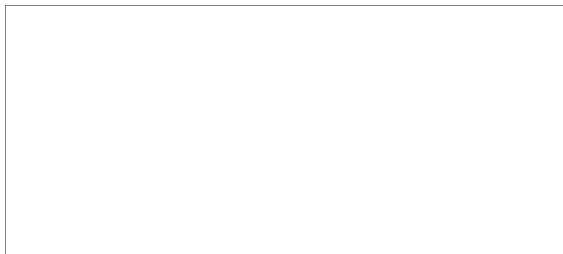




**MINISTRY OF SOCIAL  
DEVELOPMENT**

TE MANATŪ WHAKAHIATO ORA

12 AUG 2016



On 1 July 2016, you emailed the Ministry requesting, under the Official Information Act 1982, the following information:

- *Describe the change that took place in the intake stage notification assessment practice after the Office of the Chief Social Work review CYF social worker caseload including the intake process in 2014.*

The needs of children, young people and their families are becoming increasingly complex and there has been a large increase in the reported number of notifications to Child, Youth and Family in recent years.

The Chief Social Worker initiated the *Social Worker Workload and Casework Review*, at the request of the Chief Executive to ensure that Child, Youth and Family had a comprehensive understanding of the ways in which the organisation could further improve its services to children and young people. The review outlined the work social workers do, how they do it, and asks if the organisation is working with the right children and young people in the right way. The review is publically available at: [www.msd.govt.nz/documents/about-msd-and-our-work/newsroom/media-releases/2014/workload-and-casework-review.pdf](http://www.msd.govt.nz/documents/about-msd-and-our-work/newsroom/media-releases/2014/workload-and-casework-review.pdf)

The second recommendation of the Review relates to the change that took place in the intake stage notification assessment practice. The recommendation was:

*'Re-visit the current intake structure, design and practices, and to build stronger expectations and guidelines for pro-active information gathering, conversations and collaboration at all key decision points, including direct engagement with children and young people, whānau and caregivers, as well as with Health, Education and other relevant agencies.'*

In order to begin addressing the recommendations outlined in the Qualitative Review the Immediate Response project was initiated to assist in improving the quality of social work practice within Child, Youth and Family. The key work streams in the Immediate Response Project were identified by the Public Service Association (PSA) and Child, Youth and Family. The project targeted actions that would deliver fast improvements. As planned, the project completed actions on all work streams in December 2014.

Work streams 1, 3 and 4 of the Immediate Response Project related to the intake stage notification assessment practice:

- **Workstream 1:** The decision response tool used by the contact centre and sites to assess the appropriate response to a Report of Concern was improved.

The revised decision response tool is a reference and guide to responding to Reports of Concern for Contact Centre staff and those at Child, Youth and Family sites. It was trialled in the National Contact Centre and at several sites from September 2014. The revised tool was available in final form to the National Contact Centre in December 2014 and to all sites by February 2015.

Importantly, the revised decision response tool helps ensure Child, Youth and Family are working with the right children and young people in the right ways. It is underpinned by the principle that no single agency alone can protect vulnerable children. It provides greater clarity and guidelines for social workers and referring agencies as it enhances decision-making by giving broader access to information. The content of the revised tool encourages all users to explore alternative supports or interventions before the decision is made that it requires a statutory response.

The practice centre is a practice resource for Child, Youth and Family. The revised intake decision response tool is publically available here: [www.practicecentre.cyf.govt.nz/policy/assessment-and-decision-making/resources/intake-decision-response-tool.html](http://www.practicecentre.cyf.govt.nz/policy/assessment-and-decision-making/resources/intake-decision-response-tool.html).

For comparison, please find enclosed a copy of the decision response tool used prior to February 2015.

- **Workstream 3:** Since July 2014, information received by fax or email that does not need further action (NFA), and is not progressed to notification, is no longer sent to sites. The National Contact Center is now handling the creation and management of these records.
- **Workstream 4:** A new Report of Concern template was developed. The aim was to change notifier behavior. The work stream involved Child Youth and Family working with Police, Health and Education to improve their understanding of Child, Youth and Family's information requirements at the point of intake, and improve the quality of information provided. Prior to this agencies had developed their own templates for use by their staff.

The new template has been rolled out to health and education sectors. Child, Youth and Family still encourage referrals to be made by telephone wherever possible, but the template can be provided to professionals who need to make a written referral to Child, Youth and Family as part of their internal processes. A copy of the template is enclosed.

- *Provide copies of all briefings, reports, aide memoires, advice written by the Chief Social Worker's office and/or Ministry of Social Development in regards to the findings and recommendations of the CYF social worker caseload review.*
- *Provide copies of all briefings, reports, aide memoires, and advice written by the Chief Social Worker's office and/or the Ministry of Social Development mentioning changes to the intake stage notification assessment practice after the review.*

Your request for copies of all briefings, reports, aide memoires, and advice is very broad and substantial manual collation would be required to locate and prepare all documents within scope of your request. As such I refuse your request under section 18(f) of the Official Information Act. The greater public interest is in the effective and efficient administration of the public service.

I have considered whether the Ministry would be able to respond to your request given extra time, or the ability to charge for the information requested. I have concluded that, in either case, the Ministry's ability to undertake its work would still be prejudiced.

In addition to the documents that are publically available and to satisfy the public interest in relation to the information you have requested, the Ministry is able to provide you with 14 key documents relating to the Immediate Response Project that followed the review.

The documents in the table overleaf are released to you in full with the exception of some names being withheld under section 9(2)(a) of the Official Information Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

I hope you find this information relating to the Social Worker Workload and Casework Review helpful. You have the right to seek an investigation and review of my response by the Ombudsman, whose address for contact purposes is:

The Ombudsman  
Office of the Ombudsman  
PO Box 10-152  
WELLINGTON 6143

Yours sincerely

A handwritten signature in black ink, appearing to read 'Murray Edridge', written over a horizontal line.

Murray Edridge  
**Deputy Chief Executive**  
Child, Youth and Family

<b>Document</b>
<i>Immediate Response to the Child, Youth and Family Qualitative Review – Six Month Action Plan</i> , dated 23 June 2014.
Aide-Memoire for Hon Paula Bennett, Minister for Social Development, <i>Workload and Casework Review – Six Month Immediate Response Project Current Status and Achievements</i> , dated 28 July 2014
Draft <i>Workload and Casework Review – Six Month Immediate Response Project Current Status and Achievements</i> – 25 July 2014
Aide-Memoire for Hon Paula Bennett, Minister for Social Development, <i>Workload and Casework Review – Six Month Immediate Response Project Current Status and Achievement</i> , dated 21 August 2016
Draft <i>Workload and Casework Review – Six Month Immediate Response Project Current Status and Achievements</i> – 15 August 2014
Memo to The Office of the Minister of Social Development, <i>Workload and Casework Review – Six Month Immediate Response Project Current Status and Achievements</i> , dated 18 September 2014
<i>Workload and Casework Review – Six Month Immediate Response Project Current Status and Achievements –18 September 2014</i>
Aide-Memoire for Hon Anne Tolley, Minister for Social Development, <i>Workload and Casework Review – Six Month Immediate Response Project Current Status and Achievements</i> , dated 18 October 2014
<i>Workload and Casework Review – Six Month Immediate Response Project Current Status and Achievements –16 September to 16 October 2014</i>
Aide-Memoire for Hon Anne Tolley, Minister for Social Development, <i>Workload and Casework Review – Six Month Immediate Response Project Current Status and Achievements</i> , dated 21 November 2014
<i>Workload and Casework Review – Six Month Immediate Response Project Current Status and Achievements for the period 16 October to 14 November 2014</i>
Draft <i>Workload and Casework Review – Six Month Immediate Response Project Final Close Out Report</i>
<i>Report of Concern template</i> developed in work stream four of the Immediate Response Project
A copy of the <i>decision response tool</i> used prior to the revised decision response tool being developed



# Immediate Response to the Child, Youth and Family Qualitative Review – Six Month Action Plan

## Context

The qualitative review of social worker caseloads, case work and workload management was released on 28 May 2014. The review identified key areas for change and improvement in systems and practice in order to deliver better quality social work that makes a positive difference to the lives of our most vulnerable children and young people.

## Trigger

In order to begin addressing the recommendations outlined in the Qualitative Review a six month action plan is required as an immediate response to assist in improving the quality of social work practice within Child, Youth and Family.

## Question

What will the six month action plan deliver?

## What?

Improving outcomes for vulnerable children and young people is at the heart of this work.

The scope is the immediate action's to improve the quality of social work practice within Child, Youth and Family

The key components are:

1. Review of intake practices and processes
2. KPI's for completing a safety and risk screen
3. NFA's
4. Change notifier behaviour
5. Social Worker and supervisor caseload management, monitoring and increased staffing
6. Free up social worker and supervisor time
7. Centralise completion of Track 4 reports
8. Review CYRAS recording to streamline and reduce duplication and refresh practice guidance.
9. iPad and iPhone roll out
10. Increase leadership capability of site/YJ/residence managers.

This project forms part of the Modernisation Programme of work.

The longer-term actions of the Qualitative Review will be part of the Modernisation Programme.

## How?

We will:

- group the ten work streams into an integrated plan
- focus on delivering and embedding changes within a six month timeframe
- test any changes with Child, Youth and Family Operations
- refine and implement changes across Child, Youth and Family.
- Monitor and review the changes once implemented.

We will manage risks and ensure links are made to other relevant initiatives through the Child, Youth and Family governance structures.

We will utilise the Ministry of Social Development's Risk Management Framework.

We will communicate regularly with our staff.

We will keep our key practice stakeholders informed. Including the Care Forum, OCC and SWRB.

We will monitor changes against success measures.

We will provide a monthly report.

## Costs

We will work across the Ministry of Social Development to scope any cost required to implement the integrated plan and link with the Modernisation Programme.

## Who?

A small, dedicated project team, made up of staff from Operations, National Contact Centre and Policy, will be off-lined to deliver this work under the General Manager Care and Protection Support. Project management assistance will be provided. The project team will be co-located at the national office of Child, Youth and Family.

We will draw on the skills and expertise of staff from across the Ministry of Social Development to help us with this work, including:

- frontline managers and staff
- OCSW
- Māori Leadership and Governance Group
- Legal Services
- Finance
- IT
- Human Resources

We will consult with key stakeholders and already established reference groups:

- PSA
- Health
- Education
- Police

## When? (indicative timeframes only)

Off-line the project team.	June – December 2014
Complete six month plan.	June 2014
1. Implement a revised Decision Response Tool.	September – December 2014
2. Change criticality timeframe KPI's for completing safety and risk screens, including reporting.	July – September 2014
3. Implement a revised NFA (no further action required) process for National Contact Centre to sites.	July – August 2014
4. Implement a process to assist in changing notifier (Health, Education and Police) behaviour.	July – December 2014
5. Implement a system to report and monitor social worker and supervisor caseload levels. Staffing levels are increased.	July – November 2014
6. Decision paper on social worker, supervisor and social work resource assistant (SWRA) roles. Including geographical gaps in availability of SWRA roles and any resourcing implications.	June – September 2014
7. Implement process for the centralisation of Track 4 reports.	July – December 2014
8. Review of CYRAS recording issues and implementation of changes as required.	October – December 2014
9. iPad and iPhone rollout.	July – November 2014
10. All site/YJ/residence managers have attended two of the three MSD - wide leadership capability workshops on change management, partnering, motivating people and tackling tough issues by December 2014. The third MSD workshop will be delivered early 2015.	June – December 2014

## To date we have:

- Established the project team – made up of Operations, National Contact Centre and Policy.
- Reviewed the current NFA process at the National Contact Centre.
- Reviewed Social Worker caseloads with over 21 cases and identified issues and corresponding actions.
- Sent an electronic survey to all staff seeking feedback on how to free up social worker and supervisor time.
- Purchased iPads and iPhones and begun planning deployment.
- Received approval for the change in criticality timeframe KPI's for completing safety and risk screens.
- Completed the first series of MSD-wide leadership workshops.

# aide-mémoire



**MINISTRY OF SOCIAL  
DEVELOPMENT**  
TE MANATŪ WHAKAHIATO ORA

**Date:** 28 July 2014 **Security Level:** In Confidence  
**For:** Hon Paula Bennett, Minister for Social Development  
**File Reference:** REP/14/7/659

## Workload and Casework Review – Six Month Immediate Response Project Current Status and Achievements

<b>Purpose</b>	<p>This aide-memoire attaches a project update for July on the Six Month Immediate Response Project.</p> <p>We are also seeking your feedback on the suitability of this template for our monthly reporting on this work.</p> <p>Also attached is information on the 85 new positions in Child, Youth and Family nationwide, including:</p> <ul style="list-style-type: none"><li>• a table showing the geographic distribution of the new positions.</li></ul>
<b>Key milestones</b>	<p>All workstreams are on track to achieve milestones, and key milestones have been achieved for some workstreams:</p> <ul style="list-style-type: none"><li>• The criticality timeframe Key Performance Indicator (KPI) for completing the safety and risk screen has been changed, effective from 1 July 2014 (Workstream 2)</li><li>• Faxed and emailed no further action (NFA) reports are no longer referred to site (Workstream 3)</li><li>• Social worker caseloads over 20 have been reviewed (Workstream 5)</li><li>• Survey of CYF staff about re-directing tasks away from social workers has been completed and analysed (Workstream 6)</li><li>• iPads and iPhones have been purchased, and technology champions identified (Workstream 9).</li></ul>
<b>Next steps</b>	<p>Key milestones coming up over the next three months include:</p> <ul style="list-style-type: none"><li>• August 2014 – full implementation of Workstream 3 (NFA cases are not be referred by fax to sites)</li><li>• September 2014 – decisions made on centralisation of s131a Court reports (Workstream 7)</li><li>• October 2014 – first KPI report available (Workstream 2)</li><li>• October 2014 – decision made on CYRAS changes to improve practice (Workstream 8).</li></ul> <p>We will provide an update in August, which will incorporate any feedback you have on the reporting template.</p>

# Draft Workload and Casework Review – Six Month Immediate Response Project

## Current Status and Achievements – 25 July 2014

The qualitative review of social worker caseloads, casework and workload management was released on 28 May 2014. The review identified key areas for change and improvement in systems and practice in order to improve outcomes for our most vulnerable mokopuna by supporting quality social work practice. The key workstreams in the Immediate Response Project were identified by the PSA and Child, Youth and Family (CYF).

Key:   In progress   Complete

<div>Workstream 1 – Review of intake practice by revising Decision Response Tool</div> <table><tr><td>Benefits</td><td><ul style="list-style-type: none"><li>Reports of concern about mokopuna will follow a more robust decision making process</li></ul></td></tr><tr><td>Highlights for Reporting Period</td><td><ul style="list-style-type: none"><li>A revised version of the Decision Response Tool (DRT) is under development</li><li>Consulting with frontline staff on strengthening consistency meetings and pathway rationale</li></ul></td></tr><tr><td>Milestones</td><td><ul style="list-style-type: none"><li>On track to achieve milestones:<ul style="list-style-type: none"><li>approval of revised DRT November 2014</li><li>implementation of revised DRT December 2014</li></ul></li></ul></td></tr><tr><td>Next Steps</td><td><ul style="list-style-type: none"><li>Develop a recommended approach for the Tool going forward</li></ul></td></tr></table>	Benefits	<ul style="list-style-type: none"><li>Reports 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# aide-mémoire



**MINISTRY OF SOCIAL  
DEVELOPMENT**  
TE MANATŪ WHAKAHIATO ORA

**Date:** 21 August 2014 **Security Level:** In Confidence  
**For:** Hon Paula Bennett, Minister for Social Development  
**File Reference:** REP/14/7/659

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## **Workload and Casework Review – Six Month Immediate Response Project Current Status and Achievements**

<b>Purpose</b>	<p>This aide-memoire attaches a project update for August on the Six Month Immediate Response Project.</p> <p>We are also seeking your feedback on the suitability of this template for our monthly reporting on this work.</p>
<b>Key milestones</b>	<p>Two workstreams have been completed:</p> <ul style="list-style-type: none"><li>• The criticality timeframe Key Performance Indicator (KPI) for completing the safety and risk screen has been changed, effective from 1 July 2014 (Workstream two)</li><li>• Faxed and emailed no further action (NFA) reports are no longer referred to site (Workstream three)</li></ul> <p>All eight remaining workstreams are on track to achieve milestones:</p> <ul style="list-style-type: none"><li>• Draft Decision Response Tool completed and ready to be trialled (Workstream one)</li><li>• Identification of two IT changes that could significantly reduce social work administration tasks (Workstream eight)</li><li>• iPads and iPhones are in the process of being rolled out with Manurewa and Clendon sites receiving the devices week beginning 11 August 2014 (Workstream 9).</li></ul>
<b>Next steps</b>	<p>Key milestones coming up over the next two months include:</p> <ul style="list-style-type: none"><li>• September 2014 – trial of the draft Decision Response Tool (Workstream 1)</li><li>• September 2014 – decisions made on centralisation of s131a Court reports (Workstream 7)</li><li>• October 2014 – first KPI report available (Workstream 2)</li></ul> <p>We will provide an update in September, which will incorporate any feedback you have on the reporting template.</p>

## Draft Workload and Casework Review – Six Month Immediate Response Project

### Current Status and Achievements – 15 August 2014

The qualitative review of social worker caseloads, casework and workload management was released on 28 May 2014. The review identified key areas for change and improvement in systems and practice in order to improve outcomes for our most vulnerable mokopuna by supporting quality social work practice. The key workstreams in the Immediate Response Project were identified by the PSA and Child, Youth and Family (CYF). These workstreams are to be completed by 20 December 2014.

Key: In progress   Complete  

Workstream 1 – Review of intake practice by revising Decision Response Tool	
Benefits	<ul style="list-style-type: none"> <li>Reports of concern about mokopuna will follow a more robust decision making process</li> </ul>
Highlights for Reporting Period	<ul style="list-style-type: none"> <li>Survey and staff consultation analysis completed regarding consistency meetings and pathway rationale</li> <li>Draft Decision Response Tool completed and ready for further consultation.</li> </ul>
Milestones	<ul style="list-style-type: none"> <li>On track to achieve milestones:                             <ul style="list-style-type: none"> <li>approval of revised DRT November 2014</li> <li>Implementation of revised DRT December 2014</li> </ul> </li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>Trial the revised Decision Response Tool at the National Contact Centre (NCC) and at selected sites</li> </ul>

Workstream 2 – Criticality timeframe KPI change for completing safety and risk screen	
Benefits	<ul style="list-style-type: none"> <li>Increased opportunity for face to face contact with mokopuna and whānau</li> <li>Increased quality of safety and risk screens for mokopuna</li> </ul>
Highlights for Reporting Period	<ul style="list-style-type: none"> <li>Changes to criticality timeframe KPIs made – effective from 1 July 2014</li> <li>Changes to reporting system currently underway – goes live October 2014</li> </ul>
Milestones	<ul style="list-style-type: none"> <li>Minister approved the changes in criticality timeframe</li> <li>Changes communicated to frontline staff</li> </ul>
Next Steps	First KPI report available October 2014

Workstream 3 – NFA cases are not to be referred by fax to sites	
Benefits	<ul style="list-style-type: none"> <li>Reduction in unnecessary administration time spent processing no further action (NFA) responses</li> <li>Increased consistency in management of NFAs</li> </ul>
Highlights for Reporting Period	<ul style="list-style-type: none"> <li>Positive staff response to changes made to the NFA process at NCC</li> </ul>
Milestones	<ul style="list-style-type: none"> <li>Approximately 35 faxed and emailed NFA reports per week are no longer referred to site</li> <li>Practice Centre updated</li> <li>Change communicated to frontline staff</li> <li>Implementation in August 2014</li> </ul>
Next Steps	No further actions required

Workstream 4 – Review Police, Health and Education notifier behaviour	
Benefits	<ul style="list-style-type: none"> <li>Key stakeholders have increased understanding of CYF information required at point of Intake</li> <li>Streamlined process for information gathering supporting robust decision-making at intake</li> </ul>
Highlights for Reporting Period	<ul style="list-style-type: none"> <li>Initial meetings held with Health, Education and Police</li> <li>Children's Team group have agreed to use the new report of concern template</li> </ul>
Milestones	<ul style="list-style-type: none"> <li>On track to achieve milestones:                             <ul style="list-style-type: none"> <li>consultation and focus groups held at National Call Centre</li> <li>decision on revised notification process to NCC for Police, Health and Education – December 2014</li> </ul> </li> </ul>
Next Steps	Draft new Report of Concern template for feedback

Workstream 5 – Caseload monitoring and management	
Benefits	<ul style="list-style-type: none"> <li>Manageable caseloads will:                             <ul style="list-style-type: none"> <li>increase time spent with mokopuna and whānau</li> <li>improve the quality of social work practice</li> </ul> </li> <li>Increased practice support by supervisors</li> </ul>
Highlights for Reporting Period	<ul style="list-style-type: none"> <li>Initial set of caseload data sent to regions to begin monitoring process</li> </ul>
Milestones	<ul style="list-style-type: none"> <li>Business request under development to allow the type of cases within a caseload to be easily viewed within Te Pakoro</li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>Draft monitoring advice communications</li> <li>Develop management plan template</li> <li>Continued monthly reporting on progress to manage and monitor caseloads over 20</li> </ul>

Workstream 6 – Clarifying frontline staff roles and reviewing support staff resourcing	
Benefits	<ul style="list-style-type: none"> <li>Increased opportunities for social workers to engage with mokopuna and whānau</li> </ul>
Highlights for Reporting Period	<ul style="list-style-type: none"> <li>Initial discussion with PSA and agreement to work together on this workstream</li> <li>Continued consultation with key internal stakeholders regarding tasks that could be routinely completed by Social Work Resource Assistants (SWRAs) and Administration Support staff.</li> </ul>
Milestones	<ul style="list-style-type: none"> <li>On track to achieve milestones: clarification on tasks that can routinely be carried out by SWRA's to support frontline social workers – October 2014</li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>Meeting with PSA to clarify linkages with the Administration Review</li> <li>Clarify tasks that can be redirected from social work roles to SWRAs</li> </ul>

Workstream 7 – Review and centralisation of track four (s131a) reports to Courts	
Benefits	<ul style="list-style-type: none"> <li>Increased opportunity for engagement with mokopuna and whānau by centralising s131a Court reports</li> <li>Reports provided to the Court will be of a consistent standard</li> </ul>
Highlights for Reporting Period	<ul style="list-style-type: none"> <li>Feedback received from the Ministry of Justice on a process for centralisation</li> <li>First draft of best practice guide presented to Judge Ryan for feedback</li> </ul>
Milestones	<ul style="list-style-type: none"> <li>On track to achieve milestones: decision on structure and process for centralisation of s131a reports – September 2014</li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>Decision on proposed centralisation structure and process going forward</li> </ul>

Workstream 8 – CYRAS recording	
Benefits	<ul style="list-style-type: none"> <li>Increased opportunities for face to face contact with mokopuna and whānau by streamlining recording processes</li> <li>Mokopuna focused recording practice</li> </ul>
Highlights for Reporting Period	<ul style="list-style-type: none"> <li>Completed analysis of survey and consultation regarding staff concerns with CYRAS recording</li> <li>Identification of three key IT changes that would significantly reduce social work administration tasks.</li> </ul>
Milestones	<ul style="list-style-type: none"> <li>Survey results received and collated</li> <li>First business request under development for CYRAS changes</li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>Continue to work with IT to ensure required changes are prioritised</li> <li>Development of a single template within CYRAS for referrals</li> </ul>

Workstream 9 – iPad and iPhone rollout	
Benefits	<ul style="list-style-type: none"> <li>Increased opportunities for social workers to engage with mokopuna and whānau</li> <li>Better quality recording</li> </ul>
Highlights for Reporting Period	<ul style="list-style-type: none"> <li>Training of site IT champions at Clendon and Manurewa sites</li> <li>National device roll-out schedule agreed</li> </ul>
Milestones	<ul style="list-style-type: none"> <li>Successful trial roll-out of devices at Clendon and Manurewa sites.</li> <li>IT champion training and device roll-out booked for the Auckland region</li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>IT champion training and device roll-out for Midlands and Te Tai Tokerau regions</li> <li>Roll out complete – December 2014</li> </ul>

Workstream 10 – CYF leadership capability	
Benefits	<ul style="list-style-type: none"> <li>Improved leadership skill of frontline managers</li> <li>Improved site performance</li> </ul>
Highlights for Reporting Period	<ul style="list-style-type: none"> <li>Management collegial support groups have been established in each town/city with a mix of managers from each of the MSD service lines</li> <li>79 CYF frontline managers are enrolled on the leadership training</li> </ul>
Milestones	<ul style="list-style-type: none"> <li>Ten of the 19 workshops to be delivered under the first wave have been completed</li> <li>To date, 39 Child, Youth and Family managers have participated in the training</li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>Final nine workshops to be completed by the end of September 2014</li> <li>Second wave of workshop to be delivered between October-December 2014</li> </ul>





# memo

Section 9(2)(a) Privacy of natural persons

To: [redacted] Private Secretary, The Office of the Minister of Social  
Development

From: Kellie Coombes, General Manager Care and Protection Support - Child  
Youth and Family

Date: 18 September 2014

Security level: IN CONFIDENCE

## Workload and Casework Review – Six Month Immediate Response Project Current Status and Achievements

### Purpose

This memorandum provides a project update for September on the Six Month Immediate Response Project (attached).

### Key Milestones

All eight remaining workstreams are on track to achieve milestones:

- Draft Decision Response Tool is currently being trialled at the National Contact Centre and at selected sites (workstream one)
- Caseload monitoring and management process developed and agreed with Operations (workstream five).
- 25 per cent of the iPads and iPhones have been rolled out to staff and 90 per cent of Technology Champions around the country have been trained.

### Next Steps

Key milestones coming up over the next two months include:

- October 2014 – revised Decision Response Tool completed and ready for implementation (workstream one)
- October 2014 – new referral template completed and ready to be launched to key partners (Workstream four)
- November 2014 – implementation plan and initial roll-out of the centralisation of section 131A and section 132 Summary Reports under the Care of Children Act 2004 (Workstream 7).

We will provide an update report in October.

## Workload and Casework Review – Six Month Immediate Response Project

### Current Status and Achievements – 18 September 2014

The qualitative review of social worker caseloads, casework and workload management was released on 28 May 2014. The review identified key areas for change and improvement in systems and practice in order to improve outcomes for our most vulnerable mokopuna by supporting quality social work practice. The key workstreams in the Immediate Response Project were identified by the PSA and Child, Youth and Family (CYF). These workstreams are to be completed by 20 December 2014.

Two workstreams have been completed: Workstream 2 - Critically timeframe KPI change for completing safety and risk screen  
Workstream 3 - NFA cases are not to be referred by fax to sites

Workstream 1 – Review of intake practice by revising Decision Response Tool	
Benefits	<ul style="list-style-type: none"> <li>• Reports of concern about mokopuna will follow a more robust decision making process</li> </ul>
Highlights for Reporting Period	<ul style="list-style-type: none"> <li>• Consultation feedback incorporated into the revised draft Decision Response Tool</li> <li>• Draft Decision Response Tool currently being trialled at the National Contact Centre (NCC) and at 7 selected sites</li> </ul>
Milestones	<ul style="list-style-type: none"> <li>• On track to achieve milestones: <ul style="list-style-type: none"> <li>- approval of revised DRT – November 2014</li> <li>- Implementation of revised DRT December 2014</li> </ul> </li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>• Revise draft Decision Response Tool as a result of feedback from trial – October 2014</li> <li>• Format confirmed – October 2014</li> </ul>

Workstream 4 – Review Police, Health and Education notifier behaviour	
Benefits	<ul style="list-style-type: none"> <li>• Key stakeholders have increased understanding of CYF information required at point of intake</li> <li>• Streamlined process for information gathering supporting robust decision-making at intake</li> </ul>
Highlights for Reporting Period	<ul style="list-style-type: none"> <li>• New CYF referral template drafted and distributed internally and to key external stakeholders for feedback</li> <li>• Discussions initiated with IT to include the template on the CYF website</li> </ul>
Milestones	<ul style="list-style-type: none"> <li>- Approval and sign off of the revised notification template and process to NCC for Police, Health and Education – December 2014</li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>• Revise draft referral template as a result of feedback – end of September 2014</li> <li>• Health Education and Police accept the new template – early October</li> <li>• External Implementation plan developed – early October 2014</li> <li>• Format confirmed – October 2014</li> </ul>

Workstream 5 – Caseload monitoring and management	
Benefits	<ul style="list-style-type: none"> <li>• Manageable caseloads will: <ul style="list-style-type: none"> <li>- increase time spent with mokopuna and whānau</li> <li>- improve the quality of social work practice</li> </ul> </li> <li>• Increased practice support by supervisors</li> </ul>
Highlights for Reporting Period	<ul style="list-style-type: none"> <li>• Monitoring process chart developed and agreed by Operations</li> <li>• IT Business Request (to allow the type of cases within a caseload to be easily viewed within Te Pākoro) developed and currently with IT for business case development and cost estimation</li> </ul>
Milestones	<ul style="list-style-type: none"> <li>• Business Case under development to allow the type of cases within a caseload to be easily viewed within Te Pākoro</li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>• Monitoring and management process for caseloads over 21 communicated to site staff and implemented by regions - October 2014</li> </ul>

Workstream 6 – Clarifying frontline staff roles and reviewing support staff resourcing	
Benefits	<ul style="list-style-type: none"> <li>• Increased opportunities for social worker to engage with mokopuna and whānau</li> </ul>
Highlights for Reporting Period	<ul style="list-style-type: none"> <li>• Meetings held with PSA to clarify the linkage and role of the Administration Review in regard to this workstream</li> <li>• Tasks identified that could be redirected from social work roles to SWRAs</li> <li>• Guidance on the clarification of SWRA role drafted and ready to be handed over to the Administration Working Party.</li> </ul>
Milestones	<ul style="list-style-type: none"> <li>• Milestone has changed - information provided from this workstream will be provided to the CYF/PSA Administration Working Party to assist in informing and clarifying tasks that can routinely be carried out by SWRA's to support frontline social workers – October 2014</li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>• Relevant information from the survey and consultation processes are to be provided to the Administration Working Party – September 2014</li> </ul>

Workstream 7 – Review and centralisation of track four (s131a) reports to Courts	
Benefits	<ul style="list-style-type: none"> <li>• Increased opportunity for engagement with mokopuna and whānau by centralising s131a Court reports</li> <li>• Reports provided to the Court will be of a consistent standard</li> </ul>
Highlights for Reporting Period	<ul style="list-style-type: none"> <li>• Decision paper drafted and submitted to CPLG and EXCOM for feedback</li> </ul>
Milestones	<ul style="list-style-type: none"> <li>• On track to achieve milestones decision on model for centralisation of s131a reports - September 2014</li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>• Decision made on centralisation model and costings – September/October 2014</li> </ul>

Workstream 8 – CYRAS recording	
Benefits	<ul style="list-style-type: none"> <li>• Increased opportunities for face to face contact with mokopuna and whānau by streamlining recording processes</li> <li>• Mokopuna focused recording practice</li> </ul>
Highlights for Reporting Period	<ul style="list-style-type: none"> <li>• Continued work with IT to ensure required business requirements are clear and changes are prioritised</li> <li>• High level funding requirements for the IT changes provided by IT</li> </ul>
Milestones	<ul style="list-style-type: none"> <li>• Four business requests for CYRAS changes developed and submitted to IT for estimation on cost and time resource requirements</li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>• Continue to work with IT to ensure required changes are prioritised and funding available</li> <li>• Work with regional practice advisors to organise CYRAS refresher training</li> </ul>

Workstream 9 – iPad and iPhone rollout	
Benefits	<ul style="list-style-type: none"> <li>• Increased opportunities for social workers to engage with mokopuna and whānau</li> <li>• Better quality recording</li> </ul>
Highlights for Reporting Period	<ul style="list-style-type: none"> <li>• Rollout to Ashburton staff brought forward and completed in response to the recent tragedy</li> <li>• 90% of Technology Champions around the country have been trained</li> </ul>
Milestones	<ul style="list-style-type: none"> <li>• Rollout underway - 25% of devices rolled out to date - <ul style="list-style-type: none"> <li>- Auckland Region - Waitakere, Westgate, Orewa</li> <li>- Te Tai Tokerau Region – all</li> <li>- Midlands – Whakatane, Tauranga</li> <li>- Central – Wellington Site, Hastings, Napier, Gisborne</li> <li>- Southern – all Canterbury sites</li> </ul> </li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>• Train the final 10% of Technology Champions</li> <li>• Next sites to roll out - Christchurch, Auckland, Midlands</li> <li>• Roll out complete – December 2014</li> </ul>

Workstream 10 – CYF leadership capability	
Benefits	<ul style="list-style-type: none"> <li>• Improved leadership skill of frontline managers</li> <li>• Improved site performance</li> </ul>
Highlights for Reporting Period	<ul style="list-style-type: none"> <li>• Positive feedback received from CYF managers on the impact of the workshops, including the benefits of interacting with other parts of the Ministry. Anecdotal feedback includes CYF managers feeling more connected to the wider ministry, more appreciated, and better informed of other service lines</li> </ul>
Milestones	<ul style="list-style-type: none"> <li>• Fourteen of the nineteen workshops have been completed</li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>• With the Ashburton tragedy, the workshops have been put on hold to enable managers to be with their teams, at this challenging time.</li> <li>• Design of the second set of workshops is underway.</li> <li>• The second wave of workshops is scheduled from October 21 - December 11, 2014</li> </ul>