

HE TAKE KŌHUKIHUKI RECOMMENDATIONS – ORANGA TAMARIKI WORK PROGRAMME – April 2021

#	Recommendation 1 "The Ministry:	Service line responsible	Deliverable and Key milestone(s)	Previous progress updates	Progress as of 30 April 2021	Estimated Completion Date
1(a)	1(a) ensures its current policies, training material and practices make explicit that without notice interim custody applications are reserved for exceptional urgent cases where all other options to ensure the safety of pēpi are unavailable;	Professional Practice Group	<p>New s78 process introduced following Hawkes Bay Practice Review (HBPR) that unless there is a clear need for action to protect a child from immediate and imminent danger, all interim custody orders will be made 'on notice' to ensure the family has the opportunity to have their say before a judge makes a final decision. All without notice applications have to go through additional checks to ensure they are the only viable option for safety.</p> <p>Key milestones are: Review and amendment of existing policies (Dec 2020) Communication and additional training is respect of changes (March 2021)</p>	<p>October 2020</p> <p>Since the approval process was implemented in November 2019, we have seen a dramatic reduction in the number of tamariki entering care under s78 generally, and especially without notice.</p> <p>As an example, the number of tamariki coming into our care in 2019/20 under without notice s78 orders is less than a third of previous years (373 in 19/20 compared to 1068 in 18/19) Some additional analysis is due to be completed around s78 applications for pēpi, in order to determine the impact of the 6 November 2019 changes. We will provide you with a copy of this analysis when complete</p> <p><u>Policy and training</u></p> <p>The existing policies on the Practice Centre have been reviewed and strengthened. Amended policies should be live on the Practice Centre by the end of 2020.</p> <p>Compliance with the new s78 approval process is high and continues to be monitored by Operational Support and the Quality Practice Tools process.</p> <p>Jan 2021</p> <p>The policies relating to without notice interim custody have been reviewed and updated.</p> <p>There are two pieces of practice guidance currently under review which will strengthen this recommendation (see timeframes for 1(b) below)</p> <p>Additional training in relation to the above is being scoped by the Learning and Development team.</p>	This process has been incorporated into existing training. Compliance with the new process is high and will continue to be monitored through Quality Practice Tools process.	New s78 process now BAU
1(b)	1(b) develops comprehensive guidance with clear criteria to enable its staff to assess the viability of other options to ensure the safety of pēpi in urgent cases;	Professional Practice Group	<p>New guidance to be developed and implemented</p> <p>Key milestones are: Scope confirmed (29 Oct 2020) Draft policy endorsed by our internal quality assurance process (March 2021) Implementation (March 2021)</p>	<p>October 2020</p> <p>The review completed in relation to 1(a) has fed into this work. The Practice team are currently reviewing the existing guidance on emergency pathways. This will be strengthened and updated. Amended guidance should be completed and live by March 2021</p> <p>Jan 2021</p> <p>Amended guidance currently under review and expected to be completed by March 2021</p>	Guidance completed, final sign off scheduled for mid-May 2021. New guidance will be uploaded onto the Practice Centre in late May	May 2021 (previously March 2021)

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#	Recommendation 1 "The Ministry:	Service line responsible	Deliverable and Key milestone(s)	Previous progress updates	Progress as of 30 April 2021	Estimated Completion Date
1(c)	1(c) exercises best endeavours, in all but the most exceptional of cases, to use a place of safety warrant or truncated notice period when the Ministry learns of a pregnancy at a late stage and determines pēpi to be at imminent risk;	Services for Children and Families	New s78 process introduced following Hawkes Bay Practice Review (HBPR) (set out in 1(a) above)	<p>October 2020</p> <p>This approval process has now been in place for almost a year (from 6 November 2019)</p> <p>The new process has seen a reduction in both the use of without notice s78 orders, and the number of babies entering care overall. Where s78 orders are applied for, truncated notice periods are used wherever possible to allow whānau the opportunity to have their say before a Judge makes a decision.</p> <p>Place of safety warrants continue to be used in situations where we have had no previous involvement or notification for a pēpi, and there are serious and immediate concerns for their safety.</p>		Completed (process now BAU)
1(d)	1(d) takes immediate measures in terms of reports of pēpi at risk to ensure that all statutory requirements are met, and in particular: <ul style="list-style-type: none"> i) commences an investigation as soon as practicable (section 17(1)(a) of the Act); ii) consults a Care and Protection Resource Panel in all cases and as soon as practicable after an investigation has commenced (section 17(1)(b), and at subsequent stages where required (sections 21(1)(a) and 31(1)(e) of the Act); iii) convenes a family group conference (section 18(1) of the Act); 	Services for Children and Families and Business Information	Creation of a dashboard or other regular reporting mechanism which sets all Reports of Concern for newborn/unborn pēpi against these three measurables.	<p>Oct 2020</p> <p>Initial design has been completed on a new reporting mechanism, with a view to implementation in early 2021</p> <p>Jan 2021</p> <p>Further refinement of the dashboard is underway. This work is to be progressed in the first quarter of 2021</p>	<p>This work has been amalgamated into our new Performance Monitoring Framework (PMF) dashboards</p> <p>The functionality of our new PMF dashboards for sites means sites can view information specifically for pepi (filtering dashboard pages by age). Sites will be able to monitor pēpi down to an individual case level, as well as a specific age group, and across a wide range of performance measures. This new framework will be tested in two regions mid-year with a continuous learning and developing approach before a wider roll out</p> <p>Statutory timeframe compliance is also monitored through the case audit process established under recommendation 2(o)</p>	now late 2021 (previously first quarter of 2021)
1(e)	1(e) establishes timeframes, reporting frameworks, quality assurance and monitoring to demonstrate appropriate ongoing compliance with all statutory requirements as these relate to without notice removals of newborn pēpi; and	Policy and Organisational Strategy and Services for Children and Families	<p>Develop a framework to report against without notice removals of newborn pēpi.</p> <p>Reporting is intended to cover both a snapshot of quantitative data as well as information from case audit reviews into s78s for newborn pēpi.</p>	<p>Jan 2021</p> <p>Work is underway to develop a framework to report against without notice removals of newborn pēpi.</p> <p>The quality assurance and monitoring components of this recommendation are being included in the case audits completed as part of recommendation 2(o).</p>	Framework has been developed and first case audit completed (see update for recommendation 2(o)). A public reporting template is in development, and work is on track for the first public report in June 2021	June 2021 (on track)
1(f)	1(f) reports publicly against the framework for monitoring detailed in recommendation 1(e) every six months.	Policy and Organisational Strategy	Public report produced each six months and aligned with existing public reporting cycles	<p>Jan 2021</p> <p>Case file audits will be carried out six monthly to align with the six monthly public reporting requirement, with the first dataset due to be completed by the end of March. The first report is</p>	As above	June 2021 (on track)

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#	Recommendation 2 "Additionally, the Ministry:	Service line responsible	Deliverable and Key milestone(s)	Previous progress updates	Progress as of 30 April 2021	Estimated Completion Date
				scheduled to be completed in June 2021, followed by a second report in December 2021. We intend to publish the reports on our website following their completion. We will review this process and exact timing after 12 months.		
2(a)	2(a) reviews its processes to ensure that all cases involving unborn or newborn pēpi are given the necessary priority;	Services for Children and Families	A requirement for Practice Leaders was introduced in November 2019. They must review all reports of concern received for unborn/newborn pēpi at their site, and ensure that appropriate support, assessment and action has been undertaken.	October 2020 A Practice note to guide this process was issued in early 2020. Compliance with the new process has been high. Process is now considered to be part of our standard operations.		Completed (process now BAU)
2(b)	2(b) reviews its policies and practices to ensure whānau engagement is prioritised in all cases involving unborn or newborn pēpi, including family group conferences and hui ā whānau where appropriate;	Professional Practice Group	Review and amend policies and procedures for the process of removing newborn pēpi, once section 78 interim custody orders are granted Key Milestones are: Intake and early assessment policy and guidance updated (complete) New decision response tool published (complete) Work to be linked to the PPG Practice Programme (Dec 2020)	October 2020 The intake and early assessment policy and guidance has been updated and a new decision response tool published. Both these policies have been updated in emphasise the need to prioritise whānau engagement. Both documents are on the external facing Practice Centre A final reconciliation against the guidance published needs to be undertaken. If there are any residual items, this will be picked up in the Practice Programme. Feb 2021 Final reconciliation completed. Policies and guidance requiring amendment have been allocated for re-write		Completed December 2020
2(c)	2(c) develops, in partnership with iwi and other Māori groups a national strategy for: i) effective engagement with whānau, hapū, and iwi, including provision for localised relationship-based implementation with centralised support; and ii) enhanced cultural competency of staff;	Treaty Response Unit	Any national strategy needs to be considered in the context of other engagement with iwi and Māori groups. Oranga Tamariki is in the process of establishing a new Treaty Response Unit which will be considering how to implement this recommendation.		*Update to Deliverable and Key Milestones Since the receipt of He Take Kōhukihuki the Minister for Children has asked Oranga Tamariki to develop a new strategic direction. Recommendation 2 (c)(i) will inform the new strategic direction In addition, in response to 2(c)(ii) we note that Oranga Tamariki has recently appointed Doug Hauraki as the new Pou Tikanga for the Ministry. A newly established role, the Pou Tikanga is the organisations cultural leader, and is responsible for supporting the organisation in lifting its cultural competence and confidence.	

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2(d)	2(d) develops memoranda of understanding with the Ministry of Health, the DHBs midwifery representatives, and other relevant parties to ensure appropriate information sharing, clear and defined roles, and effective early planning for at-risk pēpi;	Professional Practice Group	<p>We currently have a memorandum of Understanding between Oranga Tamariki, NZ Police, Ministry of Health and each DHB. This sets out our relationship and commitment to cross agency work. A number of schedules on specific operational processes sit beneath this MoU.</p> <p>New Schedule to be developed to sit under the existing MOU with DHB's and Police</p> <p>Key milestones are:</p> <p>First joint meeting of the Working Group of Health stakeholders (Aug 2020) Regional Hui (Sept 2020) MOH to identify and provide resource (TBC) Draft schedule (May 2021) Final schedule (July 2021)</p>	<p>Oct 2020</p> <p>The first joint meeting with key Health participants was held in August 2020.</p> <p>An internal consultation hui with Oranga Tamariki Hospital Liaison Practice Leaders was held in September 2020</p> <p>Internal work completed to identify the current arrangements in place between Oranga Tamariki and DHB's and sites. Analysis to be completed to assess key principles and practice that could be utilised in a National agreement.</p> <p>Health is to convene a second meeting, appoint a project leader and source resource for the project by early 2021.</p> <p>Jan 2021</p> <p>Second joint meeting held on 1 December 2020. MOH has appointed a project lead, with a work programme to be developed in early 2021.</p> <p>The Chief Social Worker is scheduled to meet with Health and Police in Feb 2021 in order to stress the priority of this piece of work for Oranga Tamariki.</p>	<p>Joint meeting between senior leadership of Health, Police and Oranga Tamariki was held in Feb 2021. At that meeting the approach was agreed as well as the need to prioritise quality stakeholder engagement, including the Māori Health Directorate.</p> <p>A draft schedule was developed in March, and is currently awaiting feedback from Police and MoH/Maternity Services</p>	Now September 2021 (This timeframe has been extended at the request of MoH to allow them time for fuller consultation and engagement with stakeholders)
2(e)	2(e) works with the relevant providers to ensure that all social workers are trained in, and engage, trauma-informed practice that is underpinned by te Ao Māori, and consults with the Social Workers Registration Board to assist with the achievement of this;	Professional Development	<p>Key milestones:</p> <p><u>Puawai Induction programme (for new social workers)</u></p> <p>The following new modules are being developed:</p> <p>3x new modules on trauma-informed practice</p> <p>Vicarious trauma webinar</p> <p>Intergenerational trauma - impact of colonisation</p> <p>Puawai full programme first test run from 1 October 2020</p> <p><u>Leaders in Practice Programme (training forum for Practice Leaders)</u></p> <p>The following new modules are being developed:</p> <p>1x module leading practice from a trauma informed lens Vicarious</p>	<p>October 2020</p> <p>New induction modules completed. Currently in testing.</p> <p>January 2021</p> <p>New modules have been tested and are in the process of being refined.</p> <p>The Puawai full programme has been developed and delivered. This programme is now business as usual, and being delivered roughly every 2 weeks somewhere in the country</p> <p>Leaders in Practice Programme – the timeframe for the development and delivery of these modules has shifted to July 2021 due resourcing constraints</p>	<p><u>Puawai Induction Programme</u></p> <p>Puawai delivery continues as BaU. Iteration phase has started to include the Practice Programme new content acknowledging the change in practice content and direction.</p> <p>The vicarious trauma module is still in development as kaimahi ora principles start to shape around kaitiakitanga in the learning.</p> <p>There is content regarding inter-generational trauma and the impact of colonisation, however further development may be in place pending the landing of the Practice Programme content.</p> <p><u>Leaders in Practice Programme</u></p> <p>Leaders in practice programme has been redesigned to have two pathways (qualification and non qualification)</p> <p>Qualification Pathway - Post Grad Qual with Te Wananga o Aotearoa started March 2021 (20 people currently enrolled).</p> <p>Non Qualification Pathway - the timeframe for the development and delivery of these modules has shifted to Nov 2021 due to resourcing constraints.</p>	November 2021 for Leaders in Practice Programme (was previously July 2021)

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#	Recommendation 2 "Additionally, the Ministry:	Service line responsible	Deliverable and Key milestone(s)	Previous progress updates	Progress as of 30 April 2021	Estimated Completion Date
			trauma impact on kaimahi ora - supervision techniques Leaders in Practice Programme delivery begins		Block courses and organisational content is now in train, where the modules identified in the milestones are included	
2(f)	<p>2(f) develops specific guidance for cases involving unborn and newborn pēpi that:</p> <p>i) requires trauma-informed social work practice when parents have experienced childhood abuse and/or neglect, been themselves in care or had tamariki previously removed by the Ministry;</p> <p>ii) reflects the obligations on the Ministry to ensure that where pēpi are at risk, parents and whānau should be provided assistance to support them in discharging their responsibilities to pēpi;</p>	Professional Practice Group	<p>Develop guidance for cases involving unborn and newborn pēpi</p> <p>Key Milestones for 2(f)(i) are:</p> <p>Scope confirmed (Feb 2021) Guidance completed and endorsed by QA checkpoint (May 2021) Implementation (June 2021)</p> <p>2(f)(ii) this is likely to be led by Early/ Intensive Intervention team, with assistance from the Professional Practice Group.</p>	<p>Jan 2021</p> <p>Scope on track to be confirmed by late Feb 2021</p>	Draft guidance for both recommendations has now been completed and is in the final stages of consultation. Expected to be completed May 2021	May 2021 (ahead of schedule)
2(g)	2(g) develops clear guidance, with supporting tools, for social workers to ensure all legislative and procedural safeguards are engaged with respect to subsequent tamariki, pending the outcome of the Ministry's review of the subsequent children provisions;	Professional Practice Group	<p>Develop clear guidance with supporting tools</p> <p>Key Milestones are:</p> <p>Scope confirmed (October 2020) Process and communication approved by QA checkpoint (Feb 2021) Implementation (June 2021)</p>	<p>Oct 2020</p> <p>Work has been initiated to review the current policy and guidance, with scope confirmed</p> <p>Feb 2020</p> <p>Draft policy has been completed (to replace existing guidance) This is currently out for consultation across Oranga Tamariki. On track for June completion</p>	New policy is being finalised in May. On track for end of June completion	June 2021 (on track)
2(h)	2(h) amends its policies and practices relating to the subsequent children provisions to make clear that social workers are responsible for actively seeking out up to date information and conducting a full assessment of the parents' current circumstances;	Professional Practice Group	<p>Amended policy and practices relating to subsequent children provisions</p> <p>Key Milestones are:</p> <p>Scope confirmed (October 2020) Process and communication approved</p>	As above	As above	June 2021 (on track)

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			by QA checkpoint (Feb 2021) Implementation (June 2021)			
2(i)	2(i) works with relevant agencies to assist parents who have had previous tamariki removed with access to independent advocacy during the Ministry's assessment and intervention phases;	Policy and Organisational Strategy	Advice to Minister on Ombudsman's recommendation wrapped up into subsequent children policy work and additional support to whānau Key Milestones are: Report to Minister (11 December 2020) Cabinet paper (March 2021)	Jan 2021 The Minister agreed in December 2020 to work being undertaken on potential approaches to advocacy within Oranga Tamariki, which responds to the recommendations from recent reviews, including the Ombudsman's recommendations. Officials will provide advice to the Minister in mid-2021 on options, with potential to seek Cabinet decisions in the second half of 2021. This work has been incorporated into broader policy work on support to parents and whānau, with a planned Cabinet report back in March 2021 delayed until the second half of 2021, to allow further work on a wider range of issues around supports for parents and whānau.	Officials will provide advice to the Minister in June 2021 on options for support and advocacy for parents and whānau. Cabinet decisions will then be sought in Sept 2021.	Ongoing
2(j)	2(j) amends its overarching Practice Standards, as well as its policies, procedures, and practices to recognise the rights of disabled parents and ensure full compliance with the United Nations Convention on the Rights of Persons with Disabilities;	Initially Policy and Organisational Strategy	Part of broader disability work programme being developed by the Policy Group – scope and resourcing currently being developed	October 2020 We have accepted in principle the Ombudsman's recommendations to amend policies, procedures and practices to recognise the rights of disabled people (parents and tamariki), and to develop an improved approach to disability that applies a social and rights-based approach to disability, consistent with the New Zealand Disability Strategy. To develop this approach, we will work with Disabled Peoples Organisations, and Māori to uphold our Te Tiriti o Waitangi commitments and fulfil our requirements under section 7AA of the Oranga Tamariki Act 1989. We have also committed to working closely with Office of the Ombudsman to develop this approach and work programme further. We will be developing the approach as the first step, and this will inform the development of a more comprehensive work programme in early 2021. The work programme will build on work already underway, including: <ul style="list-style-type: none"> work to develop a child advocate role to support disabled tamariki. recent changes to remove the separate care pathway (s 141) for disabled children, and ensure they get the same rights and protections. work to understand disability data and improve data collection. 	We have completed our initial engagement with the Disabled Peoples Organisation (DPO) coalition and Kāpō Māori Our rights-based practice framework is and inclusive of the UNCPRD. We have held one workshop to explore what an inclusive and rights-based approach means for our practice and what would need to happen to achieve the practice shift. Members of the DPO coalition and VOYCE Whakarongo Mai participated in the workshop. Research is underway by the Donald Beasley Institute to inform our approach. A paper to the Oranga Tamariki Leadership team is scheduled for late May 2021. This is seeking agreement to the disability work programme, including work to confirm an agreed model of disability, as well as scoping up relevant projects to ensure that practice and supports address the recommendations and is responsive to the rights and needs of disabled tamariki, rangatahi and disabled parents.	Ongoing
2(k)	2(k) ensures all its policies, procedures, and practices are consistent with the social model of disability and a rights-based framework by: i) providing reasonable accommodation;		As above		To support improved capability in the social and rights based model, we have a train the trainers session with the Office of the Ombudsman in May.	

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	<p>ii) explicitly recognising that drug and/or alcohol misuse and mental health needs require a disability rights-based response;</p> <p>iii) ensuring disabled parents have access to specialist advocacy during the assessment and intervention phases;</p>			<ul style="list-style-type: none"> updating practice guidance to support improved practice for disabled tamariki and disabled whānau. 	Frontline practice-based workshops are also underway, with further dates scheduled at regional sites from May. These workshops aim to increase disability literacy and understanding of the practice requirements.	
2(l)	2(l) in implementing recommendations 2(j) and (k) above, closely consults with and actively involves disabled people, their whānau and organisations that represent disabled people, as well as other relevant agencies within the system;		As above	Initial contact has been made with both the Office for Disability Issues and the Ombudsman's Disability rights team. An engagement strategy will be developed in the coming months	As above	
2(m)	2(m) ensures all parents have information about their legal rights, including information about accessing legal aid, in an accessible format	Policy and Organisational Strategy (Legal Services)	Development of a new resources for whānau to provide information about legal rights and accessing legal aid	<p>October 2020</p> <p>Oranga Tamariki has partnered with Te Kopu Education and Research Limited to deliver the 'Te Korimako' legal education programme to iwi and Māori social service organisations who support vulnerable whānau around the country. The purpose of the training is to provide information and tools that can be used to assist whānau, hapū and iwi who come to the attention of Oranga Tamariki and the Family Court. The education is designed to ensure that, wherever possible, tamariki Māori remain in the care of their own whānau, hapū and iwi.</p> <p>A new resource has been developed by Legal Services to provide families and whānau with information about legal aid, how to find and access a family lawyer, and linking to the Te Korimako resource page. This is likely to be ready for publication late 2020/early 2021</p> <p>Jan 2021</p> <p>New resource completed, and set for distribution week of 1 Feb 2021</p>		Completed
2(n)	<p>2(n) develops specific policies and procedures for the process of removing newborn pēpi, once section 78 interim custody orders are granted, that:</p> <p>i) ensure, to the fullest extent possible, planning, communication and information sharing with parents, whānau, DHBs and midwives;</p> <p>ii) ensure, to the fullest extent possible, the removal of pēpi takes place in a manner that reflects ngākau maharatanga me te ngākau aroha, a period of quality time that encompasses consideration, empathy, sympathy and love; minimises trauma; and provides parents and whānau with support and clear information on next steps;</p>	Professional Practice Group	<p>New policies and procedures developed for the process of removing newborn pēpi, once s78 interim custody orders are granted. Some of deliverables in relation to i), ii) and iii) of this recommendation will be addressed by the work being completed in response to recommendation 2(d)</p> <p>Policy and guidance will be amended to align with</p>	<p>October 2020</p> <p>See progress update in relation to recommendation 2(d) in respect of 2(n) (i)-(iii)</p> <p>Scope has been confirmed for reviewing breastfeeding guidance. Consultation has been completed with Hospital Liaison Practice Leaders. It is anticipated that this guidance will be completed by June 2021</p>	<p>Recommendation 2(n)(i) is being addressed by the work underway in relation to the new schedule with Health, DHB's and Police (set out in rec 2(d))</p> <p>Recommendation 2(n)(ii) is being addressed in the work in relation to the new Schedule, in the breast-feeding guidance and in the new emergency pathways guidance.</p> <p>Recommendations iii) & iv) are being addressed in the new breastfeeding guidance. This is the process of finalisation, expected completion June 2021.</p> <p>Recommendation 2(n)(v) will have guidance developed as the advocacy and support work set out in recommendation 2(i) progresses</p>	September 2021 (on track)

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	<p>iii) explicitly recognises the right of pēpi to be breastfed consistent with the United Nations Convention on the Rights of the Child, as well as guidance from the World Health Organization and the Ministry of Health;</p> <p>iv) reflect best practice to support breastfeeding;</p> <p>v) ensure appropriate therapeutic and other support is available to all parents who have had pēpi removed from their care; and</p>		<p>the new schedule with DHB's and midwives, so is dependent to an extent on completion of that work.</p> <p>Ministerial decision may be required for aspects (v) - that are not currently within scope of the subsequent children work programme, as it recommends support be available to "all parents who have had pēpi removed from their care", not just those who have had a previous child removed.</p>			
2(o)	2(o) regularly audits case files to ensure compliance with policy and practice guidance.	Professional Practice Group	<p>Planning and design currently underway, first audit process to commence January 2021.</p> <p>Key milestones are:</p> <p>Confirm scope and engagement with the Office of the Ombudsman (Oct 2020)</p> <p>Detailed questionnaire and sampling methodology design and testing (December 2020)</p> <p>First round of case file audit completed (Feb 2021)</p> <p>Insights generation and reporting from first round of case file audit (March 2021)</p>	Scope confirmed	<p>First case file review completed in March 2021. This was an audit of all s78 care entries for unborn and newborn pepi between Sep-Dec 2020. An insights report will be presented to operational and strategic leaders, including the CE, in May 2021.</p> <p>This case audit process is now BAU and will feed into the public reporting requirements of recommendation 1(f)</p>	Process now BAU
#	Recommendation 3	Service line responsible	Deliverable and Key milestone(s)	Previous progress updates	Progress as of 30 April 2021	Estimated Completion Date
3	3) The Ministry reports back to me on its achievement of recommendations 1 and 2 on a quarterly basis for the next year, with the first report by 4 November 2020.	Review Management Team	<p>Reports due:</p> <p>4 November 2020</p> <p>4 February 2021</p> <p>4 May 2021</p> <p>4 August 2021</p>	Completed	Completed	August 2021