will be reduced so they can focus more on relational engagement with children and their families.

Benefits

Without addressing these problems, we cannot successfully meet or evolve in a way that safeguards children and their families and enables us to meet our legislative responsibilities, including evidencing outcomes for external monitors. Three benefits were identified at three Investment Logic Mapping (ILM) workshops in 2023²². Subsequently a fourth benefit was added. These benefits cannot be fully realised until the Programme is complete, but with each Tranche more and more value accrues especially in Tranche One.



²² Improve safety and oranga of tamariki, rangatahi and whānau, Improve wellbeing and effectiveness of kaimahi, Improve the way Partners’ are supported

Since then, more detailed benefit logic mapping has been developed and the benefits are being refined as part of the Benefits Realisation Plan.

Addressing the gap

Investment objectives

The following investment objectives were identified:

- To enable improvements in quality practice and to achieve positive outcomes for the safety and oranga of children at risk of harm or where there are offending behaviours, and their families.
- To make it easier for our kaimahi to work productively, spending more time working directly with children, their families and communities.
- To support a system wide approach to working with children, young people, their families and caregivers (system in this case being Oranga Tamariki and its Partners and other government agencies).
- To make it easier for kaimahi, Partners and children's agencies to access quality information to inform decision-making at all levels.

Programme scope

The following sets out the scope of the Programme. Further work on refining that scope for Tranche One will be set out in the Economic Case.

In scope for the Programme

The following are in scope of the programme:

- The programme will replace all frontline technology systems (see Appendix 3).
- Change management to support the new functionality changes e.g., training, working with Partners, bedding in change, enabling and supporting practice.
- As changes are made, updating:
 - standard reporting
 - the data model in the data warehouse.
- Putting in place the ability for children and Partners to access and share information safely and easily.
- Integrate the new frontline system with existing systems where appropriate.
- Changes needed to other non-frontline systems that allow existing frontline systems to be retired – the main one being FMIS.
- Retire old systems or parts of systems.

Out of scope for the Programme

The following are out of scope of this business case:

- Other changes to other non-frontline systems.
- Other changes to data and analytic systems for non-frontline technology systems.
- Changes to the operating model e.g., changes to practice, changing the operating model and/or strategic goals, structural change to Oranga Tamariki.
- Partners' systems that are not owned or operated by Oranga Tamariki.

- Other agencies' systems that are not owned or operated by Oranga Tamariki.
- IT systems and hardware for Partners.

Factors affecting uncertainty

Constraints

Constraints are limitations imposed on the investment options from the outset. The following key constraints have been identified.

Constraints	Description
The pace of change	During the changes, service delivery to children and families will have to be maintained as kaimahi adapt to the new frontline technology systems which may constrain the pace of change.
Technology System strategy	The Oranga Tamariki technology strategy is based on leveraging where possible a discrete set of SaaS platforms, minimising functional duplication between systems and avoiding bespoke software development. This provides a useful and necessary constraint on technology choices to maximise re-use of purchased services and maintain cost-effective management of systems, risk, security, resilience and vendors. Although this is constrained by the AOG procurement rules. How this is being handled for this business case is set out in the Economic and Commercial cases.
Computer literacy	For some Internal and external system users ²³ level of computer literacy and capability to use the new tools will be a constraint on design. Though this constraint is made easier by having a highly committed workforce eager for the coming changes.
Running legacy and new systems at one time	The need to migrate gradually due to the size and scale of the changes required.

Table 1: Programme constraints

Dependencies

Dependencies are external influences on successful delivery, where success is contingent on the future actions of others. The following key dependencies have been identified.

Dependencies	Description and Management Strategies
High level practice and processes	The design of the practice approach for Oranga Tamariki is a dependency for the technology systems needed to support practitioners. Without this there will not be clear high level business processes that can be translated into detailed requirements. This work is well advanced.
Dependency on key enabling functions	The work is dependent on support from enabling functions such as Privacy, Information Security, Technology and Channels, and complementary functions in Oranga Tamariki to deliver. These functions are already highly stretched.

²³ New systems users include both internal external partner users

Dependencies	Description and Management Strategies
Information sharing approach	Approach to collecting, storing, sharing and ownership of data with our iwi and community Partners. This will need to continue to be carefully worked through and agreed.
Data models	Data model and governance, reporting / monitoring requirements, privacy/security/access

Table 2: Programme dependencies

Key outcome risks

The following risks that might prevent, degrade, delay the achievement of the investment objectives have been identified. The four risk areas are set out in Table 3. For more detail on the individual risks and mitigations see Appendix 6.

Risk area	Commentary
Risks to the continued ability of Oranga Tamariki to operate during the transition to the new frontline technology system	<p>These risks arise because of:</p> <ul style="list-style-type: none"> the recent restructuring which impacts on capacity which are mitigated by leadership and managing the pace of change useability risks especially during the programme when all the legacy systems as well as the new system are in place which are primarily mitigated by design and robust change management.
Risks to adoption of the system	<p>These risks arise because of lack of leadership and ownership and insufficient change management resourcing. Again, these risks can be managed at a high level by pacing the change, effective change management during and after implementation and sufficient resourcing</p>
Risk to the technology system's ability to evolve	<p>The technology system will need to evolve over time as the internal and external environment changes e.g., practice changes, legislative changes, technology changes and need for data. The mitigations are:</p> <ul style="list-style-type: none"> a cloud based configurable system with internal expertise where the technology issues are outsourced good design.
Risk to system supporting the way we practice	<p>These risks arise because of:</p> <ul style="list-style-type: none"> not getting good adoption personal information being shared. <p>The mitigations are centred around good change management.</p>

Table 3: Outcome risks

ECONOMIC CASE

The purpose of this Economic Case is to determine the option that will deliver the best value for money. This case sets out the outcome of the work undertaken since the PBC was prepared. This work builds on the options identification and assessment process, developed at the PBC stage.

The work includes refining and confirming the options including:

- refining the technical options in the PBC
- confirming the scope for Tranche One
- confirming who is going to deliver the frontline technology systems.

Where there were outstanding decisions still to be made between different options, particularly around scope, a multicriteria analysis (MCA) was undertaken to assess the new options against the assessment criteria.

Appendix 7 sets out the assessment criteria and Appendix 8 the outcome of the MCA.

This case also includes a consideration of the costs and benefits including:

- undertaking cost benefit analysis of the monetary benefits and costs
- assessing any intangible benefits
- assessment of risk and uncertainty.

The outcome of this analysis informs the recommendation of a preferred option and the implications for Tranche One.

Refinements to the technical solution

The PBC's findings about the technical solution

At the PBC stage, five technical solution options were considered to replace the current frontline technology systems.

A range of options was assessed from doing nothing to a complete replacement of all frontline systems. Based on that analysis the PBC identified the preferred option was to put in place a new frontline technology system which would be delivered on existing commercial cloud services, with additional services procured as required over the lifetime of the programme using a business-driven iterative approach.

This approach will provide benefits around cost-effective licensing, economies of scale, leverage experience, smaller support team needs, improved resilience (including disaster recovery) and ease of contractual and commercial management.

The PBC stated that at the DBC stage this option would be considered in more detail to see what this solution would mean in practice - what existing platforms would be used and what new ones would need to be procured. Following this process engagement with NZGP would be undertaken to understand the procurement approach.

These commercial arrangements are discussed in the Commercial Case. The preferred approach proposed in this DBC supports continuing to test the market to determine if alternative, compatible and fit for purpose products other than those currently used emerge and continued option testing has been built into our procurement approach.

Refining the technical solution

Since the PBC was developed Oranga Tamariki has refined the technical solution, and the preferred / potential platforms the new frontline technology systems would be able to be delivered on.

This work has been undertaken in line with the Oranga Tamariki Technology Cloud Platform strategy approach. This approach is aligned to the all-of-government Cloud-first strategy. This strategy states that “Government organisations must adopt public cloud services on a case-by-case basis”. One of the benefits of cloud services is that Government can “quickly adapt their services — setting them up without the cost of establishing and maintaining the hardware, software and supporting infrastructure”. The outcome is “The public service is modern and continually adapting to change”.

The Oranga Tamariki Technology Cloud Platform strategy approach is to:

- Procure use of platforms from ‘Tier-1’ Cloud vendors as they provide a high level of data security and privacy.
- Limit the number of Cloud service platforms to a few, as this provides benefits around cost-effective licensing, economies of scale, smaller support team, and ease of contractual and commercial management.
- Adopt ‘Software as a Service’ platforms as a preference over ‘Infrastructure as a Service’ platforms as the former provides the Oranga Tamariki with prebuilt business functions and hence enables faster delivery.
- Adopt Cloud service pricing negotiated by DIA via All-of-Government commercial agreements where available.
- Follow formal procurement processes for Cloud services, even for those certified by DIA.
- Perform due diligence for Cloud services (even those certified by DIA), via stringent assessment for information security and privacy considerations using formal Certification and Accreditation processes.
- Align to GCDO-led Government Digital Strategy, jurisdictional sovereignty and Māori data sovereignty considerations when acquiring Cloud platforms.
- For Cloud platforms with offshore data centres, the preference being providers whose Cloud infrastructure is implemented in Australia.

Consideration has also been given to how this programme can work collaboratively with others (such as MSD’s Te Pae Tawhiti programme) to grow ‘reusable, technology-agnostic patterns’ (common functions or ways of working such as payments, case planning and identity verification that will likely be required by multiple agencies). This means that solutions developed within the FTSU programme will both draw from and contribute to technology solutions across government agencies. ^{9(2)(f)(iv)}

Customer Relationship Management (CRM) platform

Based on work done to date, it is proposed that Oranga Tamariki go to market to validate the CRM platform upon which all the case management functions are built. Once confirmed through the procurement process, an existing cloud platform or an appropriate alternative will eventually replace:

- CYRAS
- Te Kete
- Family Start Network (FS Net)
- Strengthening Families Reporting Tool (SFRT)
- Funding and Contracting (FAC).

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²⁴ Includes accounting for exchange rates

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Confirming the scope

The PBC findings about scope and delivery approach

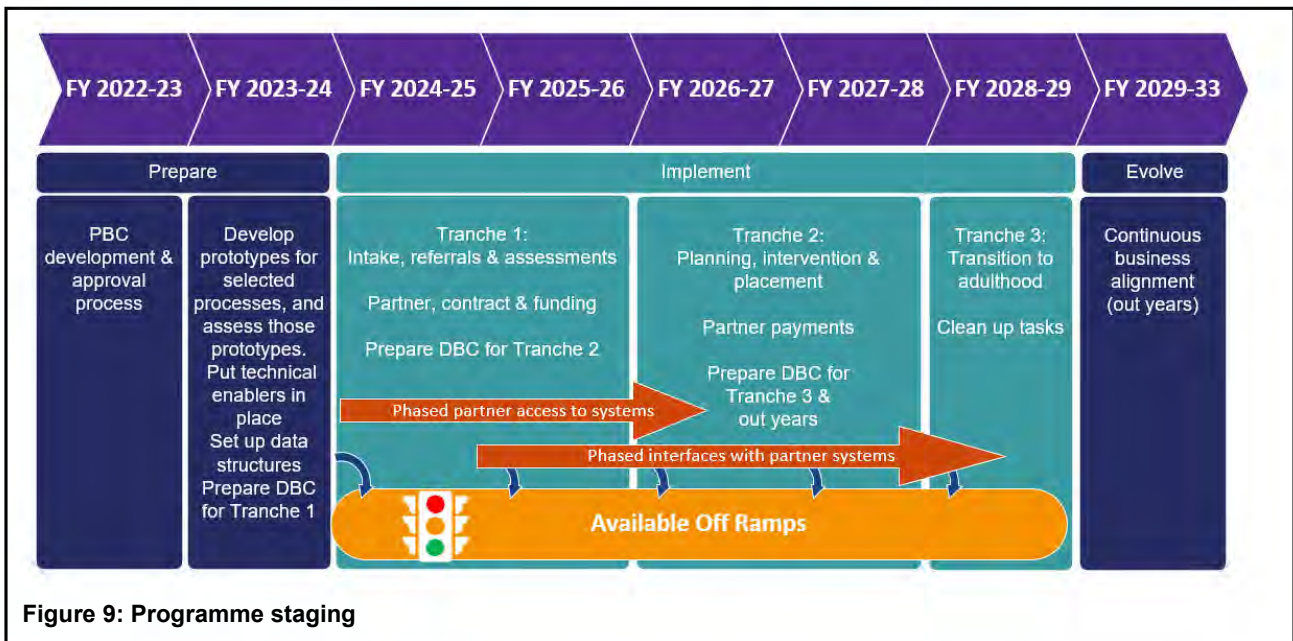
At PBC stage a *'Business-driven iterative'* delivery approach was chosen because:

- It will minimise the burden of change on the organisation by aligning technology change with areas of the organisation change in that timeframe.
- The approach delivers change via process improvements at a moderate pace to enable change to be absorbed into organisational and partner processes.
- The risk of causing BAU disruption is lower as only discrete parts of the operating model are impacted at any point in time.
- The approach provides time to build and test agile capability. Pace of delivery can speed up or slow down as required relative to the area being developed.
- A changing business model means that this approach will allow the system to adapt.
- This gives effect to Te Tiriti o Waitangi and allows for a Te Ao Māori view to be integrated.
- By implementing the systems progressively value is delivered early.

The PBC stated that this new functionality will be delivered through a multi-year programme, then a long tail of continuous improvement delivery in a business-as-usual mode. Figure 9 sets out approach and scope proposed in the PBC for each of the three tranches. The proposed scope was:

- Intakes, referrals, and assessments
- Partner access contract and funding.

²⁵ Need for integration still needs to be confirmed.



Refining the scope of Tranche One

Since the PBC was developed, further analysis has been undertaken to test whether the proposed scope is the best way forward for Tranche One. This thinking has been informed by the learnings during the prototyping work undertaken by the Programme in FY2023/24. The Programme successfully developed a prototype to increase confidence in the ability to deliver, to test the implementation process and the outcome (Tranche 0).

Case study: Confirming the delivery approach

As part of tranche 0 (the prototyping phase) the Programme tested its delivery approach by developing a test version of a digitised All About Me Plan (AAMP).

The AAMP is the primary plan for children who are in the care of the Chief Executive. This plan outlines the child’s needs and how these will be met. It aligns with the National Care Standard regulations. It is used by social workers, children, their families, caregivers and professionals who work together to develop this plan.

The value of this prototyping has been threefold:

- It tested and confirmed key programme methodologies, and in particular a business / practice led approach to delivery– with discovery, design and development being undertaken by a mixed team of technical and practice experts, alongside vendors
- It provided a tangible example of what could be achieved through new technologies including digitalising an existing tool and complementing with additional functionalities to support new ways of working which has been well received by stakeholders
- The programme has a clear understanding of the design and technical requirements to produce the new AAMP as a result of prototyping, meaning the timeframe to implementation in Tranche One is shorter than it would otherwise have been.

Discovery

The Programme engaged with stakeholders to find out what people thought about what was there now and identify key requirements for what the prototype needed to deliver, including:

- Workshops were held with kaimahi across a range of business areas and services within Oranga Tamariki, including care, youth justice and residences, to understand challenges and opportunities with the future need of the All About Me Plan
- Engagements with children and young people through small focus groups, individual sessions or alongside their families and those who support them (e.g., VOYCE – Whakarongo Mai) to understand their needs and insights.
- The Programme engaged with care Partners to gain views (including Barnardos, Open Home Foundation and Dingwall Trust).

Feedback on the prototype from kamahi



Feedback on the prototype from children and young people



Three options for the DBC were developed and assessed. These include those that were assessed at the PBC stage. The following describes each option as it applies for Tranche One. For more information on the systems see Appendix 3.

Option 1: Support services focus

Under this option the focus would be on moving financial and administrative functions and capabilities off existing frontline systems early. Figure 1010 shows how this would work in practice.

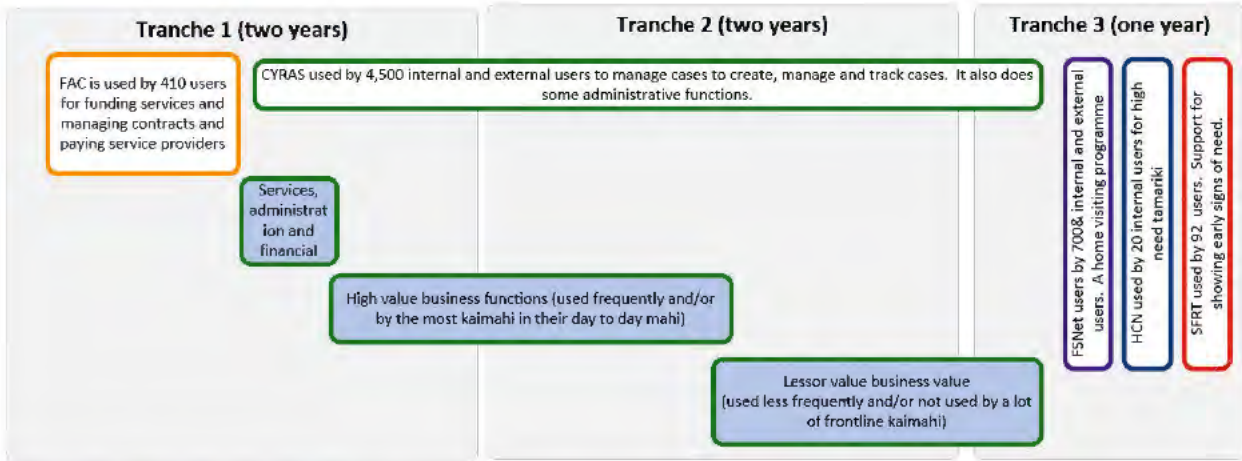


Figure 10: Option 1 sequencing

In Tranche One the Funding and Contracting (FAC) system and the services and administration parts of CYRAS would be moved to the new frontline technology systems. Some work on high value case management business functions would also start. In Tranches 2 and 3 case management functions would be moved from CYRAS to the new frontline technology systems, starting with higher value functions and processes and moving progressively to lower value ones. High value functions are those used most frequently and/or by the most kaimahi to do their mahi and have the greatest flow on benefit for children and their families. Once all case functionality is off CYRAS, then the functions that sit on the three smaller frontline systems would be moved.

Table 4 shows the systems that are being worked on under each tranche (in purple) and the 'X' marks when they can be decommissioned. Under this option FAC can be retired at the end of Tranche One reducing support costs, so the savings can be put into funding the changes in Tranche Two.

System	Tranche One	Tranche Two	Tranche 3
Care and Protection, Youth Justice, Residential and Adoption Services system (CYRAS)			X
Te Kete			X
Family Start Network (FS Net)			X
Strengthening Families Reporting Tool (SFRT)			X
Funding and contracting system (FAC)	X		

Table 4: Systems that could be retired at the end of each tranche (Option 1)²⁶

The impact on the user experience for Tranche One is set out in Table 5.

²⁶ The purple colour indicates the period where the existing functionality is being put onto the new Frontline technology systems.

User	Experience at the end of Tranche One
Frontline kaimahi	Most frontline kaimahi would see very little to no change. Those doing the support for administration work would be more efficient.
Partners ²⁷	Partners would see no change.
Children and their families	Children and their families would see no change.

Table 5: Tranche One impact on users (Option 1)

Option 2: Partnering focus approach

Under this option a partnering focus approach would be taken by starting on systems that are accessed and used by Partners and other agencies. This would mean moving functionality from the following systems onto the new frontline technology systems in Tranche One- Strengthening Families Report Tool (SFRT, Te Kete and Family Start Network (FSNet) - see Figure 11.

In Tranches 2 and 3 case management functions would be moved from CYRAS to the new frontline technology systems, starting with higher value function moving progressively to lower value ones. Less case management functions could be moved off in Tranche One because of the effort involved in moving functionality off the three smaller systems. Once all case functions are off CYRAS, then the support services and finances would be moved and the new frontline technology systems.

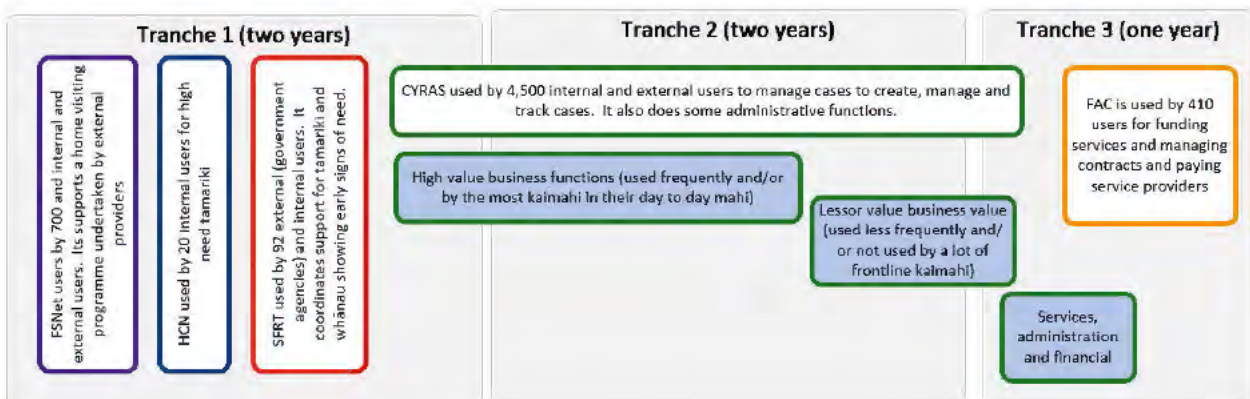


Figure 11: Option 2 sequencing

Table 6 shows the systems that are being worked on under each tranche (in purple) and the 'X' marks when they can be decommissioned. Te Kete, FS Net and SFRT can be retired at the end of Tranche One reducing support costs, so the savings can be put into funding the changes in Tranche Two and 3.

System	Tranche One	Tranche Two	Tranche 3
Care and Protection, Youth Justice, Residential and Adoption Services system (CYRAS)			X

²⁷ What access the partner has in Tranche One is still to be determined.

System	Tranche One	Tranche Two	Tranche 3
Te Kete	X		
Family Start Network (FS Net)	X		
Strengthening Families Reporting Tool (SFRT)	X		
Funding and contracting system (FAC)			X

Table 6: Systems that could be retired at the end of each tranche (Option 2)

The impact on the user experience for Tranche One is set out in Table 7.

User	Experience at the end of Tranche One
Frontline kaimahi	Te Kete, FS Net and SFRT are used by about 800 internal users, but not fulltime and not for core case management functions. These users are also using CYRAS.
Partners	It would be easier for contracted Partners to interact with Oranga Tamariki on the functions they support. However, they would still not have access to the richer contextual information about the child and their family that sits on CYRAS. It would be easier for other Government agencies to work with each other on the Strengthening Families programme. However, the system is not used frequently with on average only 38 logins a day.
Children and their family	Children and their family would not see any changes.

Table 7: User experience at the end of Tranche One (Option 2)

Option 3: Children and young person focus approach

Under this approach the focus would be to better support the frontline work in key areas of improving children's safety and oranga and reducing harm from youth offending. It would put in place functionality to support intake, frequently used plans, assessments, practice tools, and interventions used on CYRAS. It would most quickly deliver improvements to the experiences of children, families, caregivers and kaimahi which is aligned to the new practice framework and practice approach.

It would make these functions much easier and more efficient for kaimahi to use, thus delivering the earliest business value. Where possible, existing tools and plans will be integrated with each other to improve cohesion and usability.

Given most frontline services are supported by CYRAS the focus of the activity would be to move children and their families functions off CYRAS to the new frontline technology systems as soon as possible.

Like the other two options case management functions would be moved from CYRAS to the new frontline technology systems, starting with higher value functions moving progressively to lower value ones.

Figure 12 shows how functionality would be sequenced. The focus of Tranche One would be to deliver support for intake, frequently used plans, assessments, practice tools, and interventions used on CYRAS.

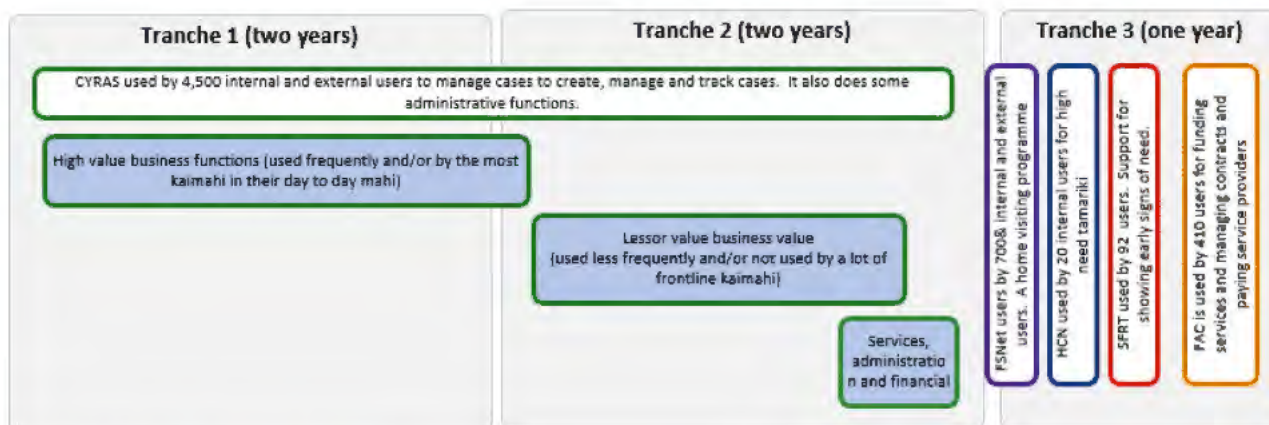


Figure 12: Option 3 sequencing

Frontline work would be on the new frontline technology systems and CYRAS with temporary functionality that creates a seamless experience when moving between these applications will be well advanced. This would make these functions much easier and more efficient for kaimahi to use than current state, thus delivering the earliest and most significant business value.

By the end of Tranche Two all remaining case management functions will be off CYRAS and on the new frontline technology systems. However, there would be residual supporting services on CYRAS that would be moved to the new frontline technology systems in Tranche 3. For this reason, CYRAS is not expected to be decommissioned until the end of Tranche 3. Tranche 3 would move functions off FAC and the low volume frontline services systems – Te Kete, FS Net and SFRT.

Table 8 shows the systems that are being worked on under each tranche (in purple) and the 'X' marks when they can be decommissioned.

System	Tranche One	Tranche Two	Tranche 3
Care and Protection, Youth Justice, Residential and Adoption Services system (CYRAS)			X
Te Kete			X
Family Start Network (FS Net)			X
Strengthening Families Reporting Tool (SFRT)			X
Funding and contracting system (FAC)			X

Table 8: Systems that could be retired at the end of each tranche (Option 3)

Tranche One would deliver the managing intake, practice tools, assessments and plans that are used the most by frontline kaimahi to keep children safe and manage youth offending. It will also allow Partner access and children engagement. The impact on the user experience for Tranche One is set out in Table 9.

User	Experience at the end of Tranche One
Frontline kaimahi	This option is the one that has the most positive impact on the work that the greatest number of frontline kaimahi do every day.

User	Experience at the end of Tranche One
	<p>At the end of Tranche One they will be able to:</p> <ul style="list-style-type: none"> • use and see and manage intake, the most commonly used tools, plans and assessments • access to information outside the office. • collaborate with other frontline kaimahi easily. <p>The user will be able to navigate between the two systems seamlessly through design and integration, although needing to access information in two systems for a period, will be more efficient than their experiences today.</p> <p>Kaimahi doing work to support some activity such as transitions and adoptions services will still have to use the CYRAS functions that are not in scope of Tranche One and will not experience the full benefits until the end of Tranche 3. This does not affect many kaimahi.</p>
Partners	<p>There will only be some limited deployment to a small number of Partners. This will allow the FTSU Programme to understand and quantify potential risks in relation to data transfer, privacy, security and access to inform planning for future tranches.</p> <p>However, Partners and children and their families will be engaged on design so when the system is deployed it is fit for purpose.</p>
Children and their families	<p>Where they have permission, they will be able to view their personal information and engage in their plans, interactivity, and engagement will gradually increase.</p>
Caregivers	<p>Where they have permission, caregivers will be able to view Children's Plans to support meeting needs.</p>

Table 9: Option 3 impact on users

All the current systems are expected to be retired by the end of Tranche 3.

Shortlist options assessment

These three options were assessed using an MCA (see Appendix 8). Table 10 sets out the outcome of that MCA. Red shows where an option does not meet the objective or the CSF, orange where it partially meets and green where it meets.

	Option 1	Option 2	Option 3
Objectives			
To enable improvements in quality practice to achieve positive outcomes for the safety and oranga (wellbeing) of children at risk of harm, or where there are offending behaviours, and families.	Red	Orange	Green
To make it easier for our kaimahi to work productively, spending more time working directly with children, families and communities.	Orange	Red	Green
To support a system wide approach to working with children, young people, families and caregivers (system in this case being Oranga Tamariki and its Partners and other government agencies).	Red	Orange	Green

	Option 1	Option 2	Option 3
To make it easier for kaimahi, Partners and children’s agencies to access quality information to inform decision-making at all levels	Yellow	Green	Green
BBC critical success factors (CSF)	Light Blue	Light Blue	Light Blue
Strategic fit and business needs	Red	Yellow	Green
Potential value for money	Green	Yellow	Green
Supplier capacity and capability	Green	Green	Green
Potential achievability	Yellow	Green	Green
Potential affordability	Green	Green	Green
Investment specific CSF	Light Blue	Light Blue	Light Blue
Professional practice	Red	Red	Green
Children and families experience	Red	Yellow	Green
Technology system performance	Green	Green	Green
Change impact for frontline Kaimahi	Green	Green	Yellow
Scalability	Green	Green	Green

Table 10: Options multi criteria analysis

By the end of Tranche 3 all options will deliver the same solution i.e., all the functionality Oranga Tamariki needs to support its work with Partners to ensure that children are in safe and loving homes and that Māori children are thriving under the protection of their families, hapū and iwi. The key consideration in the analysis is what will be delivered by tranche, for this DBC Tranche One.

The following table discusses each option and the outcome of the options analysis.

Short list Options	Options analysis for Tranche One
Option 1: Support services focus approach	<p>There will be small efficiency gains for some frontline kaimahi from this option which can be put back into value added frontline tasks.</p> <p>The system changes will not support changes in professional practice until Tranche Two. Frontline kaimahi will see very little to no change in their day-to-day work. This will delay the realisation of benefits and the ability to resolve the problems that have the most negative impact on the ability of Oranga Tamariki to keep children safe.</p> <p>External users will see no changes to support new and existing ways of working.</p> <p>One of the five systems can be retired at the end of Tranche One. This will lead to reduced system operating costs which can be put back into funding subsequent changes to the new frontline technology systems. However, given the size of the systems impacted the savings are not high.</p>

Short list Options	Options analysis for Tranche One
	<p>This option makes it very hard to have an easy off ramp at the end of Tranche One because work will have started on CYRAS but not be delivered. If an off ramp is used that investment will be wasted.</p>
<p>Option 2: Partnering focus approach</p>	<p>The majority of frontline kaimahi will not see many or any change at the end of Tranche One because there will be very little time to do work on CYRAS. This will delay the realisation of benefits and the ability to resolve the problems that have the most negative impact on the ability of Oranga Tamariki to keep children safe.</p> <p>External users of the systems that are being replaced, will have a better experience. Having a small number of users means that security and privacy issues can be tested in a safe way. Any issues can be identified and dealt with before access to more sensitive information held on CYRAS is given to external users.</p> <p>Three of the five systems can be retired at the end of Tranche One. This will lead to reduced system operating costs which can be put back into funding subsequent changes to the new frontline technology systems. However, given the size of the systems the savings are not high.</p> <p>This option makes it very hard to have an easy off ramp at the end of Tranche One because work will have started on CYRAS but not be delivered. If an off ramp is used that investment will be wasted.</p>
<p>Option 3: Children and young people focus approach</p>	<p>This option will quickly deliver improvements to the experiences of children, young people, families, caregivers and kaimahi. It will focus supporting on the key areas of improving children's safety and reducing harm from youth offending. It will do this by putting in place functionality to manage intake, and all the frequently used tools, plans and assessments in Tranche One.</p> <p>This will go a long way towards resolving some of the issues that have been raised by various commissions and reports sooner.</p> <p>It is aligned with the new practice framework and practice. All the core frontline functionality will be delivered by the end of Tranche Two.</p> <p>Kaimahi will need to move across CYRAS and the new frontline technology systems whilst functionality is gradually moved to the new systems. However, the improvements in effectiveness, efficiency and ease of getting information will offset those temporary issues. For most kaimahi these issues are resolved in Tranche Two and even more efficiency benefits will be released.</p> <p>Integration effort and cost will be higher because there will be more points where the user must move from one to the other system.</p> <p>Unlike Options 1 and 2 all systems will be retired at the end of Tranche 3. This means that support savings which can be put into funding the changes, will not happen until after Tranche 3. This is not a large amount of money as the big support costs are in CYRAS and FAC</p>

Short list Options	Options analysis for Tranche One
	<p>which are also retired at the end of Tranche 3. This is the same time they are retired in the other two other options.</p> <p>Finally, it will be possible to use an off ramp because Tranche One will deliver discrete functionality that will immediately add benefit to kaimahi and to the experiences of children, families, caregivers and Partners, so investment will not be wasted.</p>

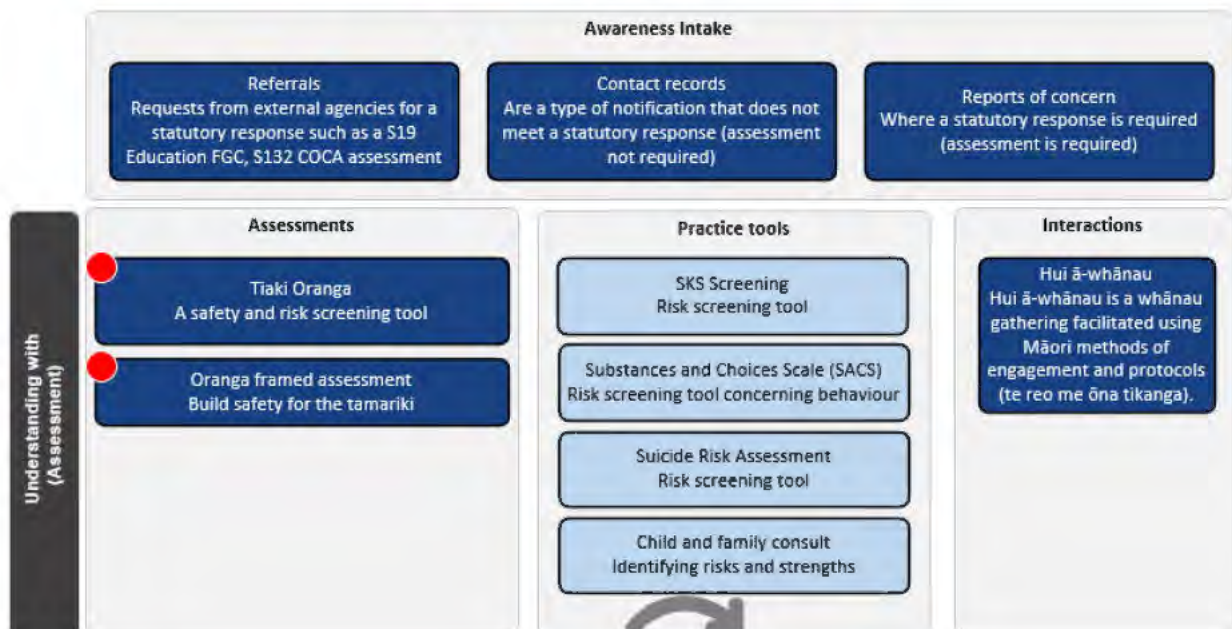
Table 11: Outcome of the options analysis

Confirmed scope for Tranche One

In scope

The following are in scope of Tranche One:

- Procure CRM platform and FTSU I&S Partner(s) and business implementation services.
- Put in place the foundations of the system that subsequent tranches can be built on.
- Deliver support for intake, frequently used plans, assessments, practice tools, and interventions used on CYRAS. Figure 13 sets out what functions will be delivered in Tranche One and what each function does - these deliverables will have to be confirmed once the CRM platform is procured. The functions in dark blue are the ones that will be delivered and the ones in pale blue are those that will be delivered if there is capacity and those with a red dot are functions that Oranga Tamariki must legislatively provide. For more contextual information about how these fits into the new practice framework see Appendix 9.



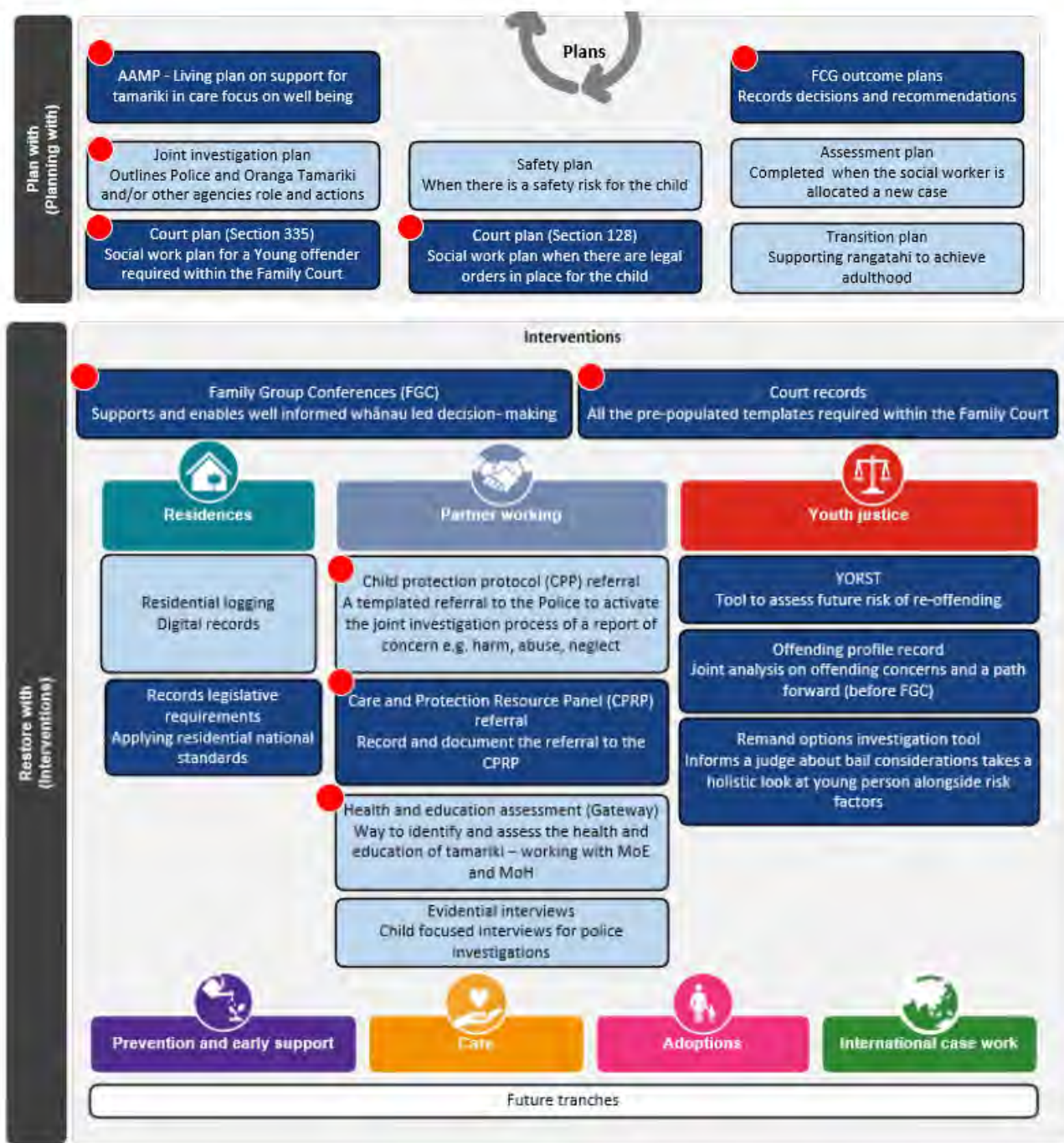


Figure 13: Tranche One functionality

- Putting in place the ability for children and Partners to access and share information safely and easily with some limited deployment to a small number of Partners. The intention is to deploy this functionality in the first instance to internal kamahi, with some limited deployment to a small number of Partners. This will allow the Programme to test and manage risks in relation to data transfer, privacy, security, and access to information.
- Change management to support internal users e.g., training, targeted working with a small number of Partners (limited in Tranche One), bedding in change, enabling and supporting practice.
- As changes are made, updating:
 - standard reporting
 - the data model in the data warehouse.

- Integrate the new frontline system with CYRAS and retire portions of CYRAS that are now supported by the new system.

Out of scope

The following are out of scope of Tranche One:

- Retirement of any frontline systems.
- Other changes to other non-frontline systems.
- Other changes to data and analytic systems for non-frontline technology systems.
- Changes to the operating model e.g., redesign of the business processes so that they support the operating model and practice, changes to practice, changing the operating model and/or strategic goals, structural change to Oranga Tamariki.
- Partners' systems that are not owned or operated by Oranga Tamariki.
- Other agencies' systems that are not owned or operated by Oranga Tamariki.
- IT systems and hardware for Partners.

Confirming the technology implementer

In the PBC who is going to implement the solution was not considered. This sets out four options for who is going to implement the CRM platform and changes to other technology. For more information see the Commercial Case.

Option	Description
Oranga Tamariki	Under this option, the preferred option would be delivered by internal resources and contractors. There would be no FTSU I&S Partner(s). A test partner would be engaged to do functional and automated testing.
FTSU I&S Partner (s)	Under this option, the preferred option would be delivered by: <ul style="list-style-type: none"> • FTSU I&S partner(s) • Test Partner would be engaged to do functional and automated testing.
Mixed model	Under this option, the preferred option would be delivered by: <ul style="list-style-type: none"> • The implementation role would be undertaken by both Oranga Tamariki and outsourced I&S partner(s) • Test Partner would be engaged to do functional and automated testing.
One implementation / Test Partner	Under this option one vendor would be engaged to be the FTSU I&S and Test Partner.

A multi-criteria analysis²⁸ found that the mixed model delivered the most benefits because:

- It would be more cost effective.
- Building up internal expertise means that once most of the implementation is complete there would be inhouse capability to undertake simple changes when they are needed.

²⁸ See Appendix 8 for the outcome of that analysis

- Experienced expert implementors will be needed during implementation and it is unlikely that this can be built up in time for implementation to be done only by in-house kaimahi.
- Being open to engaging a group of FTSU I&S Partners (rather than one) supports competitive and cost-effective procurement outcomes and the ability to leverage different capabilities and expertise in an agile way.

Oranga Tamariki is an experienced and mature implementer of modern cloud-based technology systems. Since its formation in 2017 Oranga Tamariki has undertaken a significant amount of cloud system implementation. ^{9(2)(j)}

- ^{9(2)(j)}

[REDACTED]

Where needed, Oranga Tamariki has acted as the lead system integrator²⁹. This experience, along with the mature processes (e.g., Operational readiness, Service management, and Vendor exit strategies) that have been developed, will be leveraged in this programme of work.

Economic assessment of the shortlisted options

This section will set out an economic assessment of value for money based on costs and benefits.

Assumptions

For the purposes of the benefit-cost analysis the following assumptions have been made:

- Frontline technology systems would be delivered iteratively in smaller releases, rather than 'big bang' with all new functionality being delivered at the end of the Programme.
- Frontline technology systems would be delivered in three tranches with the first two tranches being two years long and Tranche 3 one year.
- The same functionality will be delivered regardless of how the option is sequenced.

Costs

The estimated cost of Tranche One is \$68.5 million of opex over five financial years.

²⁹ A systems integrator in this context is the role of coordinating the delivery of work across multiple vendor partners.

An assessment of uncertainty was undertaken to determine the appropriate level of contingency to be included, and to understand the relative sensitivities of the cost uncertainties. Based on this assessment, recommended contingency is 10.3% - \$5.2 million.

Quantitative risk assessment (QRA)

To help in the assessment of the appropriate level of contingency a QRA was undertaken. It looked at the degree of certainty underpinning the costs in the schedule including:

- uncertainty in the level of resources required to deliver each workstream
- uncertainty in the vendor and internal resource rates (how much they cost)
- uncertainty in the CRM and middleware license costs
- uncertainty in the vendor support costs
- uncertainty in the savings from decommissioning legacy systems.

The uncertainty ranges were used in a Monte Carlo simulation model to evaluate the uncertainty in the programme's total cost over two years from 1 July 2024.

The results show that the level of contingency recommended for this programme, is 10.3% - \$5.2 million.

Sensitivity analysis

The sensitivity analysis shows the relative significance of the total cost uncertainties and is shown in Figure 14.

The dominant uncertainty affecting the simulation results is the uncertainty in the resources rate, and the results are also quite sensitive to the uncertainties in the licensing cost³⁰, and in the resource numbers for the vendors and the application consulting team, and mildly sensitive to the uncertainty in the resource numbers for the test vendors. No other uncertainties were material to the simulation results. These are therefore the areas where programme management attention should be focused to maximise the likelihood of the costs incurred being within the budgeted amount.

9(2)(j)

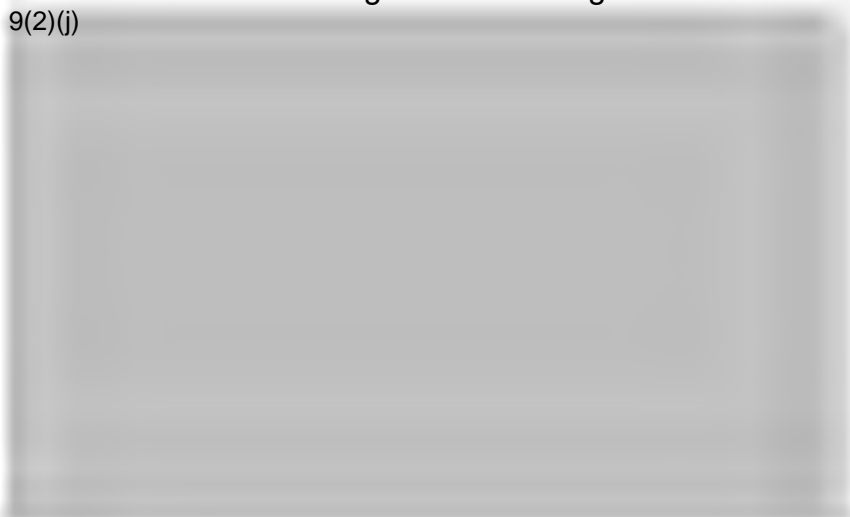


Figure 14: Outcome of sensitivity analysis³¹

³⁰ For the purposes of the analysis ServiceCloud licensing was used as a proxy for licensing costs.

³¹ In this diagram salesforce licensing was used as a proxy for CRM Platform licensing.

Benefits

Indicative benefits

From a benefits perspective the programme is delivering fit for purpose frontline technology systems that will be critical to the ability of Oranga Tamariki to fulfil its statutory role. However, delivering this frontline technology on its own will not deliver all the capability. For this reason, many of the benefits are indirect and cannot be solely claimed by the programme.

All the benefits identified in the Strategic case were non-financial benefits. Resolving some efficiency issues will lead to productivity improvements. The intention is that by resolving these issues more frontline kaimahi can be freed up for more value-added activities enabling relational, restorative, and inclusive social work practice. This will go toward partially addressing the issues raised in various reports and commissions of inquiry (see Strategic Case). It will also partially address rising volume of case work.

Table 12 sets out the high-level benefits from this proposed investment. Full benefit realisation will not be possible until the programme is complete. However, Tranche One will enable this benefit to be partially realised with its focus on the most frequently used tools, plans and processes. It also puts in the foundations for the remaining frontline functions in Tranche Two and the three smaller partner systems in Tranche 3.

Non-monetary benefits	Description
Improved outcomes and oranga for children, young people and families	
Improved oranga and safety of children, young people and families that have come to the attention of Oranga Tamariki	Addressing the problems will allow kaimahi the time they need with children and their family to ensure they get the right amount of support when they need it. They will have the information they need to make informed decisions especially when the child is at immediate risk.
Improved ability to address youth offending	Addressing the problems will allow Oranga Tamariki to better address youth offending in particular, through earlier matching of young people to appropriate interventions contributing to reduced reoffending, increased responsive to victims and enhanced public safety and confidence
Improve wellbeing and effectiveness of kaimahi	Kaimahi will be less frustrated by the time they spend on the system, with the useability issues. Having more time to spend on improving the oranga of children and supporting their family will improve their job satisfaction and reduce workload stress over incomplete tasks because they are easier to complete.
Improved flow of children through the care and protection and youth justice system	It is not intended that tamariki remain in the Oranga Tamariki system permanently however there are several barriers that prolong the agency's involvement in the life of the child unnecessarily. Addressing these barriers, including workflow through the case management system will mean less children experience delays in the system waiting for decisions or supports they need as the case management systems will enable improved visibility. This will make it easier to progress decisions and responses in timely ways. For example, improvements to the recording of assessments and plans will improve capacity in the system: children who need a statutory response will have that decision

Non-monetary benefits	Description
	<p>reached faster via the assessment process; those who are already within a statutory response will have their needs understood and associated plans more regularly reviewed and updated (e.g. Court plans and reports or Family Group Conference plans).</p> <p>This may create more capacity in the system and will have a flow on impact on workloads, meaning those children who do require a service response receive one of a higher quality</p>
<p>Reduction in low value activities - Oranga Tamariki will be undertaking a time in motion study so that this improvement in efficiency can be fully or partially measured</p>	
<p>Improved kaimahi efficiency</p>	<p>The Strategic Case showed that the case management process is time consuming, for example entering data in multiple places. The new processes and frontline technology systems would reduce the time spent on the system.</p>
<p>Reduced time in gathering, extracting and analysing information from the system</p>	<p>When a request is made for information about some areas of its business Oranga Tamariki has to spend a considerable amount of time manually extracting that information which is time- consuming.</p>
<p>Reduction in time Partners spend gathering information</p>	<p>Partners have to spend a lot of time with Oranga Tamariki gathering information about children and families. This takes time away from working directly with the child and their family. This benefit will improve the time and quality of those interactions. It will also avoid overhead for those Partners which should be passed to Oranga Tamariki when substantive contracting starts.</p>
<p>Improved information</p>	
<p>Less data quality issues</p>	<p>Improving usability will reduce data errors.</p> <p>More structured/validated data will enable more data to be retrieved e.g. less stored in case notes.</p> <p>Data standards that will improve interoperability.</p>
<p>Better information for policy and operational decision makers</p>	<p>Improved information and the ability to share robust data about children and families in need of support can inform system and organisation decisions about where to invest to improve the safety and oranga of children. This benefit will allow better decision making, assess performance, prioritise resources to meet current needs and meeting operational needs.</p> <p>These benefits apply to Government, the child protection system/agencies (including Oranga Tamariki) and the NGO.</p>
<p>Better information for case decision-makers</p>	<p>These benefits apply to the frontline kaimahi (both Partners and Oranga Tamariki) who can make more informed decisions. This means that children and their family will spend the right amount of time getting support, the right support and when it is needed.</p>
<p>Improved confidence and trust</p>	<p>This will apply to everyone who interacts with Oranga Tamariki including children and families, caregivers, Partners, Government, NGOs and the public</p>

Table 12: Non-monetary benefits from the investment proposal

Impact of not making these changes

As important as the benefits of making the changes are, there are consequences of not making the changes. This includes:

- The ability to realise the full benefits of the wider programme through changes to the operating model.
- The ability of Oranga Tamariki to operate effectively to meet its statutory responsibilities to keep children safe and reduce youth offending.
- The ability for Oranga Tamariki and other agencies to be able to evidence that children are safer and having their needs met either individually or collectively because of actions being taken.

Monetary benefits

While the Programme does expect monetary benefits from reductions in system operating and support costs, no systems will be retired as part of Tranche One so there will be no monetary benefits in Tranche 1.

Identifying the preferred option



Table 13 summarises the benefits analysis and cost comparison. As per BBC methodology the non-financial benefits used are those set out in the Living Standards Framework³² - the relevant *Our Individual and Collective wellbeing* domains and the relevant underlying indicators. The options have been rated for Tranche One. At the end of the programme all three options will have delivered the same functionality.

Cost Benefit Analysis	Do nothing	Option 1	Option 2	Option 3
Benefits of piece of this piece of work partially enables				
Non-financial benefits identified in the ILM				
Improve safety and oranga of children, young people and their family.	Red	Yellow	Yellow	Green
Improve wellbeing and effectiveness of kaimahi.	Red	Yellow	Yellow	Green
Improve the way Partners' are supported	Red	Yellow	Yellow	Yellow
Non-financial benefits (Individual and collective wellbeing indicators)				
Safety (primary)	Red	Yellow	Yellow	Green
<ul style="list-style-type: none"> • Childhood injuries • Family violence 	Red	Yellow	Yellow	Green

³² See <https://www.treasury.govt.nz/system/files/2022-03/sf-dashboard-apr22.pdf>

Cost Benefit Analysis	Do nothing	Option 1	Option 2	Option 3
<ul style="list-style-type: none"> Feeling safe 				
Family and friends <ul style="list-style-type: none"> A place to stay Feeling loved Someone to turn to 				
Cultural capability and belonging <ul style="list-style-type: none"> Sense of belonging Māori connection to the marae 				
Subjective wellbeing <ul style="list-style-type: none"> General life satisfaction 				
Monetised Financial benefit \$ million				
Operating and support costs	\$0	negligible	negligible	negligible
Tranche One costs (millions)				
Tranche One costs	\$0	\$68.5m	\$68.5m	\$68.5m
Rank	Discounted	3	2	1

Table 13: Cost benefit analysis table

Key Good fit  Partial fit  Poor fit 

The refined preferred option

Therefore, the preferred option is a frontline technology system that replaces all current frontline technology systems. The solution will be built on a Tier-1 CRM cloud-based platform that will be procured through an open tender. Otherwise, the Programme will leverage existing cloud platforms in accordance with the preferred option from the PBC (for example the data warehouse and FMIS). The system will be implemented by a mix of FTSU I&S Partner(s) and an inhouse team. Through the implementation process that team will build up internal expertise throughout the duration of the broader programme. This will mean less reliance on external vendors over time and an internal ability to make minor enhancements, fix minor problems and provide more informed second level support. Functionality will be implemented iteratively with the focus on early delivery of high value functionality that is frequently used by the most users starting in Tranche One. This will address some of the problems set out in the Strategic Case sooner.

COMMERCIAL CASE: Preparing for the potential deal

The purpose of this Commercial Case is to set out the commercial arrangements and procurement approach for the programme, with a focus on Tranche One. This is outlined in the FTSU Procurement Plan. This approach seeks to maximise the FTSU Programme’s attractiveness to potential vendors, whilst delivering fit for purpose frontline technology systems and long-term value for money – good quality, good outcome, and good price.

9(2)(j)

- 9(2)(j)

All procurement will be managed in line with Government Procurement Rules and Oranga Tamariki best practice. Where possible Oranga Tamariki will ensure that opportunities for New Zealand businesses, including Māori, Pasifika, and regional businesses, as well as social enterprises, are created. Oranga Tamariki will continue to engage with NZGP as appropriate to ensure that appropriate government procurement processes are followed and complied with, and with Government Chief Digital Office (GCDO) to ensure any existing Government services are explored as appropriate.




Figure 15: Government rules of procurement planning steps


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FINANCIAL CASE: Affordability and funding requirements

The purpose of the Financial Case is to set out the affordability and funding implications of the preferred option, to assess how reasonable it is to invest. This builds on the work done in the PBC.

9(2)(f)(iv)



9(2)(f)(iv)



9(2)(f)(iv)



Tranche One financial cost phasing model

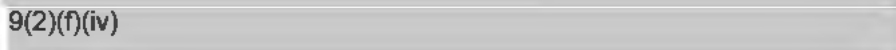
Estimated base costs for Tranche One

The costing model has been refined and the total cost to implement and support the functionality delivered in Tranche One is estimated to be \$68.5 million over five financial years. The following table sets out the anticipated cost of the investment in Tranche One over its life span by financial year. The costs vary from year to year depending on the functionality being implemented and programme structure required to support that implementation.

9(2)(f)(iv)



9(2)(f)(iv)



9(2)(f)(iv)



9(2)(f)(iv)



9(2)(f)(iv)



Costing methodology

To estimate the cost of the programme, the following methodology has been used. The PBC resource model was set up then refined based on:

- market data on FTSU Implementation vendor costs

- the experience from Tranche 0
- a QRA was undertaken to estimate contingency
- high level requirements were developed.

The following key cost areas used the following approaches to give estimates of costs for delivery of Tranche One:

- FTSU Implementation costs – These costs have been informed by the rates used in the prototyping work Oranga Tamariki undertook in FY2023/24, paired with other recent technology programme delivery actuals and rate cards, and further to this leveraging existing support Partner rate cards as guides for vendor costs.
- Cloud platform pricing information – 9(2)(f)(iv) [REDACTED], the commercial case describes how these costs will be further refined and confirmed through a robust procurement process, so these are subject to change based on the outcome of that work.
- Temporary and permanent staff costs – based on known rates, using existing team member costs as indication. These costs include all permanent staffing costs (e.g. KiwiSaver).
- Contractors' and consultant costs – these temporary costs will only be incurred, when necessary, where resources cannot be sourced in the employment market and/or there is insufficient head count capacity. The costs used are based on known rates, and otherwise use recent Market Rate analysis published publicly by Robert Walters³⁶ which partially accounts for more recent contractor market softening.

Cost assumptions

- In line with Guidance on Accounting for Software as a Service (SaaS) released by Treasury in February 2022, all costs included in this programme have been determined to be operating costs and therefore no capital is required.
- Licencing and vendor support costs will be required from 2025/26 and thereafter those costs are ongoing.
- Wherever possible, 'permanent' or 'fixed term' contract roles will be preferred to use of vendors or contractors. However, to be prudent, in some cases, contractor rates have been used to model for a 'worst case'. This assumption and principle is subject to any internal or other policy guiding limitations with respect to headcount or property.
- Timelines are assumed to be normal – i.e. there are no legislative dates to be met and there is no requirement to deliver in an accelerated timeframe at the time of writing this DBC. Note: the delivery methodology outlined in the Management Case enables prioritisation of the wider scope of work under the programme if efficiencies, economies of scale, or removal of regretful spend could be achieved in doing so.
- There will be no conflict with other major programmes of work within Oranga Tamariki (e.g., legislative changes).
- Specialist IT resources will be available.
- No legacy systems will be retired in Tranche One so no costs can be reinvested to partially fund the cost of the programme. However, some system components may be

³⁶ [Robert Walters | Salary Calculator](#)

able to be retired so some small savings may be able to be reinvested to partially fund the cost of the programme (e.g. existing integration components).

- Contingency is not included in the funding request. A QRA recommended a contingency of 10.3% - \$5.2 million. This figure is based on using the 85th percentile of total cost over the course of the implementation horizon from the QRA Monte Carlo simulation, a value that incorporates a significant amount of the uncertainty that was modelled.

The Programme will continue to revisit and test these assumptions throughout the delivery of the programme (including and beyond Tranche One).

Financial risks

The following table sets out the financial risks which may cause costs to be higher than thought.

Risk	Mitigation
If foreign exchange rate volatility is high, then this will increase cost uncertainty because it is likely licensing is in US\$	Fix licensing costs in NZ\$ with vendor where possible.
If inflation continues to be high, then this will create uncertainty around all costs	Short tranche will allow costs to be monitored and adjusted later if needed in future business cases.
If primary platform licencing costs are significantly higher than estimated, then this will have a significant flow on cost effects	A competitive procurement will be completed to mitigate this risk. Most functionality will not be released until 1 July 2026 which allows adjustments to be made in the next DBC.
<p>If there is uncertainty in:</p> <ul style="list-style-type: none"> the level of resources required to deliver each workstream the vendor and internal resource rates the CRM Platform and middleware licence costs the vendor support costs <p>Then costs could escalate and undermine the delivery of full scope and realisation of expected benefits.</p>	<p>Establishment of robust reporting to Oranga Tamariki leadership, central agencies, and Ministers on programme progress, risks, and benefits realisation</p> <p>Regular engagement and review by central agencies including Treasury, Government Chief Digital Office (GCDO), and New Zealand Government Procurement</p> <p>Maximised re-use of Government services and patterns that already exist, avoiding unnecessary spend where possible</p> <p>Cost-capping commercial agreements with vendor partners (e.g. Statements of Work)</p> <p>Leveraging price negotiation through procurement to get the best deal</p> <p>Explore opportunities to fill key roles with lower cost resourcing, or amending the base programme resource model</p>

Overall affordability

Funding was placed in Tagged Contingency in Budget 2024³⁷ subject to Cabinet approval of this DBC.

Oranga Tamariki has made significant cost reductions in FY2023/24, including a scaling exercise over Tranche 0 of this programme of work and is consistently looking to improve efficiency and effectiveness. 9(2)(f)(iv)

Oranga Tamariki is also facing significant pressure on frontline costs. While the number of children in care has decreased, increased complexity of cases as well as responding to evidence about what works, has resulted in more bespoke arrangements and an increase in the cost of providing care for children and young people.

9(2)(f)(iv)

The Chief Executive has signified his agreement to the required level of funding. The Chief Executive's letter is available on request.

³⁷ [Budget 2024 - Summary of Initiatives - 30 May 2024](#)

MANAGEMENT CASE: Planning for successful delivery

The FTSU Programme has been set up to deliver the Oranga Tamariki Frontline Technology Systems Upgrade. This Management Case outlines the arrangements the FTSU Programme will put in place to ensure successful delivery of Tranche One and to manage the FTSU Programme’s risks.

Governance

This section discusses the FTSU Programme’s governance structure. Figure 17 shows the proposed governance structure and how the FTSU Programme will be managed. It shows that there will be a strong business practice led approach to the Programme rather than a technology led approach. To the right is the FTSU Programme-specific governance and to the left are main design authorities from which the FTSU Programme will seek endorsement on business or technical decisions. More groups are set out in the stakeholder engagement section.

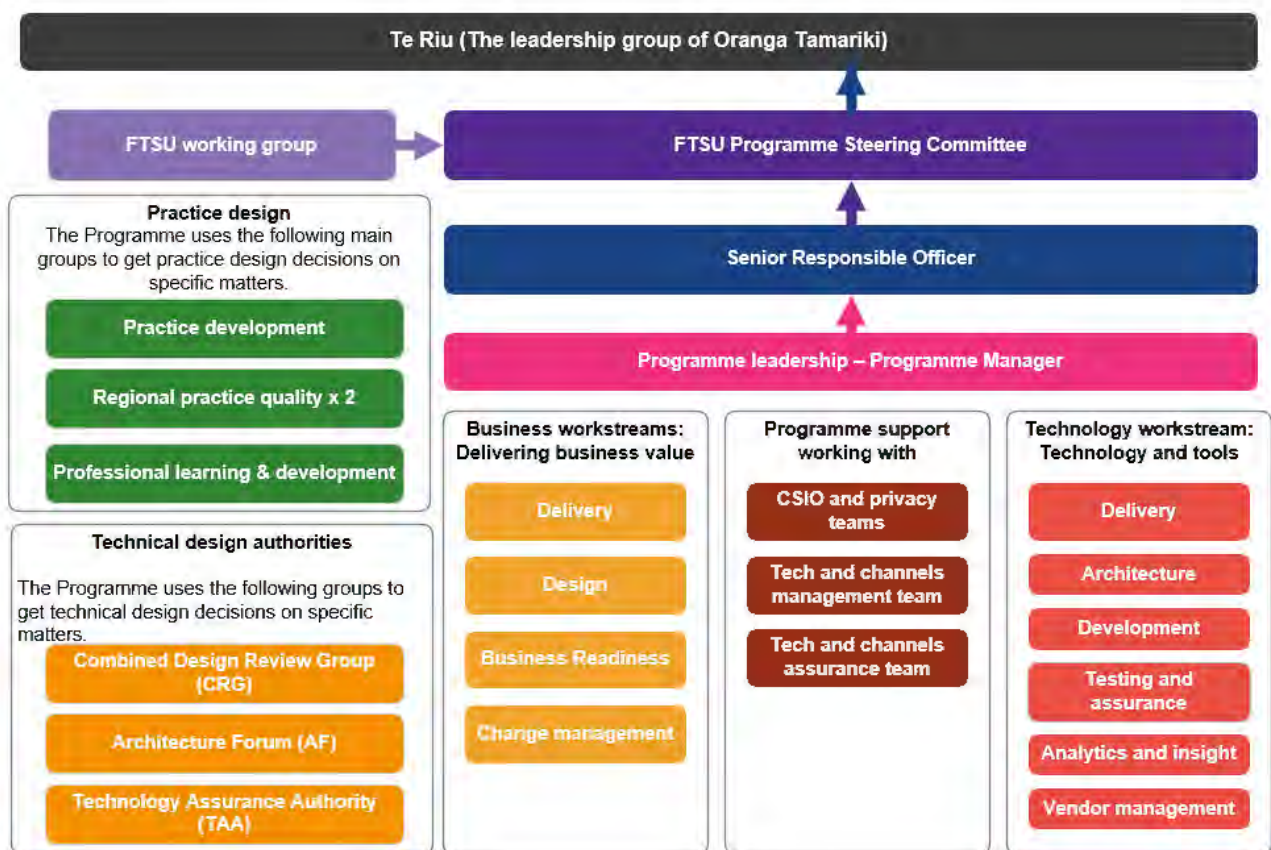


Figure 17: FTSU Programme governance and programme management structure

Key roles

Key to successful delivery, as found in the prototyping Tranche 0 stage, is a deliberate approach to being business and practice led. This means that at each layer of governance and delivery, a number of key leadership roles will be held by resources who are practitioners and therefore understand what the final technology solution must deliver in order to achieve the intended results for the workforce, and ultimately for children, young

people and their families. This will be supported by a partnership approach, where practice SMEs, technology SMEs and key programme roles take a joined-up approach to delivering their respective roles and responsibilities to ensure a practice lens and influence over all work.

Given the scale of the programme, specific expertise will be brought into the programme team to provide the necessary capacity and focus (such as change management, procurement and assurance). This will be supported through communities of practice with the relevant aligned BAU function (for example the organisation's EPMO).

The following table sets out a summary of key governance, programme and cross organisational BAU roles and responsibilities.

Group or Individual	Role and key responsibilities
Oranga Tamariki Leadership Team (Te Riu)	<p>The primary role of Te Riu in relation to this programme is to:</p> <ul style="list-style-type: none"> • provide oversight of the change workstreams and programmes • provide assurance that portfolio benefits remain aligned to the Oranga Tamariki strategy and vision • monitor programme delivery and resolution of risks and issues • provide assurance that workstreams and programmes adhere to quality assurance processes • approve key operational solution design and delivery decisions • endorse budgeted investment decisions, significant procurement contracts and internal and external engagement strategies for the portfolio.
Programme Steering Committee (PSC)	<p>The primary role of the PSC is to provide governance over the implementation and delivery management of the FTSU Programme.</p> <p>Their role is to:</p> <ul style="list-style-type: none"> • Monitor the FTSU Programme's progress – scope, deliverables, costs and any other areas contained in the Project Management plan (PMP). • Approve any planned changes within their delegation or approve escalation of changes for approval at the appropriate level. • Resolve and remediate escalated Programme issues and risks. • Ensure that key dependencies with this programme and other projects at Oranga Tamariki are well managed. • Provide assurance to Oranga Tamariki leaders that the FTSU Programme remains on course to deliver their desired outcomes. • Provide assurance that Māori and other community groups are being adequately engaged with and their interests represented. <p>The members cover a range of positions:</p> <ul style="list-style-type: none"> • Sponsor Chief Social Worker DCE Professional Practice • SRO - General Manager Practice • Senior Users are DCE Tamariki & Whānau Services, General Manager Voices, and General Manager Business Operations (An additional DCE member, likely from PCE is being considered) • Senior Suppliers are Head of Strategy and Performance, Chief Technology Officer, and Manager Digital Strategy and Performance

Group or Individual	Role and key responsibilities
	<ul style="list-style-type: none"> External expert(s) with experience in major programmes to implement case management to support the achievement of business outcomes.
Executive Sponsor or delegate	<p>The Executive Sponsor will be the Chief Social Worker and Professional Practice (CSW/PPG) who owns the FTSU Programme's vision and is ultimately responsible for the success of the FTSU Programme. Their role is to ensure the FTSU Programme:</p> <ul style="list-style-type: none"> is aligned with the Oranga Tamariki values and strategy manages relationships – acts as champion and works at a senior level with other interested agencies ensures the SRO has effectively overseen benefits realisation provides assurance.
Senior Responsible Owner (SRO) or delegate	<p>The SRO will be the General Manager Practice in Professional Practice Group and is the visible owner of the overall business change. They are the key decision maker within their own delegations, otherwise endorsing decisions for the higher governance group. They are accountable for:</p> <ul style="list-style-type: none"> successful delivery ensuring the programme meets its objectives, delivers the projected outcomes benefits realisation. owns the assurance plan, terms of reference for independent assurance reviews and assurance reports³⁸
Business reference groups – responsible for decisions in specific areas of expertise or act as reference groups	
Practice development	<p>This group is responsible for:</p> <ul style="list-style-type: none"> Practice design Practice policy Lead content design In the context of this programme, they will contribute directly to determining and assuring design requirements in line with best practice <p>Note: membership in this group will be explored to include members from MSD's Te Pae Tawhiti programme.</p>
Regional practice quality x 2	<p>These group is responsible for:</p> <ul style="list-style-type: none"> Practice Learning Advisors Practice Advisors Māori, Pacific, Care, Youth Justice, Residence, Adoptions Regional Supports In the context of this programme, they will contribute directly to change planning and implementation

³⁸ see section 2.2 of the [All-of-Government Portfolio, Programme and Project Assurance Framework | NZ Digital government](#))

Group or Individual	Role and key responsibilities
Professional learning & development	<p>This group is responsible for:</p> <ul style="list-style-type: none"> • Learning delivery and design • Learning Facilitators • E learning Design • LMS Specialists <p>In the context of this programme, they will contribute directly to the development and embedding of training and learning support</p>
Technical design authorities – responsible for decisions in specific areas of expertise or act as reference groups	
Combined Design Review Group (CDRG)	<p>This group will approve technical design decisions that are covered by existing precedents and have little or no business impact or security risk and do not create technical debt.</p> <p>For changes including technology principles, patterns, and standards they will review and ratify the change as a precursor to AF approval.</p> <p>Note: membership in this group will be explored to include members from MSD's Te Pae Tawhiti programme.</p>
Architecture Forum (AF)	<p>This group is responsible for:</p> <ul style="list-style-type: none"> • approving technology architecture designs and decisions that are enterprise-wide • endorsing Enterprise Architecture changes including technology principles, patterns and standards <p>Note: membership in this group will be explored to include members from MSD's Te Pae Tawhiti programme.</p>
Technology Assurance Authority (TAA)	<p>This group is responsible for:</p> <ul style="list-style-type: none"> • Approving artefacts such as control catalogue assurance templates and process documentation, testing standards • Making recommendations relating to assurance activities, or recommended changes to the assurance plan to the Programme Steering Committee • Endorsing programme stage gate readiness to Programme Steering Committee • Approving Enterprise Architecture changes
Programme roles and associated groups	
FTSU Programme Manager	<p>The Programme Manager reports to the SRO and works closely with the PSC. Their role is to:</p> <ul style="list-style-type: none"> • provide reporting to the PSC and if needed other governance bodies • be responsible for planning, supporting governance and overseeing the successful delivery of the FTSU Programme • manage the FTSU Programme budget • manage risk and issues • manage and use resources across various projects within the FTSU Programme

Group or Individual	Role and key responsibilities
	<ul style="list-style-type: none"> • co-ordinate projects and their interdependencies • undertake health checks • manage stakeholders and change management activities • working with other associated projects to ensure that this project is aligned to their work.
Other project groups and roles	<p>Other groups:</p> <ul style="list-style-type: none"> • Project leaders' group. • Change Management Forum - Focuses on business readiness activity and prioritisation. • Service Delivery group - Focuses on technical delivery activity and prioritisation. <p>Other key roles include:</p> <ul style="list-style-type: none"> • Product Manager- Responsible for end-to-end delivery and integration of solutions. • Product Owner - Responsible for roadmap of a specific solution, service or function. <p>Note: bespoke groups will be explored and enabled to include MSD, and any central agency (e.g. Treasury, GCDO, MBIE) oversight.</p>
Additional internal business group expertise and support	
Enterprise Portfolio Management Office (EPMO)	<p>Provide additional advice / support to programme team on:</p> <ul style="list-style-type: none"> • Change management • Benefits realisation • Procurement governance • Delivery expertise and frameworks
Oranga Tamariki Governance Team	<p>Provide additional advice / support to programme team on:</p> <ul style="list-style-type: none"> • Alignment to the organisational governance model • Setting risk tolerance levels for decision-making
Internal Risk and Assurance	<p>Provide additional advice / support to programme team on:</p> <ul style="list-style-type: none"> • Internal audit tasks and activities • Review and endorsement of programme assurance plans • Support with external assurance activities (e.g. Gateway Review, IQA)
Privacy	<p>Provide additional advice / support to programme team on:</p> <ul style="list-style-type: none"> • Supporting privacy impact assessment (PIA) • Engaging in requirements workshops to ensure privacy requirements are baked in up front
Information security	<p>Provide additional advice / support to programme team on:</p> <ul style="list-style-type: none"> • Support information security approach/strategy for the programme • Work with selected security vendor partner to define quality and sign-off documentation (e.g. Certification and Accreditation)

Table 20: Key roles and responsibilities for Programme

Delivering Tranche One tools and functionality

Programme delivery methodology

The delivery methodology that shall be used for the FTSU Programme is a modified cut down version of scaled agile (The Scaled Agile Framework® (SAFe®)). SAFe is a set of organisational and workflow patterns for implementing agile practices at an enterprise scale. SAFe promotes alignment, collaboration, and delivery across multiple agile teams. It was formed around three primary bodies of knowledge: agile software development, lean product development, and systems thinking. Oranga Tamariki will adopt parts of this methodology for the programme.

Using an adapted version of this tool helps to de-risk the FTSU Programme by providing the flexibility to continually adapt and focus on delivering value and practice outcomes while allowing for a period of up-front planning and analysis before commencing incremental agile delivery. This allows Oranga Tamariki to adjust priorities in response to changing environmental circumstances (e.g., changes in policy direction or Government priorities, reduced investment window).

Programme approach

The new functionality will be delivered through a seven-year Programme, then a long period of continuous improvement delivery in a business-as-usual mode. The first two years have been completed through internal business planning and has tested processes and prototyped in preparation for Implementation Figure 18 sets out the proposed approach to implementing and embedding the new tools. It shows that this work will be delivered in three stages – prepare, implement and evolve.

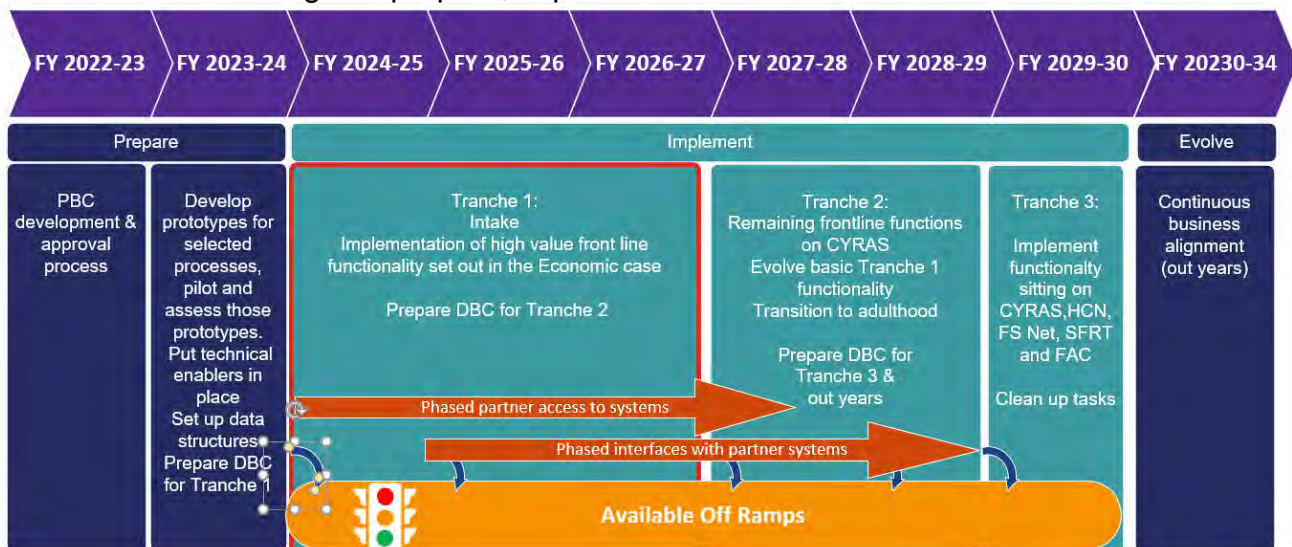


Figure 18: Programme staging

Off ramps

The tranche approach will allow the FTSU Programme to make deliberate stop/pause decisions. For example, if there are changes in direction, a lack of clarity about requirements, a different pace of change is needed, there are issues that need resolution, or it becomes apparent that there may be an issue with benefits realisation or budget constraints.

Off ramps have been built into the Programme at the end of each Tranche. Figure 19 shows how this approach would work in practice. To the left are possible triggers for leading to work to stop or pause.

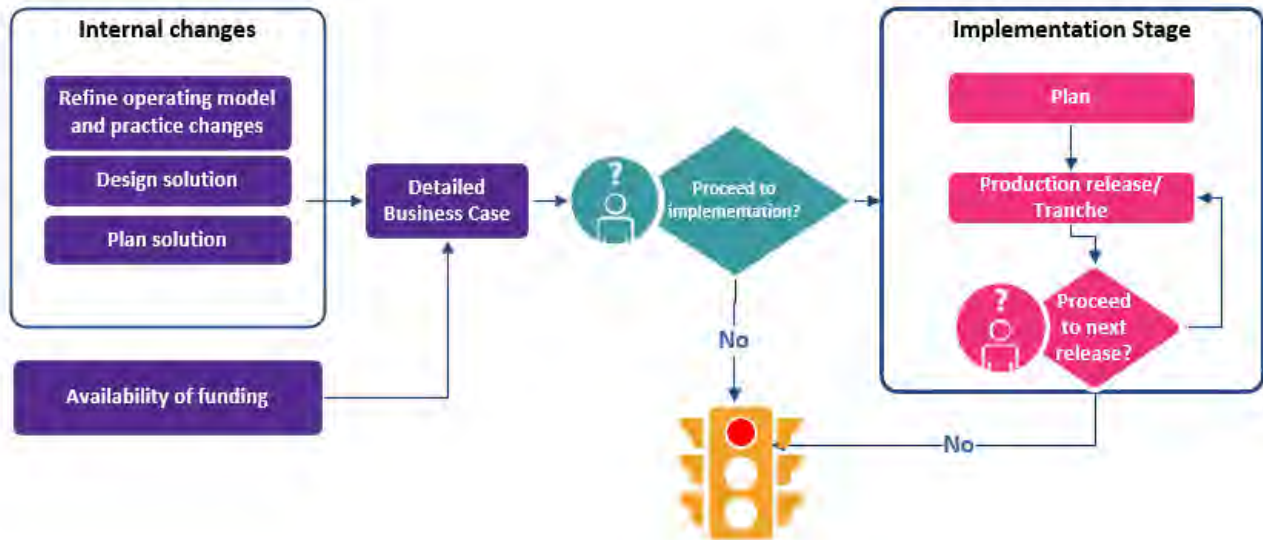


Figure 19: A high level staged approach to implementation (with off ramps)

At the end of Tranche One there will be stop / pause decisions which if taken would still mean that considerable value would have been delivered.

However, completing all tranches over time is necessary to fully realise benefits. If an off ramp is taken there will be some partial benefit realisation:

- Tranche One delivers the most value for internal users because it implements support for intake, frequently used plans, assessments, practice tools, and interventions used on CYRAS.
- Tranche Two delivers
 - the remaining value to most frontline users because most of the remaining frontline functions will be delivered in this tranche
 - the most value to external users (Partners and relevant agencies) because access to the system is deployment to them and the rest of the data improvements.
- Tranche 3 delivers the ability to retire all remaining frontline systems generating a financial saving and the ability to realise the remaining benefit for Partners.

However, taking an off ramp before the Programme is complete means that the new CRM system would be in place, as well as the old systems. While development costs would cease, system costs would be higher than before the programme started with higher licensing and operating and maintenance costs.

Tranche One timeline

Figure 20 below shows a high-level Tranche One two-year timeline. It assumes that the DBC will be approved by the end of October and this timeline will be adjusted if it is not. It provides a list of the types of activities the Programme will undertake. However, at this point it is very indicative and cannot be confirmed until the CRM platform is selected.

	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3
Procurement											
9(2)(j)											
9(2)(j)											
Establish the programme											
Governance											
Establish key resources											
Plans											
Development (from specifications to change management)											
Planning											
Develop and release one											
Develop and release two											
Develop and release three											
Develop and release four											
Detailed Business Case – Tranche Two											
Change and benefits realisation											
Implement & support release one											
Implement & support release two											
Implement & support release three											
Implement & support release four											

Figure 20: Highly indicative Tranche One timeline

Working with other agencies in the child protection sector

The Strategic Case discusses some practical examples where data sharing can create immediate value. Where appropriate the FTSU Programme will work with other parallel digital enablement projects underway across all the children's agencies that will give effect to the legislative requirements in the Children's Act. This means that the FTSU Programme will need to be flexible and responsive to changing needs. Most of this activity will happen in Tranches 2 and 3.

The focus will be on ensuring those systems can receive data from Oranga Tamariki and Oranga Tamariki can receive data from them.

How change will be managed in Tranche One

One of the key success factors of the programme will be effective change management. This section sets out the change outcomes being sought, the change approach, the

impacted users for Tranche One, and how the programme will manage change during Tranche One. More detail is set out in the FTSU Programme's Change Strategy.

The change outcomes

Effective change management will ensure that:

- Oranga Tamariki can **extract the most value from the new frontline technology systems** to support the safety and oranga of children and their family in a way that is aligned with the new Practice Framework and Practice Approach and our legislative obligations and performance accountabilities.
- There is **minimal operational disruption** - Oranga Tamariki continues to operate at its current level of efficiency both during the implementation of Tranche One and during the transition to new functionality.
- Children, families and caregivers will **not have adverse experiences** from changing from the old to the new technology systems and the ability for kaimahi to adapt to a new technology environment will be more seamless.
- Kaimahi have training and support to enable them **to build capability and confidence using the new system**.
- **Stakeholders are aware, informed and engaged** throughout the change journey.

The change approach

The change approach needs to respond to the change environment. So, the change approach will be based on Mason Durie's change framework³⁹. Figure 21 shows the change journey Oranga Tamariki will take its kaimahi and other stakeholders through. The three stages are relevant for the duration of the programme and repeated for each tranche and release. This change approach is aligned with the ADKAR⁴⁰ change lifecycle to support individuals as they progress through change.

This process has already started with the development of the 'All About Me Plan'⁴¹ prototype and the implementation of the Practice Approach.



³⁹ Mason Durie's change framework (2008) Whakapiri (engagement), Whakamārama (enlightenment) and Whakamana (empowerment).

⁴⁰ ADKAR lifecycle stages are Awareness, Desire, Knowledge, Ability and Reinforcement

⁴¹ All about me Plan is the core plan used by Oranga Tamariki to document the journey of the tamariki.



Figure 21: Whakapiri, Whakamārama, Whakamana – ADKAR

How the Programme will manage change during Tranche One

The Programme will apply a structured and integrated learning cycle approach process to manage change activities. It will be used to facilitate the change and achieve the change outcomes. Oranga Tamariki has used this learning cycle approach for other large-scale change, including the introduction of *Our Practice Approach*.

Figure 22 sets out the staged learning cycle change process. This process is aligned to the Programme's agile product release. The approach includes a continuous improvement approach with strong feedback loops and the flexibility to engage, learn and course correct.



Figure 22: Steps to manage the change

The following elements are woven through this process to support and achieve the change outcomes, including:

- Effective leadership, commitment, and ownership of the change at all levels through development, transition and embedding of the new system.
- Proactive involvement and engagement with stakeholders.
- Building skills, and supporting behavioural and mindset changes that support successful adoption of the new technology,

- Providing tailored, packaged training that is digestible and equips users adapt to the changes. Learning must be targeted, repeatable, fit for purpose to ensure a smoother transition and minimise business disruption.
- Embedding the change enabling user access to ongoing support through business channel's such as professional development, champions and subject matter experts (SME's).

In the 'Plan for the change' stage a change impact assessment will be used to establish the scale of change, assess how stakeholder and user groups are impacted and identify learning needs, risks, and issues. This will inform the plan for delivering the change i.e. communications, readiness, training, and support, as well as identifying potential people related risks and issues that could impact the change adoption.

Users will need to make an active change in how they work which is aligned with the new Practice Approach. The new technology will support the new ways of working. This is a significant shift, and there may be resistance to the new way of working which may impact how the new frontline technology systems are used. By understanding and addressing these impacts, the Programme can better plan and execute the necessary actions to ensure a smooth transition.

In the 'Deliver the change' stage a range of communications and training activities will be undertaken.

In the 'Embed the change' stage for each release change activities will be measured and tracked to:

- provide visibility of adoption, training effectiveness and progress of activities
- ensure the desired outcomes are being delivered and address any challenges that may arise
- monitor kaimahi use and uptake of the technology to see where targeted support is needed
- make informed decisions and adjustments about the changes being implemented in each release, release dates and product bundles.

Finally given the transition to the new technology will be undertaken in incremental releases, change planning must ensure users of the technology can seamlessly work across dual systems until the new frontline systems have been delivered and the old ones decommissioned at the end of Tranche 3. It will take time for all users to become confident in using the new system and to embed it into their daily mahi. So a realistic understanding of capacity to learn and transition, will need to inform the change process.

Who is directly impacted by the change (users)

Approximately 4,500 internal users and some external users will be impacted by the change in their day-to-day mahi. Table 21 sets out the frontline technology systems user groups who are directly impacted by the change in Tranche One.

The focus in Tranche One is internal users. Stakeholders in this group are expected to be ready, willing and able to adopt the new system that underpins the new ways of working. Within Oranga Tamariki the frontline workforce is highly motivated to transition to systems that better support their work.

System user stakeholder Group	Engagement ⁴²	Training needs	Day to day interest
Service Delivery Managers e.g., Managers / Supervisors / Team Leaders	Collaborate	M-H	M-H
Frontline kaimahi from Services for Children (SCAF), Youth Justice, Care and protection (C&P) residences, Youth Justice residences, Transition Support	Collaborate	H	H
Enabling kaimahi e.g., Quality Practice and Experiences, Legal, Policy	Involve	L	L
Consumers kaimahi e.g., data team	Involve	L	
Partners/Contracted Service Providers who will use the new frontline technology systems, but the engagement will mainly be done for design in Tranche One. <ul style="list-style-type: none"> • Iwi/Māori Organisations • Community groups • Service Providers 	Empower	L	L
VOYCE - Whakarongo Mai <ul style="list-style-type: none"> • Children & young people • Families 	Empower	L	L

Table 21: System user engagement groups

To ensure full and appropriate engagement, these groups will be actively represented and engaged throughout the programme. This includes during design, testing and rollout. An early high-level impact assessment indicates training will be significant for these stakeholders.

Change management resourcing

A multidisciplinary skillset will be needed to support each release, comprising 8 FTE at peak. This core group will be the Change Management Squad (the Squad) for the Programme. This includes a change manager, social work practice advisors, trainers and analyst resources. Using the Squad to manage the range of change management activities creates options to manage varied capacity for change.

The Squad will draw on a change network and early adopters to support on the ground change for high impact change periods including the lead up to each release and for post go live support after each release.

Change management activities will also be supported by resources in BAU teams including Practice Advisors, Learning and Development, Practice Leaders and Social Work subject matter experts to give the organisation more certainty and resilience with this change, and enable on-going support for each business area at site, region and national levels.

The FTSU Programme will lean into locally led learning networks, Ako a Takiwā, during training periods. This is an established approach to learning delivery for Oranga Tamariki

⁴² The engagement categories are set out in Appendix 15.

which connects national level learning and practice expertise with regional and site-based counterparts. This approach for delivery is currently being used for the new social work practice approach roll out. The Programme will utilise the same structure as part of our change management approach with the Ako a Takiwā supporting each release through learning cycles.

The change activities must be aligned and integrated with social work practice and the Embedding our Practice System programme. The FTSU Programme is positioned for this to occur, as it is part of the Chief Social Worker portfolio. The SRO is GM Practice. The programme has a direct connect with the national practice teams that will support and drive the practice approach ensuring this being embed in the new frontline technology systems and the Manager Practice Enablers is the business lead reporting to the SRO/GM Practice.

Stakeholder engagement and communications

Communications is our key mechanism to create awareness of FTSU and ensure key stakeholders feel engaged, understand how changes affect them, and what support is available during and after the change. Communications can mitigate information gaps or misinformation that could adversely impact change and adoption.

Stakeholder engagement needs to be balanced with the business driver to have minimum disruption to core business. For this reason, our approach will be to:

- build a diverse coalition of supporters who play an active role in advocating for the new frontline technology systems
- develop a leadership and regional sponsorship model and engage with leaders at all levels to build awareness and support, share benefits and lead the cultural shift that comes with adopting a new system
- provide opportunities for internal and external stakeholders to influence and shape the way the new frontline technology systems will work
- ensure the correct stakeholders are involved early and at the right time so that they feel engaged, become advocates for change
- work with other significant projects to co-ordinate stakeholder engagement, to leverage relationships, avoid duplication and minimise stakeholder engagement fatigue
- use existing forums and channels as much as possible.

Building of stakeholder relationships started during Tranche 0 during requirements gathering and prototyping for the All About Me Plan, and need to endure through all tranches and after implementation as the system continues to evolve.

In addition to system users there are also other important stakeholders (see Appendix 15 for a list of those stakeholders and the type of engagement needed). A key stakeholder group are Māori who are present across the full range of stakeholders listed. It is imperative that engagement with Māori and Pacific Partners is done in a culturally sensitive way using a kaupapa approach to ensure that any planned initiatives are agreed upfront and are well-received by Māori and Pacific Partners.

Managing privacy

The new frontline technology systems will enable highly sensitive data about children and their family members to be shared with a range of government and NGOs. The approach will be focused on maintaining an appropriate level of privacy, whilst balancing the benefits of sharing data both internally and externally.

In 2024 Oranga Tamariki undertook a Privacy Review. This review arose because of the Office of the Privacy Commissioner's (OPC's) concerns about the handling of personal information by Oranga Tamariki. In 2020 it became compulsory for serious privacy breaches to be notified to the OPC. Not all the breaches notified to the OPC were technology system related, although it was a factor in some, they identified a range of systemic issues - for example culture was identified as an issue, disposal of physical documents, processes, practice and policy.

However, where appropriate insights from the report will be used to inform the design of the new frontline technology systems. The privacy review report highlighted the following recommendations that will be relevant to the FTSU Programme:

- Access to the system should be limited to those who need it, all kaimahi should not be able to see all children, just those they need to. The same applies to Partners and families. This would restrict open access to information by applying technological controls such as permission access, confidential file locks and graduated access to individual files.
- Enable the monitoring of access to personal information to pick up on unauthorised access and internal and external user browsing.
- Ensure data is available to support privacy reporting.
- Privacy controls to be incorporated as an inherent feature of systems and processes.
- Engage with Māori stakeholders to confirm that systems (and processes) are aligned with the concepts of mana and tikanga.
- Ensure that contracts and other arrangements with third parties include appropriate protections and safeguards, and relationships with key stakeholders with whom personal information is shared should be the subject of regular oversight.
- Processes should be designed to automatically apply retention periods to defined categories of information in a manner that is consistent and easy to understand.
- Upskill kaimahi in basic computer skills and encourage all staff to use digital records in preference to paper.

Figure 23 sets out indicative data flows between various system users and data users. It shows where data about the tamariki is being passed within Oranga Tamariki, between other government agencies and to private individuals and external Partners. The purple system icon shows that the entity accesses data directly from the system.

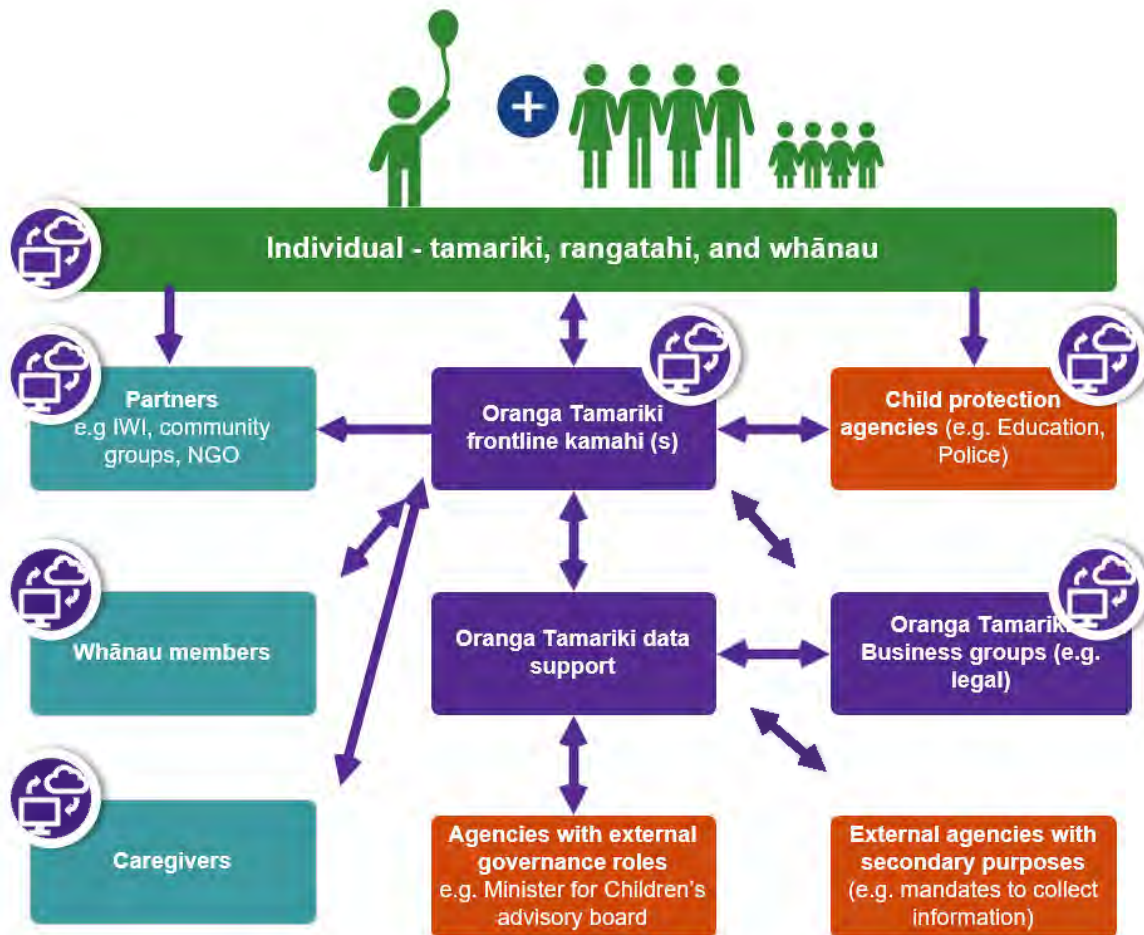


Figure 23: Indicative data flows

A Brief Privacy Analysis (BPA) for the FTSU Programme has been undertaken (see Appendix 17). That BPA has helped to find, assess and resolve any identified privacy risks arising from collecting, using and sharing personal information. The full Privacy Impact Assessment (PIA) will be undertaken and signed-off closer to the beginning of Tranche One.

The FTSU Programme will adopt the privacy by design methodology. This means privacy will be embedded within the FTSU Programme throughout the lifecycle from design. PIA checks will be done at key points in the process - specifically through the design, development and testing part of each release cycle. This will help inform decisions about how to proceed.

Privacy by design will help Oranga Tamariki meet the Government Chief Privacy Officer’s core expectations.

The FTSU Programme will not use real data during development and testing. Special emphasis will be placed on ensuring privacy protection throughout the development and testing process, prior to the system being operationalised.

Risk management

Tranche One risks

Oranga Tamariki has a risk assessment framework which aims to identify and rank risk, understand the potential consequences of the risk, and put in place measures to mitigate the risk.

The FTSU Programme will use this framework to closely manage risks and issues which will be recorded in a risks and issues register. This includes putting in place a process to:

- identify delivery risks and add to them as required
- monitor risks
- assess and identify mitigations
- assign responsibilities so it is clear on who needs to do what when new risks emerge
- assign responsibilities so it is clear who needs to implement each of the mitigations (risk management strategies in Table 22) and keep them effective during the life of the FTSU Programme
- report high level risks across the FTSU Programme to governance level and escalate where necessary.

The following table sets out the high-level Tranche One delivery risks – ones that could affect time cost and quality.

Risk	Risk management strategies
Access to expertise risks	
<p>The FTSU Programme, will need business experts embedded in the FTSU Programme. If this programme does not get access to internal and external SMEs to be consistently part of the FTSU Programme in the appropriate tranches, then what is delivered is likely to be unfit for purpose</p>	<ul style="list-style-type: none"> • Identify needs early and signal them so the business and Partners can plan to have the resource available. • Develop skills of the SMEs in business analysis so the best use can be made of their knowledge. This will also help build enduring capability in the organisation and its Partners. • Supplement with expert resources to provide support and mentoring to SMEs. • Having SME imbedded into the programme team and bring additional SMEs in early as needed.
<p>If requirements for the new frontline technology systems are not well defined there is a risk that the systems are not fit for purpose which could result in rework, and the need to go back to Cabinet for additional funding, resulting in reputational risk.</p>	<ul style="list-style-type: none"> • Deliver in smaller increments to allow feedback and learning to shape future requirements • Use lower cost prototypes to ensure requirements are aligned with user needs
<p>If this programme does not get sufficient senior leadership support, then the FTSU Programme may not get the resourcing and priority that it needs.</p>	<ul style="list-style-type: none"> • Te Riu leadership embedded into the governance structure. • Stakeholder engagement throughout life of the FTSU Programme.
Change risks	
<p>This programme requires the business to make an active change in the way some practitioners and Partners manage their daily work. If the FTSU Programme cannot get buy-in from the business, then there could be change resistance and users will not use of the new frontline technology systems.</p>	<p>The change workstream will:</p> <ul style="list-style-type: none"> • work closely with leaders, change champions and other strategic initiatives to support them and their kaimahi • provide communications and training for people to recognise the changes as

Risk	Risk management strategies
	<p>positive and aligned to the operating model.</p> <ul style="list-style-type: none"> • Prototype technology systems to understand impacts and user uptake
<p>If the business has unrealistic expectations around what tools can be delivered and in what time, then the programme may be perceived as not delivering and holding up change</p>	<ul style="list-style-type: none"> • Manage expectations around what is possible and by when • Signal what is possible and in what timeframes • Early ongoing engagement • Bedding in a culture of continuous improvement
<p>If there is sizable resistance or a lack of confidence in new frontline technology systems, then this will jeopardise the uptake of new technology, and will furthermore undermine the delivery of the expected business value.</p>	<ul style="list-style-type: none"> • Working with leaders • Robust change management practices • Robust Stakeholder Engagement (both during Implementation and during the Development of solutions) • Product champions • Adherence to Development principles
<p>If the new frontline technology systems are not sufficiently extensible and flexible to allow for change (at pace and for a reasonable cost) then this may result in an increase in cost above those estimated or in a solution that may not deliver the required outcomes and benefits.</p>	<ul style="list-style-type: none"> • Good design and requirements gathering processes • Implementation vendors have sufficient in-house expertise to design and implement extensible and flexible solutions • Sound architecture and design • External technical quality assurance from platform experts
<p>If there are late changes to requirements there is a risk that time and cost will increase and there could be a disparity between what was costed and what will be required to support the business needs.</p>	<ul style="list-style-type: none"> • Scope and requirements change outside of programme tolerances is actively managed by appropriate governance groups • Use of modified SAFe to manage backlogs and emerging changes as part of increment and sprint planning • Use lower cost prototypes in Tranche 0 to surface requirements changes early
<p>If the engagement with Partners around functionality is not managed clearly then unrealistic expectations regarding timeframes may arise and the risk to children of opening access before data safeguards are firmly established</p>	<ul style="list-style-type: none"> • Good engagement and communications through a variety of channels • Ensure that the timelines and the reason for those timelines is clearly understood internally so no mixed messages are given
<p>Schedule risks</p>	
<p>If there are delays to starting Tranche One and/or there are long pauses, then the cost of the FTSU Programme will increase.</p>	<ul style="list-style-type: none"> • Multiple, shorter duration release cycles • Preliminary work being undertaken in Tranche 0

Risk	Risk management strategies
If there are too many Oranga Tamariki priorities competing for attention and resource, there is a risk that the programme cannot be delivered in the scheduled time.	<ul style="list-style-type: none"> • Governance model (including EPMD office) • Good engagement with senior leaders

Table 22: Key programme delivery risks

Technical risks

Risks arising from the build and configuration activities will be managed as part of the scaled agile delivery approach. This includes understanding whether key activities and milestones during each phase of delivery can be completed, evaluating delivery risks throughout the lifecycle of the programme and developing mitigation strategies to actively manage risks using agile principles and tools.

Benefits realisation

A Benefits Management Plan has been developed for the Programme. The purpose of the plan will be to describe in detail how the Programme intends to manage the realisation of the benefits.

That plan will document for each of benefits:

- Benefit descriptions
- Benefit owners
- Benefits (with weightings)
- KPIs/measures per benefit (with weightings)
- KPI baseline/target values
- KPI realisation dates

Assumptions, dependencies, risks, and issues impacting benefit realisation. Given the delivery is intended to be phased over three tranches, the planned benefits will be reviewed under each business case to clarify expected return from each phase. The benefits documented in this Plan include whole of life benefits. As more functionality is added the benefits will grow. The most benefit for the bulk of work done by the frontline will happen in Tranche One.

To inform baseline measures a time in motion study will be undertaken as part of Tranche One. The purpose of the Time in Motion study will be to test assumptions of potential versus actual time savings that can be realised for kaimahi through these changes. For example, our working assumption is that the new AAMP prototype could save a social worker up to four hours each time a new plan for a child needs to be created. A Time in Motion study will enable these assumptions to be tested and validated and will in turn enable efficiency measures to be developed and measured.

Not all benefits will be about efficiency, capturing experiential benefits through processes such as service user surveys will also be vital in assessing whether the benefits identified in the strategic case are being realised.

Determining the extent to which FTSU improvements directly contribute to increased performance reporting, quality assurance and improvement and our ability to meet our

monitoring obligations such as those arising through Care Standards are further examples of how benefits will be determined.

Assurance arrangements

The Risk Profile Assessment (RPA) has identified this programme as a high-risk investment due to the scope, scale, and complexity of the programme. This complexity arises particularly from the known challenges associated from migrating very dated technology to modern platforms.

To provide assurance that this risk is being managed and to provide assurance on business implementation, such as change managed, a range of assurance activities will be undertaken. These include:

- Treasury Gateway reviews⁴³
- Programme assurance using the assurance framework of Oranga Tamariki, this assurance framework used by Oranga Tamariki for technology projects and programmes is aligned with the GCDO assurance framework (for more information see Appendix 18)
- Independent Quality Assurance (IQA)
- Technical Quality Assurance (TQA)
- Post-Programme evaluation.

A programme assurance plan will be created covering all phases and workstreams of that delivery. The assurance plans will be completed during the initiation stage and submitted to the SRO for endorsement. Once endorsed, it will be submitted to the PSC for approval.

Oranga Tamariki can leverage assurance plans from other large programmes of work, such as EDAP, CGIS, HRIS and FMIS, to assist with the assurance planning. The FTSU Programme will also leverage learnings from those programmes.

Assurance reports will be created ed by the programme, then sent to the SRO for review. Any recommendations and learnings will be incorporated into the way the programme operates as part of continuous improvement⁴⁴.

Technical assurance arrangements will conform to GCDO expectations as outlined in All-of-Government Portfolio, Programme and Project Assurance Framework | NZ Digital government, including:

- Have an up to date and fit for purpose assurance plan in place that has been endorsed by the governance body and Internal Audit and approved by the SRO.
- Submit the following artefacts to the System Assurance team for a quality review to make sure they are fit for purpose and meet the GCDO's quality standards:
 - assurance plans
 - terms of reference for independent assurance reviews
 - assurance reports.

The GCDO Assurance Services Panel for third-party assurance reviews.

⁴³ To ensure synergy, Oranga Tamariki has begun exploring the merits of a common Gateway reviewer across both FTSU and MSD's Te Pae Tawhiti programme. Note: panel member selection is ultimately at the discretion of Treasury.

⁴⁴ Lessons learnt from past reviews of other projects/programmes will be incorporated.

Appendices

Glossary of terms

Term	Description
Children's systems	Children systems refers to the wider engagement of the agencies both government and non-government, who have a role and responsibility to meet the needs of children young people and their families
Cloud tiering	Cloud tiering is a data storage strategy that defines different storage tiers and then moves data between tiers to meet the needs of an organization depending on usage, putting frequently accessed data in fast cloud storage while putting less used data in slower, cheaper storage.
Tier-1' Cloud vendors	A tier 1 vendor is a large and well-known vendor, often enjoying national or international recognition and acceptance.
CRM platforms	<p>A CRM system gathers, links, and analyses all collected customer (Children and families) data, including contact information, interactions, service requests (referrals).</p> <p>CRM tools and software help you streamline the customer engagement process.</p> <p>The power of customer relationship management is derived by constantly gathering customer data, analysing that data, and then using those insights to deepen relationships and improve results. It allows any frontline kaimahi to convey, "We know you, and we value you."</p>
Integration platform	An integration platform connects an application to other applications, pushes or pulls data from them, and orchestrates and execute workflows, among other things. It allows you to develop more efficient systems
Enterprise level	At the business level (Oranga Tamariki) level rather than parts of Oranga Tamariki

Appendix 1: PBC Executive Summary

Our purpose is to ensure that all children are in loving whānau and communities where oranga can be realised. Our vision is that all children are safe, loved and nurtured by family, hapū, and iwi, supported by thriving communities.

We are changing

To achieve that vision, we will spend the next four years transforming our role in the care, protection and youth justice systems. The transformation will shift us internally to be a high performing, highly trusted statutory agency whose workforce practices in relational, inclusive and restorative ways with children and families, that works in integrated ways with other agencies and communities and, significantly, to enable and empower Māori and communities to realise their aspirations for children and families.

With our partners, we will provide earlier, more effective support to vulnerable children and their family. The new approach, the operating model, and practice will be truly child and family centred.

To enable the changes, we will focus on the following areas:

- We will transfer more decision-making and resources to partners and communities which means we will become more of an enabler and coordinator for Māori and communities. We will empower them to put in place the support, the local solutions, and the services they know will work for their people in preventing harm to children coming to our attention.
- We will strengthen and maintain our leadership across the children's system and build an organisational culture that enables the transformative change required.
- We will build our workforce to meet future need by shifting our practice, so it draws from Te Ao Māori knowledge, methods and principles which are by their nature relational, inclusive and restorative. This will require the whole workforce to develop new capability.
- We will put in place infrastructure to support the changes.

Our current frontline technology systems will not support the changes

Fit for purpose frontline technology systems are key to successfully delivering our Future Direction. Numerous reports, research, and workshops have shown the current frontline technology systems are constraining the way we work now and will not support the way we will work in the future. We have identified the following problems with our current systems.



Frontline workers use multiple parts of our current systems to retrieve, review and record information about children and their family which is time consuming and pulls them away from quality practice.

Years of updates to keep pace with current practice have introduced significant usability issues to our systems, including multiple workarounds to do things the systems were never intended to do. It is time consuming and complicated to access and enter information. Two examples are requiring practitioners to enter the same information multiple times and poor mobile usability, both of which result in frequent delays in information entry, preventing

timely, accurate, complete and accessible information to support assessment and decision-making.

Another important issue is that because our systems are case centric not children and family centred, it is not easy to see the child and the journey of their family through the care, protection, youth justice system.

These issues mean important information can be missed or is missing, which impacts on the practitioner's ability to make informed decisions which can impact on children safety and oranga. It takes time away from being present and engaged with children, families, caregivers, and victims of youth offending. It also prevents the child and their family, when requesting their information, from having a full and accurate picture of their engagement and journey within the system.

We have heard from those who have experienced State care, including during the recent Royal Commission of Inquiry into Abuse in State Care, how being unable to gain an accurate and complete picture of their childhood experiences can leave people with additional trauma and distress.



Our current systems are not set up to collect quality structured data which impacts on the ability of Oranga Tamariki and its partners to make evidenced based decisions.

The frontline systems are not optimally set up to capture data in a comparable form. There is no single source of truth, with multiple systems producing inconsistent data in different formats so it cannot be easily compared. The current inability to provide robust, reliable, real-time data at a population level for children and families we are working with has a range of significant impacts. It creates system advocacy challenges when we are unable to provide data on the health, education and disability needs of children. Further internal impacts include the inability to fully comply with the National Care Standards and the external oversight monitors, but even more critically means we do not have the right information available to understand whether or not experiences for children and families are changing.

A clear evidence base for decision-making is a key pou of the Oranga Tamariki Action Plan (OTAP).



Our current systems are not easily accessible by external users which impedes working collaboratively with different partners to meet children and families needs.

A range of recent reports spotlight the challenges within the current approach and system Oranga Tamariki operates and highlights that current frontline technology systems impede the quality practice and collaboration needed to meet the oranga (wellbeing) and safety needs of child and their family. The transformative changes to the way we work in the future will realise a shift in how the Chief Executive exercises their statutory obligations, including those related to children at risk of abuse and those involved with the youth justice system. There will be a need for technology that supports greater collaboration and helps us ensure we meet our legislative responsibilities in a more partner led environment.

This means greater transparency. Our partners may need to be able to access information about the child and their family on our systems, then add information into them. Our current frontline technology systems are not configured to do this.

CYRAS, our core case management system, has been built and designed to be used by internal users only. The only mechanism to enable external access is to set the user up in

the Oranga Tamariki directory, create them as a shadow employee and issue them with an Oranga Tamariki laptop.

As there is no ability to collaborate within CYRAS, there is also a duplication of work where there is partnered practice, as each partner holds its own version of family plans they are involved in.

The importance of information sharing has again been brought to the fore by the Independent Review of the Children's System Response to Abuse by Dame Karen Poutasi. Current systems are not designed to enable secure information sharing. Detailed information related to assessments and plans for children and families are currently shared through Microsoft Word documents being emailed, increasing the risk of security and privacy breaches. As Oranga Tamariki has the "master" version, this means only Oranga Tamariki can make updates, creating a power imbalance in transparent, partnered practice.



Our systems constrain people into one way of working which is not fit for purpose now or for the future state where more flexible working is needed to support local needs.

The existing systems were built based on a legacy practice approach and cannot easily be changed. This constrains changes to professional practice which evolve over time to ensure changing needs of children and families continue to be met.

The transformation underway will see major practice changes. Partners will work in their own ways and are likely to develop different approaches tailored to meet their local needs. We are also changing our approach to professional practice, shifting to practice framed in Te Tiriti o Waitangi, drawing from Te Ao Māori principles of oranga for all children.

During engagements with social workers and frontline kaimahi within Oranga Tamariki throughout 2021 and regional social work forums in 2022 we have heard how constrained they are by our systems' current functionality. A key aspect of the practice change underway is relational practice and we have clearly heard that current systems are a major barrier to that, taking time away from engaging with the child and their families. Without a programme of investment and continuous improvement, the current systems will continue to diverge from professional practice, partnering and operating model requirements, and will not keep pace with evolving future practice. This will not enable our transformational change.

The benefits of addressing these problems

Without addressing these problems, we cannot successfully transform in a way that safeguards children and families and enables us to meet our legislative responsibilities, including evidencing outcomes for external monitors. However, upgraded frontline technology systems on their own will not directly deliver transformation, so the benefits of transformation cannot be claimed in this business case. The following sets out the benefits that fit for purpose frontline technology systems can realise.



Addressing the problems

We identified the following objectives for assessing potential solutions. Fit for purpose frontline technology systems need:

- To support a system wide approach to working with children, young people, and their families (system in this case being Oranga Tamariki and its partners and other government agencies).
- To enable a view that enables children and young people to be understood within the context of their families.
- To enable flexible ways of centring practice around children and their families.
- To ensure changes in the way we work are not inhibited by inflexible IT systems and future changes to functionality can be made in an agile way.
- To capture the right data of the right quality at the right time from the right people.

To identify the right solution, we developed a long list of options based on BBC dimensions:

- Scope options - “what” frontline technology systems will be delivered to support the transformation
- Service solution options - “how” fit for purpose frontline technology systems will be delivered
- Implementation options – “when” the solution is going to be delivered.

Following a Multicriteria analysis based on the assessment criteria the following options were shortlisted (see Figure 24- items in darker colours under the dimensions).⁴⁶

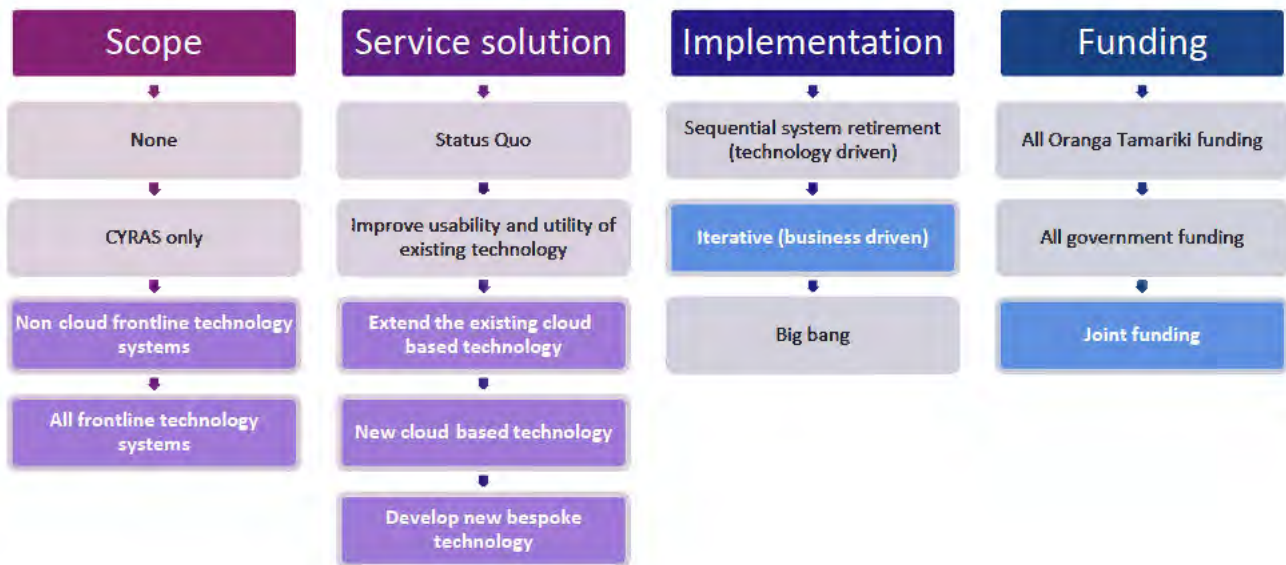


Figure 24: Outcome of the long list options assessment⁴⁶

These were used to create three short listed options.

- Option 1: Deliver frontline technology systems on existing commercial cloud services, with additional services procured as required over the lifetime of the programme.
- Option 2: Deliver frontline technology systems on new cloud services
- Option 3: Deliver frontline technology systems through a new bespoke solution

Based on the analysis, the preferred option is that frontline technology systems are developed and delivered using existing commercial cloud services, with additional services procured as required over the lifetime of the programme. This option will be explored as part of developing the first Detailed Business Case (DBC). Engagement with New Zealand Government Procurement (NZGP) will be undertaken to understand the appropriate procurement approach.

The delivery would be done iteratively, giving Oranga Tamariki users and partners fit for purpose technology systems as needed to support the wider programme of transformational change.

Delivering the changes

The programme has been set up to deliver frontline technology systems and an integrated governance structure is in place. Figure 25 shows the governance and programme management structure. To the right is the programme-specific governance and to the left are governance forums from which the programme will seek approval on business or technical decisions.

⁴⁶ Undertaken in Investment Options Briefing Meeting The outcomes of this briefing meeting were finalised following a consultation period with key stakeholders.

⁴⁸ The pale options are those we considered and the preferred options, in dark colours, as we went through each stage.

Over the top of programme-specific governance, Oranga Tamariki has set up an overarching governance structure for the transformation. This will ensure that change is well integrated, both vertically and horizontally so the right decisions are made at the right time and at the right level and the mahi remains well connected.

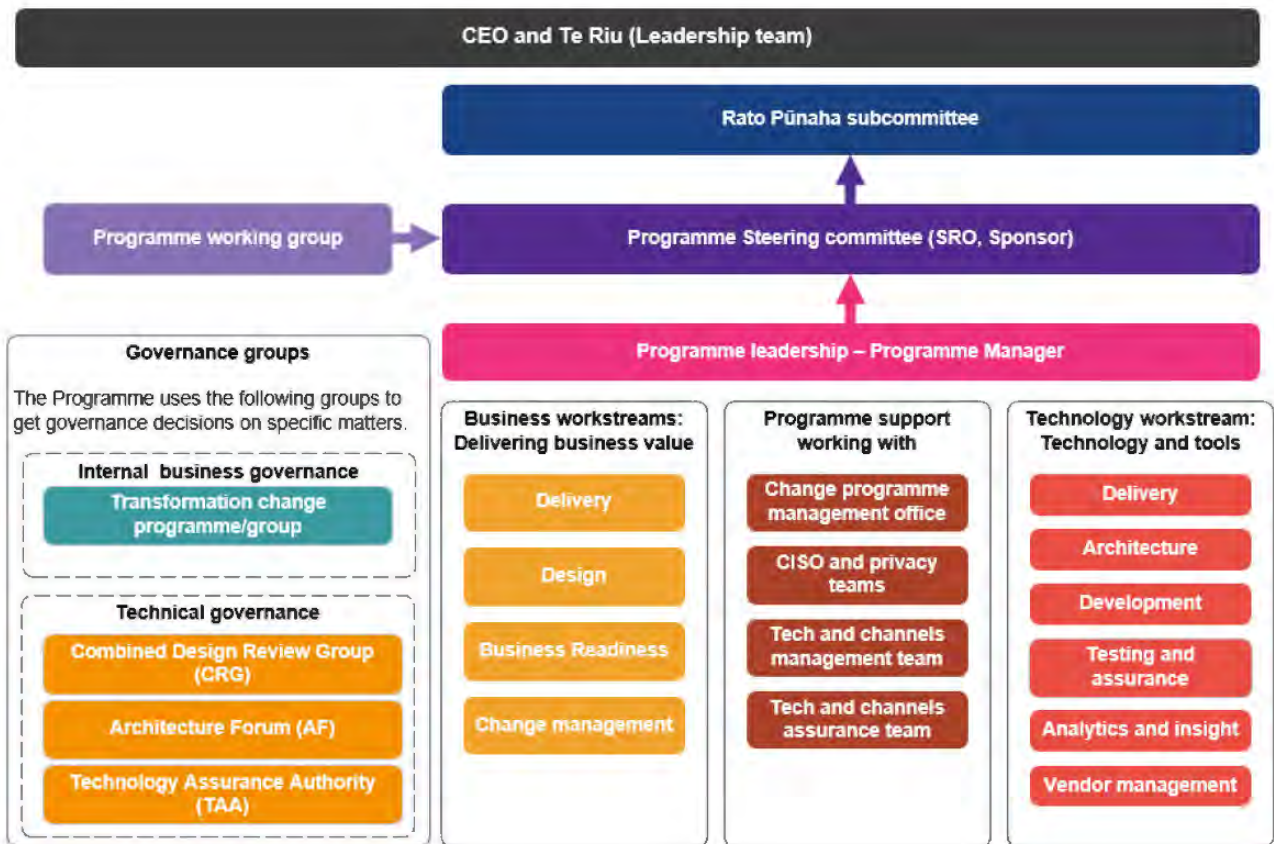


Figure 25: Programme governance and programme management structure

To manage the risk of the technology programme driving the change rather than the technology programme supporting the change, this will be a practice and business led programme and it will be delivered in three stages, with the implementation stage being delivered in tranches (see Figure 26).

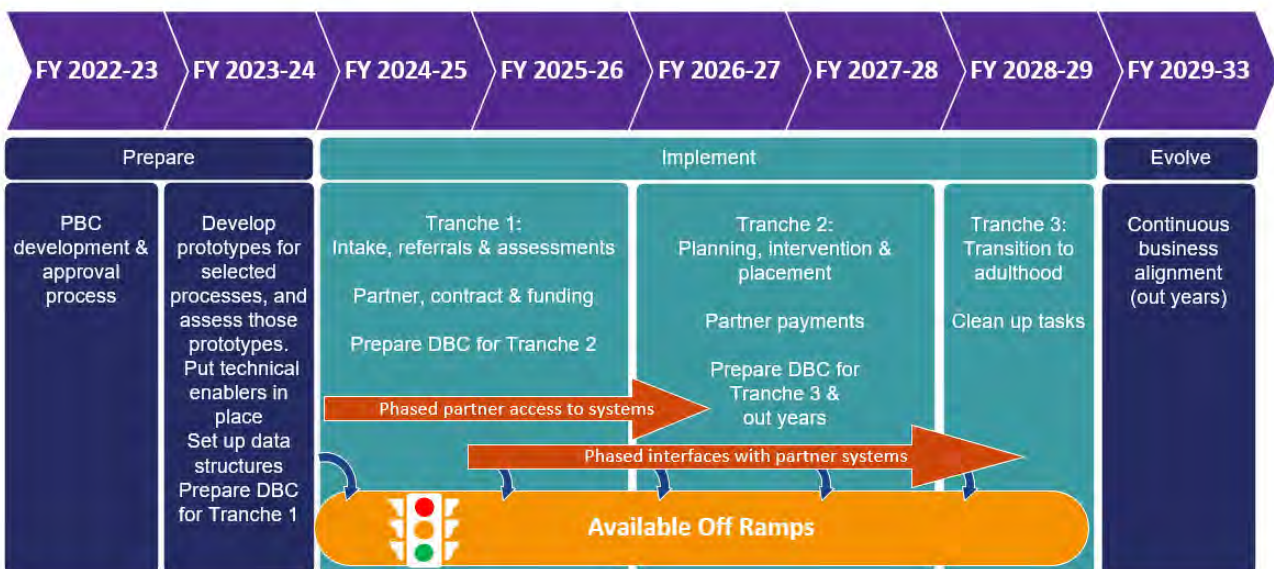


Figure 26: Programme delivery stages

This approach will provide off ramps where value can be delivered but the work paused if needed. It enables the programme to be flexible and responsive as changes to the operating model are made and while other children focused agencies are changing their own technology systems to support OTAP and the Child and Youth Wellbeing Strategy.

Once the implementation phase of the programme is complete it is expected that the business will continue to adjust the operating model and that frontline technology systems will continue to evolve with the changing environment. This continual evolution of frontline technology systems will extend their life, ensure continued alignment with business needs, and deliver more value.

One critical success factor will be the quality of stakeholder engagement. The programme will work with a wide variety of stakeholders inside and outside the organisation. This includes strategic partners, iwi and NGO partners, community groups and children focused government agencies who are also making changes in the way they work to respond to the new operating model. Engagement will be aligned and co-ordinated across the main transformation programmes, projects and initiatives to avoid duplication of engagement with the same stakeholder groups and avoid stakeholder engagement fatigue.

The Programme will be executed and delivered by using enhanced internal capability that consists of multi-disciplinary teams made up from business SMEs, front-line staff, and technology experts. Internal capability for sustained delivery will grow alongside the delivery of the Programme. Where additional capacity and capability are required, the internal teams will be augmented by procuring services from implementation partners via formal procurement processes as per all-of-government procurement guidelines.

Given relevant technologies are modern and widely used both within New Zealand and internationally, augmenting the internal delivery capability of Oranga Tamariki with implementation partners should not be a difficult process.

The FTSU Programme cost

The investment in this programme is part of the broader investment in the change both inside and outside Oranga Tamariki.

9(2)(f)(iv)

9

9(2)(f)(iv)

9(2)(f)(iv)



9(2)(f)(iv)



9(2)(f)(iv)



⁴⁷ Includes Depreciation and Capital Charge

Appendix 2: New ways of practicing

At the centre of an inclusive, relational, and restorative way of practicing is Āta, a transformative approach to working relationships, kaupapa and environments that invite opportunities to use time and space, to make contributions towards the pursuit of oranga. It includes the following dimensions:

- Relating with - connecting with children, their families, caregivers and others by developing and attending to relationships in a way that facilitate positive, mutual, and authentic participation.
- Understanding with - working with children, their families, caregivers and others in ways that generates a shared understanding of the living experience of children and their families and the aspiration for oranga and that supports us to make decisions together and co-develop a plan.
- Planning with - working with children, their families, caregivers and others in ways that facilitate the co-development of plans to achieve an agreed outcome.
- Acting with - working with children, their families, caregivers and others in ways that minimise barriers for children and their families and facilitates participation to achieve the agreed outcome.
- Reflecting with - reflect with children, their families, caregivers and others to learn about their journey by identifying successes and challenges, solutions for maintenance and to celebrate.



Our practice approach has four tools that will have an immediate and practical impact on safety and oranga of children - Tiaki Oranga, Organising my practice tool, Oranga framed Practice Prompts and Oranga framed assessment report. These are being implemented with social workers now and will be enabled through new technology that supports this new way of working.

Appendix 3: Description of the frontline technology systems

The following table sets out a description of the frontline technology systems.

System	What it does
Care and Protection, Youth Justice, Residential and Adoption Services system (CYRAS)	<p>CYRAS is the primary case management system providing comprehensive case management from the time a concern is raised to when the involvement finishes – this may or may not become a statutory intervention. It provides a ‘digital filing cabinet’ to record information, actions and responses taken when assessing, engaging and working with children, their families, caregivers and victims of youth offending, young people transitioning from care to adulthood and adoption services. It provides the ability to create, manage and track case activities relating to individual actions. It is also used to undertake some financial management and some vendor management.</p> <p>CYRAS has been in place for over 20 years and has about 4,500 users – both internal and external. To access CYRAS, all users must be set up in the Microsoft Active Directory for Oranga Tamariki and be issued an Oranga Tamariki laptop which makes sharing of information difficult.</p> <p>There has been significant and increasing criticism of CYRAS in multiple reports of its inability to support positive outcomes and the time burden it imposes on practitioners.</p>
Te Kete - High and Complex Needs (HCN)	<p>The High and Complex Needs Unit (HCN) is made up of a small team working across the Ministry of Health, the Ministry of Education, and Oranga Tamariki. The unit coordinates intensive services for high and complex needs children⁴⁸ to meet service gaps and shortfalls in existing programmes or supplement those programmes that lack the resources and mechanisms to address those needs.</p> <p>High needs children include those whose behaviours constitute a risk to themselves or others:</p> <ul style="list-style-type: none"> • whose needs are so complex, or mixed up, that they cannot be effectively addressed by the usual services • whose ongoing, persistent and complex unmet needs will take time to address and stabilise

⁴⁸ High needs children include those whose behaviours constitute a risk to themselves or others • whose needs are so complex, or mixed up, that they cannot be effectively addressed by the usual services • whose ongoing, persistent and complex unmet needs will take time to address and stabilise • for whom intensive interventions are required to make an improvement • whose circumstances place the family or alternative caregivers under extreme stress or severely compromise their ability to provide adequate care

System	What it does
	<ul style="list-style-type: none"> • for whom intensive interventions are required to make an improvement • whose circumstances place the family or alternative caregivers under extreme stress or severely compromise their ability to provide adequate care> <p>Te Kete is the case management system for these children, for interagency plans, and to support information management and processes for provision of specialised services to children and young people. It is a standalone system with about 20 Oranga Tamariki users. Users from other agencies need to be seconded to Oranga Tamariki and on-boarded as kaimahi in order to gain access to the Te Kete system. It manages an average active caseload of about 200 cases per year. It has been in use since 2014.</p>
Family Start Network (FS Net)	<p>Family Start is an Oranga Tamariki funded early support programme delivered by Partner NGOs. Family Start is a home visiting programme, focused on children and works with their families to improve a child's health, learning and relationships. Providers work alongside other agencies such as Well Child Services, Plunket, Budgeting Advice, and government agencies. Providers have different contracted volumes (80 through to 300+ families). 9,238 families (caseloads) actively participated over the last financial year.</p> <p>FSNet is a web-based reporting system used by Family Start service providers (e.g. community groups). It provides a place where monthly and quarterly provider performance information can be entered, so it can be compared to contract standards and national indicators.</p> <p>It is a standalone system with about 700 external and internal users with an active user base of around 50 providers across most of New Zealand. Currently there are around 500 Family workers who input, edit and retrieve client's personal data, limited to their corresponding site. There are on average 103 logins per day. FSNet has been in place 22 years.</p>
Strengthening Families Reporting Tool (SFRT)	<p>Strengthening Families is a free and voluntary service, supported by 11 key government agencies (Oranga Tamariki, Accident Compensation Corporation, Department of Corrections, Department of Internal Affairs, Te Puni Kōkiri, Housing New Zealand, Inland Revenue, Ministry of Education, Ministry of Health, Ministry of Justice, and New Zealand Police). Strengthening Families coordinates support for children, young people and their families showing early signs of need that, if not addressed, might lead to bigger problems later, including potentially care or protection or youth justice interventions. Their clients are vulnerable children or young people and their families who have</p>

System	What it does
	<p>multiple and complex needs (not at risk of serious harm) and require a coordinated intervention from more than one agency.</p> <p>SFRT is a web-based data collection tool used daily across New Zealand, to record case coordination data and data about services provided to clients. It allows Strengthening Families coordinators, employed by Providers/Agencies to be organised into Local Management Groups (LMG) to enter data.</p> <p>It is a standalone system with about 38 logins per day and has an active user base of 92 external and internal users.</p>
<p>Caregiver information system (CGIS)</p>	<p>CGIS is an Oranga Tamariki case and care management system developed to provide a caregiver centric view of the caregiver journey with Oranga Tamariki. It was developed to support the National Care Standards (2019) and is used to manage the recruitment of caregivers from application, vetting, assessments of facilities approval and what care types they are approved for.</p> <p>CGIS is built on a modern cloud-based platform, is integrated with CYRAS, and has about 250 internal users. It was rolled out to all Caregiver Recruitment and Support teams in 2022.</p>
<p>Funding and contracting system (FAC)</p>	<p>The Funding and Contracting (FAC) system is a bespoke database and workflow engine developed around 2000, that until late 2022 was owned and managed by MSD. Oranga Tamariki now operates its own instance of FAC. It provisions contract management, planning, and relationship management functionality for social services contracts, and is comprised of two areas (sub-systems):</p> <ul style="list-style-type: none"> • the Funding Planning System (FPS) - FPS includes functionality to set up funding allocations for services, with approval and sign off processes. • the Contract Management System (CMS) - CMS provides contract document creation and sign off flows as well as functions for contract management activities, contract payments and reconciliations. <p>This system also has specific integration with the Te Kāhui Kāhu Social Services Accreditation system (RDA). It has 410 users across Oranga Tamariki and is approximately 22 years old.</p>

Appendix 4: Reviews and inquiries into Oranga Tamariki

This table includes relevant recommendations or commentary

Review/ Inquiry into Oranga Tamariki	Relevant Recommendations or Commentary
Investing in New Zealand's Children and their Families Expert Panel report 2015	<p>Agree to develop a new technology ecosystem to support the proposed operating model:</p> <ul style="list-style-type: none"> replacing the current case-management system CYRAS with a system that is child-centric, modern, highly usable, provides the right level of automation, and supports an evidence-based approach, a new sector-wide partner management system, a new high-trust information sharing system that is connected across agencies, Partners, families and caregivers, brokered by a Child Information Management system, with a consent-based approach, and an extended architecture that enables Partners to innovate and build their own systems (such as mobile apps) to use our services/data.
Ko te Wā Whakawhiti – the Māori-led inquiry Whānau Ora Commissioning Agency 2020	<p>Action point 2: A structural analysis and review of Oranga Tamariki systems, policies, processes, and practices:</p> <ul style="list-style-type: none"> F) Review Oranga Tamariki case management H) Implement better data, monitoring and tracking systems including a registry of children/families in contact with Oranga Tamariki, improved transparency and families/hapū/iwi/community access to their data/information.
Te Kuku o te Manawa The Office of the Children's Commissioner report 2020	<p>4.3. Increase transparency and accountability by proactive release of aggregated data about their activities and their impacts on pēpi Māori and whānau, including inequities, using common statistical standards and practices. This needs to use timely, high quality ethnicity data, be designed with Māori, and comply with Māori data sovereignty principles.</p>
He Pāharakeke, he Rito Whakakīkinga Whāruarua Waitangi Tribunal Inquiry (WAI2915) 2021	<p>Overall, it is necessary that Oranga Tamariki meet the six critical dimensions of data quality⁴⁹ so that data can be accessed and utilised appropriately across agencies... statistics provided by Oranga Tamariki fall well below the data quality standards.</p>
Hipokingia ki te Kahu Aroha Kipokingia ki te Katoa (Te Kahu Aroha)	<p>Recommendation 6: That Oranga Tamariki builds its ability to be responsive to Partners and to community requests for the information needed in order to know what support families require and what resourcing will be required to support provision of this for as long as success takes.</p>

⁴⁹ The six critical dimensions were set by the Government Statistician in 2002.

Review/ Inquiry into Oranga Tamariki	Relevant Recommendations or Commentary
<p>The Ministerial Advisory Board report 2021</p>	<p>Recommendation 22: The organisation's performance monitoring framework should be enhanced to be more strongly aligned with a well-defined organisational strategy and vision.</p> <p>Recommendation 23: Improvements should be made to the availability, relevance, and range of data used for decision-making.</p> <p>Recommendation 24: The ongoing development of information infrastructure should be prioritised.</p> <p>Recommendation 25: Information sharing should be improved, taking into account the purpose and enabling functions of the Privacy Act 2020. This could include Oranga Tamariki and the Office of the Privacy Commissioner working together to ensure that Oranga Tamariki designs a future-proofed tikanga approach to sharing information with hapū, iwi, Māori collectives, and communities.</p>
<p>Independent Review of the Children's System Response to Abuse Dame Karen Poutasi 2022</p>	<p>iii. multi-agency teams working in communities in Partnership with iwi and NGOs [are] resourced and supported throughout the country to prevent and respond to harm.</p> <p>iv. Medical records held in different parts of the health sector should be linked to enable health professionals to view a complete picture of a child's medical history.</p>
<p>Ko te huarahi pono, ka wātea, kia whakamarama, kia whakatika – Practice review in relation to Malachi Subecz and his whānau Chief Social Worker at Oranga Tamariki 2022</p>	<p>Recommendation: that as a matter of urgency Oranga Tamariki reiterates to all staff the requirements of the case recording policy and the need to record and action the voices of whānau and other people who make contact.</p> <p>Recommendation: that Oranga Tamariki progress the action within the Future Direction Plan to establish a national visibility model for caseload/workload management, that enables regular reporting and identifies gaps in capacity where additional workforce investment and wider resources may be required.</p> <p>Recommendation: that work is accelerated as part of the Future Direction plan to fundamentally shift how Oranga Tamariki assesses and responds to Reports of Concern without partner agencies to ensure collaborative decision-making and support.</p>

Appendix 5: Impact on key participants.





The impact on the ability to be effective and efficient.











Problem one: It is not easy for children/young people to engage in their information or for kaimahi to locate information on the needs of children and young people or find what resources are available risking the safety and wellbeing of children, young people and their families

The consequence of this state for key participants in the process is set out in the table below.

Key	 Contact centre	 Frontline kaimahi (Social Worker)
	 Children and their families	 Partners – both government and non-government

Consequence				
I might miss vital information that supports me to make informed decisions which may pose a risk to a child's safety and oranga e.g., so the notification does not get reviewed fast enough.	✓	✓		✓
I might not put right supports in place, so problems reoccur or the tamariki spends too long in the system.		✓	✓	✓
I cannot understand the tamariki and their families journey through the system.		✓	✓	✓
A lot of my time is wasted looking for information instead of doing the work that will make a difference.	✓	✓		✓
I might end up creating duplicate information, such as another person record, that increases the difficulty of others finding information.	✓	✓		✓
When I communicate with other agencies or Partners, I have to do that outside the technology system. It is time consuming to extract and send information to Partners, and it is time consuming to record information sent back from Partners.		✓	✓	✓
There can be a lot of duplication of effort when different parts of Oranga Tamariki are engaging with the same children and their families.	✓	✓		✓
I spend a lot of my time recording the same information in multiple parts of the system because different records do	✓	✓		

Consequence				
not connect with each other. This takes time and reduces the quality of my assessment and plans				
Sharing information outside safe systems creates risks to the privacy of my information.				✓
I don't know if there is a Partner or Partners actively involved with the tamariki in their families so I can't notify them		✓		✓
I don't know about other active reports of concern for the tamariki or another child in their family.	✓	✓	✓	✓
I cannot work in a genuinely collaborative way with Partners and/or other social workers to get better outcomes for the child and their family.		✓	✓	✓
I don't know what is happening with the child and their families who are working with other parts of Oranga Tamariki		✓	✓	
I feel like Oranga Tamariki is not genuinely working in a collaborative way on a day-to-day basis and this is reducing my trust in them.			✓	✓
I'm not always aware that a report of concern has been made, what the concern is about and what if anything is happening next.			✓	✓
The left hand doesn't seem to know what the right hand its doing. For example, when I am dealing with different parts of Oranga Tamariki they don't know about what other parts are doing unless I tell them and I have to provide the same information over and over again and undergo multiple assessment processes which is frustrating, causes me more distress and does not make me trust the system. They don't seem very organised.		✓	✓	✓
I don't know when I will hear back which makes me anxious and re-traumatizes me.				✓
The information about me can be inaccurate, and I cannot see it so it's hard to correct.			✓	✓
It is hard for me to communicate with Oranga Tamariki about my situation because I can't use the ways I use to normally communicate e.g., texts, messages, chat, email.			✓	✓
As a practitioner I cannot work meaningfully with my counterparts in other organisations within the system.		✓	✓	✓
I cannot see Partners information about the child and their families, so I don't have a full picture of what is happening.		✓		



Consequence				
Even if I have access to CYRAS I can't find information about the tamariki and their families because it is just so difficult to use.				✓
I am not included in decision-making in a meaningful way because it's just too hard or the social worker does not know about me		✓		✓



Problem two: Inflexible, outdated, laborious and unhelpful systems, do not support how we need to work to support children, young people, their families and caregivers and create additional work and stress for kaimahi

The impact on our ability to be effective and efficient.

The consequence of this for key participants is set out in the table below.

		
I feel frustrated that I am spending so much time on administrative tasks and not enough on working with children and their families.	✓	
I have to enter information in so many places so sometimes I don't enter information in all of them because I forget.	✓	
I can't have multiple word documents and screens open at any one time. This is a problem because I often need to compare information in different places. This is because over the years CYRAS has been added on to.	✓	
Even though I have been trained, I don't know how to use CYRAS	✓	
It's hard to work in different ways because the system pushes you into one way of doing something.		✓

Appendix 6: Outcome risks

The following risks that might prevent, degrade, delay the achievement of the investment objectives have been identified. The results of this assessment are detailed below. This risk analysis was also used to inform the development of the risk register, attached to this business case.

Risk	Consequence (H/M/L)	Likelihood ⁵⁰ (H/M/L)	Mitigation
Risks to the continued ability of Oranga Tamariki to operate			
If the large-scale restructuring reduces capacity, then there is a risk to the ability to develop, implement and absorb system change	H	M	Pace the implementation of change at a rate that the organisation can absorb Work closely with the business to identify what the delivery timing should be
If the integration between the new system and existing parts of CYRAS is not done well then <ul style="list-style-type: none"> • increased burden on users e.g., practitioners. • kaimahi efficiency will reduce • kaimahi trust in the remaining programme will be reduced • greater inaccuracies in information creating higher risks for children 	H	L	Good design SME input Usability testing Robust change management practices Working with stakeholders Design frontline technology systems in a way that supports decommissioning bits of CYRAS, minimises co-existence complexity and enhances usability.
If the pace of change is not managed it will cause disruption to BAU operations. This is potentially an issue because of the reductions in staffing which may affect availability	H	L	Working with stakeholders including leaders Business SME in the programme team Robust change management practices Align delivery with other changes in planning so that change to systems corresponds with other changes. Management of plausible off ramps where work can be paused whilst still providing continuous benefits through staged change releases (see the Off ramps section in the Management Case – page 86).
Risks to adoption of the system			
If there is lack of ownership or integration with the wider organisation, then there may be resistance to change	H	L	Working with leaders Robust change management practices

⁵⁰ Likelihood post mitigation

Risk	Consequence (H/M/L)	Likelihood (H/M/L)	Mitigation
			Clear leadership and governance of overall programme by practice and service delivery leaders
If there is resistance to uniformly adopting system changes, then this will jeopardise retirement of legacy systems complicating integration and co-existence.	H	L	<p>Working with leaders</p> <p>Robust change management practices to ensure that the frontline can see that what has been delivered is what they need and reflects their input into design (need being determined by good requirement gathering processes)</p> <p>Align delivery with other change so that change to systems corresponds with practice and partnering changes.</p>
If the system is too complex or too difficult to use, then users may not use it	H	L	<p>Robust change management</p> <p>Good requirement gathering processes, including involvement of frontline practitioners/users</p> <p>Robust intuitive design focused on user experience</p> <p>Good training for internal and external users</p> <p>Ongoing support</p>
If change management budget is insufficient, then implementation activities may be impacted resulting in slow uptake. This risk arises because in the original PBC this was linked to an overarching Transformation Programme which is no longer in place. It was assumed that change activities would happen as part of that programme	H	M	<p>Link to the Embedding our Practice Systems Programme that is championing the practice change which many of the changes to current practice will be built on.</p> <p>Good governance and oversight to monitor uptake</p> <p>Tranche Two funding may need to be adjusted</p>
Risk to ability to evolve			
Over time the ways we work will continue to evolve. If there is deliberate investment and effort put into keeping technology systems current, then the systems may not support new ways of working beyond the scope of this DBC	H	L	<p>Ensure that the system is designed so it is flexible enough to evolve in an agile way</p> <p>Secure funding to continuously improve technology systems</p>
If the system is not designed in a way that it can operate with other children's agencies, then it might affect future initiatives to pass data	H	M	<p>Engagement with other agencies</p> <p>Data dictionaries socialised</p>

Risk	Consequence (H/M/L)	Likelihood (H/M/L)	Mitigation
along to those agencies e.g., GP enrolments.			
Risk to system supporting the way we practice			
<p>If we fail to include kaimahi in the design and delivery of the new or enhanced frontline technology systems, then there is a risk we may not get buy-in which could mean the benefits of the programme are not realised.</p>	H	L	<p>Ensure that the right people, including practitioners from Oranga Tamariki, are part of the requirements gathering process and that their issues are addressed. A significant amount of engagement will need to be done (and is already well underway) beforehand to ensure a high level of trust.</p> <p>Ensure the Programme incorporates learnings from the development and implementation of large programmes of work including CGIS, HRIS (Human Resources Information System) and FMIS.</p> <p>Change management is well implemented.</p> <p>Involvement in testing</p> <p>Good communications plan which is well implemented</p> <p>Clearly linking changes to the operating model and practice programme</p> <p>Good training and post implementation support</p> <p>Keep some dialogue with Partners, children and their families to ensure design does not constrain future requirements.</p>
<p>If there are other frontline technology upgrades or work led within other business groups, then this may mean functionality is missed or that there is duplication of effort and cost</p>	M	L	<p>Good governance and oversight to ensure alignment across technology is connected.</p>
<p>If privacy of information is not properly implemented, then the confidence in Oranga Tamariki may lead to poorer outcomes for children and their families.</p>	H	L	<p>Testing that Partners only have access to the information they need</p> <p>Development of processes to ensure that access is actively monitored</p> <p>Delayed deployment to Partners to manage the risk</p>

Appendix 7: Assessment criteria

All options have been assessed against their ability to meet the investment objectives and the Better Business Case critical success factors (CSF). These are set out in Table 24 below. During different parts of the analysis some criteria are emphasised.

CSF	Description
Objectives	<ul style="list-style-type: none"> To enable improvements in quality practice to achieve positive outcomes for the safety and oranga (wellbeing) of children at risk of harm or where there are offending behaviours, and their families. To make it easier for our kaimahi to work productively, spending more time working directly with children, their families and communities. To support a system wide approach to working with children, young people, and their families (system in this case being Oranga Tamariki and its Partners and other government agencies). To be make it easier for kaimahi, Partners and children's agencies to access quality information to inform decision-making at all levels
Standard Better business case CSF	
Strategic fit and business needs	<p>How well the option supports strategic shift:</p> <ul style="list-style-type: none"> Ability to support practice change as it shifts towards a mana enhancing paradigm and Te Ao Māori principles of oranga (wellbeing). Ability to support partnered service delivery to enable collaboration and share information to enable a devolved and delegated partnering model. How well the system can support ongoing changes in practice as the way we work evolves. Ability to deliver obligations under the legislation Oranga Tamariki works under. <p>How well the option supports future technology directions:</p> <ul style="list-style-type: none"> Alignment to New Zealand Strategy for a Digital Public Service, which focuses on delivering services in a modern, efficient, safe, and secure manner. Cloud based capability.
Potential value for money	<p>How well the option:</p> <ul style="list-style-type: none"> Optimises value for money (i.e. the optimal mix of potential financial and non-financial benefits, costs and associated risks).
Supplier capacity and capability	<p>How well the option:</p> <ul style="list-style-type: none"> matches the ability of potential vendors to deliver the required services is likely to result in a sustainable arrangement that optimises value for money over the term of the contract. Service provider(s) have the capacity to undertake the changes

CSF	Description
Potential achievability	How well the option: <ul style="list-style-type: none"> is likely to be delivered given the ability/capacity of Oranga Tamariki to make the changes required matches the level of available provider skills required for successful delivery.
Potential affordability	Affordability must match ambition - How well the option: <ul style="list-style-type: none"> can be met from likely available funding matches other funding constraints
Oranga Tamariki CSF	
Children and their families experience	How well the option enhances children and their families experience
Professional practice	How well the option: <ul style="list-style-type: none"> Provides a system that is easy to use, quick to access, trusted, and verifiable. Provides a system that supports relational, inclusive and restorative practice that draws from Te Ao Māori knowledge, methods and principles and considers family relationships, and children, young people and their families journeys as opposed to treating interventions as isolated events. Provides a system that compliments and influences organisational culture in a positive way.
Organisational implementation	How well the option: <ul style="list-style-type: none"> Provides a system that can be implemented without significant disruption to service provision. Delivers a system that is usable across varying levels of capability and maturity within and outside (Partners) of the organisation.
Technology system performance	How well the option: <ul style="list-style-type: none"> Provides a system that structures data in a way that is easy to access, reportable and from which insights can be drawn. Provides a system that can track and capture changes required to the data. Ensures the security of personal data stored on the system.

Table 24: Objectives and critical success factors and interpretation

Appendix 8: Multi criteria analysis outcome

The table below sets out the outcome of a multicriteria analysis based on the assessment criteria set out earlier. The focus of the assessment was based largely on the option’s ability to meet the objectives and strategic fit CSF.

Red shows where an option does not meet the objective or the CSF, orange where it partially meets and green where it meets.

MCA Oranga Tamariki FTSU DBC		Delivering the system			Who is going to implement the technical solution			
		Option 1: Support Services	Option 2 – Partnering focused	Option 3 – Practice led	Oranga Tamariki	Implementation Partner (s)	One implementation / test partner	Mixed model
Investment Objectives	To enable improvements in quality practice to achieve positive outcomes for the safety and oranga (wellbeing) of tamariki at risk of harm or where there are offending behaviours, and their whānau.	No	Partial	Yes	Yes	Yes	Yes	Yes
	To make it easier for our kaimahi to work productively, spending more time working directly with tamariki, whānau and communities	No	Yes	Yes	Yes	Yes	Yes	Yes
	To support a system wide approach to working with tamariki, rangatahi, and whānau (system in this case being Oranga Tamariki and its partners and other government agencies).	Partial	Yes	Yes	Yes	Yes	Yes	Yes
	To be make it easier for kaimahi, partners and children’s agencies to access quality information to inform decision-making at all levels	Partial	Yes	Yes	Yes	Yes	Yes	Yes
BBC Critical Success Factors (CSF)	Strategic fit and business needs	Partial	Yes	Yes	Partial	Partial	No	Yes
	Potential value for money	Partial	Yes	Yes	Yes	Partial	Partial	Yes
	Supplier capacity and capability	Yes	Yes	Yes	Partial	Yes	Yes	Yes
	Potential affordability	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Potential achievability	Yes	Yes	Yes	Partial	Yes	Partial	Yes
Investment specific CSF	Professional practice	Partial	Yes	Yes	Yes	Yes	Yes	Yes
	Tamariki and whānau experience	No	Partial	Yes	Yes	Partial	Partial	Yes
	Technology system performance	Partial	Yes	Yes	Yes	Yes	Yes	Yes
	Change impact for Kaimahi	No	Partial	Partial	Yes	Yes	Yes	Yes
	Scalability	Yes	Yes	Yes	Partial	Yes	Yes	Yes
Summary								
Option Progressed to Solution Option Short List		No	Yes	Yes	Yes	Yes	No	Yes

Appendix 9: Scope

	Description	Deliverables	Benefits & Sizing
<p>Building Awareness</p>	<p>When a member of the public, families, social worker, or other professional (e.g. teacher, police) identify concerns for children or young people they can contact Oranga Tamariki to report their concerns. Oranga Tamariki then assess the concern and identify a pathway based on legislative requirements. This pathway can include further assessment or deepening understanding.</p>	<p>Referrals: The ability to receive and triage referrals from external agencies and send referrals internally or externally.</p> <p>Reports of Concern/Notifications: The ability to capture, document and triage concerns, that require a statutory response, including assessing.</p> <p>Contact Records: The ability to record notifications that do not require further assessment.</p>	<p>Children, young people and their families:</p> <ul style="list-style-type: none"> I can tell my story once and it will be recorded, so I don't have to repeat myself, I can share my worries, and I have confidence that they have the information they need to support me and my family. <p>Kaimahi:</p> <ul style="list-style-type: none"> I can see all the information I need for building my understanding of the situation, and this supports my analysis and decision making to support children, young people and their families. <hr/> <p>Indicative sizing: XXL</p> <p>Rationale: This capability requires a build of the functionality, system integration with 3rd party systems, a call recording system, integration with the legacy system to support transition states as well as the migration of historical data.</p>
<p>Building Understanding</p>	<p>To build understanding kaimahi work with children, young people and their families and others to assess safety, risk and oranga (wellbeing).</p>	<p>Hui ā-whānau. A family gathering facilitated using Māori methods of engagement and protocols</p> <p>Assessments - Tiaki Oranga, the safety and risk assessment</p>	<p>Children, young people and their families:</p> <p>I am engaged in a meaningful way and actively included in decision-making, my social worker knows me and my family and is there to support.</p> <p>Kaimahi:</p>

	Description	Deliverables	Benefits & Sizing
	<p>The assessment of these needs can relate to an individual, a sibling group or a wider family group. An element of building understanding is to facilitate and meet with families to support the assessment of safety, risks and needs. The system will record the assessments narrative and outcomes.</p> <p>The social workers use different practice models and tools to support the assessment of the needs of children, young people and their families.</p>	<p>screening tool and Oranga Framed assessment and report.</p> <p>Potential additional delivery</p> <p>Practice Tools A suite of Practice tools that will be accessible via the system to support the social workers understand and analyse.</p>	<ul style="list-style-type: none"> I won't miss vital information that supports me to make informed decisions which reduces risk to a child's safety and oranga. <hr/> <p>Indicative sizing: L</p> <p>Rationale: The delivery is primarily to support the capture of structured and narrative information, access to tools and guidance.</p>
<p>Deepening Understanding and Planning with</p>	<p>To deepen our understanding kamahi work with children, young people and their families and partners to develop plans to support safety and needs that have been identified through assessment. Plans are shared and collaborated on with children, young people and their families and partners and can be developed for the individual or family groups they relate to.</p>	<p>Plans: All About Me Plan, Family Group Conference Plans (care and protection; youth justice; wellbeing), children and their families will have access to their plans.</p> <p>Referrals: Care and Protection Resource Panel</p> <p>Youth Justice Tools: Youth Offending Risk Screening Tools, Offending Profile Record, Remand Options Investigation Tool</p> <p>Potential additional delivery</p>	<p>Children, young people and their families:</p> <ul style="list-style-type: none"> I am engaged in a meaningful way and actively included in decision-making, my social worker knows me and my family and we are working towards the same goals. <p>Kaimahi:</p> <ul style="list-style-type: none"> I can see all the information I need for deepening my understanding of the situation, and this supports my analysis and decision making to support children, young people and their families in their plans <hr/> <p>Indicative sizing: XL</p>

	Description	Deliverables	Benefits & Sizing
		<p>Plans: Joint Investigation plan, Safety plan, Assessment plan</p> <p>Referrals: Health and Education assessment (Gateway and Youth Justice) Evidential Interviews, Child protection protocol referral</p>	<p>Rationale: The capabilities build and establish common patterns (e.g., assessments, plans, referrals) and rely on foundational elements such as person and case management. Integration with the legacy systems.</p> <p><i>Supporting Information: Appendix [link to]</i></p>
<p>Articulate Understanding Court</p>	<p>Court record provides a dedicated location to document and store any court related legal orders, plans, activities or actions. It is important in tracking our statutory legal obligations under the Oranga Tamariki Act 1989 and other legislation and crosses over court, external groups and Ministry's.</p>	<p>Court Records. The ability to record activities, collate, share and manage all documentation associated with court.</p> <p>Court Plans. The ability to manage activities associated with:</p> <ul style="list-style-type: none"> • Family Court Section 128 (Social work plan when legal orders are in place for tamariki) • Youth Court. Section 335 (Social work plan for a young offender) 	<p>Children, young people and their families:</p> <ul style="list-style-type: none"> • I am engaged in a meaningful way and actively included in decision-making, my social worker knows me and my family and we are working towards the same goals. <p>Kaimahi:</p> <ul style="list-style-type: none"> • I am spending much less time on administrative tasks and more on working with children and their families. <p>Partners:</p> <ul style="list-style-type: none"> • I know what is happening with the children and their families who are working with Oranga Tamariki. <hr/> <p>Indicative sizing: XXL</p> <p>Rationale: There is significant design, development and complexity</p>

Description	Deliverables	Benefits & Sizing
		Integration with external provider systems, document collaboration, document management, as well as planning and meeting management capabilities. External partners and external teams would require access to information held by Oranga Tamariki.

Out of Scope

The following are out of scope of this business case:

Out of Scope	Item	Description
	Changes to other non-frontline systems.	Other than systems specified in scope, excluded are changes, enhancements or decommissioning of non-frontline systems.
	Other changes to data and analytic systems for non-frontline technology systems.	Other than systems specified in scope, excluded are changes, enhancements or decommissioning of non-frontline data and analytics systems.
	Changes to the Oranga Tamariki operating model	<p>The programme will not re-design, change or enhance the structure or operating model of organisation.</p> <p>There will be no change to business processes that support changes to practice or strategic goals.</p>
	Partners' systems	Excluded are changes or enhancements to systems that are not owned or operated by Oranga Tamariki
	Partners processes or operating models	The programme will not request re-design, change or enhance the structure or operating model of a partner organisation.

		The programme will not request changes to business processes owned and designed by other organisations
	Other agencies' systems	Excluded are changes, enhancements to systems that are not owned or operated by Oranga Tamariki.
	IT systems and hardware for Partners.	Excluded are changes, enhancements or decommissioning of any hardware or IT systems owned and operated by partners.

Appendix 10: Current and future procurement arrangements for the programme

A mix of commercial arrangements will be needed to procure technical services to implement the new frontline technology systems. Some of these are already in place and some will be new.

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9(2)(j)

9(2)(j)



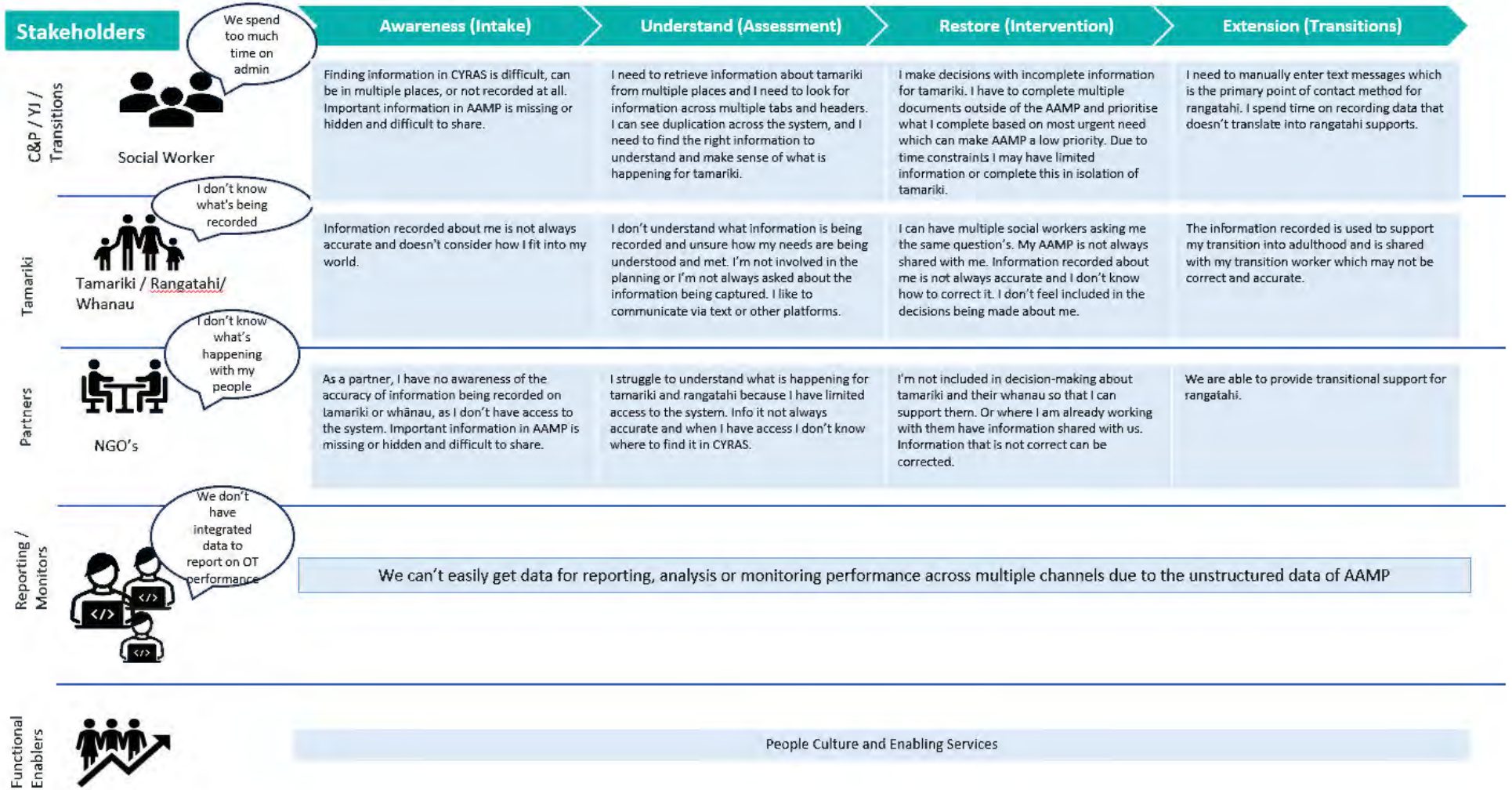
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Appendix 11: Customer journey

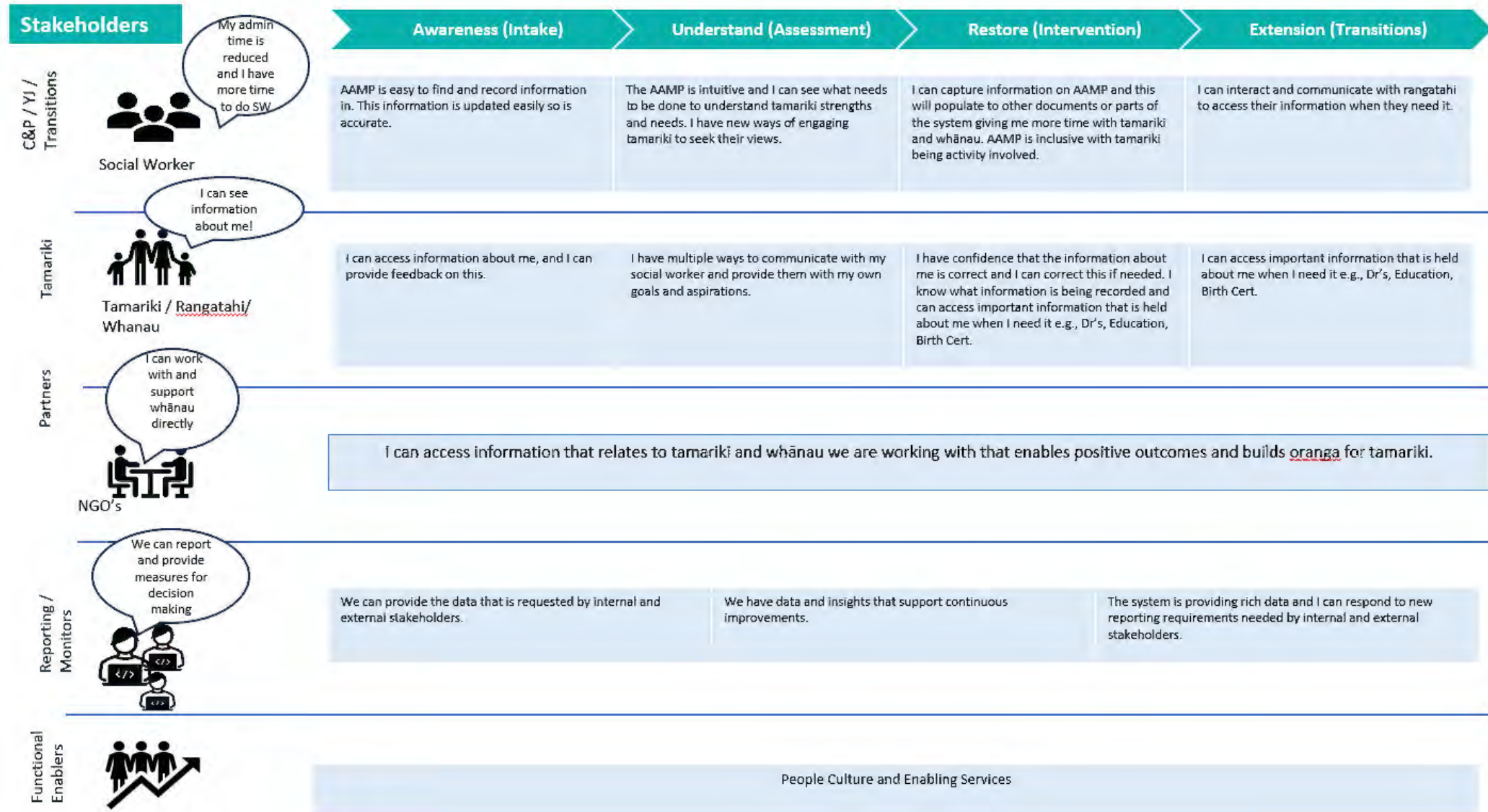
Current State – AAMP Journey Map

IN-CONFIDENCE



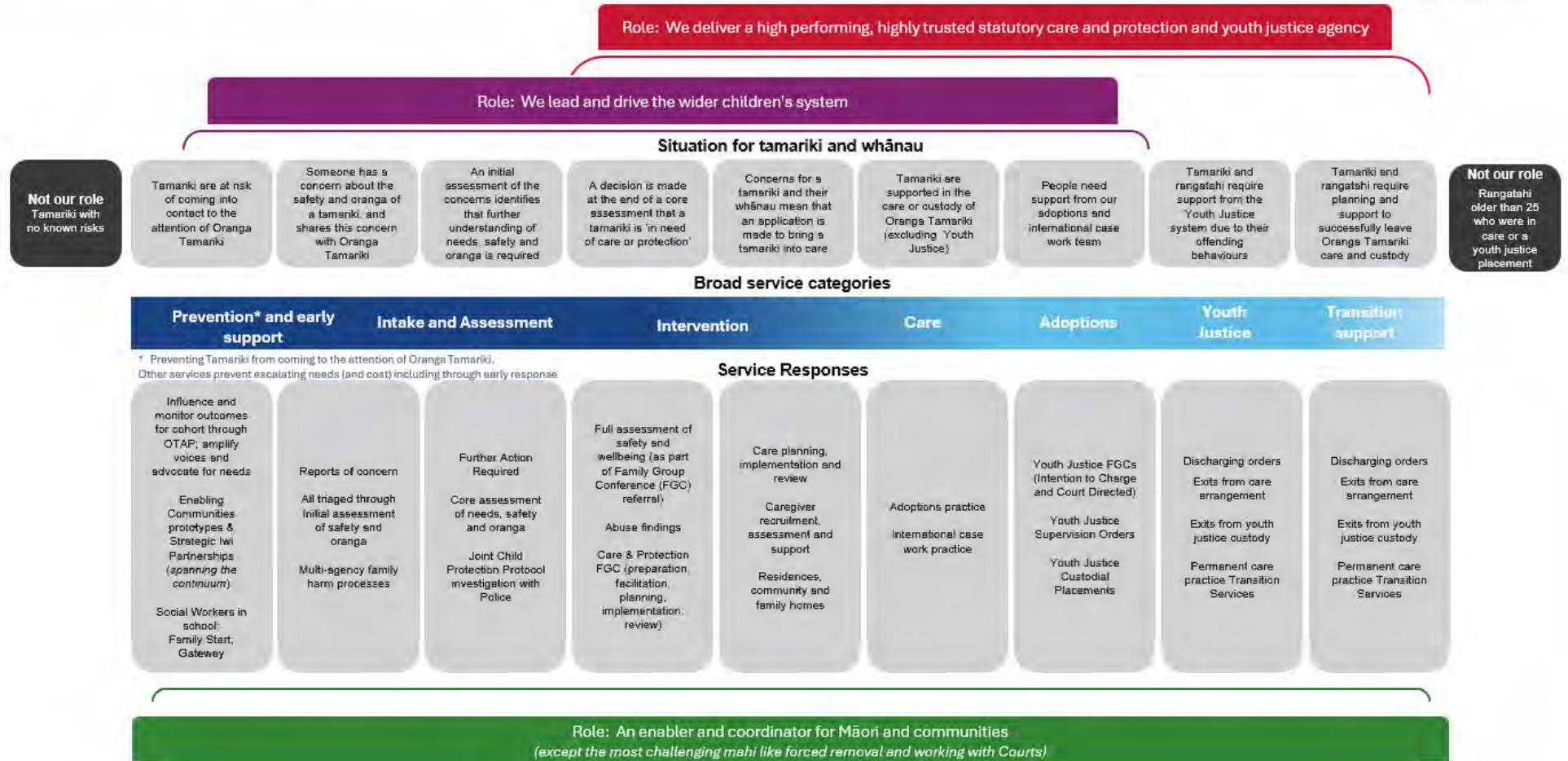
Future State – AAMP Journey Map

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Appendix 12: Our operating model

Our roles and continuum of services across the children's, care and youth justice systems



Appendix 13: Cost breakdown

The following sets out the cost break down by financial year.
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9(2)(f)(iv)



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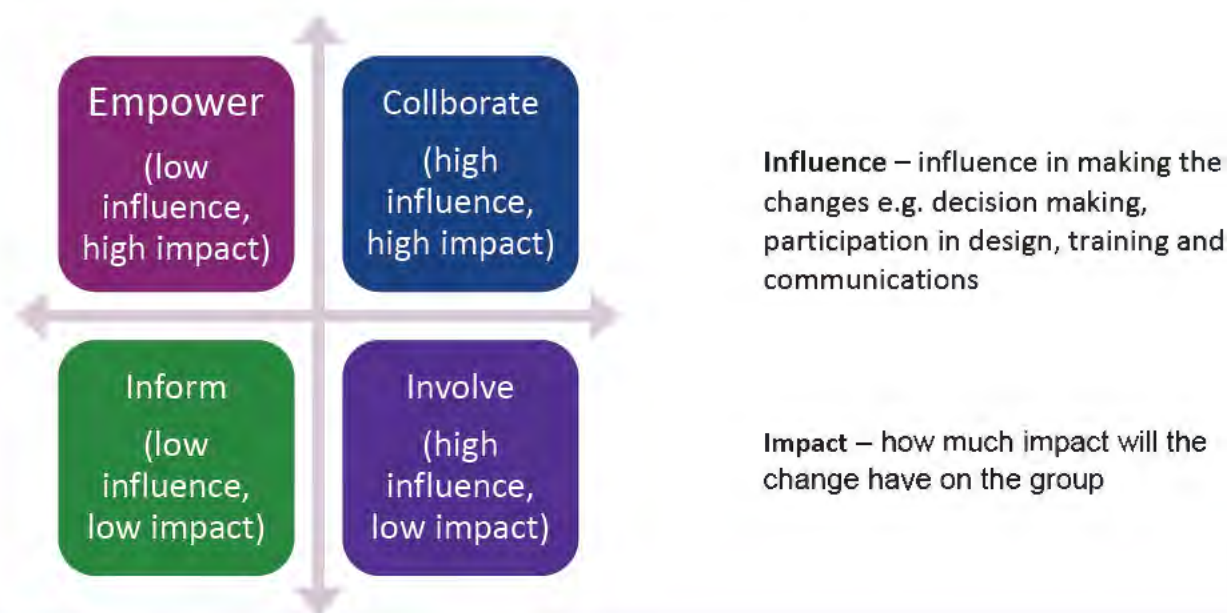
Appendix 14: Key supporting documents

The following documents have been developed to inform the content in this DBC.

- Current State Processes (Level 1&2)
- Prototyping overview - All About Me Plan / Demo Evidence / Feedback
- ILM doc
- Benefits Logic Map
- Benefits Realisation Plan
- Delivery Plan (PPT)
- Delivery Methodology /Implementation Strategy
- Resource 'wave' recruitment model
- Risk Register
- Procurement Plan
- HLR Requirements Case / Person
- UX/UI Principles
- AAMP HLR Requirements doc
- Enterprise and Solution NFRs
- Prototype Definition
- Capability Map
- Assurance framework work
- Privacy work
- Change Strategy
- Comms Strategy (incl. Stakeholder Management)
- National Care standards
- National Residential Regs
- Operational Readiness Plan
- Go-live Quality Review Checklist

Appendix 15: Stakeholder engagement matrix

The following sets out the stakeholder investment matrix.



State	Description
Collaborate	<p>These stakeholders are critical to the success of the FTSU Programme as they will be key end users of the system. Stakeholders in this group are also expected to fully embrace the new way of working.</p> <p>To ensure full and appropriate engagement, this group of stakeholders should be ACTIVELY represented and engaged throughout the FTSU Programme. This includes involving them in design, testing and business process development. Training should also be significant for these stakeholders.</p>
Empower	<p>These stakeholders are often teams who are impacted by the implementation of systems by other teams or functions. Communications and training are the most significant activities for these groups.</p> <p>While they may not be as actively involved in the FTSU Programme as those in the collaborate quadrant, it is essential that they have a valid voice in the FTSU Programme. This may include involving a group representative in design or testing, focused and regular comms and participating in workshops where the new business processes must be defined.</p>
Involve	<p>These stakeholders are less directly impacted by the change but are critical in gaining support for the change. It is important these stakeholders understand the change and have sufficient information to be able to support and champion the FTSU Programme. All decisions made by this group should be clearly recorded and communicated in line with the communications principles.</p>
Inform	<p>These stakeholders are interested in the change but have limited influence over how the FTSU Programme is implemented and the change impact on them is minimal. Change activities for this group relate to high level understanding of the change.</p>

Appendix 16: Key external stakeholders

Stakeholder Group	Engagement	Day to day interest
Senior leaders and other leadership teams	Collaborate	M
Social sector investment advisory <ul style="list-style-type: none"> Treasury Department of Internal Affairs, GCDO Ministry of Business, Innovation, and Employment, New Zealand Government Procurement Ministry of Social Development (MSD) 	Collaborate	M
Child protection/youth justice government agencies with an operational focus <ul style="list-style-type: none"> New Zealand Police (NZP) Ara Poutama Aotearoa (Department of Corrections) Ministry of Justice (MoJ) Te Whatu Ora Ministry of Education (MoE) 	Inform	L
Other Children focused government agencies <ul style="list-style-type: none"> Ara Poutama Aotearoa (Department of Corrections) Ministry of Justice (MoJ) Ministry of Health Whaikaha – Ministry of Disabled People Kāinga Ora 	Inform	L
Investment and monitoring agencies (for needs outside of social sector investment advisory) <ul style="list-style-type: none"> Treasury Government Chief Digital Officer (GCDO) NZGP Chief Data Steward 	Inform	L
Monitoring agencies <ul style="list-style-type: none"> Privacy Commissioner Aroturuki Tamariki - Independent Children's Monitor Children's Commissioner Office of the Ombudsman Social Investment Agency 	Inform	L
Advisory Groups (made up of external people who Oranga Tamariki seeks advice from) <ul style="list-style-type: none"> Minister for Children's Ministerial Advisory Board Oranga Tamariki advisory groups including: <ul style="list-style-type: none"> Pacific Advisory Panel 	Inform	L

Stakeholder Group	Engagement	Day to day interest
<ul style="list-style-type: none"> • Māori Design Group • Youth Advisory Group • Disability Advisory Group Sector Advisory Groups including: <ul style="list-style-type: none"> • Workforce Working group • Social Service Providers Aotearoa • Social Work Registration Board • Aotearoa New Zealand Association of Social Workers (ANZASW) • Tangata Whenua Social Workers Association 		

Table 25: Key external stakeholder engagement groups

Appendix 17: Initial privacy risk assessment

Aspect of the FTSU Programme	Rating (L, M or H)	Describe any medium and high risks and how to mitigate them
<p>Level of information handling</p> <p>L – Minimal personal information will be handled</p> <p>M – A moderate amount of personal information (or information that could become personal information) will be handled</p> <p>H – A significant amount of personal information (or information that could become personal information) will be handled</p>	H	<p>Moving the entire CYRAS database into a replacement system necessitates the handling of a significant amount of personal information. The new frontline technology systems will thereafter be used to collect and manage a high volume of personal information.</p> <p>Technical security controls will be in place to ensure that personal information remains safe both in transit and once held in the new system.</p>
<p>Sensitivity of the information (e.g. health, financial, race)</p> <p>L – The information will not be sensitive</p> <p>M – The information may be considered to be sensitive</p> <p>H – The information will be highly sensitive</p>	H	<p>A significant amount of the personal information that will be transferred into, and thereafter collected into, the new frontline technology systems will be highly sensitive.</p> <p>Technical security controls will be in place to ensure that personal information remains safe both in transit and once held in the new system.</p>
<p>Significance of the changes</p> <p>L – Only minor change to existing functions/activities</p> <p>M – Substantial change to existing functions/activities; or a new initiative</p> <p>H – Major overhaul of existing functions/activities; or a new initiative that's significantly different</p>	M / H	<p>The programme will entail a complete system replacement of the existing new frontline technology systems.</p> <p>With added functionality and controls, it is expected that the new frontline technology systems will result in significant changes to operational functions and activities.</p> <p>However, these are anticipated to be privacy- and service-enhancing improvements.</p>
<p>Interaction with others</p> <p>L – No interaction with other agencies</p> <p>M – Interaction with one or two other agencies</p> <p>H – Extensive cross-agency (that is, government) interaction or cross-sectional (non-government and government) interaction</p>	H	<p>In most cases, Oranga Tamariki Partners and providers with existing access to the current CMS will be given access to the new CMS, with the intention to onboard additional Partners and providers.</p>
<p>Public impact</p> <p>L – Minimal impact on the organisation and clients</p>	M	<p>Some existing operational processes may change due to changed or improved functionality, and some members of the public may have a general concern</p>

Aspect of the FTSU Programme	Rating (L, M or H)	Describe any medium and high risks and how to mitigate them
<p>M – Some impact on clients is likely due to changes to the handling of personal information; or the changes may raise public concern</p> <p>H – High impact on clients and the wider public, and concerns over aspects of project; or negative media is likely</p>		<p>around how Oranga Tamariki manages sensitive information held in its new frontline technology systems.</p> <p>However, the programme is not expected to have a high impact on clients or be cause for significant public concern.</p>

Summary of privacy impact

The privacy impact for this programme has been assessed as:	Tick
High – Sensitive personal information is involved, and several medium to high risks have been identified	x
Reduced risk – The FTSU Programme will lessen existing privacy risks	x
Not enough information – More information and analysis is needed to fully assess the privacy impact of the FTSU Programme.	x

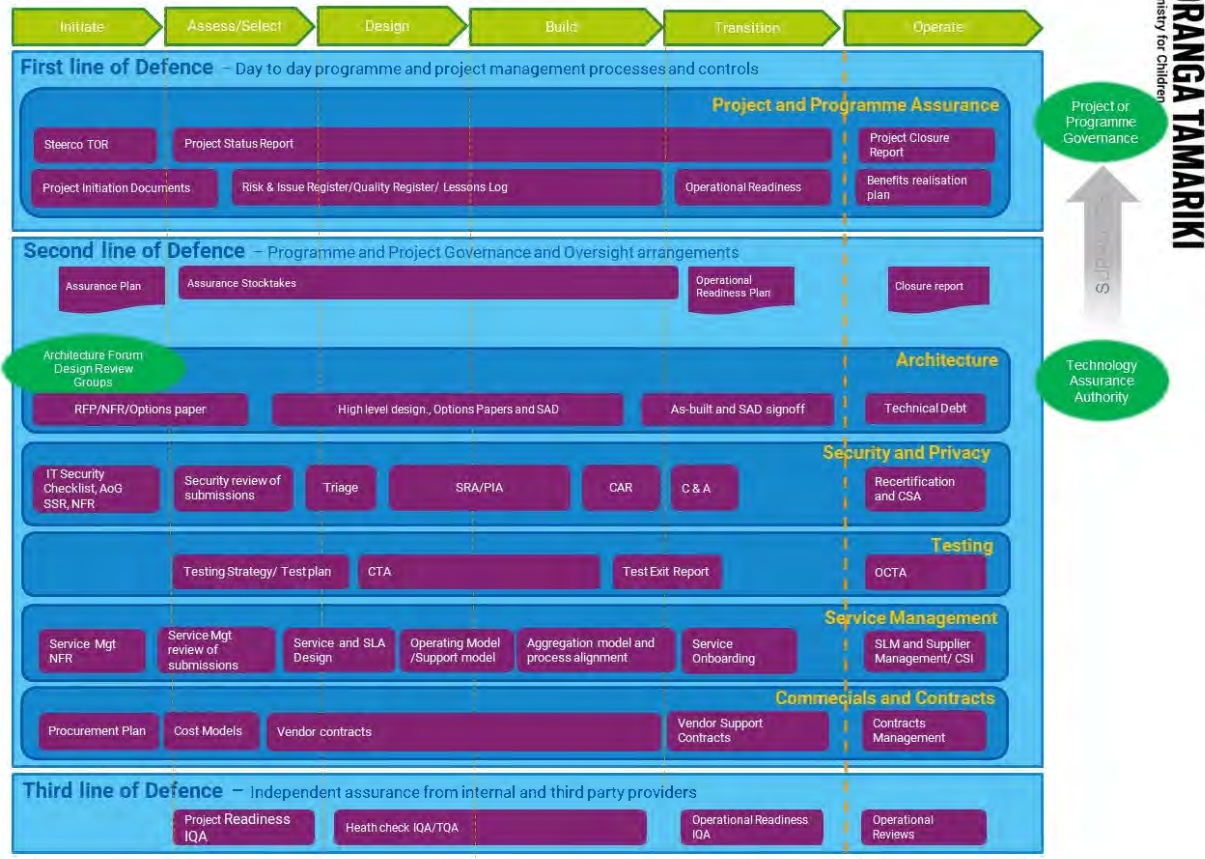
The privacy impact has been rated high due to the volume of sensitive personal information that will be moved to and managed in the replacement CMS system.

However, as the new solution will deliver improved functionality, it is expected to lessen some of the privacy risks associated with operating the current legacy CMS.

Appendix 18: Assurance framework

The Assurance framework used by Oranga Tamariki for technology projects and programmes is aligned with the GCDO assurance framework. This will be adapted as needed for this Programme.

Project and Programme Assurance Framework



The first line of defence is day to day programme and project management processes and controls.

This is mainly done by the Project or Programme Manager (PM) and governed by the Project or Programme Steering Committee. The PM should ensure that:

- Risk and Quality management processes are followed in line with accepted project management principles (e.g. Prince2).
- The steering committee has an approved Terms of Reference (ToR).
- Project Status reports are submitted to the Steering Committee on a regular basis.

The second line of defence is programme and project governance and oversight arrangements. This line of defence consists of the following main assurance focus areas:

- Architecture: This Assurance Area is owned by the Chief Enterprise Architect, and endorses the following project artefacts:
 - High Level Design
 - Solution Architecture and Options Papers
 - As-Build Document
 - Technical Debt Register
 - Operational Readiness Report

- **Security:** This Assurance Area is owned by the Chief Information Security Officer, and endorses the following project artefacts:
 - Qualification Questionnaire
 - Security Risk Assessments
 - Controls Assessment Report
 - Certification and Accreditation Memo
- **Technology:** This Assurance Area is owned by the Assurance Manager, and endorses the following project artefacts:
 - Assurance Plan, Operational Readiness Report, Project Closure Report, Benefits Realisation Plan
 - Test Strategy, Test Summary Report
 - Test Summary Report
 - Service Design, Service On-Boarding
- **Procurement and Contracting:** This Assurance Area is owned by the Commercial and partnering Manager, and endorses the following project artefacts:
 - Cost Models
 - Procurement Plans
 - Vendor Contracts

The third line of defence is independent assurance from internal and third-party providers. As a general rule, independent assurance is done to provide confidence to the SRO and CTO that a project or programme is ready to advance through the next stage gate. For example, a “project readiness IQA” could be completed before going into the build phase, and an “Operational readiness IQA” could be completed before go-live.

In addition to IQAs, projects or programmes may also want to do TQA’s (Technical Quality Assurance) on their technical design, or independent testing assurance.

Frontline technology systems upgrade Programme Detailed Business Case (DBC)

Supporting our role in ensuring the safety and wellbeing of children and young people at risk of harm or offending, providing care services, adoptions and transitions



Context

Our vision is that all children are safe, loved and nurtured by family, hapū, and iwi, supported by thriving communities. Whilst this vision is clear and universally endorsed, there has been a lack of clarity about our core role and our purpose in achieving this vision, the accountabilities we hold directly, and those other parts of the children's system are expected to deliver upon. Addressing this requires us to be very clear on our three core roles:


- To be a high performing, highly trusted statutory social work and youth justice agency
- To be an enabler and co-ordinator for Māori and communities
- To lead and drive the children's system


With a clear strategy and purpose, alongside a new operating model and fit for future organisational structure, we have set in place the foundations required to meet the performance expectations of the Government, rebuild the trust and confidence of the public and drive towards improved outcomes for children and young people.


We are now making the fundamental changes needed to deliver on this role. We have completed a substantial review of how we will practice in the future. This change combines the professional skills, knowledge, and responsibilities of the social worker with the knowledge, skills and responsibilities of families, caregivers, community and children's system partners. Through collaborative relationships, resources and ways of working, children are held at the centre of a team where risk and safety is understood and responded to through a broader perspective of oranga. In a youth justice context, our practice supports the balancing of accountability measures with wellbeing measures aimed at addressing the underlying causes of offending behaviour. We are also able to better support caregivers and ensure that the rights and interests of victims remain at the forefront of our thinking.


Our systems

Our frontline technology systems are hindering our ability to fulfil our vision and purpose effectively both in the way we work now and our ability to change going forward as we continue to evolve to improve the way we connect, partner and practice

 **CYRAS** - our primary case management system which is our biggest and most complex system we have. It's over 20 years old and supports over 4,500 users. It supports safety and wellbeing of children and young people at risk of harm or offending, providing care services, adoptions and transitions. It also has financial functions

 **Three small partner systems** (Te Kete, Family Start Network (FSnet), Strengthening Families Reporting Tool (SFRT) - are accessed and used by Partners and other government agencies. Have small user bases (less than 200 users).

 **Caregiver information system (CGIS)** - to assess and support caregivers. It provides basic information needed to be able to care for the child. It does not give them the access to the important information on CYRAS. Our most modern system 400 users.

 **Funding and contract (FAC) system** - provides contract management, planning and relationship management for social service contracts. It has 410 users across Oranga Tamariki and is approximately 22 years old.

The problems we want to solve

1 It is not easy for children/young people to engage in their information or for kaimahi to locate information on the needs of children and young people or find what resources are available risking the safety and wellbeing of children, young people and their families

CYRAS is not designed to search for people and identify linked cases, so it is hard to understand the child's history with us. Without this context it is hard for the frontline to make informed decisions on the path forward for that child and their family.

Information is fragmented. We are unable to provide a lot of accurate, detailed information about that work and the people we work with including Partners, caregivers and other children system agencies. This also makes it difficult to provide reporting and monitoring information which makes it hard for us to know where we can make improvements.

2 Inflexible, outdated, laborious and unhelpful systems, do not support how we need to work to support children, young people and their families and caregivers. This creates additional work and stress for kaimahi.

CYRAS has grown and evolved over many years driven by legislative change, change in policy and changes in practice. This has made useability a key issue which impacts our ability to operate effectively. For example, you often must enter the same information multiple times.

As a result, valuable time and focus is taken away from working with children their families and Partners.

Our systems do not support new ways of working and any type of change in a way that does not degrade useability. The type of technology means we cannot change that.


3 Sharing and transfer of decision-making to or between iwi Māori and community Partners is not safely enabled

CYRAS is not designed to allow people inside and outside Oranga Tamariki to work collaboratively. This is because people outside Oranga Tamariki cannot access information about the child/young person.


To get around this some external people have been set up as internal users which means they need laptops. Because access to information cannot be restricted this causes privacy issues.


Another way of manually collaborating is emailing information to and from Partners. This also causes privacy and security issues.

The benefits of investing

 Improve safety and oranga of children, rangatahi and whānau

 Reduce further harm caused by youth offending

 Improve wellbeing and effectiveness of kaimahi

 Improve the way Partners are supported



Why invest now?

If we do nothing, then we will not be able to:

- ❖ put in place practice improvements and other changes, which will negatively impact on the safety and oranga of children at risk of harm or where there are offending behaviours
- ❖ support a system wide collaborative approach to working with children, young people, their families and caregivers - Oranga Tamariki and its Partners and other government children's agencies.
- ❖ give kaimahi, Partners and children's agencies to access quality information to inform decision-making at all levels.
- ❖ work productively, with increasing time spent working on difficult to use technology and less time working directly with children, their families and communities.



Our initial focus will be on technology that supports keeping children safe, maintaining their wellbeing and managing youth offending (Tranche 1)

What the Programme will do

The Frontline Technology System Upgrade (FTSU) Programme has been set up to implement the new technology.

We will replace all the current frontline systems with one system. The new system will be built on a secure and robust cloud-based Customer Relationship Management (CRM) technology platform which we will configure to meet our own needs. Because the vendor operates and updates the technology it is much more secure and robust than in house systems. It will allow us to focus on keeping it supporting the frontline as what we do, and how we do it, evolves. We will link it with existing technology systems such as the data warehouse so we can extract quality data, the finance system so we can pass on financial information e.g. on provider contracts. The programme will be done in three tranches.

Prepare		Implement			Evolve
PBC development & approval process	Develop AAMP prototypes for pilot and assess those prototypes. Prepare DBC for Tranche 1	Tranche 1 Procurement New intake, frequently used referrals, assessments & planning functionality Rollout to internal users, data improvements	Tranche 2 Remaining frontline functions on CYRAS (remaining care and protection and youth justice functions) Functions supporting care services, adoptions and transitions Rollout to all users	Tranche 3 Implement remaining functionality CYRAS, HCN, FS Net, SFRT and FAC Clean up tasks	Continuous business alignment (out years)

How we are maximising the chance of success

Case Study: All About Me Plan (AAMP) prototype

In 2023/24 we developed a prototype of a digitised version of AAMP on our 9(2)(j)

The AAMP is the primary plan for children who are in the care of the Chief Executive. This plan outlines the child's needs and how these will be met. It aligns with the National Care Standard regulations. It is used by social workers, children, their families, caregivers and professionals who work together to develop this plan.

This prototyping has:

- Tested and confirmed key programme methodologies, and particularly a business / practice led approach to delivery— with discovery, design and development being undertaken by a mixed team of technical and practice experts, alongside vendors
- Provided a tangible example of what could be achieved through new technologies including digitalising an existing tool and complementing with additional functionalities to support new ways of working, which has been well received by stakeholders
- The programme has a clear understanding of the design and technical requirements to produce the new AAMP because of prototyping, meaning the timeframe to implementation in Tranche 1 is shorter than it would otherwise have been.

It was well received by stakeholders.

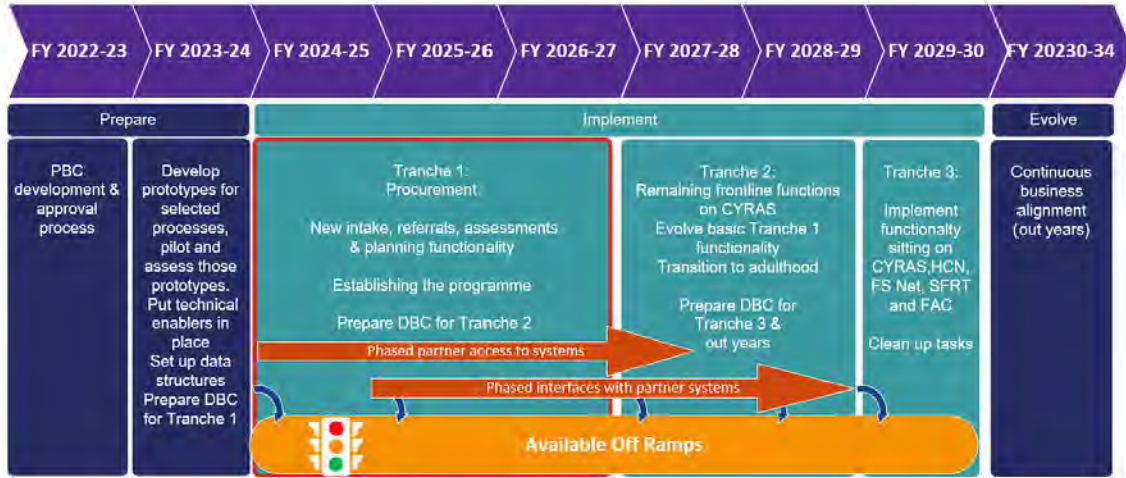
What we propose do in Tranche 1

This DBC seeks approval for Tranche One. The focus will be on the most used functions that support care, protection and youth justice. This tranche will take 24 months and will cost \$62.5 million to implement. Over half that cost is developing the system, 25% is licensing and the rest is to deploy the system and data improvements. The following sets out what work we will do in this tranche:

<h3>Procurement</h3> <p>We will procure a cloud-based technology platform; our FTSU implementation partners who will help us configure the new system. Note: What will be delivered will be dependent on which platform is selected. We will continue to work closely with NZ Government Procurement, leveraging other agencies procurement framework as much as practicable.</p>	<h3>New Functions</h3> <p>We are going focus on the most used functions that support care and protection and youth justice. These will include:</p> <ul style="list-style-type: none"> • Intake – children and young people coming to our attention • Frequently used plans, tool, interventions and assessments 	<h3>Change management</h3> <p>We are going to deploy the system to 4,500 internal users. This requires them to be prepared, trained and supported.</p> <p>While we will put the ability for external users to use the system we will wait until Tranche 2 to deploy the system to most of them. This is so we can test and manage security and privacy risks.</p>	<h3>Data improvements</h3> <p>We are going to set up the Datawarehouse so it can structure and pass data and information to people inside and outside Oranga Tamariki:</p> <p>Inside in the form of reports to enable evidence led decision making at all levels and reports</p> <p>Outside to other children's system agencies and Partners in a secure way.</p>
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Appendix Three: FTSU tranche-based approach



Appendix Four: Key Risks

	Risk	Consequence (H/M/L)	Likelihood (H/M/L)	Comments and management strategies (Controls / Mitigations)
1	If costs escalate within the delivery of Tranche One of FTSU, then in order to keep to budget there could be flow on impacts to the amount of delivery and therefore the realisation of intended benefits in Tranche One.	H	L	<ul style="list-style-type: none"> • Establishment of robust reporting to Oranga Tamariki leadership, central agencies, and Ministers on programme progress, risks, and benefits realisation (see recommendation 5) • Regular engagement and review by central agencies including Treasury, Government Chief Digital Office (GCDO), and New Zealand Government Procurement, • Maximised re-use of Government services and patterns that already exist, avoiding unnecessary spend where possible • Cost-capping commercial agreements with vendor partners (e.g. Statements of Work) • Leveraging price negotiation through procurement to get the best deal • Explore opportunities to fill key roles with lower cost resourcing, or amending the base programme resource model
2	If the FTSU programme is not well connected with other investments in technology, both past and present (e.g. MSDs Te Pae Tawhiti programme), in the broader public sector then the investment in FTSU may not deliver maximised value for money.	H	L	<ul style="list-style-type: none"> • Connected business and technical design governance with MSD • Regular engagement and review by central agencies including Treasury, Government Chief Digital Office (GCDO), and New Zealand Government Procurement • Maximised re-use of Government services and patterns that already exist • Maximised re-use and sharing of procurement approaches and frameworks, contractual clauses, and commercial structures with other agencies, particularly MSD • Looking at opportunities to use common panel membership within assurance reviews occurring at both

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	Risk	Consequence (H/M/L)	Likelihood (H/M/L)	Comments and management strategies (Controls / Mitigations)
				Oranga Tamariki and MSD (e.g. Gateway Review) to offer independent insight into opportunities and risk.
3	<p>If the integration between the new system and existing parts of CYRAS is not done well then it could result in:</p> <ul style="list-style-type: none"> increased burden on users e.g., practitioners. kaimahi efficiency will reduce kaimahi trust in the remaining programme will be reduced greater inaccuracies in information creating higher risks for children 	H	L	<ul style="list-style-type: none"> Good technical design governance and assurance SME input Usability testing Robust change management practices Working with stakeholders Design frontline technology systems in a way that supports decommissioning bits of CYRAS, minimises co-existence complexity and enhances usability.
4	<p>If the pace of change is not managed it will cause disruption to BAU operations. This is potentially an issue because of the reductions in staffing which may affect availability</p>	H	L	<ul style="list-style-type: none"> Working with stakeholders including leaders Business SME in the programme team Robust change management practices Align delivery with other changes in planning so that change to systems corresponds with other changes. Management of plausible off ramps where work can be paused whilst still providing continuous benefits through staged change releases (see the Off ramps section in the Management Case).
5	<p>Over time the ways we work will continue to evolve. If there is deliberate investment and effort put into keeping technology systems current, then the systems may not support new ways of working beyond the scope of this DBC</p>	H	L	<ul style="list-style-type: none"> Ensure that the system is designed so it is flexible enough to evolve in an agile way Secure funding to continuously improve technology systems

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	Risk	Consequence (H/M/L)	Likelihood (H/M/L)	Comments and management strategies (Controls / Mitigations)
6	If privacy of information is not properly implemented, then the confidence in Oranga Tamariki may lead to poorer outcomes for children and their families.	H	L	<ul style="list-style-type: none"> • Testing that Partners only have access to the information they need • Development of processes to ensure that access is actively monitored • Delayed deployment to Partners to manage the risk • Privacy Impacts Assessments (PIA) will be completed at the appropriate times during the progression the programme.

Appendix Five: Gateway Review outcomes

All high-risk investments must undergo a Gateway review ahead of seeking Cabinet approval at each business case stage.

Oranga Tamariki completed a Gateway Review 2 – Delivery in July 2024 and received an Amber rating with four (4) recommendations.

The Gateway Review Recommendation Action Plan below outlines each recommendation and the actions taken for each recommendation by Oranga Tamariki:

Ref.	Recommendation	Priority	Action Plan	Status
R1.	Agree the scope of Tranche 1 and update the DBC to accurately specify its scope, cost and benefits.	DO NOW	<ul style="list-style-type: none"> • Updates to DBC to clarify the scope is focussed on migrating functions and processes that frontline kaimahi use most (e.g. Intake, Assessments, Plans, and Referrals). • Scope section states more clearly the benefits that can be expected from the delivery of these high-volume and high-value areas. • Each part of the scope of Tranche 1 has been broken into its major parts to help identify the cost/effort expected to deliver each part. 	Complete
R2.	Engage someone with specialist and deep procurement expertise ahead of the submission of the DBC, to devise the procurement process so that FTSU is ready to go to market as soon as the DBC is approved.	DO NOW	<ul style="list-style-type: none"> • Establishment of a procurement role was already in flight when the review was received. • A suitable candidate has been identified to join the existing programme team and support procurement activities and associated assurance for the duration of the procurement. • Planning for this role to be filled by the end of November 2024. 	In progress

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Ref.	Recommendation	Priority	Action Plan	Status
R3.	Clarify the role of the integrator for the programme and confirm that this is the accountability of the SRO.	DO NOW	<ul style="list-style-type: none"> • Roles clarified and expanded within the Management Case of the DBC. In this context, 'Integrator' is being used synonymously with 'Executive Sponsor' in the Oranga Tamariki programme delivery context. 	Complete
R4.	Assess and clarify the change management capacity and capability needed to effect the necessary change for Tranche 1 success and incorporate the requirements, scope and costings into the DBC.	DO NOW	<ul style="list-style-type: none"> • Change section within the DBC expanded to clarify the role and operation of the existing change-supporting networks within the organisation and the key role these will play, but also further detailed the funding and roles being planned within the programme team to support change management and benefits realisation. • Change, engagement, and training costs detailed in the DBC Financial Case to evidence resourcing for change management and related programme needs. 	Complete