



# COVERSHEET

|                        |                                                                                                               |                      |                |
|------------------------|---------------------------------------------------------------------------------------------------------------|----------------------|----------------|
| <b>Minister</b>        | Hon Tracey Martin                                                                                             | <b>Portfolio</b>     | Children       |
| <b>Name of package</b> | Proactive release of Transforming our Response to Children and Young People at Risk of Harm: Children's Teams | <b>Date of issue</b> | 02 August 2019 |

## List of documents that have been proactively released

| <b>Date</b>      | <b>Title</b>                                                                             | <b>Author</b>                       |
|------------------|------------------------------------------------------------------------------------------|-------------------------------------|
| 2 July 2018      | Transforming our Response to Children and Young People at Risk of Harm: Children's Teams | Office of the Minister for Children |
| 28 November 2018 | SWC-18-MIN-00171 – Cabinet Social Wellbeing Committee Minute                             | SWC Committee Secretary             |

## Information withheld

Some parts of this information release would not be appropriate to release and, if requested, would be withheld under the Official Information Act 1982 (the Act). Where this is the case, the relevant sections of the Act that would apply have been identified. Where information has been withheld, no public interest in making the information available has been identified that would outweigh the reasons for withholding it.

| <b>Section of the Act</b> | <b>Reason for withholding</b>                                                                                                                                                                                               |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Section 9(2)(f)(iv)       | Maintain constitutional conventions for the time being which protect the confidentiality of advice tendered by Ministers of the Crown and officials.                                                                        |
| Section 9(2)(g)(i)        | The release may undermine the future ability of Ministers to provide free and frank advice on Budget expenditure options. The importance of this process means it is not outweighed by the public interest in transparency. |

## BUDGET – SENSITIVE

Office of the Minister for Children

Chair, Cabinet Social Wellbeing Committee

### **TRANSFORMING OUR RESPONSE TO CHILDREN AND YOUNG PEOPLE AT RISK OF HARM: CHILDREN'S TEAMS**

#### **Proposal**

- 1 This paper seeks Cabinet agreement to transition away from Children's Teams to new locally-owned approaches that bring the right agencies and partners together to support children and their families and whānau who require a community response to address early signs of need.

#### **Executive summary**

- 2 Children's Teams were established in 2012 to bring partner agencies together to develop an integrated plan for children and families assessed as being at risk of harm but not in need of statutory care or protection. The teams were intended to fill a gap between statutory intervention and individual agency and non-government organisation (NGO) service responses. Teams co-ordinate professionals, practitioners and community members to support specific children and families. The teams have been rolled out in stages and currently operate within ten out of twenty District Health Board (DHB) areas.
- 3 Recent evaluation of three Children's Teams found that families and whānau value the support they receive, and professionals support the concept and way of working. However, there are also fundamental and long-standing issues with the sustainability and scalability of the model. The nationally prescribed model relies on agencies and NGOs providing staff without any funding attached, includes time-consuming processes, and has struggled to achieve local buy-in and ownership.
- 4 Taking into account the recent evaluation findings, I propose a gradual transition away from the Children's Teams model to locally-owned approaches. These new approaches will bring together the right agencies and partners (including NGO, iwi, Māori and Pasifika organisations) to support children and their families and whānau who require a community response to address early signs of need.
- 5 Developing a robust replacement to Children's Teams will require detailed and collaborative work with local communities to ensure locally-owned approaches are sustainable and evidence-based. Clarity on a decision to move away from Children's Teams now allows for this detailed work to begin transparently with local stakeholders. Work with communities will take some time; I will therefore [REDACTED]

9(2)(g)(i)

9(2)(g)(i) [REDACTED] ensure a smooth transition of children in Children's Teams over the next two years.

- 6 I intend that Oranga Tamariki will, over time, develop a stronger role in early intervention, in line with the direction to be set by the first Child and Youth Wellbeing Strategy and to be covered in the Oranga Tamariki Action Plan. I propose to report back to Cabinet in late 2019 on the future direction of approaches to co-ordinate early intervention for children and their families and whānau with early signs of need.

### The Children's Teams model

- 7 Children's Teams, established in 2012 [CAB Min (12) 34/9 refers], were created to bring partner agencies together to develop an integrated plan for children and families assessed as being at risk of harm but not in need of statutory care or protection. The teams were intended to fill a gap between statutory intervention and individual agency and NGO service responses. The teams co-ordinate professionals, practitioners and community members, as appropriate, to support specific children and families.
- 8 Key features of the model include that:
- engagement is voluntary and families and whānau must agree to participate
  - referrals are initially assessed and triaged by a national hub, and then allocated a lead professional by local panels made up of experts from different sectors, including social sector agencies, NGOs, and iwi, Māori and Pasifika organisations
  - the Lead Professional brings agencies and community members together to share information, undertake an assessment of needs, and develop a single, integrated Child's Plan
  - the Lead Professional works with the whānau and children to ensure they receive integrated support
  - Lead Professionals are primarily local NGO and agency workers made available by their organisations. Families and whānau are often supported for around a year (Appendix A includes further description of the model)
  - the Teams work with children who are considered at possible risk of harm, but who are not currently in need of statutory intervention for care or protection. Most of these children have previously been the subject of reports of concern, and a large proportion of referrals come directly from Oranga Tamariki—Ministry for Children (Oranga Tamariki).
- 9 The teams were rolled out in stages and currently operate within ten out of twenty District Health Board (DHB) areas across New Zealand, working with about 1,400 children and with around 300 Lead Professionals available.
- 10 In 2015, Cabinet agreed in principle to roll out Children's Teams to each DHB region by 2021 [CAB Min (15) 9/4A refers]. However, Budget funding was not approved and Children's Teams have not been extended beyond the current ten areas. Initial responsibility for implementing the teams was held by the Children's Action Plan Directorate, an independent cross-agency entity. The Directorate was integrated into Oranga Tamariki when it was established in 2017.

## Evaluation of the model

- 11 The recent evaluation of three Children's Teams showed that families and whānau value the approach, and professionals and practitioners support the concept and way of working, however, there are also long-standing issues with the model (see Appendix B).<sup>1</sup>
- 12 Feedback from families and whānau, and from key stakeholders suggests that the concept of well-co-ordinated, relational support that meets their respective needs is fundamentally sound. Families and whānau reported an excellent experience with the direct support they received from the Teams. This was associated with relationship-based support and enhanced access to required services. Stakeholders also acknowledged these areas of strength, and expressed strong conceptual support for the model.
- 13 Significant challenges to the Children's Teams approach were also highlighted in stakeholder feedback. Stakeholders identified implementation, process and community-level issues, which constitute structural barriers to the teams' successful operation. These included reliance on voluntary contributions, time-consuming processes, and a lack of clarity about the threshold between statutory responses and Children's Teams. These pose challenges to the sustainability and scalability of the model.
- 14 The reliance on agencies and NGOs providing staff without any funding attached means the model is vulnerable to other priorities and contractual requirements. This creates tensions across agencies and NGOs in allocating their resources. In some areas this has resulted in waiting lists and delayed support due to a lack of available workers.
- 15 The evaluation found that the current model was implemented in a top-down fashion, sometimes without buy-in from key stakeholders and is considered by some to be too bureaucratic and inappropriate for the local context. The Children's Team cross-agency model was developed to be independent of what was 'Child, Youth and Family'. It has a system that parallels the statutory system, with referral processes, management structures and a separate IT system for sharing case information.
- 16 The difficulties around the sustainability and scalability of the model have also contributed to it not being rolled out nationwide as was originally intended. Other areas of the country continue to use other co-ordination mechanisms, including Strengthening Families.

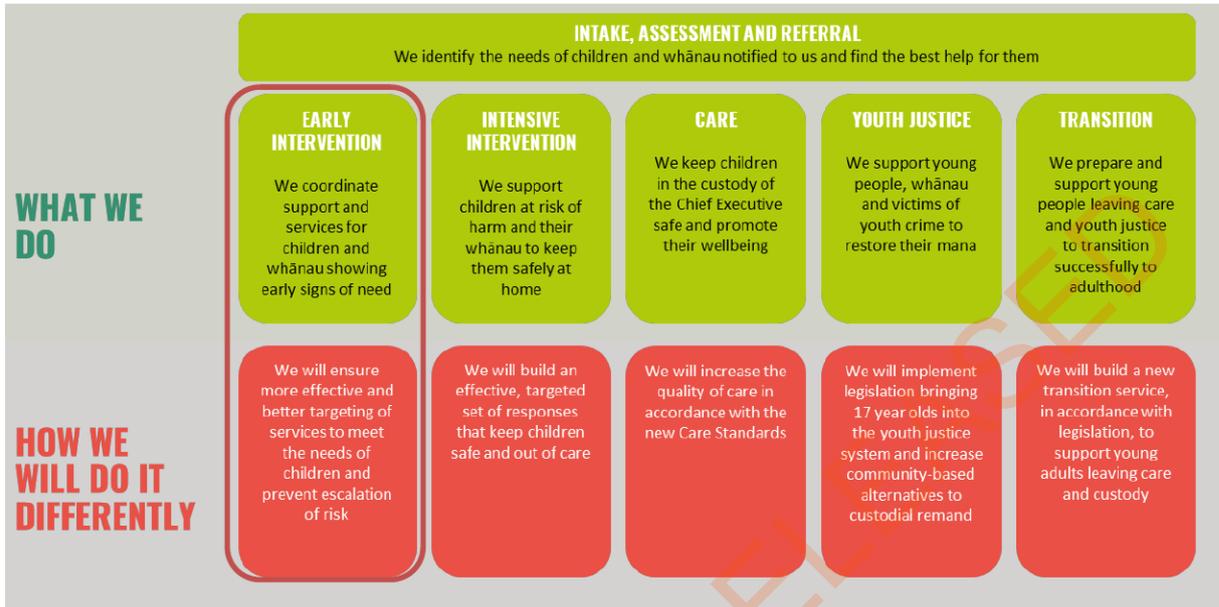
## Early intervention context

- 17 Children's Teams largely sit within the early intervention function of the new Oranga Tamariki operating model. As I set out in a recent suite of papers [SWC-18-MIN-0148 refers], my immediate focus is on improving the wellbeing of those most at risk of harm. At the same time, I want to ensure a proportionate and coherent system of response for those children

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<sup>1</sup> The evaluation synthesised a range of sources, including analysis of site based monitoring data, interviews with 26 stakeholders (lead professionals, community partners and Oranga Tamariki staff) and 13 whānau participants, and a review of findings from earlier evaluations on aspects of the Children's Teams model.

and young people showing early signs of need but who do not require a statutory intervention.



- 18 Oranga Tamariki aims to ensure, along with other government agencies, that communities can resolve issues for children and young people, where possible, without needing statutory intervention. A key example is family violence, where there are opportunities to intervene early to provide the support needed before harm to children or young people escalates.<sup>2</sup>
- 19 Oranga Tamariki currently delivers on its early intervention function through its commissioning and co-ordination roles. This includes commissioning services for children and their families and whānau through community providers (eg Family Start and Social Workers in Schools programmes) and investment in the local co-ordination of support services through Children’s Teams and Strengthening Families.
- 20 I intend that Oranga Tamariki will, over time, develop a stronger role in early intervention, in line with the direction to be set by the first Child and Youth Wellbeing Strategy and to be covered in the Oranga Tamariki Action Plan.<sup>3</sup> I expect that significant initiatives in this area will be considered for funding through future Budgets after the first Child and Youth Wellbeing Strategy has been adopted. This early intervention approach will be developed in conjunction with other social sector agencies, such as the Ministries of Education, Health and Social Development, and with the work programme of the Joint Venture Family Violence and Sexual Violence.

<sup>2</sup> Family violence is a common issue for many children with early signs of need. In 2014, there were 152,000 family violence notifications from Police involving 97,000 children. Modernising Child, Youth and Family Expert Panel (2015), [Expert Panel Final Report: Investing in New Zealand’s children and their families](#), p 42.

<sup>3</sup> The [Child Poverty Reduction Bill](#), currently before Parliament, includes requirements for a Child and Youth Wellbeing Strategy, and a cross-agency chief executives’ Oranga Tamariki Action Plan, which are required to include a focus on the core populations of interest to Oranga Tamariki, including children who have early risk factors for future involvement in the statutory care, protection, and youth justice systems.

## Proposed future direction for Children’s Teams

- 21 My intention, taking into account the recent evaluation findings, is to transition from the Children’s Teams model to other locally-owned approaches. I want to co-design approaches with these communities that avoid unnecessary bureaucracy, are tailored to local contexts, and are developed in partnership with local iwi, Māori and Pasifika organisations.
- 22 This Government does not favour a one-size-fits-all approach. Moving to locally-owned approaches will lead to greater buy-in from communities, supporting greater collaboration and innovation, and achieve greater levels of support for children and young people showing early signs of need.
- 23 Many communities are already taking ownership of their Children’s Teams by adapting and building off the approach. For example, by integrating with the place-based initiative in Manaaki Tairāwhiti, sharing governance with the Integrated Safety Response in Hamilton, and with the local iwi now leading the approach in Kaitiāia and Kaikohe.

### Options for moving away from Children’s Teams

- 24 Options for moving away from Children’s Teams based on two models, either a rapid or gradual transition, are outlined below:

|                    | Rapid transition                                                                                                                            | Gradual transition (Recommended)                                                                                                                                                 |
|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Description</b> | Announce the end of Children’s Teams and wind them up in 2019                                                                               | A staged approach moving away from Children’s Teams as alternative approaches are developed with communities over the next two years                                             |
| <b>Pros</b>        | Time-limited funding ends in 2019, reverts to baseline funding                                                                              | Would give communities a clear signal of the direction of travel, with time for co-design and development, and provide continuity for the current children and families involved |
| <b>Cons</b>        | Likely to lead to disruption for children, families and professionals currently involved, and a loss of confidence and community engagement | Would see a slower transition and require an extension of time-limited funding to 2020/21                                                                                        |

- 25 It will take time to collaboratively develop coherent locally-led replacements for Children’s Teams. In the meantime, I want to ensure continuity and a smooth transition for the children, young people and their families and whānau that Children’s Teams currently work with, and stability for local networks of support services. A rapid transition would likely lead to disruptions for children and professionals.
- 26 Moving away from Children’s Teams involves replacing a nationally prescribed model with locally developed and partnered models. A rapid transition risks a loss of confidence and community engagement in developing these solutions. I therefore propose a gradual transition to new approaches and intend to [REDACTED]

9(2)(g)(i) [REDACTED] ensure a smooth transition to alternative approaches as these become ready over the next two years.

### *Practical implications*

- 27 I will work through the practical details and implications of moving away from the Children's Team approach, including for example, those concerning:
- 27.1 integrating the Children's Team national intake hub with the Oranga Tamariki National Contact Centre. Officials are working to improve the intake and early assessment function to ensure it can become more responsive to reports of concern that would benefit from early intervention and to increase the confidence of the children's workforce in the support they receive from the Oranga Tamariki intake system. Local communities may also wish to explore local models for accepting early intervention referrals
  - 27.2 the Children's Team standalone case management and information system (ViKI). Data is expected to be migrated into the new Oranga Tamariki case management system, to ensure the information is retained and integrated into an improved platform
  - 27.3 the timing of changes for communities and the transition arrangements for existing children and their families and whānau.
- 28 I propose to work through these practical details in consultation with the Ministers of Education, Health, and Finance over the coming months and am seeking delegation for detailed decisions.
- 29 Long-term evaluation of the Children's Teams had been planned and was noted by Cabinet [SOC-18-MIN-0038 refers]. Given the future direction away from Children's Teams, I propose to cancel this evaluation.

### **Developing locally-owned early intervention approaches**

- 30 Locally-owned early intervention models will require decisions around how they are supported and how they operate in practice. Oranga Tamariki will work with partner agencies and NGOs in communities to develop a policy framework for a nationally coherent, localised approach to the delivery of evidence-based support to children and their families and whānau with early signs of need.
- 31 I intend for communities to be able to build early intervention approaches that are the right fit for the local context and that also align with work on related mechanisms and approaches, for example:
- 31.1 new approaches should build on the strengths and relationship networks in existing co-ordination models
  - 31.2 Oranga Tamariki is working to partner more closely with iwi, Māori and Pasifika organisations, and will be collaborating on a draft partnership approach in coming months. Oranga Tamariki will also work with Pacific stakeholders to ensure the right fit for their local context
  - 31.3 Whānau Ora works with whānau in need of early intervention and is currently under review with a report back due later in 2018. This will present opportunities to improve alignment

31.4 local co-ordination models will need to effectively link with relevant local, regional and national networks of service provision, including mechanisms to address incidents of family violence and mental health services.

32 I propose to report back to Cabinet in late 2019 on the future direction of approaches to co-ordinate early intervention with children and their families and whānau with early signs of need. This timing will ensure the future direction is well aligned with the following cross-agency work:

- Child and Youth Wellbeing Strategy and Oranga Tamariki Action Plan
- Oranga Tamariki partnering approach
- results of the Whānau Ora review
- work of the Joint Venture Family Violence and Sexual Violence
- results of the Mental Health and Addiction Inquiry.

### Consultation

33 This paper was prepared by Oranga Tamariki. The following agencies were consulted in the preparation of this paper: the Ministries of Health, Education, Justice, Social Development, and Youth Development; the Ministry of Business, Innovation and Employment; the Ministry of Housing and Urban Development; the Ministry for Pacific Peoples; the Ministry for Women; Te Puni Kōkiri; the Department of Corrections; the New Zealand Police; the Office of Disability Issues; the Accident Compensation Corporation; Inland Revenue; the Joint Venture Family Violence and Sexual Violence; the Tertiary Education Commission; the State Services Commission; the Treasury; the Policy Advisory Group, the Child Wellbeing Unit and the Child Poverty Unit at the Department of the Prime Minister and Cabinet and the Office of the Children's Commissioner.

### Financial implications

34

[REDACTED]

9(2)(g)(i)

35

[REDACTED]

9(2)(f)(iv)

### Legislative implications

36 No legislative changes are proposed.

### Impact analysis

37 Impact analysis requirements do not apply.

## Human rights

- 38 The proposals in this paper are not inconsistent with the New Zealand Bill of Rights Act 1990 and the Human Rights Act 1993.

## Gender implications

- 39 Women are more likely to be the primary caregivers for children and young people and therefore are more likely to be impacted by the proposals set out in this paper. Implementation will look to ensure that support provided to families and whānau remains consistent, if not improved, from the status quo.

## Disability perspective

- 40 The locally-led co-ordination of services to support children and young people with early signs of need will continue to support improved outcomes for disabled children and young people.

## Publicity

41

[REDACTED]

9(2)(g)(i)

## Proactive release

42

[REDACTED]

9(2)(g)(i)

## Recommendations

- 43 The Minister for Children recommends that the Committee:

- 1 **note** that the Children's Teams, established by Cabinet [CAB Min (12) 34/9 refers], co-ordinate a cross-agency response in local communities for children at risk of harm
- 2 **note** that there are significant challenges with the sustainability and scalability of the model currently established within ten District Health Board regions
- 3 **agree** to a gradual transition away from the Children's Teams model to locally-owned approaches over the next two years
- 4 **note** that new locally-owned approaches will bring together the right agencies and partners (including NGO, iwi, Māori and Pasifika organisations) to support children and their families and whānau who require a community response to address early signs of need
- 5 **agree** to delegate detailed decisions on the transition away from the Children's Team model to the Minister for Children, in consultation with the Ministers of Education, Health, and Finance

6 **note** that a long-term evaluation of the Children's Teams planned and noted by Cabinet [SOC-18-MIN-0038 refers] will be cancelled

7

[REDACTED] 9(2)(g)(i)

8

[REDACTED] 9(2)(g)(i)

9 **note** that Oranga Tamariki will over time, develop a stronger role in early intervention, in line with the direction to be set by the first Child and Youth Wellbeing Strategy and to be covered in the Oranga Tamariki Action Plan

10 **invite** the Minister for Children to report back in late 2019 on the future direction of approaches to co-ordinate early intervention for children and their families and whānau with early signs of need.

Authorised for lodgement

Hon Tracey Martin

Minister for Children

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## Appendix A: The Children's Team model

- 44 The Children's Team approach co-ordinates cross-agency responses to help and support children and young people who are at risk of abuse or neglect.
- 45 There are Children's Teams in 10 regions; Te Tai Tokerau, Counties Manukau, Hamilton, Eastern Bay of Plenty, Tairāwhiti, Rotorua, Whanganui, Horowhenua/Ōtaki, Marlborough and Canterbury.
- 46 The Children's Team approach is based on international evidence of what works best with vulnerable tamariki and whānau, and is consistent with initiatives for vulnerable populations across the western world. This approach includes:
- child-centred, whānau focused approach led by a co-ordinator/lead professional
  - identification of child and family needs across all areas of wellbeing
  - a single plan of shared action for all agencies and non-government organisations (NGOs)
  - reporting on outcomes for the child and family.
- 47 Through this approach, a Lead Professional is allocated to act as the main point of contact and to co-ordinate actions for a tamariki or rangatahi and their whānau. Lead Professionals come from, and remain employed by, partner agencies or NGOs. They bring together local professionals and practitioners to form a Child's Action Network, who:
- assess all of the child's (and family's) needs through a Tuituia Assessment
  - develop a single Child's Plan
  - engage the required services
  - monitor progress.
- 48 All professionals engaged in the Children's Team approach have access to ViKI, a web-based system that allows frontline staff to securely make referrals and securely share information about tamariki and families and whānau.
- 49 Until 1 April 2017, when the Children's Teams became part of Oranga Tamariki – Ministry for Children, they were an independent, cross agency initiative resourced by partner agencies and reporting to the Vulnerable Children's Board. Children's Teams still rely on resourcing from partner agencies for lead professionals, panel and local governance group members, as well as services.

## Appendix B: Children's Teams Evaluation – Summary Report

### Evaluation undertaken

- 50 Evaluation findings were synthesised from a range of data sources, including a comprehensive analysis of site based monitoring data from the ViKI system, interviews with 26 stakeholders (lead professionals, community partners and Oranga Tamariki staff), interviews with 13 whānau participants, and a review of findings from earlier evaluation reports on aspects of the Children's Teams model. These reports include a 2014 evaluation of the Children's Teams design and early implementation, an in-depth 2016 process evaluation of the Hamilton site, and other reviews of the operating model and ViKI system.
- 51 The past and present evaluations have applied best-practice methods and encompassed engagement with a significant number of cross-agency stakeholders. There has been strong alignment of themes arising across all evaluations, focused on the implementation and structural challenges to the model.
- 52 Given potential changes to the Children's Teams approach associated with the new Oranga Tamariki operating model, a proposed impact evaluation had been deferred.

### Executive summary

*Children's Teams are a community-based initiative, designed to support tamariki and whānau in need of support*

- 53 This report summarises the findings of an evaluation exploring the implementation and operation of three Children's Teams - Canterbury, Horowhenua/Ōtaki and Rotorua. Inputs to this summary report include: two prior Evidence Centre evaluation reports, based on qualitative interviews with key stakeholders, and whānau currently or previously involved with the teams; monitoring data relating to the timeliness of key Children's Teams processes, along with referral and transition information; and findings from past evaluation reports.
- 54 Since their establishment, a total of 2171 referrals have been made to the three evaluation sites. Most of these referrals (82%) were subsequently accepted by Children's Teams. As of April 2018, 460 tamariki were still engaged, while 1327 had transitioned from the teams. Of those no longer engaged, 46% had a planned exit, 15% were escalated to a statutory care and protection response, 17% disengaged, and 21% had some other exit status. On average, tamariki with a planned exit engaged with Children's Teams for just over a year.

*Whānau and stakeholders support the concept of Children's Teams*

- 55 Feedback suggests that the fundamental concept of the Children's Teams model is sound, particularly the direct support provided to whānau by Lead Professionals. Whānau reported an excellent experience with the teams overall, which was associated with relationship-based support and enhanced access to required services. Stakeholders also acknowledged these areas of strength, and expressed strong conceptual support for the model.

### *There are structural barriers to delivering the model*

- 56 Beyond front-line engagement, feedback from stakeholders highlights several challenges to successfully delivering the Children's Teams approach. Stakeholders identified implementation, process and community-level issues, which constitute structural barriers to the teams' successful operation, and challenge their ability to support tamariki and whānau. Many of these findings are reflected in past evaluation reports and monitoring data.

### *Feedback indicates a new Children's Teams operating model could be introduced*

- 57 Overall, this feedback highlights opportunities to improve how Children's Teams function and indicates introducing a new operating model would be beneficial. This model should be responsive to the range of structural barriers identified. Efforts to undertake this work can be usefully informed by the following success principles, identified through this evaluation. These principles also highlight key lessons from Children's Teams, which can contribute to developing a new Oranga Tamariki early intervention function.

## **Success principles**

### *Designing, implementing and supporting collaboration*

- Communities must be committed and ready to engage in collaboration.
- The implementation and design of collaborative approaches should be led by local communities.
- Cross-agency contract arrangements should reflect and facilitate collaboration.

### *Investing in communities*

- Cross-agency investment in services for vulnerable tamariki and whānau is required.
- Providing adequate resourcing is central to effectiveness and sustainability.
- Cross-agency capability and capacity building within the children's workforce is required.

### *Supporting whānau*

- Support should be whānau-centred, relationship-based and empowering.
- Whānau benefit from timely access to required supports.
- The relationship between, and respective thresholds of, statutory responses and community-based preventative approaches must be clear.
- Enabling functions (including the referral process, assessment tool and case management system) should support, rather than challenge, work with whānau.
- Collaborative approaches must be culturally responsive and support the wellbeing of tamariki Māori and their whānau.
- The process of transitioning whānau from Children's Teams should balance meeting their needs and the risk of creating dependency.

### *Roles and responsibilities*

- Having a key person lead a team working with whānau is important; these professionals must be competent and supported in their work.

58 All success principles identified have the potential to support future work; however, it is worth acknowledging their relative importance. In particular, this evaluation and others identify on-going challenges to the model's sustainability associated with the Children's Teams implementation process. In particular, a need for appropriate balance between local and national ownership has been highlighted. This finding is a key lesson for Oranga Tamariki.

59 Ensuring future design work considers lessons from Children's Teams will support efforts to deliver effective early intervention services. This work is especially important given the Oranga Tamariki commitment to valuing the wellbeing of tamariki, and supporting them to thrive in loving whānau and communities.

### **Publication**

60 Copies of the summary report are available on request. The publication and any publicity around the evaluation will be co-ordinated by the Office of the Minister for Children in line with new announcements in this space.

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# Cabinet Social Wellbeing Committee

## Minute of Decision

*This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.*

### Transforming Our Response to Children and Young People at Risk of Harm: Children's Teams

Portfolio Children

On 28 November 2018, the Cabinet Social Wellbeing Committee:

- 1 **noted** that the Children's Teams were established by the previous government to co-ordinate a cross-agency response in local communities for children at risk of harm [CAB Min (12) 34/9];
- 2 **noted** that there are significant challenges with the sustainability and scalability of the model currently established within ten District Health Board regions;
- 3 **agreed** to a gradual transition away from the Children's Teams model to locally-owned approaches over the next two years;
- 4 **noted** that new locally-owned approaches will bring together the right agencies and partners (including non-governmental organisations, iwi, Māori and Pasifika organisations) to support children and their families and whānau who require a community response to address early signs of need;
- 5 **authorised** the Minister for Children, in consultation with the Ministers of Education, Health, and Finance, to take decisions on the transition from the Children's Team model;
- 6 **noted** that a long-term evaluation of the Children's Teams planned and noted by the previous government [SOC-17-MIN-0038] will be cancelled;
- 7  9(2)(g)(i)
- 8  9(2)(g)(i)
- 9 **noted** that Oranga Tamariki will, over time, develop a stronger role in early intervention, in line with the direction to be set by the first Child and Youth Wellbeing Strategy and to be covered in the Oranga Tamariki Action Plan;

- 10 **invited** the Minister for Children to report back to the Cabinet Social Wellbeing Committee in late 2019 on the future direction of approaches to co-ordinate early intervention for children and their families and whānau with early signs of need.

Jenny Vickers  
Committee Secretary

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**Present:**

Hon Kelvin Davis  
Hon Grant Robertson  
Hon Phil Twyford  
Hon Chris Hipkins  
Hon Andrew Little  
Hon Carmel Sepuloni (Chair)  
Hon Dr David Clark  
Hon Nanaia Mahuta  
Hon Stuart Nash  
Hon Jenny Salesa  
Hon Tracey Martin  
Hon Peeni Henare  
Hon Willie Jackson  
Hon Aupito William Sio  
Hon James Shaw  
Hon Julie Anne Genter  
Jan Logie, MP

**Hard-copy distribution:**

Minister for Children

**Officials present from:**

Office of the Prime Minister  
Department of the Prime Minister and Cabinet  
Office of the Chair of SWC  
Oranga Tamariki–Ministry for Children  
Officials Committee for SWC

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