



14 December 2022

Tēnā koe

On 30 May 2022, you emailed the Ministry of Social Development (the Ministry) requesting, under the Official Information Act 1982 (the Act), the following information:

- *Under the Official Information Act 1982 I request all information held by the Ministry in relation to policy analysis and advice in regard to policy issues relating to and leading up to the introduction of the Oversight of the Oranga Tamariki System and Children and Young People's Commission Bill that has not already been publicly released.*
- *As part of your response could you identify for me (and provide links to) all material relevant to the request that has been publicly released.*

On 14 June 2022, you agreed to limit the timeframe of your request to 1 January 2018 onwards.

On 29 June 2022, the Ministry emailed you to advise that more time was required to respond to your request as your request is for a large quantity of information, and it would take longer than the 20 working day time limit to collate the material requested and assess whether any interest might be prejudiced by its release.

Please find attached the following documents as **batch eight** in response to your request:

- REP/20/12/1229 – Report – *Strengthening Oversight of the Oranga Tamariki System Programme – Monthly Progress Update – November 2020*, dated 17 December 2020
- REP/21/1/002 – Cabinet Legislation Committee paper – *Children and Young People's Commission and Oversight of Oranga Tamariki System Bill: Request for Priority in the 2021 Legislation Programme*, dated January 2021

- REP/21/2/129 – Report – *Strengthening Oversight of the Oranga Tamariki System Programme – Monthly Progress Report – January 2021*, dated 17 February 2021
- REP/21/3/250 – Report – *Strengthening Oversight of the Oranga Tamariki System Programme – Monthly Progress Report – February 2021*, and attached appendix, dated 17 March 2021
- REP/21/4/371 – Report – *Strengthening Oversight of Oranga Tamariki System Programme – Monthly Progress Report – March 2021*, and attached appendix, dated 20 April 2021

You will note that some information is refused under section 9(2)(a) of the 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.

Some information is marked and withheld as 'out of scope' where it is not related to analysis or advice regarding the Oversight of the Oranga Tamariki System and Children and Young People's Commission Bill. I apologise that this was not communicated to you in the notification of decision on 29 November 2022.

The principles and purposes of the Official Information Act 1982 under which you made your request are:

- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and any attached documents available to the wider public. The Ministry will do this by publishing this letter and attachments on the Ministry's website. Your personal details will be deleted, and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response with us, please feel free to contact [OIA\\_Requests@msd.govt.nz](mailto:OIA_Requests@msd.govt.nz).

If you are not satisfied with this response regarding analysis and advice relating to the Oversight of Oranga Tamariki System and Children and Young People's Commission Bill, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or 0800 802 602.

Ngā mihi nui



PP

Christian Opetai  
**Policy Manager**  
**Child and Youth Policy**

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# Report

**Date:** 17 December 2020

**Security Level:** IN CONFIDENCE

**To:** Hon Carmel Sepuloni, Minister for Social Development and Employment

## Strengthening Oversight of the Oranga Tamariki System Programme – Monthly Progress Update – November 2020

### Purpose of the report

- 1 This report provides you with a progress update for the Strengthening Oversight of the Oranga Tamariki System Programme for the period ending 30 November 2020.
- 2 A summary of the key points of interest are included in this cover report with the full detail provided in the attached A3.

### Recommended actions

- 3 It is recommended that you:
  - 3.1 **note** the contents of this Strengthening Oversight of the Oranga Tamariki System Programme Monthly Progress Update for November 2020.

YES / NO

Arran Jones  
Executive Director, Independent Children's Monitor

16 December 2020

Date

Hon Carmel Sepuloni  
Minister for Social Development and Employment

Date

## Summary and key points of interest

### *Programme summary*

- 4 Programme status remains on track overall.
- 5 The Monitor's third and final report on Regulations 69 and 85 of the National Care Standards and Related Matters Regulations 2018 (NCS Regulations) was finalised and delivered to the Minister for Children on 26 November.
- 6 There was discussion with the Office of the Privacy Commissioner on the Monitor's draft Information Rules. The Office provided minor technical feedback and the rules were finalised in early December.
- 7 The Monitor piloted its assessment approach, with the first taking place in Horowhenua where the team visited the Oranga Tamariki site and met with rangatahi (facilitated by VOYCE Whakarongo Mai). The Hauraki pilot was undertaken with an Oranga Tamariki site visit and community engagement, and Monitor staff visited Oranga Tamariki Sites and Open Home Foundation in New Plymouth as part of the Taranaki pilot. Positive feedback has been received from Oranga Tamariki and Open Home Foundation about the engagement and in particular, the Monitor's tikanga.
- 8 The pilots have given the Monitor a better understanding of how the monitoring approach is applied, and how to work successfully with communities. A process evaluation has been completed, and the insights will inform our work programme as we continue to prepare for Phase 2 of the monitoring programme.

### *Policy workstream*

- 9 The Policy team held a series of workshops with Oranga Tamariki, the Office of the Children's Commissioner and the Office of the Ombudsman to seek their views on version 11 of the draft Bill.

### *Engagement and Communications*

- 10 Engagement with key agencies continues to progress well, with regular DCE level meetings with key partners occurring during the month.
- 11 A quarterly engagement meeting with the Office of the Children's Commissioner and the Office of the Ombudsman was held to align work programmes where possible and appropriate.

### *Māori Engagement*

- 12 An executive engagement was undertaken in New Plymouth with an introductory meeting with Tui Ora. Tui Ora is the largest community-based health and social services provider in Taranaki and are governed by a structure that represents eight Taranaki iwi.

### *Independent Children's Monitor monitoring and establishment workstreams*

#### *Monitoring Operations*

- 13 A workshop was held to discuss engagement processes with staff from Oranga Tamariki's National Office and sites for next year's monitoring visits. Staff from the Monitor also met with Oranga Tamariki's Partnering for Outcomes team to progress a process for the Monitor to be informed and kept updated with the range of agencies contracted to provide services to tamariki in care and whānau.

#### *Developing the Monitor's assessment approach*

- 14 Work progressed in conjunction with Oranga Tamariki on the development of measures to support the Monitor's outcomes framework. The Tactical Data Group met to begin identifying data sources for reporting against the NCS Regulations next year. Oranga Tamariki have confirmed that they lead this work, as they have an obligation to self-monitor compliance against the NCS Regulations. It is the Monitor's role to look at whether this self-monitoring is sufficient and also to validate the data and information. We will continue to work with Oranga Tamariki to complete this work and

identify the data that is needed, both for the measures, as well as to provide the Monitor with insights.

## **Appendices**

- Attached as Appendix One is the Monthly Progress Update A3 for November 2020.

File ref: REP/20/12/1229

Author: (Arran Jones, Executive Director, Independent Children's Monitor)

Responsible manager: (Stephen Crombie, Deputy Chief Executive, People and Capability)

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# Strengthening Oversight of the Oranga Tamariki System Programme | Monthly Progress Report for the Minister for Social Development | November 2020



## Programme summary:

	Previous	Current	Next
<b>Overall status</b>	G	G	G
	<ul style="list-style-type: none"> <li>Programme status continues to track <b>GREEN</b> overall.</li> <li>The Monitor's third and final report on Regulations 69 and 85 of the National Care Standards and Related Matters Regulations 2018 (NCS Regulations) was finalised and delivered to the Minister for Children on 26 November.</li> </ul>		
<b>Programme Management:</b>	<ul style="list-style-type: none"> <li>The Briefing on the Establishment and Operation of the Independent Children's Monitor was finalised and sent to your office this month.</li> </ul>		

## Engagement, Communications and Change

<b>Engagement:</b>	<ul style="list-style-type: none"> <li>Engagement with key agencies continues to progress well, with regular DCE level meetings with key partners occurring during the month.</li> <li>A quarterly engagement meeting with the Office of the Children's Commissioner and the Office of the Ombudsman was held to align work programmes where possible and appropriate.</li> <li>The Executive Director and staff met with the Office of the Privacy Commissioner to discuss the Monitor's draft interim Information Rules. The Office have provided minor technical feedback, and we expect the rules to be finalised soon.</li> </ul>
<b>Māori Engagement:</b>	<ul style="list-style-type: none"> <li>The Executive Director, Chief Monitor and Tamaki Manager had an introductory meeting with Tui Ora in New Plymouth. Tui Ora is the largest community-based health and social services provider in Taranaki and are governed by a structure that represents eight Taranaki iwi.</li> <li>Letters of introduction from the Executive Director and a request to meet were sent to Te Uri Settlement, Ngāti Toa and the Eastern Bay of Plenty Iwi Provider Alliance.</li> <li>The Kāhui Group met and the storyboard for the Monitor's animation was shared with them, as well as an update on the pilots.</li> </ul>
<b>Communications:</b>	<ul style="list-style-type: none"> <li>Work to develop an animation explaining the Monitor's role to help engage with tamariki and whānau continued. Feedback on the storyboard and image concepts was gathered from VOYCE Whakarongo Mai and in-person feedback sessions are being arranged with Dingwall Trust and Challenge 2000 to socialise the animation with tamariki.</li> </ul>

## Workstream summary:

Policy/Legislation	Phase 1 Independent Children's Monitor Monitoring/Operations	Phase 2/3 Independent Children's Monitor Assessment Framework and Operating Model
G	G	G
<ul style="list-style-type: none"> <li>The Policy team held a series of workshops with Oranga Tamariki, the Office of the Children's Commissioner and the Office of the Ombudsman to seek their views on version 11 of the draft Bill.</li> <li>A paper was provided to you seeking approval to consult interested parties on residual policy issues, the long-term home of the Monitor and the scope of broader system monitoring. Following your approval, consultation was undertaken in late November with the Department of the Prime Minister and Cabinet, Te Puni Kōkiri, the Public Service Commission, the Office of the Children's Commissioner, Oranga Tamariki and the Monitor's Kāhui Group.</li> <li>A paper with MSD's recommendations on these issues will be finalised in mid-December.</li> </ul>	<ul style="list-style-type: none"> <li>The Monitor's third report to the Minister for Children on Regulations 69 and 85 of the National Care Standards and Related Matters Regulations 2018 (NCS Regulations) was finalised and delivered to the Minister for Children on 26 November.</li> <li>This report is likely to be publicly released in late January once the agencies responses to the report have been received. This is the last report on Regulations 69 and 85 and ends the first stage of the phasing in of the monitoring process ahead of the commencement of phase 2 from December 2020.</li> <li>A workshop was held to discuss the engagement processes with staff from Oranga Tamariki's National Office and sites for next year's monitoring visits. Staff from the Monitor also met with Oranga Tamariki's Partnering for Outcomes team to progress a process for the Monitor to be informed and kept updated with the range of agencies contracted to provide services to tamariki in care and whānau.</li> </ul>	<ul style="list-style-type: none"> <li>The Monitor's planned pilots were completed this month. Visits were made to the Oranga Tamariki site in Horowhenua where the team met with rangatahi (facilitated by VOYCE Whakarongo Mai), visits were also made to Raukawa Whānau Ora in Levin and Caring Families Aotearoa. In Hauraki there was a visit to the Oranga Tamariki site and in Taranaki the team visited the Oranga Tamariki Site and the Open Home Foundation.</li> <li>Following the pilots, data analysis commenced for all sites and feedback was collated on the information and resources that will be used when completing monitoring visits. On completion of this evaluation of the pilots, our approach will be refined ahead of next year's monitoring programme.</li> <li>The Monitor held its quarterly meeting with the four agencies being monitored and discussed the planned approach to the Relationship Agreements which will replace the current MoUs, the draft Information Rules, progress on developing measures and data requirements aligned to the Monitor's outcomes and the NCS Regulations, progress with the pilots and the plans for the monitoring scheduled for the first half of 2021.</li> </ul>

## What's coming up:

### Meetings with you:

- Meetings as required to discuss LEG paper at date (TBC).
- Meeting to discuss the substantive update on progress with establishment of the Independent Children's Monitoring Function (TBC).

### Reports to you:

- Draft LEG papers (TBC).

In Confidence

Office of the Minister of Social Development and Employment

Cabinet Legislation Committee

**Children and Young People's Commission and Oversight of Oranga Tamariki System Bill:  
Request for Priority in the 2021 Legislation Programme**

**Summary information**

1 Key details for this bid are as follows:

1.1 Portfolio of sponsoring Minister: Social Development and Employment

1.2 Department responsible: Ministry of Social Development

1.3 Departmental contact: Melissa Cathro, s9(2)(a)

Proposed title of the Bill:  
Children and Young People's  
Commission and Oversight of Oranga  
Tamariki System Bill

1.4 Out of scope

1.5 Estimated number of clauses: 120

1.6 Complexity: High

1.7 Proposed priority of Bill: Category 4 (to be referred to select committee in 2021)

**Policy**

2 The Children and Young People's Commission and Oversight of Oranga Tamariki System Bill (the Bill) will implement policy changes arising from the Cabinet commissioned review of the independent oversight arrangements for the Oranga Tamariki system and children's issues (the Review).

3 The Review found significant gaps in the existing independent oversight arrangements, particularly for independent monitoring to assure New Zealand's statutory care system, and

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for a clear and resourced role for oversight of complaints and incidents in the statutory care system (and oversight of complaints processes for children and their whānau generally).

- 4 The substantive policy proposals for this Bill were confirmed by joint Ministers on 25 March 2019 and 16 December 2019, and 27 July 2020, and subsequent policy proposals, including that of the long-term home of the monitoring function, are due to be confirmed by Ministers in February 2021. [CAB-19-MIN-0113, CAB-19-MIN-0687 and CAB-20-MIN-0352 refers]. A category 4 priority is proposed to ensure the Bill can be referred to Select Committee in 2021, to ensure that the Bill can be passed in early 2022.
- 5 There is likely to be significant interest from the sector in this Bill as it is anticipated to include proposals to enhance independent complaints review mechanisms in relation to Oranga Tamariki, as well as the independent monitoring role, and changes to the functions and governance arrangements for the Office of the Children's Commissioner (OCC).

### Need for legislation

- 6 On 25 March 2019, Cabinet agreed to strengthen independent oversight of the Oranga Tamariki system and children's issues in three core areas: system-level advocacy for all New Zealand children and young people; oversight and investigation of complaints of matters related to application of the Oranga Tamariki Act 1989 and/or children in the care or custody of the State; and independent monitoring and assurance of the operations and obligation delivered under the Oranga Tamariki Act 1989 and associated regulations [CAB-19-MIN-0113 refers].
- 7 Cabinet agreed to new primary legislation, in the form of an omnibus bill, to bring together in one place, the respective roles, responsibilities and powers of the oversight bodies<sup>1</sup> [CAB-19-MIN-0113 refers]. Cabinet also agreed that the Bill will repeal the Children's Commissioner Act 2003, amend the Oranga Tamariki Act 1989 and associated regulations, and make minor amendments to the Ombudsmen Act 1975 to enable the Ombudsman to carry out the complaints and investigation oversight for Oranga Tamariki.
- 8 The independent monitor is hosted by MSD and was appointed from 1 July 2019 which is when the Oranga Tamariki (National Care Standards and Related Matters) Regulations 2018 came into force. Although the independent monitor can monitor compliance under these regulations, it would be preferable to have permanent arrangements for the independent monitor under the Bill as associated regulations. The Bill will also strengthen the monitoring function to ensure more comprehensive oversight of the Oranga Tamariki system
- 9 On 16 December 2019 Cabinet made further policy decisions to assist with Bill drafting [CAB-19-MIN-0687 refers]. On 27 July 2020, Cabinet agreed to rescind the decision to repeal the Children's Commissioner Act 2003, and to re-establish the Children's Commissioner as the Children and Young People's Commission and relevant provisions in a new Act [CAB-20-MIN-0352].
- 10 Since responsibility for the Oranga Tamariki Act transferred from MSD to Oranga Tamariki, both agencies have been developing improved arrangements for the resolution of claims relating to abuse in state care. The Bill will make a minor amendment to schedule

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<sup>1</sup> The Ombudsman will continue to use its powers contained in the Ombudsmen Act 1975, while giving regard to any additional powers or constraints (for example, duties relating to the Treaty of Waitangi, general principles, information access and sharing provisions, including the Codes for engaging with children and young people) as applicable in the new Act, to perform its specific function as oversight body for complaints and investigations within the Oranga Tamariki system.

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1AA of the Oranga Tamariki Act so that MSD will be responsible for resolving claims about events prior to 1 April 2017. A complaints mechanism established under section 7(2)(bad) of the Oranga Tamariki Act will apply to any act or omission that occurred on or after 1 Jan 2008.

- 11 This Bill was on the Legislative Programme in 2019 but did not proceed due to the complexity of the policy work and time taken to progress policy proposals through Cabinet. The legislation did not proceed in 2020 as further policy work and consultation was necessary, and in particular further work was needed to separate out the Commission provisions from the Oversight provisions, resulting in further policy approvals needed before introduction. The Bill will proceed this year following final approvals from Cabinet, and extensive consultation is not required for this next phase.
- 12 Consultation with key stakeholders has been completed on version 11 of the draft Bill, and further drafting instructions have been provided to PCO ahead of final policy approvals, due to the tight timeframes.

### Compliance

- 13 It is anticipated that the Bill will comply with each of the following:
- 13.1 the principles of the Treaty of Waitangi;
  - 13.2 the rights and freedoms contained in the New Zealand Bill of Rights Act 1990 and the Human Rights Act 1993;
  - 13.3 the principles and guidelines set out in the Privacy Act 2020 (or as provided in the PHRaE, see below);
  - 13.4 the relevant international standards and obligations; and
  - 13.5 the *Legislation Guidelines (2018 edition)*, which are maintained by the Legislation Design and Advisory Committee.
- 14 We note the Ministry of Justice (BORA) and Office of the Privacy Commissioner are yet to consider the Bill. A Privacy, Human Rights and Ethics Framework assessment is currently in development to assess privacy and ethics considerations. We also note the Treaty of Waitangi provisions are still in draft and are currently under development.

### Binding on the Crown

- 15 The Act will be binding on the Crown.

### Consultation

- 16 A consultation document *Strengthening Independent Oversight of the Oranga Tamariki System and of Children's Issues in New Zealand* was consulted on between May and July 2018. This resulted in the Beatie Report. Consultation has been ongoing since then with government agencies (the Education Review Office, The Ministry of Health, Oranga Tamariki, Department of Prime Minister and Cabinet, Office of the Ombudsman) and Ministers. Since the March and December 2019 and July 2020 Cabinet decisions there has been further consultation during the policy and legislation development process, including with the OCC, the Office of the Ombudsman, Oranga Tamariki, the Kāhui group, and with Māori organisations and individuals that represent a range of interests and expertise across

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the Oranga Tamariki system, such as strategic Treaty/Iwi partners, medical professionals, providers, care experienced individuals, caregivers and other relevant stakeholders.

- 17 Ministerial consultation has been undertaken by the Minister for Social Development and Employment with the Minister for Children, the Prime Minister, in her capacity as the Minister for Child Poverty Reduction, the Minister for Whānau Ora, the Minister for Māori Development and the Minister of State Services.
- 18 Timing on future consultation will be determined by Ministers.
- 19 The proposed Bill has been referred to the Legislation Design and Advisory Committee for advice.

**Associated regulations**

- 20 Amendments to regulations will be required.

**Timeline**

- 21 The proposed timing for the legislation is as follows:

<i>Step</i>	<i>Proposed date</i>	<i>Consistency assurance</i>
Date on which final policy approvals were, or will be, obtained from Cabinet.	15 March 2021	<p>Substantive policy decisions were made by Cabinet in March and December 2019 and further decisions were made in July 2020.</p> <p>A further cabinet paper seeking subsequent Cabinet decisions on policy details, including the long-term home of the monitoring function, is expected to be considered at Cabinet Social Wellbeing Committee (SWC) in March 2021.</p> <p>The Bill was on the Legislation Programme for 2020. This has been delayed due to the need for robust consultation and policy development.</p>
Date by which the Bill will be released for exposure draft (if an exposure draft is planned).	NA	An exposure draft is not planned as impact is limited to sector stakeholders and can be managed through consultation.
Date by which the Bill will be provided to the Ministry of Justice (or the Crown Law Office if applicable) for an assessment of	15 – 29 March 2021	The Bill would be provided to the Ministry of Justice at least two weeks prior to it being finalised.

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consistency with the New Zealand Bill of Rights Act 1990. <sup>2</sup>		
Date on which final drafting instructions were or will be sent to the Parliamentary Counsel Office or other drafter.	Early June 2021	Significant consultation has already been undertaken with key stakeholders. Two weeks has been allowed for formal agency consultation on the Bill due to the tight timeframes.
Dates on which the Bill will be before LEG and Cabinet for approval for introduction.	10 June 2021	It is expected the Bill will go before Cabinet Legislation Committee (Leg) on 10 June 2021.
Date requested for introduction of the Bill.	14 June 2021	
Date by which any policy decisions for associated regulations will be before Cabinet.	30 November 2021 (Regulations will be developed during Select Committee period)	There are likely to be amendments to regulations managed by Oranga Tamariki and new regulations under this Act (for example amendments to the National Care Standard regulations). There will need to be close coordination between MSD and Oranga Tamariki.
Date for report back of select committee.	February 2022	This date allows six months for select committee consideration.
Date on which final policy approvals will be obtained from Cabinet for any substantive SOP to Bill (if already introduced).	N/A	No SOP planned
Date on which final drafting instructions were or will be sent to the Parliamentary Counsel Office or other drafter for any substantive SOP to Bill (if already introduced).	N/A	No SOP planned
Date by which any substantive SOP will be provided to the Ministry of Justice (or the Crown Law Office if applicable) for an assessment of	N/A	No SOP planned

<sup>2</sup> The bill may need to be referred to LDAC to consider new policy proposals. If this needs to occur the Bill will be sent to LDAC when it is sent to the Ministry of Justice.

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consistency with the New Zealand Bill of Rights Act 1990.		
Date by which final drafting instructions for any associated regulations will be sent to the Parliamentary Counsel Office.	February 2022	
Date of enactment.	April 2022	
Date of commencement.	April 2022	

**Recommendations**

22 The Minister of Social Development recommends that the Committee:

22.1 note that the Children and Young People's Commission and Oversight of Oranga Tamariki System Bill will implement policy changes to the system of independent oversight, but that the final policy changes are yet to be confirmed;

22.2 approve the inclusion of the Children and Young People's Commission and Oversight of Oranga Tamariki System Bill in the 2021 Legislation Programme, with a Category 4 priority – referred to select committee this year;

22.3 note that final drafting instructions for the Bill will be provided to the Parliamentary Counsel Office by early June 2021

22.4 note that the Bill should be introduced no later than June 2021;

22.5 note that the Bill should be passed no later than April 2022.

Authorised for lodgement

Hon Carmel Sepuloni  
Minister for Social Development and Employment



# Report

**Date:** 17 February 2021

**Security Level:** IN CONFIDENCE

**To:** Hon Carmel Sepuloni, Minister for Social Development and Employment

## **Strengthening Oversight of the Oranga Tamariki System Programme – Monthly Progress Update – January 2021**

### **Purpose of the report**

- 1 This report provides you with a progress update for the Strengthening Oversight of the Oranga Tamariki System Programme for the period ending 31 January 2021.
- 2 A summary of the key points of interest are included in this cover report with the full detail provided in the attached A3.

### **Recommended actions**

- 3 It is recommended that you:
  - 3.1 **note** the contents of this Strengthening Oversight of the Oranga Tamariki System Programme Monthly Progress Update which covers both December 2020 and January 2021.

YES /  NO

Arran Jones  
Executive Director, Independent Children's Monitor

17 Feb 21

Date

Hon Carmel Sepuloni  
Minister for Social Development and Employment

21/2/21

Date

## Summary and key points of interest

### *Programme summary*

- 4 Programme status remains on track overall.
- 5 The new Māori name for the Monitor – Te Mana Whakamaru Tamariki Motuhake, was publicly announced on 15 December.
- 6 The Monitor's third and final report on Regulations 69 and 85 of the National Care Standards and Related Matters Regulations 2018 (NCS Regulations) was publicly released on 27 January. This brings phase one of the monitoring programme to an end, and phase two (assessing agency compliance against all of the NCS Regulations) is now underway.
- 7 As part of phase two, we are finalising plans for upcoming monitoring visits. This includes considering how we are engaging with tamariki, whānau and other important groups in the right way at the right time, building on what we learned from last year's pilots. The first monitoring visits are scheduled to start from March in the Porirua, Blenheim/Kaikoura and Kaitia communities.

### *Policy workstream*

- 8 The Policy team held meetings with key stakeholders to develop a Cabinet paper on the long-term home of the Monitor. This follows on from the advice provided to you at the end of 2020. The paper will include an appendix detailing possible arrangements for the Monitor once it transfers out of MSD.

### *Engagement and Communications*

- 9 Engagement with key agencies continues to progress well, with regular DCE level meetings with key partners occurring during the month.
- 10 The Executive Director had a regular quarterly meeting with the Chief Executive of Oranga Tamariki.
- 11 In addition to regular engagements with the Office of the Children's Commission, we are holding further workshops, to provide additional opportunities to input into our monitoring approach. It will also provide an opportunity for the Assistant Commissioner to learn more about the Te Mana Whakamaru Tamariki Motuhake.

### *Independent Children's Monitor monitoring and establishment workstreams*

#### *Monitoring Operations*

- 12 Monitor staff and Oranga Tamariki's Partnering for Outcomes team met to discuss reporting requirements in development to give assurance of the services provided by contracted providers in relation to the NCS Regulations, and what data could be given to the Monitor about providers within defined communities, to assist with preparation ahead of this year's monitoring visits.

#### *Developing the Monitor's assessment approach*

- 13 Data and information requests were sent to Oranga Tamariki, to inform the next six months community visits. This request includes local performance data, demographics, as well as details of providers in the community that are working with children in care. This includes the schools and medical centres that children in care are attending. This information will help us decide who best to engage with, as well as generating initial insights to discuss during the visits.
- 14 This request comes after working closely with staff from Oranga Tamariki to ensure that the data is available and can be delivered within the required timeframes. Although Oranga Tamariki are yet to agree on measures for the Care Standards, completing this aspect of the Monitor's data and information needs is a positive step forward.

## Appendices

- Attached as Appendix One is the Monthly Progress Update A3 for the period ending 31 January 2021.

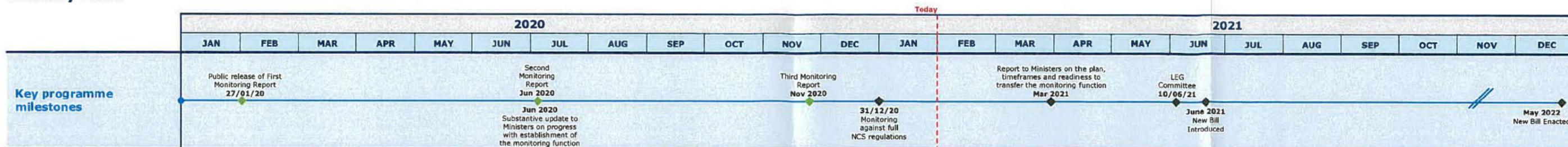
File ref: REP/21/2/129

Author: (Arran Jones, Executive Director, Independent Children's Monitor)

Responsible manager: (Stephen Crombie, Deputy Chief Executive, People and Capability)

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# Strengthening Oversight of the Oranga Tamariki System Programme | Monthly Progress Report for the Minister for Social Development | January 2021



## Programme summary:

	Previous	Current	Next
<b>Overall status</b>	G	G	G
	<ul style="list-style-type: none"> <li>Programme status continues to track <b>GREEN</b> overall.</li> <li>The Monitor's third and final report on Regulations 69 and 85 of the National Care Standards and Related Matters Regulations 2018 (NCS Regulations) was publicly released on 27 January.</li> </ul>		
<b>Programme Management:</b>	<ul style="list-style-type: none"> <li>This report is a combined update for the months of December 2020 and January 2021.</li> </ul>		

## Engagement, Communications and Change

<b>Engagement:</b>	<ul style="list-style-type: none"> <li>Engagement with key agencies continues to progress well, with regular DCE level meetings with key partners occurring during the month.</li> <li>The Executive Director had a regular quarterly meeting with the Chief Executive of Oranga Tamariki.</li> <li>The Executive Director and Chief Monitor met with the Office of the Ombudsman and the Office of the Children's Commissioner to brief them on the third report before public release.</li> </ul>
<b>Māori Engagement:</b>	<ul style="list-style-type: none"> <li>The new Māori name for the Monitor – Te Mana Whakamaru Tamariki Motuhake, was publicly announced on 15 December and our updated logo was rolled out. The name speaks to the outcomes we seek to achieve. It is functional yet symbolic and encompasses a sense of protecting or safeguarding the mana of children through our independence or, equally, through the mana of our independence or safeguarding children.</li> </ul>
<b>Communications:</b>	<ul style="list-style-type: none"> <li>The Monitor's new Lead Advisor Communications and Engagement started in mid-January.</li> <li>The animation remains on track to be ready to support this year's work programme following feedback from groups of tamariki, rangatahi and youth workers from Challenge 2000 and Dingwall Trust. We have engaged MSD's Pasifika Advisor and will utilise the Kāhui Group to provide advice on cultural elements moving forward.</li> </ul>

## Workstream summary:

Policy/Legislation	Phase 1 Independent Children's Monitor Monitoring/Operations	Phase 2/3 Independent Children's Monitor Assessment Framework and Operating Model
A	G	G
<ul style="list-style-type: none"> <li>Outstanding policy issues relating to refining the scope of the monitoring function and the definition of 'serious and critical' have been resolved.</li> <li>We are awaiting a date for the Ministers' meeting on the long-term home of the monitoring function.</li> <li>Further instructions and clarifications have been sent to the Parliamentary Counsel Office, as well as the general policy statement, to assist drafting.</li> <li>Meetings have been held with all key stakeholders to develop content for the Cabinet paper appendix which will provide an update for Ministers on the progress made since last considered by Cabinet.</li> </ul>	<ul style="list-style-type: none"> <li>The Executive Director and Chief Monitor met with the Minister for Children in early December to discuss the Monitor's third report on Regulations 69 and 85 of the National Care Standards (NCS) Regulations. Following the meeting, the Minister sent copies of the report to the four monitored agencies and seeking their response to the report's findings by 22 January before being publicly released on 27 January.</li> <li>Staff from the Monitor met with Oranga Tamariki's Partnering for Outcomes team to discuss reporting requirements in development to give assurance of the services provided by contracted providers in relation to the NCS Regulations, and what data could be given to the Monitor about providers within defined communities, to assist with preparation ahead of this year's monitoring visits.</li> <li>Work has commenced on looking at the next full year of monitoring and undertaking analysis on where we need to visit to ensure a good spread across the motu and different communities.</li> </ul>	<ul style="list-style-type: none"> <li>The Monitor's review and analysis of data following the completion of the pilots continues.</li> <li>Staff from the Monitor and Oranga Tamariki's Review Management Office shared respective learnings and insights about the pilot engagements.</li> <li>Data and information requests were sent to Oranga Tamariki, to inform the monitoring activities for the next six months. This request comes after working closely with staff from Oranga Tamariki to ensure that the data is available and can be delivered within the required timeframes. Although Oranga Tamariki are yet to agree on measures for the Care Standards, completing this aspect of the Monitor's data and information needs is a positive step forward.</li> <li>The Executive Director and Monitor staff met with Oranga Tamariki's Evidence Centre to discuss the shared work in relation to setting measures and identifying initial data sources.</li> </ul>

## What's coming up:

<b>Meetings with you:</b>	<ul style="list-style-type: none"> <li>Meetings as required to discuss LEG paper at date (TBC).</li> </ul>
<b>Reports to you:</b>	<ul style="list-style-type: none"> <li>Draft LEG papers (TBC).</li> </ul>



# Report

**Date:** 17 March 2021

**Security Level:** IN CONFIDENCE

**To:** Hon Carmel Sepuloni, Minister for Social Development and Employment

## Strengthening Oversight of the Oranga Tamariki System Programme – Monthly Progress Update – February 2021

### Purpose of the report

- 1 This report provides you with a progress update for the Strengthening Oversight of the Oranga Tamariki System Programme for the period ending 28 February 2021.
- 2 A summary of the key points of interest are included in this cover report with the full detail provided in the attached A3.

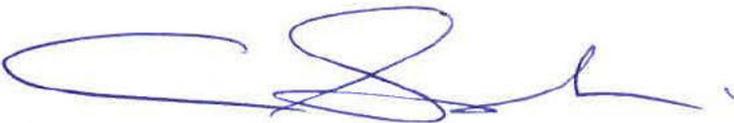
### Recommended actions

- 3 It is recommended that you:
  - 3.1 **note** the contents of this Strengthening Oversight of the Oranga Tamariki System Programme Monthly Progress Update which covers February 2021,

YES / NO

  
Arran Jones  
Executive Director, Independent Children's Monitor

17 March 2021  
Date

  
Hon Carmel Sepuloni  
Minister for Social Development and Employment

21/03/21  
Date

## Summary and key points of interest

### *Programme summary*

- 4 Overall programme status is 'on track'.
- 5 The following three workstreams have now been completed:
  - Assessment framework development
  - Operating model development, establishment of Corporate, Strategy and Insights functions and overall deployment of staff
  - Establishment engagements and communications functions.
- 6 As noted in the January update, phase two of the monitoring programme is underway. Visits commenced in Porirua/Paraparaumu on 8 March and will run for two weeks with the Kaitaia and Blenheim/Kaikoura visits taking place in the week of 22 March. Three more communities will be selected to be visited before the end of May 2021.

### *Policy/Legislation workstream*

- 7 The Children and Young People's Commission and Oversight of Oranga Tamariki System Bill is entering its final drafting. A Privacy, Human Rights and Ethics assessment has been completed, and this will be reviewed once the introductory version of the Bill has been finalised.
- 8 Advice has been provided to you and your colleagues on the long-term home of the Monitor. We are now preparing a paper for you to take to the Cabinet Social Wellbeing Committee on 14 April. A separate paper on policy decisions needed for the Oversight Bill is also being prepared.

### *Independent Children's Monitor monitoring and establishment workstreams*

#### *Monitoring Operations*

- 9 The Monitor's Operations teams have been developing detailed engagement strategies for community monitoring visits. This has included working with VOYCE – Whakarongo Mai as a connector to help us engage with tamariki and rangatahi. We have also been working with both iwi and Māori organisations, both to listen to their views on the Oranga Tamariki system as service providers as well as how they can help us connect with tamariki, rangatahi, whānau and carers.
- 10 We have worked with the national offices of the Ministry of Health, and Ministry of Education, as well as New Zealand Police National Headquarters to establish clear lines of communication and engagement with their regional and local staff. Similarly, we have worked with Oranga Tamariki to establish the best way to connect with key social services in local communities.
- 11 We have been planning the six specific community monitoring visits scheduled between March and May. The Monitor received helpful information from the monitored agencies about the offices/sites in the first three communities – Porirua/Paraparaumu, Blenheim/Kaikoura and Kaitaia
- 12 Workshops are being held with the Monitored Agencies to prepare them to provide the Monitor with self-monitoring data on their compliance with the National Care Standards. The aim of this discussion is to ensure that the request is clear and that there are no surprises for the agencies. The requests for self-monitoring data will be made on 22 March, and the responses will inform the Monitor's first report on agency compliance with all of the National Care Standard Regulations, due to the Minister for Children at the end of 2021.

### *Key engagements and communications*

- 13 The first meeting of the year with Te Kāhui was held. We updated them on planning for the community visits, developments around the detailed monitoring approach and we asked for feedback on proposed information requests to agencies as well as options for the long-term home of the Monitor. A further workshop was held in March to discuss the latest draft of the Oversight Bill, and to receive feedback.

### *IT infrastructure and information management establishment requirements.*

- 14 Qualitative analysis software has been deployed. This will enable the Monitor to organise and analyse the information it gathers from visiting communities.

## **Appendices**

- Attached as Appendix One is the Monthly Progress Update A3 for the period ending February 2021.

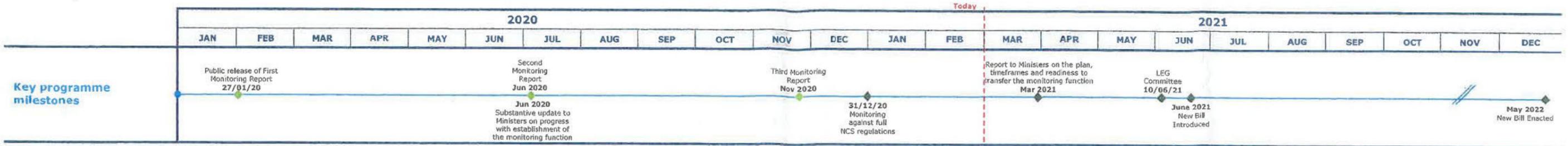
File ref: REP/21/3/250

Author: (Arran Jones, Executive Director, Independent Children's Monitor)

Responsible manager: (Stephen Crombie, Deputy Chief Executive, People and Capability)

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

# Strengthening Oversight of the Oranga Tamariki System Programme | Monthly Progress Report for the Minister for Social Development | February 2021



## Programme summary:

	Previous	Current	Next
Overall status	G	G	G

- Programme status continues to track **GREEN** overall.
- Phase one of the programme is complete, as are three workstreams.

### Programme Management:

- Phase two documentation is being developed.

## Engagement, Communications and Change

### Engagement:

- The first meeting of the year with the Monitor's Te Kahui group was held. They were updated on the planning for monitoring visits and their feedback was sought on the draft information requests to agencies to support monitoring (self-monitoring requests and "About community" requests).

### Māori Engagement:

- Engagement with iwi has focused on supporting the community visits in Porirua/Paraparaumu, Blenheim/Kaikoura and Kaitaia. In Porirua we have been working with Ngāti Toa to help us connect with rangatahi, caregivers and whānau.

### Communications:

- The animation that explains the monitor to rangatahi has been delayed. We had hoped to have it ready to support the first community visits, but it is now expected to complete mid-April.

## Workstream summary:

Policy / Legislation	Independent Children's Monitor Monitoring / Operations	Independent Children's Monitor Assessment Framework and Operating Model
G	G	G

- Privacy, Human Rights and Ethics assessment has been completed for The Children and Young People's Commission and Oversight of Oranga Tamariki System Bill.
- We anticipate a decision on the future home of the Monitor on the 7<sup>th</sup> April.
- Extensive planning is underway for six community monitoring visits scheduled between March and May. The first three are to Porirua and Paraparaumu, Blenheim and Kaikoura and Kaitaia.
- Community-level information from the monitored agencies has been received by the Monitor to support the first three visits. Moving forward this will be requested and provided earlier to allow more time to engage with community providers before visits.
- Three workstreams here are now closed, they were:
  - Assessment framework development
  - Operating model development, establishment of Corporate, Strategy and Insights functions and overall deployment of staff.
  - Establishment engagements and communications functions.
- Qualitative analysis software and electronic handwriting functions have been deployed to Monitoring staff.

## What's coming up:

### Meetings with you:

- Meetings as required to discuss LEG paper at date (TBC).

### Reports to you:

- Draft LEG papers (TBC).





# Report

Date: 20 April 2021

Security Level: IN CONFIDENCE

To: Hon Carmel Sepuloni, Minister for Social Development and Employment

## Strengthening Oversight of the Oranga Tamariki System Programme – Monthly Progress Update – March 2021

### Purpose of the report

- 1 This report provides you with a progress update for the Strengthening Oversight of the Oranga Tamariki System Programme for the period ending 31 March 2021.
- 2 A summary of the key points of interest are included in this cover report with the full detail provided in the attached A3.

### Recommended actions

- 3 It is recommended that you:
  - 3.1 **note** the contents of this Strengthening Oversight of the Oranga Tamariki System Programme Monthly Progress Update which covers March 2021

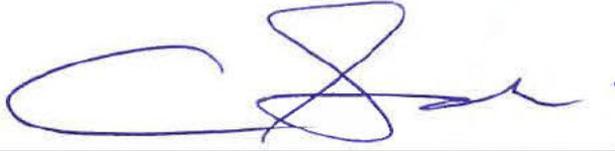
YES / NO

  
Arran Jones

Executive Director, Independent Children's Monitor

21 April 2021

Date

  
Hon Carmel Sepuloni

Minister for Social Development and Employment

25/4/21

Date

## Summary and key points of interest

### *Programme summary*

- 4 Overall programme status is on track.
- 5 In March, the community visits to Porirua/Paraparaumu, Kaitaia and Blenheim/Kaikoura were completed, and planning for visits to Gisborne, West Coast and Mangere/Otahuhu is underway.

### *Policy/Legislation workstream*

- 6 The Children and Young People's Commission and Oversight of Oranga Tamariki System Bill is entering its final drafting.
- 7 Advice has been provided to you and your colleagues on the long-term home of the Monitor, and a paper has been prepared for you to take to the Cabinet Social Wellbeing Committee, scheduled for 5<sup>th</sup> May.

### *Independent Children's Monitor monitoring and establishment workstreams*

#### *Monitoring Operations*

- 8 Visits at Porirua, Nelson and Kaitaia have been completed. During these visits we spoke with tamariki, whānau, carers, providers, government agencies (Education, Health and Police) as well as Oranga Tamariki and Open Home Foundation. Across the three visits over 100 engagements and interviews were held.
- 9 The monitoring teams are now analysing the information gathered from hui and preparing feedback for each of the communities.
- 10 On 22<sup>nd</sup> March, requests were sent to the monitored agencies for their self-monitoring data and information on compliance with the NCS Regs, for the period 1 July 2020 to 30 June 2021. It is anticipated they will provide their response in August, however providing this request early gives them time to prepare.

#### *Key engagements and communications*

- 11 The Monitor meet with the Office of the Children's Commissioner to discuss the monitoring approach.
- 12 The March Te Kāhui Group meeting was held. They received an update on the work of the Monitor and the planned community engagements.
- 13 Our latest stakeholder newsletter was published in March, and these will be produced quarterly.

#### *IT infrastructure and information management establishment requirements.*

- 14 The Monitor's Data Strategy has been finalised, informed by the Data Governance Group. It reflects the principles of the Social Wellbeing Agency's Data Protection and will be published on the Monitor's website.
- 15 Business requirements have been completed for a customer relationship management tool. This will help the Monitor to manage stakeholder relationships and to support monitoring practice generally.

## Appendices

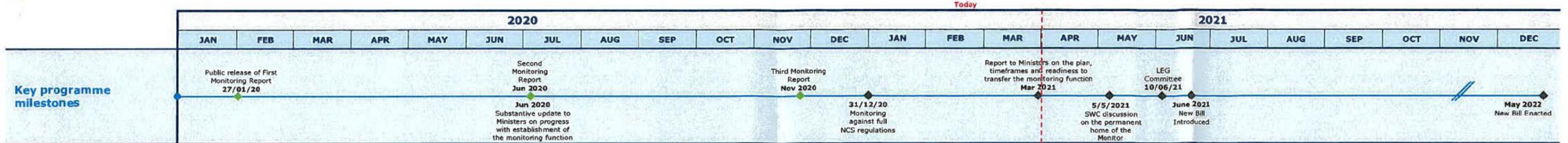
- Attached as Appendix One is the Monthly Progress Update A3 for the period ending March 2021.

File ref: REP/21/4/371

Author: (Arran Jones, Executive Director, Independent Children's Monitor)

Responsible manager: (Stephen Crombie, Deputy Chief Executive, People and Capability)

# Strengthening Oversight of the Oranga Tamariki System Programme | Monthly Progress Report for the Minister for Social Development | March 2021



## Programme summary:

	Previous	Current	Next
<b>Overall status</b>	G	G	G

- Programme status continues to track **GREEN** overall.
- Phase two of the project has begun. This progress report has been re-configured to reflect this.

**Programme Management:**

- Phase two documentation is complete. This Phase focuses on completing residual establishment functions around IT infrastructure and information management, completing the policy and legislation requirements for the decision on the permanent home of the Monitor and on the Children and Young People's Commission and Oversight of Oranga Tamariki System Bill, and support planning for the transition of the Monitor from Ministry of social Development and a successful decommissioning of MSD shared support services. During this phase the detailed management of the day to day operations of the Monitor is managed separately to the programme for the establishment of the Monitor.

## Workstream summary:

Policy/Legislation	Independent Children's Monitor Monitoring/Operations	Completing IT infrastructure and information management establishment requirements.
G	G	G
<ul style="list-style-type: none"> <li>• Cabinet papers have been provided to the Social Wellbeing Committee for consideration on arrangements for the permanent home of the Monitor and residual policy issues to finalise drafting of the Bill.</li> <li>• It is anticipated a decision on the future home of the Monitor will be made on the 5<sup>th</sup> May.</li> </ul>	<ul style="list-style-type: none"> <li>• Visits at Porirua, Nelson and Kaitia have been completed. During these visits Monitors spoke with tamariki, whānau, carers, providers, government agencies (Education, Health and Police) as well as Oranga Tamariki and Open Home Foundation. There were approximately 150 separate engagements or interviews held.</li> <li>• The monitoring teams are analysing what they have heard from hui, and theming information so that it can inform our first annual report on the National Care Standards Regulations (NCS Regulations). Feedback for each of the community is also being developed.</li> <li>• On 22 March request were made to the monitored agencies an information request for their self-monitoring data and information on compliance with the NCS Regs, for the period 1 July 2020 to 30 June 2021. It is anticipated their responses will be available in August.</li> <li>• Planning for May visits to Gisborne, West Coast and, Mangere and Otahuhu is underway. Planning activities include meeting with iwi and care providers to understand how they would like us to work with them, and where appropriate, to seek their help connecting with tamariki, carers and whānau.</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative analytical software has been installed and all staff who need to use it have been trained.</li> <li>• Business requirements have been completed for a customer relationship management tool. This will provide an accurate and easy to use tool for the Monitor to track both strategic and operational relationships and engagement, especially as the connector the Monitor is making throughout New Zealand grows significantly.</li> <li>• Site architecture is being drafted for an intranet specific to the Monitor.</li> <li>• The Monitor's Data Strategy has been finalised, informed by the Data Governance Group. The Data Governance Group is made up of representatives from MSD, Stats NZ, the Social Wellbeing Agency, Te Puni Kokiri and Oranga Tamariki. The Data Strategy outlines how we use and protect data, and the steps we are taking to do this well. It reflects the principles of the Social Wellbeing Agency's Data Protection and will be published on the Monitor's website.</li> </ul>

## Engagement, Communications and Change

<b>Engagement:</b>	<ul style="list-style-type: none"> <li>• A workshop was held with the Office of the Children's Commissioner to discuss the Monitoring approach in detail.</li> <li>• The quarterly Monitored Agencies meeting with Oranga Tamariki, Barnardos, Open Home Foundation and Dingwall Trust was held. The relationship agreements between these agencies and the Monitor are being finalised.</li> </ul>
<b>Māori Engagement:</b>	<ul style="list-style-type: none"> <li>• The Monitor meet with Te Kāhui Group and discussed the planned visits, the scope and structure of the Annual report and the data and information requests to the Monitored agencies.</li> </ul>
<b>Communications:</b>	<ul style="list-style-type: none"> <li>• Our latest stakeholder newsletter was published in March, and these will be produced quarterly.</li> </ul>

## What's coming up:

<b>Meetings with you:</b>	<ul style="list-style-type: none"> <li>• Social Wellbeing Committee 5<sup>th</sup> May.</li> <li>• Meetings as required to discuss LEG paper at date (TBC).</li> </ul>
<b>Reports to you:</b>	<ul style="list-style-type: none"> <li>• Draft LEG papers (TBC).</li> </ul>

# Strengthening Oversight of the Oranga Tamariki System Programme | Monthly Progress Report for the Minister for Social Development | March 2021



## Programme summary:

	Previous	Current	Next	
<b>Overall status</b>	G	G	G	<ul style="list-style-type: none"> <li>Programme status continues to track <b>GREEN</b> overall.</li> <li>Phase two of the project has begun. This progress report has been re-configured to reflect this.</li> </ul>
<b>Programme Management:</b>				
<ul style="list-style-type: none"> <li>Phase two documentation is complete. This Phase focuses on completing residual establishment functions around IT infrastructure and information management, completing the policy and legislation requirements for the decision on the permanent home of the Monitor and on the Children and Young People's Commission and Oversight of Oranga Tamariki System Bill, and support planning for the transition of the Monitor from Ministry of social Development and a successful decommissioning of MSD shared support services. During this phase the detailed management of the day to day operations of the Monitor is managed separately to the programme for the establishment of the Monitor.</li> </ul>				

## Workstream summary:

Policy/Legislation	Independent Children's Monitor Monitoring/Operations	Completing IT infrastructure and information management establishment requirements.
G	G	G
<ul style="list-style-type: none"> <li>Cabinet papers have been provided to the Social Wellbeing Committee for consideration on arrangements for the permanent home of the Monitor and residual policy issues to finalise drafting of the Bill.</li> <li>It is anticipated a decision on the future home of the Monitor will be made on the 5<sup>th</sup> May.</li> </ul>	<ul style="list-style-type: none"> <li>Visits at Porirua, Nelson and Kaitiaki have been completed. During these visits Monitors spoke with tamariki, whānau, carers, providers, government agencies (Education, Health and Police) as well as Oranga Tamariki and Open Home Foundation. There were over one hundred separate engagements or interviews held.</li> <li>The monitoring teams are analysing what they have heard from hui, and theming information so that it can inform our first annual report on the National Care Standards Regulations (NCS Regulations). Feedback for each of the community is also being developed.</li> <li>On 22 March request were made to the monitored agencies an information request for their self-monitoring data and information on compliance with the NCS Regs, for the period 1 July 2020 to 30 June 2021. It is anticipated their responses will be available in August.</li> <li>Planning for May visits to Gisborne, West Coast and, Mangere and Otahuhu is underway. Planning activities include meeting with iwi and care providers to understand how they would like us to work with them, and where appropriate, to seek their help connecting with tamariki, carers and whānau.</li> </ul>	<ul style="list-style-type: none"> <li>Qualitative analytical software has been installed and all staff who need to use it have been trained.</li> <li>Business requirements have been completed for a customer relationship management tool (CRM). In future monitoring will be supported by the use of the CRM which will help with collaboration on community visits and in managing both strategic and operational relationships.</li> <li>We are developing an intranet for the Monitor to make it easier for our staff to find the tools and information that they need to do their job.</li> <li>The Monitor's Data Strategy has been finalised, informed by the Data Governance Group. The Data Governance Group is made up of representatives from MSD, Stats NZ, the Social Wellbeing Agency, Te Puni Kokiri and Oranga Tamariki. The Data Strategy outlines how we use and protect data, and the steps we are taking to do this well. It reflects the principles of the Social Wellbeing Agency's Data Protection and will be published on the Monitor's website.</li> </ul>

## Engagement, Communications and Change

<b>Engagement:</b>	<ul style="list-style-type: none"> <li>A workshop was held with the Office of the Children's Commissioner to discuss the Monitoring approach in detail.</li> <li>The quarterly Monitored Agencies meeting with Oranga Tamariki, Barnardos, Open Home Foundation and Dingwall Trust was held. The relationship agreements between these agencies and the Monitor are being finalised.</li> </ul>
<b>Māori Engagement:</b>	<ul style="list-style-type: none"> <li>The Monitor meet with Te Kāhui Group and discussed the planned visits, the scope and structure of the Annual report and the data and information requests to the Monitored agencies. The hui also focused on getting the view of Te Kāhui on the draft Bill.</li> </ul>
<b>Communications:</b>	<ul style="list-style-type: none"> <li>Our latest stakeholder newsletter was published in March, and these will be produced quarterly.</li> </ul>

## What's coming up:

<b>Meetings with you:</b>	<ul style="list-style-type: none"> <li>Social Wellbeing Committee 5<sup>th</sup> May.</li> <li>Meetings as required to discuss LEG paper at date (TBC).</li> </ul>
<b>Reports to you:</b>	<ul style="list-style-type: none"> <li>Draft LEG papers (TBC).</li> </ul>