

### Expert Panel Final Report

Proposes: Implementing a system where, “all children and young people are in loving families and communities where they can be safe, strong, connected and able to flourish”

#### Five key areas of services:

Service	Results	Service Types
Prevention	Reduction in number of children and families that need statutory intervention	Direct purchase of special education, parenting, family planning, mental health, drug and alcohol services as well as services to support prevention of youth offending
Intensive intervention	Reduction in the number of children that require care outside of the family home	Direct purchase of therapeutic interventions, special education and health related services that support healing and recovery for children young people and their families
Care Support	Reduction in the number of care placements experienced by each child or young person	Direct purchasing and brokering of services to support families to provide safe, stable and loving care. The new department will provide services directly for (e.g.) small group settings.
Youth Justice	Reduction in re-offending	Direct purchase may include programmes to prevent reoffending, community based services to address criminogenic risk factors and partnering with communities and iwi to secure services required to enable them to play a role in supporting transitions for youth offenders.
Transition	Reduction in the number of children and families that require intervention	Direct purchase could include tertiary education and employment support, housing options, budgeting services, family planning and, where required, mental health and drug and alcohol services.

All services would be “Evidence Based”; Working in a Social Investment model and demonstrating worth through an actuarial approach

#### A new department responsible

A new department would include: - Child Youth and Family: Community Investment: Children’s Directorate, the Hub, ViKI and Children’s Teams: children focussed policy, research, evaluation and legislation teams from MSD; Specialist services such as legal services, data analytics, ministerial services and communications from MSD.

### Future operating model

Child Centred System	High Aspirations for Māori	An Investment Approach	Strategic Partnerships	Professional practice framework
<ul style="list-style-type: none"> <li>• The establishment of a permanent and independent advocacy service, which elects a Youth Advisory panel</li> <li>• New Statutory objectives to seek to give effect to the voices of children and young people</li> </ul>	<ul style="list-style-type: none"> <li>• High and explicit expectations and targets for vulnerable Māori children and their whānau</li> <li>• Indicative target of reducing the forward liability costs of Māori children by 25-30% in the next 5 years</li> <li>• Establish a partnership foundation between qualified academics, social service providers, iwi, Whānau Ora and future dept. to carry out gap analysis and commission new services</li> <li>• Whānau Ora has a role to play strength based approach to supporting whānau</li> <li>• Strategic partnering with iwi and Māori organisations to provide opportunity for organisations to play an innovative role in improving outcomes</li> <li>• MSD publically reports progress towards improving outcomes for Māori</li> </ul>	<ul style="list-style-type: none"> <li>• Agree to adopt a social investment approach to meeting the needs of vulnerable children and young people that is based on a forward view of lifetime costs</li> <li>• Begin work by April 2016 to specify and build an actuarial valuation model for vulnerable children and young people</li> </ul>	<ul style="list-style-type: none"> <li>• Future dept. will engage with strategic partnerships with communities, iwi, Māori, pacific organisations as a primary mechanism for meeting needs of vulnerable children and families</li> <li>• The future dept. will broker to obtain services from Māori and Pacific organisations and other providers</li> <li>• The future dept. will directly purchase specialist services for vulnerable children and their families if the government agencies can't provide them in a timely manner</li> <li>• The future department takes a market building role to create capability, capacity and supply of services required</li> </ul>	<ul style="list-style-type: none"> <li>• The need for a professional practice framework across all agencies to ensure more coherent experience</li> <li>• A single system-wide, trauma-informed, professional practice framework characterised by a single set of definitions, behaviours, values, principles and commitment to evidence from all professionals</li> <li>• The system wide framework would apply to Youth Justice, care and protection. The professional framework will support professional judgement through providing guidance on trauma, building resilience, attachment and child development – and address criminogenic factors and drivers of offending behaviour</li> </ul>

## New model of care

“The new model of care is driven by the simple premise that every child needs to be in a long-term stable loving family.”

Prevention Services	Intensive Intervention	Care	Youth Justice	Transition
<ul style="list-style-type: none"> <li>• Explicit focus on early intervention of children most at risk of poor life outcomes</li> <li>• Evidence based programmes and development of innovative approaches</li> <li>• Increased funding for preventative services in a Social Investment way</li> <li>• Market building and strategic partnerships</li> <li>• New department with accountability for reducing harm and child offending</li> <li>• Other Crown agencies accountable for delivering universal and enhanced services for vulnerable kids</li> </ul>	<ul style="list-style-type: none"> <li>• Planning for a permanent relationship outside the family home should start early</li> <li>• Services would be accessed either directly or through direct purchase by the new department</li> <li>• Single point of entry and a single plan across all agencies – including those with significant needs but do not yet require care or Youth Justice</li> <li>• Intensive support for families including mental health, addiction family violence</li> <li>• Meeting full needs of children including provision of therapeutic services</li> <li>• Review of operation of Family Group Conferences</li> </ul>	<ul style="list-style-type: none"> <li>• New and clarified obligations to support stable and loving care early and support care family to make every day decisions for the child in their care</li> <li>• Improved access to evidence based services to meet child’s needs</li> <li>• Maintaining trusting relationships – including with birth families to support child’s development and cultural identity</li> <li>• Larger and more diverse pool of caregivers</li> <li>• More Māori and Pacific caregivers</li> <li>• Reform financial support for caregivers</li> <li>• Mandatory National Care Standards</li> <li>• More intensive assessment of caregivers and more scrutiny of caregiver approvals</li> </ul>	<ul style="list-style-type: none"> <li>• Recognising child offenders as a priority group and working with them early</li> <li>• Using community based options rather than remand to a secure residence</li> <li>• Multidisciplinary approach for those in youth justice residences including Health, Education and Corrections</li> <li>• Increasing the range of evidence based services focusing on criminogenic needs</li> <li>• Partnering with Māori and Pacific orgs</li> <li>• Promoting restorative justice by supporting victims involvement with Family Group Conferences</li> <li>• Intensive work with young people and their families to transition out of youth justice system.</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting caregivers to care through and beyond transition phase</li> <li>• Legislative change to increase care to 18</li> <li>• Being able to stay in or return to care up to age 21</li> <li>• A single point of accountability to meet care needs up to 25 , inclusive, through new services</li> <li>• A new requirement for ‘community caring’ – to hold other government agencies and the crown responsible for properly caring for children in care</li> </ul>

### Delivery Channels

- A broader range of service delivery channels than now particularly in the prevention and transition areas
- Market building in key areas to increase capacity and capability of potential providers
- Development of strategic partnerships, particularly with iwi Māori and Pasifika organisations
- Testing and trialling of new approaches and tailoring of overseas approaches to develop a stronger portfolio of evidenced based services within communities
- The future department having the ability to directly purchase and broker services for individual children families and whānau
- Reducing Clutter in the vast array of community or “place-based funding mechanisms through a single, integrated approach

Main features include: Strategically partner and commission for outcomes; based on the principle of the funding following the child and family, to fully fund the direct purchase of services, and to invest in and increase the capacity and capability of service providers and partners for the delivery of services.

### Data Focused

Data and Evidence is critical for improved performance	Immediate changes required
<ul style="list-style-type: none"> <li>• Leadership to ensure better investment in and prioritisation of evidence and data</li> <li>• Minimum data standards and definitions linked to practice framework across wider sector</li> <li>• Collection of information on needs, well-being, experiences and voices of children and their families</li> <li>• Use of linked data across agencies</li> <li>• New analytics and evaluation capability that enables evidence-informed strategic and operational decision making, service design and performance monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Redeveloping current data systems so that practitioners and managers within CYF can use the data to inform practice and performance</li> <li>• Map data and establish data governance and quality control systems</li> <li>• Integrate data from other MSD systems – housing and benefit info and make this available to those making critical decisions around child protection</li> <li>• Use Stats NZ IDI to track and report on those who have contact with child protection or youth justice</li> <li>• Implement stability of care indicators and needs/risk indicators for all children and young people known to CYF</li> </ul>

### Organisation

The proposed future system would: Place the child at the centre of the design; have a primary objective of establishing stable and loving family relationships from the earliest opportunity; focus on better results for Māori; shift primary resources to prevention, supporting families and effective transitions; move from direct delivery to strategic partnerships over time; harness a whole network of agencies and participants.

The future department would itself take on the responsibility for making sure children and young people get the services they need from other agencies – rather than families having to navigate the system – this will involve making use of skilled staff and more funding to broker all necessary services ... This does not mean the new dept. will be large and attempt to directly meet these needs, but instead will work with a wide range of strategic partners to build market capability

### **New Laws**

A wide range of changes to the legal framework are proposed in the Report.

- Legal and enforceable duties on the Crown to meet care and recovery needs of children
- New laws about early placement of children with caregivers, better provisions for recruiting, training and paying caregivers, new standards and oversight for kids in care
- New processes and regulations to support transitions for kids in care up to 25 years old in some cases
- Strengthened Youth Justice framework and changes for FGCs
- Improving access to information and information sharing
- Better legislation for kids with disabilities
- New statutory objectives and duties for kids who need intensive support but not a mandatory response
- A more child-centred framework with a children’s rights focus more in line with the UN Convention of the rights of Children 2004

### **Success Measures for New System**

- Return in Investment through reduced future social, economic and fiscal costs – long term outcomes improved
- Stability of care through long-term relationships in safe and loving homes
- Reduction in re-abuse and re-victimisation, reduction in reoffending
- Reduced over-representation of Maori in care and YJ systems
- Vulnerable children and YP have a voice in the services they receive

### **What the Cabinet Papers say the Cabinet has approved:**

#### **New Operating Model**

- A new organisation will be established – State Services and MSD will report back to Cabinet on May 4<sup>th</sup> with new recommendations for new structure.
- The new model will be accountable for all vulnerable children work and will commence from 31 March 2017. At this stage it will contain;
  1. CYF
  2. Children’s Action Plan Directorate (incl. Children’s Teams, the Hub and ViKI.
  3. High and Complex Needs Unit in MSD
  4. Policy research, evaluation and legislative functions CYF focussed legal and policy functions
  5. Community Investment
- The final set of functions to included reported by July 2016
- The operating model will be focussed on Prevention, Intensive Intervention, Care Support, Youth Justice, Transition Support

#### **Māori Children and Their Whānau**

- Operating model to have high and explicit focus and targets for vulnerable Māori
- Improving outcomes for vulnerable Māori
- Strategic partnerships with iwi, Māori orgs, Whānau Ora Commissioning Agencies
- Publically reported progress towards achieving outcomes for Māori

#### **Pacific Children and their Families**

- Targets for Pacific Children and their Families
- Partnerships with Pacific organisations and communities

#### **Family Violence**

- Significant shifts are required
- The overall direction of the current FV review is consistent with the direction of this change
- The July 16 report back on functions of the new agency will include advice on its role with FV

#### **Children with Disabilities**

- There are significant shifts required to meet the needs of children and young people with disabilities
- CE of MSD to report back on this to Cabinet by October 2016

#### **Foundations for New System**

- CE of MSD to report back to Cabinet by October 2016 on transition and implementation arrangements

#### **Independent advocacy and system oversight**

- Develop a new independent advocacy structure
  1. At system and at individual levels for children in care
  2. Connecting children in care with each other to develop a positive care identity
  3. Working with children in care to develop leadership skills
- New role and structure for the Children's Commission
- To be developed by 31 March 2017

#### **Service Delivery Priorities**

- A strategy to engage all NZers and roll out of first national awareness campaign
- Development of iwi partnerships
- Implementation of caregivers recruitment strategy
- Enhanced services to caregivers
- Development of a commissioning strategy and improved investment in key areas
- Development of National Care Standards

#### **Implementation timeline**

- 4-5 year intensive implementation process
- Transformation Programme to be reported by July 2016

#### **Governance and management**

- CE of MSD responsible for Transformation Programme

- A reconstituted Vulnerable Children’s Board – with iwi and other independent representation
- Ministerial oversight group with Ministers of Finance, Health, Education, Justice, Police, Whānau Ora and Māori Development, Corrections and MSD

### **Financial Implications**

- The cost is estimated at \$1,398 million per year
- This will be met through a mix of transfer of existing baselines of Work and Income, Corrections, Health and Education, New Baseline funding, and one-off transformation costs
- Transfer of funding from MSD of \$812 mil from MSD, \$421 mill from Corrections, Work and Income, Health and Education
- New funding of \$524 million by 2019/20

### **Legal Changes**

- Legal changes in two tranches, with the objective of completing all changes within the current term of government.
- Bring 17 years olds into care system
- Extend the care system to include up to 21 to 25 year olds (in certain circumstances)
- Bringing the child advocacy service into being
- Embed the voice of the child in the system
- Investigate the changes needed regarding children in custody and bring them in line with the recommendations set out in the Expert panel report
- Review the CYF act to:
  1. Introduce the requirement to support stable and loving care from the earliest opportunity
  2. Major reform for the principles, obligations, decision making processes and oversight mechanisms for the care system
  3. New, enforceable legal obligations to meet the identified needs of children in care
  4. Strengthened process for maintaining trusted relationships
  5. Reformed financial arrangements for caregivers
  6. Staged closure of residential care and protection residences
  7. Creation of mandatory National Care Standards
  8. More intensive scrutiny of caregivers
- Creating an information sharing process to share information on vulnerable children and their families.