



Te Kawa Mataaho

Public Service Commission

26 July 2022

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Official Information Request

Our Ref: OIA 2022-0077

We refer to your official information request received by Te Kawa Mataaho Public Service Commission on 13 June 2022 where you have asked a number of questions in relation to the Oranga Tamariki Sexual Violence project:

I have listed each of your questions and our response to each directly below for ease of reference.

- 1. If there are facts/opinions in the article of 2 June 2022 that you disagree with please advise full details of those purported facts/opinions you disagree with?***

The Commission has not formed an opinion in respect of the article you attached with your OIA request dated 13 June 2022. We are therefore refusing this part of your request under section 18(e) of the Official Information Act 1982 (OIA) on the grounds the information requested does not exist.

- 2. Please provide copies of all documents which imposed on you, PSC Hughes the obligation/duty to have oversight of the sexual violence project by OT dept?***

Please find enclosed and listed in the table below the Cabinet Minute that provided the Public Service Commissioner the authority to designate a departmental chief executive as chair of a Board. As no designation was made, the Commissioner acted as the interim Board Chair.

On 24 March 2022 the Executive Board for the Elimination of Family Violence and Sexual Violence (the Board) was established under Section 26 of the Public Service Act 2020 (the Act). As provided for under section 29(2) of the Act, the Public Service Commissioner appointed himself as Chairperson of the Board.

Please find enclosed the documents listed in the below table.

Item	Date	Document Description	Link to Website
1		CABMIN (12) 16/10: Better Public Services	https://www.publicservice.govt.nz/assets/Legacy/resources/bps-2348706.pdf
2	25 March 2022	Letter to the Minister for the Public Service and Minister for the Prevention of Family and Sexual Violence	Released in full

3. Was the oversight of the project imposed on you PSC Hughes by a Minister, if so which Minister's, if so was it in a document?

No.

4. In the 2 June 2022 article states OT Dept had told PSC Hughes late last year (2021) its sexual violence project work was on track. I request copies of documents stating that information or referring to that of Dept information?

5. If any information (including opinions) were received or formed by any other PSC staffer in respect of the OT sexual violence project, I request copies of all such documents and in addition such information only held in a persons head.

6. Communications in any form between Public Service Commission and Oranga Tamariki sexual violence project. Under the OI Act, I request copies of documents and information

- between PSC Hughes and the Chief Executive of Oranga Tamariki relating to the sexual violence project work at OT dept (specifically information about its progress)**
- between PSC staffers and Oranga Tamariki staffers relating to or about the progress in respect of the OT sexual violence project**

On 9 December 2021 the Commission responded to a media enquiry in relation to underspend on the family violence sexual violence project. Please find below the full statement that was issued by the Commission that we understand the 2 June 2022 article is quoting.

“The Joint Venture is a board of chief executives (including the chief executive of Oranga Tamariki) tasked with leading a whole-of-government work programme to reduce family violence and sexual violence.

To be clear about the role of the JV, it provides advice on and coordinates a number of relevant work programmes across the Public Service – but it doesn't consolidate services from across the Public Service, it coordinates if that makes sense. The delivery of the services is the responsibility of individual agencies.

The board is supported by a business unit within the Ministry of Justice to help it to perform this role. In other words, the JV sits within justice.

The business unit is funded through the appropriation ‘Reducing Family Violence and Sexual Violence’, which is administered by MoJ. This is why the information is available in MoJ's annual report and not in other agencies annual reports. This appropriation is only used to fund the coordinating activities of the business unit, and not the delivery of services aimed at eliminating family violence and sexual violence.

There are a wide range of services, programmes and interventions that are relevant to preventing and responding to family violence and sexual violence. This work is delivered by many different agencies who are accountable for the work delivered, and the funds used to deliver it. The annual report is one mechanism for agencies to account to Ministers, and to Parliament for their work. Specific programmes may not always be explicitly covered in annual reports. This is because the scope of appropriations reported on are often much broader than the delivery of individual work programmes, and will not specify funding on each work programme as a line item.

The Joint Venture does collect information about relevant work programmes across the Public Service, and recently reported to Cabinet on progress to implement new sexual violence services. This includes detail on programmes carried out by each agency and I anticipate this will be released on the Joint Venture website soon.

The Commissioner is satisfied that this reporting indicates OT is progressing the sexual violence programmes as intended. We understand the Cabinet paper will be released publicly shortly.

Oranga Tamariki should be able to give you the details on what has been spent on their programmes, and we understand they will do this”.

The report referenced in the above statement, which the Commissioner states ‘*indicated OT was progressing the sexual violence programmes as intended*’ is publicly available on the Te Puna Aonui website at the following link: <https://tepunaaonui.govt.nz/assets/Resources/Cabinet-papers/Proactive-release-Te-Aorerekura-National-Strategy-to-Eliminate-Family-Violence-and-Sexual-Violence.pdf>

7. Did PSC Hughes and any other PSC staffer have communication with Trish Langridge (if so, full details) about the progress of the OT sexual violence project?

We have found no communication between Trish Langridge and the Public Service Commissioner or any other Commission employee about the progress of the Oranga Tamariki sexual violence project. We are therefore refusing this part of your request under section 18(e) of the Official Information Act 1982 on the grounds the information requested does not exist.

8. The date PSC Hughes was made aware of the OT internal report that found that OT sexual violence team was so dysfunctional and inadequate that that team led by project manager Mooch Williams was shut down?

The Public Services Commissioner was made aware of the Oranga Tamariki internal report on 25 May 2022 following receipt of a media query.

9. Up to the date of receipt of this OI Act request describe the substantive actions that PSC Hughes has taken since you, Mr Hughes became aware of the existence of the OT internal report?

10. If other PSC staffers have taken substantive actions please advice full details together with names and positions

Since becoming aware of the Oranga Tamariki internal report the Public Service Commissioner has requested an explanation as to what occurred and that an apology be provided to the Board.

11. I request a copy of the internal report by independent assessors for Oranga Tamariki that found the sexual violence project team was so dysfunctional and inadequate that OT had to shut it down

- Has PS Commission a copy of that report, if not, why not?**

Please find enclosed and outlined in the table below, the Oranga Tamariki Sexual Violence Projects Independent Quality Assurance Review Report. Some information within the document has been withheld under section 9(2)(a) of the OIA to protect the privacy of natural persons including that of deceased natural persons. In making our decision, we have considered the public interest considerations in section 9(1) of the OIA.

Item	Document Description	Decision
3	Oranga Tamariki Sexual Violence Projects Independent Quality Assurance Review Report	Released in part

12. Has the PS Commission information which show the actions or lack of action by the sponsor of the project, Trish Langridge in respect of governance (oversight) of the sexual violence project. If so full details.

The Commission does not hold any details in relation to the actions by Trish Langridge, we are refusing this part of your request under section 18(e) of the OIA on the grounds the information requested does not exist.

13. Has the PS Commission information that show Trish Langridge and Mooch Williams are still Crown Officials, if so, what crown agency do they work in?

We do not hold information regarding the current roles of Trish Langridge and Mooch Williams. We are therefore refusing this part of your request under section 18(g) of the OIA on the grounds the information requested is not held by the Commission.

14. Under the Privacy Act 2020 - you have requested a copy of your letter to us dated 13 June 2022 and the 2 June 2022 article you attached.

Please find enclosed a copy of your OIA request letter dated 13 June 2022 including the copy of the media article you attached.

If you wish to discuss this decision with us, please feel free to contact Ministerial.Services@publicservice.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this letter (with your personal details removed) and enclosed documents on the Te Kawa Mataaho Public Service Commission's website.

Yours sincerely



Nicky Dirks
Manager – Ministerial and Executive Services
Te Kawa Mataaho Public Service Commission



Te Kawa Mataaho

Public Service Commission

25 March 2022

Hon Chris Hipkins
Minister for the Public Service

Hon Marama Davidson
Minister for the Prevention of Family and Sexual Violence

Dear Ministers,

As you will be aware, Cabinet has agreed to establish an interdepartmental executive board, the Executive Board for the Elimination of Family Violence and Sexual Violence (the Board) under Section 26 of the Public Service Act 2020 (the Act). This Board will ensure clear joint accountability, policy, strategy and funding for work relating to the elimination of family violence and sexual violence.

Chairperson of the Board

I am writing to inform you that under section 29(1) of the Act, I intend to appoint myself as a member of the Board. I also intend to designate myself, under section 29(2) of the Act, as the Chairperson of the Board. The Board will formally commence on 24 March 2022.

As the Chairperson, I will lead the Board in its efforts to eliminate family violence and sexual violence, and in the creation of the Board's operating procedures in a manner that fosters trust and inclusion. The Board will continue to be supported by a dedicated cross-agency unit (previously named the Joint Venture Business Unit).

Role of the Board

The specific functions of the Board include:

- providing whole of government advice to Ministers on eliminating family violence and sexual violence, including future iterations of the National Strategy;
- provide analysis and evidence to support Ministers to make decisions on specific interventions;
- provide Ministers with an oversight of interventions and outcomes within the whole family violence and sexual violence sector, and identify any linkages, gaps, or opportunities;
- monitor, support, and coordinate implementation of the National Strategy, and other priority and cross-agency initiatives; and
- manage relationships between government and the family violence and sexual violence sectors.

The Ministry of Justice is the servicing department for the Board and is expected to provide administrative and corporate support. This arrangement will be reconsidered as part of the 12-month review of these organisational arrangements.

Board members are jointly responsible to the Minister for the Prevention of Family and Sexual Violence. Board members will also retain their usual chief executive responsibilities and reporting lines to their individual ministers. Members will be responsible for briefing their individual Ministers on the work of the Board and any implications for their department, and also for delivery of specific work through their own departments.

The other Board members are:

- Jeremy Lightfoot, Department of Corrections;
- Iona Holsted, Ministry of Education;
- Dr Ashley Bloomfield, Ministry of Health;
- Andrew Kibblewhite, Ministry of Justice;
- Debbie Power, Ministry of Social Development;
- Chappie Te Kani, Oranga Tamariki;
- Dave Samuels, Te Puni Kōkiri; and
- Andrew Coster, New Zealand Police.

I also intend to appoint the Chief Executive of the Accident Compensation Corporation (ACC) as independent adviser to the Board under s29(3) of the Public Service Act 2020, given the important role ACC has in eliminating family violence and sexual violence, and reflecting the pivotal role they have played in the Joint Venture over the last few years. One of the first tasks for the Board, once established, will be to agree its operating procedures, which should include how the Board wishes to work with the Chief Executive of ACC, in their position as an independent adviser to the Board.

Yours sincerely,



Peter Hughes (he/him)
Te Tumu Whakarae mō Te Kawa Mataaho
Public Service Commissioner | Head of Service

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IQANZ
INDEPENDENT QUALITY
ASSURANCE NEW ZEALAND

ORANGA TAMARIKI SEXUAL VIOLENCE PROJECTS

INDEPENDENT QUALITY ASSURANCE REVIEW REPORT

APRIL 2021

FINAL

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INDEPENDENT QUALITY ASSURANCE NZ LIMITED

www.iqanz.com

Lead Reviewer: s 9(2)(a) OIA

Peer Review: s 9(2)(a) OIA

This report has been developed for Oranga Tamariki and is not intended for release to any external party without the prior approval of IQANZ. IQANZ thanks the people involved in this review for their input and cooperation.

IQANZ has enjoyed a long-standing relationship with Oranga Tamariki, having provided independent quality assurance services for various projects and programmes since your establishment in 2017. We have supported the Digital Workplace Programme (2018-2019), Caregiver Information System Project (2019-2020), Contact Centre Resilience Project (2019-2020), CYRAS Resilience Project (2019-2020), Co-Existence Project (2020). We bring this organisational context and broader portfolio knowledge to this review.

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EXECUTIVE SUMMARY

OVERVIEW

Oranga Tamariki asked IQANZ to undertake an independent quality assurance (IQA) review of the Sexual Violence Projects in April 2021. The two projects are: The Harmful Sexual Behaviour (HSB) Project which seeks to ensure specialist harmful sexual behaviour services are available to all tamariki and rangatahi, and their families and whānau, where and when they need it; and the Crisis Support (Victims) Project which seeks to ensure specialist sexual violence services (for victims) are available to all tamariki and rangatahi, and their families and whānau, where and when they need it. The projects pay particular attention to the needs of tamariki and whānau Māori, in keeping with Oranga Tamariki's s7aa obligations and values.

REVIEW OBJECTIVES

The review is designed to have a specific focus on the internal positioning of the projects, how they are structured from a business ownership, project governance and management perspective, and whether the projects are setup to successfully deliver the cross-agency initiative objectives and outcomes.

KEY MESSAGES

- The project needs to be re-baselined or a decision made whether one or both projects should proceed. The complexity of the sexual violence programme has been underestimated. A level of project team dysfunctionality has impacted on progress, as has inadequate recognition and escalation of high rated issues, and inaccurate reporting of project progress.
- There are a number of strategic alignment issues that are not adequately understood and/or escalated to the Steering Group which has caused to

project to stall in some areas and proceed in others without appropriate consideration of kāupapa Māori co-design and Iwi engagement. This has been in part due to lack of resources, but mostly lack of project delivery experience in the team. Until the Head of Māori engagement and co-design joined the Steering Group, and the Senior Māori Advisor and Māori Engagement Lead joined the project in Nov 2020, when issues started to be identified and escalated to the Steering Group. If the decision is made to proceed with one or both projects, the re-baselining of the project will take 12-14 weeks.

- The two major alignment issues relate to: the role of Oranga Tamariki for children not in care, how this relates to joint agency partners; and how best to engage with Iwi to be able to co-design kāupapa Māori sexual violence services to best meet the needs of tamariki and whānau Māori.
- The membership of the Steering Group (i.e., in respect of business ownership) needs to be reviewed and this includes the Advisory Group structure. We recommend a highly experienced project team be constructed, with a Senior Project Manager and respective specialists appointed to address a number of gaps in scope and design of the project approach. This will include developing a benefits baseline to determine where the projects need to be focused to address the highest service delivery gaps against the greatest need, with a specific focus on the needs of tamariki and whānau Māori, in keeping with Oranga Tamariki's s7aa obligations and values.
- The Senior Project Manager will work with the team to develop a series of options paper to work through with the Steering Group to decide on the best way to resolve the strategic alignment issues. This will help with decisions required on the on-going membership of the Steering Group, and the Business Owner(s).
- At the end of re-baselining the project, there will be another opportunity to reassess whether the projects can be set-up for success or whether they should be stopped in part or full.

DELIVERY ASSESSMENT

This summary assessment is the independent opinion of the Review Team on the likelihood of the project meeting its objectives and benefits within time, budget and to agreed quality levels.



RATING: Highly Unlikely

SUMMARY: Successful delivery of the project/programme appears to be **highly unlikely**. There are major risks or issues, which at this stage do not appear to be manageable or resolvable. The project/ programme may need re-baselining and/or overall viability re-assessed.

See Appendix B – Assessment Ratings for a full definition of the summary assessment ratings

INTRODUCTION

PURPOSE

This report has been prepared for the Project Sponsor and Senior Responsible Owner for the Sexual Violence projects, and for broader distribution within Oranga Tamariki as appropriate.

This document summarises the discovery and fieldwork completed for the review, together with the key observations and findings we have uncovered and our recommendations for strengthening the project/programme as it continues through its lifecycle.

BACKGROUND

IQANZ was engaged to provide an independent quality assurance review of the Sexual Violence Projects to provide assurance that the project will deliver to expectations. Attached as **Appendix A** is the Terms of Reference for this engagement.

In 2019, two project budget bids were approved through the Joint Venture for Family Violence and Sexual Violence, these two projects were related to bids seeking investment into specialist service responses for sexual violence:

- Increase service capacity to meet increasing demand for services to address harmful sexual behaviours in children and young people - \$20.9M was approved over 4 years.

- Support organisations to deliver age-appropriate sexual harm crisis support services for children, young people and their families/ whānau. \$37.2M was approved over 4 years.

Most of the approved funding was for increasing capacity of existing services, and the two projects are focused on identifying gaps in service, and delivering a kāupapa Maori co-designed services.

The projects were formally initiated in December 2019 (first Steering Group meeting), and this review was set up due to concerns about lack of progress against the project milestones, and lack of Iwi engagement and co-design.

APPROACH

The diagram below outlines the key steps we took to understand the projects' and assess their current state. As part of our review, we sought diverse views from a range of stakeholders including the Project Team, key Business stakeholders and those tasked with governing the project. The Engagement and Discovery phase took place 29 March to 16 April 2021. **Appendix A** includes a full list of the people we met and spoke with.

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INDEPENDENT QUALITY ASSURANCE REVIEW | SEXUAL VIOLENCE PROJECTS



FINDINGS AND RECOMMENDATIONS

REVIEW OBJECTIVES

The objectives of this review were to:

- Provide the Senior Responsible Owner and Sponsor for the sexual violence projects assurance that the projects are well structured and positioned to deliver expected outcomes, including Oranga Tamariki's contribution to the cross-agency initiative, within time and budget and to the expected level of quality.
- Review the project governance and management environment in place for the projects (roles, responsibilities, capability, capacity, approach, processes, artefacts, standards and controls), ensuring that the controls are of sufficient rigour to support successful delivery of the projects.
- Identify project risks, strengths and improvement opportunities, and present pragmatic recommendations to maximise project success within the agreed timeframes.

CONCLUSION

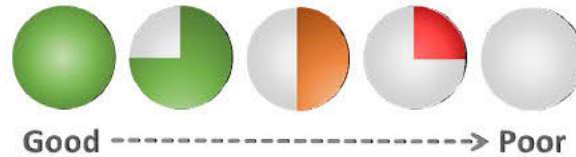
The findings in this report and the delivery assessment ratings are red, due to the projects' not being set-up for success across nearly all review components. This is predominantly because the scope and how the projects' were going to deliver the objectives and outcomes outlined in the project bids is not clear.

The assessment and recommendations need to be taken in context of the complexity of the Sexual Violence Programme, and respective projects, namely: the narrow and specialty area of sexual violence against child victims and those children who display concerning or harmful sexual behaviour; the change of focus for Oranga Tamariki from children in care to all children in NZ who currently have no engagement with Oranga Tamariki; taking a cross-agency approach to sexual violence that is still in early stages of development; the need to co-design kāupapa Māori services without an existing Iwi framework related to sexual violence; and with Iwi who may or may not have priorities and/or capacity to engage at this time on sexual violence. In addition, Oranga Tamariki has a major kāupapa Māori change programme agenda to keep tamariki Maori with whanau, hapū, iwi, and to provide better support for tamariki Maori in care, limiting capacity and bandwidth for these projects.


In summary we recommend the projects' are reset or stopped. If the decision is to continue, everyone interviewed confirmed the urgency and need for this work. Alternate strategic options need to be developed, assessed against strategic objectives and critical success factors, and decisions made about the complex factors that have been challenging the existing project team. The governance structure needs to be populated against the revised business ownership model for both projects, and a new project team stood up comprising members with the skills and experience required, based on the preferred strategic option. The remaining budget needs to be assessed, and a benefits realisation framework developed to determine where the remaining investment in service co-design and pilot(s) needs to be focused. The project approach and deliverables need to be defined in detail for the next 12 months. This should be a gated and staged approach with regular quality reviews.



SUMMARY OF FINDINGS


The following ratings for each review scope component identify the strengths and weaknesses of the Sexual Violence Projects. They take into account the surrounding context of the projects and any work in progress.






COMPONENT	RATING	DESCRIPTION
Strategic Alignment		<ul style="list-style-type: none"> The strategic objectives and outcomes in the budget bids for the HSB and Crisis Support Victims Projects are well documented and understood by the Steering Group members, Project Team members and Joint Agency Partners interviewed. There was a consistent view that Oranga Tamariki plays a vital role for children in New Zealand. The strategic alignment of the Sexual Violence projects in terms of children in the care of Oranga Tamariki is understood. What is not clear is Oranga Tamariki’s current framework and its capacity to reach all children impacted by sexual violence, and how it will work with Iwi and Joint Venture partners to improve service co-design with delivery. Issues have been raised about how this project can be prioritised for organisational attention and where it should be placed functionally within Oranga Tamariki. Particularly, given the high-profile agenda for Oranga Tamariki for children in care and Oranga Tamariki’s current change programme, versus the narrow and highly specialised field of harmful sexual behaviour and victims of sexual violence across the wide base of all children in NZ. Sexual Violence for all children is a new responsibility for Oranga Tamariki, taking a kāupapa Māori approach is also relatively new. There was strong recognition of the gaps in current services and need to have kāupapa Māori co-designed services, but there has been confusion and a lack of clarity and progress with respect to the best approach to achieve this. The role of Oranga Tamariki and/or MSD within a Whānau Ora context and how to achieve this within Oranga Tamariki, with perceived multiple Iwi and regional engagement models has not been raised in an options paper for decision-making and direction. There were different views of how the projects should have been scoped, planned and delivered. The level of these differing views had not been articulated in options papers and presented to the Steering Group or Advisory groups for decision-making and direction. Largely due to the dysfunction operating at the project level, although this was not evident to the Steering Group members because of the overly optimistic project reporting. This became obvious to the Steering Group in late 2020, and the projects were reset.

COMPONENT	RATING	DESCRIPTION
Governance & Management		<ul style="list-style-type: none"> • The project governance framework is using an appropriate standard model which should continue to be used. However, several Steering Group meetings have had to be cancelled, due to non-attendance, and lack of a quorum. This needs to be addressed, and it may improve when the strategic alignment issues outlined in this report have been addressed and the respective membership of the Steering Group is revised. • In the original funding bids, OT was allocated funding for investment in existing services to increase service delivery capacity and reach more tamariki and rangatahi. This has not been treated as part of the projects and therefore not been reported back to the Steering Group. There were different views on whether these should or should not have been part of the project. Given the additional funding was part of the bid's, and expected to increase service delivery reach, this should have had a benefits realisation plan, so that increased spend and expected outcomes (benefits) could be tracked and reported against. This would have supported the project teams in developing baselines to identify further gaps that needed to be addressed by the projects and where to focus effort in new service co-design. • Until recently, there has also been a lack of knowledge and expertise of kāupapa Māori on the Steering Group, and the in the Project Team. This was evidenced in the continuation of the pilot with education providers without adequate (if any) engagement with tangata whenua, even though there is clear intent in the strategic objectives of the project to have Māori co-design. • The internal OT Advisory Group stopped meeting in August 2020. There was no formal advisory group for kāupapa Māori, Agency partners, or Sexual Violence service providers. • The project management and project leadership framework has not been functional. The Business Leader roles within the Project Team have been confused. Instead of performing the standard SME role they have taken over business ownership and project management functions. Since November 2020 there has been one Business Leader role across both projects, this left the project with a gap in sufficient subject matter expertise in both projects. • The turnover of Project Managers and other Project Team members is a clear indicator of the level of dysfunction that has been operating within the Project Team. There are differing views regarding the effectiveness of both the Project Managers and the Business Leaders, and this in of itself will have increased the dysfunction. The end result is the level of the experience within the Project Team, regardless of role was inadequate for the complexity of this project. The confusion of project structure (Business Lead versus SME versus Project Manager); roles and responsibilities; required project delivery processes for reporting; and escalating project issues was inadequate for a project of this complexity.

COMPONENT	RATING	DESCRIPTION
Scope		<ul style="list-style-type: none"> • The scope and approach of how these projects will deliver against respective objectives and outcomes has not been developed and documented in the project plans. There were project bids, but no supporting business cases for the sexual violence programme and/or projects. The deliverables and milestones are too high level, and there was consistent feedback from nearly all interviewees (including joint agencies) they did not know how the project was going to deliver against the sexual violence programme objectives and outcomes. • Progress reported to the Steering Group often did not reflect actual delivery. This was possibly because the project plan did not have a sufficient level of detail on deliverables. Particularly around the pilot, current state analysis, the stakeholder management, and Māori engagement for co-design. • There were different views on the quality and value of each of the deliverables. This needs to be set before deliverables are started, to ensure that design is done to achieve the intended objectives and outcomes. The evidence briefs were independently reviewed, but again there were different views as to whether these had the level of coverage required, for example for kāupapa Māori services or service delivery gaps. • There is no documented or articulated baseline as to how the project deliverables will improve service gaps and target the tamariki who need those services and don't receive them. The target service gaps identified in the project bids did not appear to have been sized as no-one interviewed knew the baseline. Whether this is due to lack of available data, poor quality of data, or lack of project resources it should be the first gap to be closed in the project. • Scope and service design for the HSB pilot continued without adequate engagement and co-design with the tangata whenua Iwi for the proposed pilot location. At the point of interview, this remains unresolved, but the Māori Senior Advisor and Māori Engagement Specialist are making progress. • There was a lack of understanding within the project and at a governance level of the exact status of the pilot and tangata whenua engagement. The scope, approach and key milestones of this should have been defined and tracked against the pilot co-design, engagement and implementation plan.
Time & Dependencies		<ul style="list-style-type: none"> • The project had a schedule in place that it was tracking against. There were a number of missed milestones that were not adequately reflected in the project status reporting. In August 2020, 4 milestones were missed by 2-4 months and reported as minor misses. By September 2020, milestones were continuing to be moved out and this was not reflected in the project RAG rating or the Issues Register. • The revised schedule that the project is operating against, has further missed milestones. The training sessions for the pilot are due to start on the 11 May 2021, and at the point of interview, the issue of engagement with Ngai Tahu and mana whenua while progressing is not at a stage where their involvement in the pilot scope, co-design and delivery has been confirmed. • The schedule and key milestones cannot be confirmed until the scope and service design issues are addressed, and the project approach, tasks and deliverables at a quantified level of detail are confirmed. • Dependencies were well documented, but were due for review in 2nd and 3rd quarter 2020, and hadn't been updated since March 2020.

COMPONENT	RATING	DESCRIPTION
Resources		<ul style="list-style-type: none"> • The Project Team has been dysfunctional and under resourced, this was evidenced in the project reporting, Issues and Risk Registers and observed by nearly all interviewees. Since November 2020, there has been an injection of Senior Māori Adviser and Engagement support. • The Business Lead and Project Manager (PM) roles have not been functional. This is in part due to lack of understanding of the Business Lead role and the PM role, within the team. • There is a lack of understanding as to why both projects were being managed as projects with a Project Manager and Steering Group, by a key team member. This has caused significant issues within the team. This demonstrates a lack of project delivery knowledge and experience in team members. The project team should have following a standard delivery model for service co-design, with a detailed scope that matched the project delivery approach, supporting plans and costs. Deliverables should have included current and future state Blueprints, a benefits baseline and quantified expected benefits, and a stakeholder management strategy and plan for all key stakeholders. • There were significant gaps and delays in resourcing the Project Team for the agreed scope, service design changes, and project delivery approach. The type and level of experience was under sourced for the complexity of the project. This may have been due to organisational capacity with other change programmes in progress, and requests to engage external communication specialists was rejected by the Communications Manager. • If Iwi and Hapu are going to be involved in co-design of sexual violence services or commissioning service providers, are they going to be funded and how much is allocated in the budget at the different stages of the projects and was this accounted for in the timeframes.
Cost & Benefits		<ul style="list-style-type: none"> • The financial management mechanics of the project is being well managed, and the underspend in the budget against plan is reflective of the delays in the project. • It is difficult to determine whether the actual spend is reflective of what has been delivered (i.e. expected spend versus expected deliverables and value). The deliverables so far need to be reviewed against quality, to determine their use in the project going forward. Any remediation work required for the project deliverables so far, needs to be identified, estimated and included in the budget. Refer to the quality management section of this report. • There is no detailed breakdown of the budget against specific deliverables with success completion criteria, or against phases of the project. This means that if budget is required to complete specific project phases, the Project Team members don't understand what funding is available. For example, if the Senior Māori Advisor and Māori Engagement specialist are working with Iwi, and Iwi need to increase capacity for co-design, these team members can't have a meaningful discussion with Iwi on what funding is available for participation, if any. • Qualitative objectives and outcomes were well understood and documented in the budget bids and project plans. However, there is no specific quantification of benefits, or breakdown of what deliverables would achieve what benefits by when, as a result of the project deliverables. No discussion of how benefits would be baselined or measured as a result of service design change and reach to children who are victims of sexual violence or who display concerning or harmful sexual behaviour. Feedback from interviewees was that only

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COMPONENT	RATING	DESCRIPTION
Risks & Issues		<p>qualitative information was available in the evidence briefs and there were gaps in the evidence briefs related to kāupapa Māori; this needs to be validated. Refer to the Quality Management section of this report.</p> <ul style="list-style-type: none"> The project has in place risk and issues registers that contained well documented risks and issues with mitigation plans at the beginning of the project. However, there were risks that had become issues which were not recorded as issues. The delays in the schedule, gaps in resourcing and impact on schedule were not understood or documented as issues early enough. The project missed key milestones in August/September 2020, and although the missed milestones were in the Steering Group project report, the project was still reporting as green when it was amber, and amber when it was red. The project tolerances were not adequate for the project RAG rating or identification of when risks became issues.
Stakeholder Engagement & Communication		<ul style="list-style-type: none"> Stakeholder management has not progressed to the level required across all key stakeholder groups. Internal stakeholder meetings, in the form of Advisory Group meetings within Oranga Tamariki stopped in August 2020, and there were no minutes provided for the last two meetings. Engagement with agency partners has predominantly been managed through the Business Lead. There is positive feedback on the one-to-one relationship, however the agency partners did not have an understanding of how the two Oranga Tamariki Sexual Violence projects were going to be delivered. The roles and responsibilities between Oranga Tamariki and the agency partners in service delivery and increased funding had not been discussed. The Project Team does not have a clear understanding of how the project will engage with and co-design a kāupapa Māori service delivery model. There are different views amongst the team of how this should progress. Options suggested were: using the Iwi engagement model that has been set-up through the Oranga Tamariki Whānau Care programme; using the MSD reference group that has been set up for the MSD Sexual Violence projects; or going through the Oranga Tamariki Regional Management teams; or a combination of some or all of these. A Local Oversight Group was set up with the Ministry of Education, STOP and the evaluator for the HSB pilot, but Ngai Tahu or mana whenua were not part of the Local Oversight group. A Working Group has also been established. A pilot date has been set for 11 May 2021. Progress has been made in the last 3 months on starting planned engagement with Ngai Tahu and mana whenua. However, progress has been understandably slow given an element of recovery given the pilot had progressed without involving Ngai Tahu or the respective hapū as the tangata whenua.
Organisation Change Management		<ul style="list-style-type: none"> There is inadequate understanding and documentation of the current state of services delivered to the tamariki and rangatahi who need services as victims of sexual violence, or those who show harmful sexual behaviour. The information to develop journey maps for victims and those who show harmful sexual behaviour may be documented in the evidence briefs. However, there is no end-to-end journey model for tamariki impacted by sexual violence, current or future state Blueprints. There is insufficient quantitative understanding of the target audience, or Iwi affiliation to identify gaps and how service design changes (process and service providers) will impact and deliver benefits.

COMPONENT	RATING	DESCRIPTION
Quality		<ul style="list-style-type: none"> • There is no view of whether there needs to be a change in roles and responsibilities or funding between the joint venture agencies. There is no shared agreement of whether the scope of this project includes improving education, support and practices for those who deliver services to tamariki and rangatahi displaying harmful sexual behaviour. • There were differing views over the quality of the project’s deliverables amongst the Project Team members interviewed. With the lack of stakeholder planning and engagement, the value of deliverables from both projects, including the proposed pilot, could not be validated during this review. It is concerning that there was not a consistent view of the quality of deliverables, this needs to be addressed urgently or there will be lack of confidence and/or buy-in to using key deliverables. • Communication within the Project Team has been poor which impacts on the quality of key deliverables. This means Project Team members cannot provide adequate feedback on key deliverables, including quality improvements, and lessons cannot be learned. This will have contributed to the different views of the quality of key deliverables delivered to date.

See Appendix B – Assessment Ratings for a full definition of the summary assessment ratings

KEY RECOMMENDATIONS

Based on the detailed findings in this report, the following recommendations should be addressed as a matter of noted priority. The recommendations are broken into key themes/areas.

STRATEGIC ALIGNMENT

#	RECOMMENDATION	RATIONALE	Priority	Critical
1.1	<p>Develop alternate options papers to address the strategic alignment issues in the Sexual Violence programme and underlying projects.</p> <p>Present them to the Steering Group for decision-making. Some options papers will require other recommendations to be complete before they can be finalised and presented for decision-making.</p>	<p>The strategic alignment issues that need options and recommendations are:</p> <ul style="list-style-type: none"> Oranga Tamariki’s role in delivering services for ‘tamariki in care’ versus ‘all tamariki of New Zealand’ where tamariki are victims of sexual violence, or tamariki and rangatahi who have harmful sexual behaviour. Where this sits in the organisation functionally for Oranga Tamariki, and the role of other joint agencies. Particularly, given the specialist experience required for sexual violence responses. Example: if a tamariki is assaulted in a park by a stranger, and the crisis response is with Police and the DHB, and the child is not taken into care, what is Oranga Tamariki’s role and how does it know this has occurred? The role and responsibilities of Oranga Tamariki versus other agencies as providers of service to tamariki who are victims of sexual violence, or tamariki and rangatahi who have harmful sexual behaviour. Particularly MSD and ACC, (i.e. the handshake points for services for victims to ensure smooth transition and continuity, and respective funding of services, existing and new). This should have been clearly articulated in the Current State analysis and a current and future state Blueprint developed, refer recommendation 1.7. The approach to be used to engage and co-design kāupapa Māori services for Māori tamariki who are victims of sexual violence, or Māori tamariki and rangatahi who have harmful sexual behaviour. Given only 4 of 21 accredited Sexual Violence providers self-identify as Māori, and the anecdotal view that that the high proportion of tamariki impacted by sexual violence are Māori, for example: 60-70% of tamariki and rangatahi who display harmful sexual behaviour and are in care are Māori. Options and challenges identified during this review that have not been resolved by the project are: <ul style="list-style-type: none"> Would the Iwi engagement framework set-up for the Whānau Care Programme be suitable for Iwi Engagement for the sexual violence projects? Which Iwi have the highest number of tamariki who are victims of sexual violence, or tamariki and rangatahi who have harmful sexual behaviour, and are they in the Iwi framework for the Whānau Care programme. Do priorities and capacity in the respective Iwi align to these sexual violence projects at this time? 	Priority	Critical
			Owner	Senior PM
			Due Date	18 Jun 2021

# RECOMMENDATION	RATIONALE
	<ul style="list-style-type: none"> - Do you work with one Iwi or many, at the co-design level, and the pilot level to gain traction, and use a reference Iwi group to feedback progress for future co-design Iwi by Iwi? - What is the role of Regional Managers who have Iwi and Māori NGO contacts, and what should be their role in the Iwi engagement model? - Are there other Iwi engagement mechanisms within Oranga Tamariki and if so, what should be their role in the Iwi engagement model? - How much to work with MSD? MSD set up a partnership with kāupapa Māori sexual violence provider specialists and they have written a report Te Hikina Manawa - on capability building for kāupapa Māori Sexual Violence. Identifying existing strengths, sharing and understanding what's working, what isn't and what can be built that will work for whānau. MSD are moving to the next phase to focus on: quality assurance, assessments that adequately measure impact and severity of trauma(s) and measure whānau healing over time, Kāupapa Māori sexual violence service specifications and guidelines (preferred funding model and baseline frameworks), policies to support this design, and data management. Once this phase is complete, MSD will better understand how best to commission the solutions whānau need. Further down the track MSD will test, refine and finalise our collaborative kāupapa Māori sexual violence service design. • The link between the Harmful Sexual Behaviour project and the Crisis Support (Victims) project, given it is possible tamariki and rangatahi who show harmful sexual behaviour may have been victims of sexual violence within a whānau and sometimes over generations. What project deliverables can be shared? If you have tamariki or rangatahi who display harmful sexual behaviour and you identify in delivering services they are a victim of sexual violence, how does the service delivery connect.

GOVERNANCE & MANAGEMENT

#	RECOMMENDATION	RATIONALE	Priority	Critical
1.2	<p>Pause the sexual violence programme, and decide whether to re-baseline the sexual violence projects and continue, or stop one or both of the projects.</p> <p>If the decision is made to re-baseline the projects, then a check-point is required at the end of the re-baseline to determine whether one or both projects should proceed.</p> <p>The re-baseline will provide additional information for the Steering Group to decide if and how the individual projects should proceed to best meet the objectives and outcomes of the Sexual Violence programme.</p>	<p>The projects have continued to run without sufficient resources, from both a capacity and capability perspective. As a result of this and the dysfunction in the Project Team, neither project is delivering sufficiently against the objectives and outcomes set for either sexual violence projects.</p> <p>In order for these projects to succeed there are several strategic alignment issues that need to be addressed. These strategic alignment issues have not been adequately brought to the attention of the Steering Group. The projects need an experienced Senior Project Manager to facilitate the development of alternate option papers with a preferred option and recommended way forward.</p> <p>The re-baselining recommendations in this report are essential for the Sexual Violence projects and any related projects to succeed.</p> <p>The decision to stop or continue may be made immediately as a result of the findings in this report or after the project is re-baselined. The re-baselining may help the Steering Group to determine if Oranga Tamariki is the best agency to lead these projects.</p>	Owner	Sponsor
			Due Date	14 May 2021

IN-CONFIDENCE

#	RECOMMENDATION	RATIONALE		
1.3	Determine the appropriate Business Owner as a result of strategic options decisions and agreed project delivery approach.	<p>There has been inadequate focus on engagement with Iwi and kāupapa Māori co-design and partnering opportunities that address this. The HSB pilot is a good example where there was inadequate focus and priority set on considering the criticality of involving Ngāi Tahu in the co-design and implementation of the pilot. The pilot proceeded to near implementation without having appropriately engaged with Ngāi Tahu and mana whenua. Anecdotal data discussed is a high proportion of target tamariki and rangatahi impacted by sexual violence are Māori, and most (but not all) of the service providers do not self-identify as Māori. The business ownership of the projects should reflect the priority focus areas for tamariki who are victims of sexual violence, or tamariki and rangatahi who have harmful sexual behaviour.</p> <p>Commissioning has been a strong focus, and while this is important, the purpose of these projects at this stage is to identify gaps in service design and kāupapa Māori engagement and co-design. Commissioning will become important once the pilots are complete and decisions are made on what services need to be funded, and commissioning new services or co-designed services and establishing new service providers.</p> <p>The business owner(s) need to be available to the project to monitor progress, and provide direction on strategic issues. There are 4 Deputy Chief Executives' with a clear stake in the projects representing the Joint Venture, Partnering/ commissioning, Care and Services for children and families. Two of which are currently on the Steering Group, If the Business Ownership is reviewed this should also be reviewed. For example: there were 2 DCE's on the Steering Group, and more recently only one is attending. Did there need to be 1 or 2 DCE's or should this be reduced when a decision is made about business ownership of the projects.</p>	Priority	High
			Owner	Senior PM
			Due Date	16 Jul 2021

SCOPE

#	RECOMMENDATION	RATIONALE		
1.4	Review the deliverables from the project so far, to determine what can be used in the re-baselining of the project and if remedial work is required.	<p>Review the following deliverables for each project and agree the value as input to the re-baseline and on-going projects, or if any remediation work is required:</p> <ul style="list-style-type: none"> • Agreed approach to addressing practice • Cohort analysis – CYRAS, and Provider data and insights • Evidence briefs • Evaluation of who is turning – up for HSB services (not marked as complete) • HSB Pilot plan, pilot collateral and results of Pilot Working Group (only MoE complete) • Agreed approach to addressing practice • Communications and engagement collateral – in progress 	Priority	High
			Owner	Senior PM
			Due Date	28 May 2021

#	RECOMMENDATION	RATIONALE	Priority	Critical
1.5	<p>Establish a data baseline to quantify the focus areas for the project. Specific service gaps areas are mentioned in the project bids.</p> <p>Develop a benefits management framework for both projects, to identify gaps and/or deficiencies in service against highest need.</p>	<p>Activities associated with benefit quantification and realisation need to be part of the re-baselining of the project to understand where the focus of the re-design of services and providers will be prioritised. This work should include which Iwi may be best to start co-designing with, and which joint agencies to work with on what parts of service design.</p> <p>If the data quality is poor, then assumptions should be used, and plans made to improve the quality and collection of required data to measure process improvement. No-one could give in-sight data on the age, ethnicity, location, Iwi affiliation for tamariki who are victims of sexual violence, or tamariki and rangatahi who display harmful sexual behaviour. Which tamariki is receiving what services, and any level of effectiveness or gaps in service delivery to be able to focus and prioritise co-design investment. The only in-sight data available was on the lack of service providers who self-identified as Māori, and this doesn't indicate whether those services are delivering kāupapa Māori services.</p> <p>This will enable a benefit realisation framework to be developed to measure the effectiveness of project service co-design changes and pilots. More importantly, it would support the project to identify where to focus its effort in closing the gaps in tamariki not receiving services, and the parts of the service delivery that need investment and proportion of investment for kāupapa Māori co-design.</p>	Owner	Senior Data Analyst
			Due Date	11 Jun 2021

IN-CONFIDENCE

#	RECOMMENDATION	RATIONALE	Priority	Critical
1.6	Redesign the project approach for both projects based on the re-baselining.	<p>Document the revised project approach for both projects, and the pilot based on:</p> <ul style="list-style-type: none"> • The available budget • The decisions made as a result of the options papers on strategic alignment • The focus areas selected based on quantified gaps in service delivery, greatest need of tamariki and rangatahi based on data-insights, and priority areas identified in the original bids. These focus areas might be one or many of the following depending on remaining budget and time to deliver: <ul style="list-style-type: none"> – improving data collection and data quality to improve the baseline – co-design on sexual violence service delivery process improvements: increasing knowledge for identifying tamariki in need and matching services; decreasing wait times; increasing funding for specific services; piloting co-design process improvements to determine if funding needs to be increased – co-design on service delivery gaps of kāupapa Māori services and piloting these to determine if they work and should be funded and expanded – changing Policy, on who is best to deliver sexual violence services to tamariki, funding gaps, and proposed funding mechanisms – improving practice within Oranga Tamariki based on learnings from the two projects – whether the HSB pilot should continue, and what work is required to engage and co-design with Ngai Tahu, before the pilot can start and how it will be evaluated against the benefit management framework for the respective project, there was positive feedback for this to continue, depending on whether this is a kāupapa Māori co-design / co-pilot priority • Priority to work with the Iwi's on co-design initially where there is a highest unmet demand for kāupapa Māori services for tamariki who are victims of sexual violence, or Māori tamariki and rangatahi who have harmful sexual behaviour, if this is a priority for those Iwi, they may have other higher priorities they are focused on. • How much work will be done with joint agencies, most likely to be MSD, but could be aligning to understand ACC service handover points to ensure tamariki have access to all available services. • How much work can be done with other agencies (MoH, MoE, Police and Justice) who interact with tamariki across NZ and identify earlier when tamariki need access to sexual violence services provided by Oranga Tamariki, Iwi and MSD. 	Priority	Critical
			Owner	Senior PM
			Due Date	2 Jul 2021

TIME & DEPENDENCIES

#	RECOMMENDATION	RATIONALE		
1.7	Revise the project schedule with milestones that reflect specific deliverables and success criteria. The milestones and deliverables should have an associated cost estimate, so that the project value against spend can be accurately assessed.	<p>The schedule to date has included milestones that have in some cases been reported as met, but the Steering Group have not necessarily had deliverables and critical success factors to demonstrate this.</p> <p>Some milestones have not been met and these missed milestones have been reported as minor. The Steering Group has not been able to assess the impact of those missed milestones. All milestones should have key deliverables with progress easily tracked. A minimum viable scope needs to be determined to ensure the projects deliver against the expected objectives and outcomes, focused on the next 12 months. There should be much more detail in the project plan for the next 12 months of delivery, versus the out years and future phases. Detailed plans for outyears should be developed as each phase is completed.</p>	Priority	High
			Owner	Senior PM
			Due Date	9 Jul 2021

RESOURCES

#	RECOMMENDATION	RATIONALE		
1.8	Appoint a proven Senior Project Manager (PM) to re-baseline the project by working through the recommendations in this report.	<p>The project structure was non-standard and was confusing, and what should have been business subject matter expert roles, were placed into business leadership roles. There was a perception that the Project Manager reported to the Business Lead and a number of Project Manager functions were handled by the Business Lead without adequate Project Manager or team involvement. This significantly impacted on the Project Manager(s) ability to do the job, and resulted in a high turnover of project managers. There has been confusion, conflict and lack of communication within the team, and inaccurate reporting to the Steering Group for governance decision-making.</p> <p>This is a complex project, the re-baseline requires a Senior Project Manager or Project Director who has the right level of experience for managing strategic, complex projects in a recovery scenario. This person will need 15+ years Senior Project Manager/Director experience.</p>	Priority	Critical
	Recruit a Senior PM who has delivered projects in complex policy and service design environment, ideally with an understanding or able to take direction of a kāupapa Māori approach.		Owner	Programme Manager
			Due Date	14 May 2021

#	RECOMMENDATION	RATIONALE		
1.9	<p>Appoint full-time senior specialist subject matter experts to work with the newly appointed Senior Project Manager to develop the strategic options papers and other re-baseline deliverables outlined in the recommendations of this report. Consideration needs to be given to engaging a specialist subject matter expert in sexual violence who has delivered kāupapa Māori services.</p>	<p>The following full-time subject matter experts are required to re-baseline the project:</p> <ul style="list-style-type: none"> • Senior Data analyst – to determine what data insights are required to set a benefits baseline, identify focus priority areas for improving sexual violence service delivery for tamariki sexual violence victims, and tamariki and rangatahi who have harmful sexual behaviour. • Senior Business Analyst and/or Service Delivery Design Specialist – document current state journey maps / service delivery processes for tamariki sexual violence victims, and tamariki and rangatahi who have harmful sexual behaviour. Some of this may already be complete, but must be of the required level of detail to map against gaps and focus areas identified through the data insights. • Senior Māori Adviser – Iwi and Hapu engagement, co-design and service provision. Ideally, the existing resource recently added to the project. • Engagement Lead – Iwi and Hapu engagement, and stakeholder engagement. Ideally, the existing, the existing resource recently added to the project, made full-time. • Organisational Change Manager – to assess what level of change is required to support recommended: Policy changes; Service Design changes; Pilot delivery; and if required Policy Practice changes • Subject Matter Experts (not Business Leads): <ul style="list-style-type: none"> – Senior Māori Advisor Sexual Violence and kāupapa Māori service provision for tamariki – Sexual Violence specialist in service design for tamariki and rangatahi displaying concerning or harmful sexual behaviour – Specialist in service provision for tamariki sexual violence victims – provider and academic experience – Senior Policy Advisor – to review any policy changes that might be flagged as part of the re-baselining activities. This may be someone brought in for the options analysis and project approach recommendations. – Commissioning Manager with experience of sexual violence providers for tamariki, ideally with experience with Iwi whānau ora contracts and/or kāupapa Māori service delivery 	<p>Priority Owner Due Date</p>	<p>Critical Sponsor and SRO 14 May 2021</p>
		<p>All members of the project for re-baselining and on-going, need to have experience of working effectively within a project environment, particularly given the complexity of these projects, and the level of complex stakeholder management required.</p>		

COST & BENEFITS

#	RECOMMENDATION	RATIONALE		
1.10	Confirm the available budget for the revised project scope, focus areas and key deliverables. This must include budget spent on increasing existing services, and what budget is available for new services.	<p>Engagement has started with Iwi and Hapu, without understanding the budget available for co-design and commissioning. For Iwi and Hapu to participate in co-design this will need to be funded. The Iwi Engagement Team need to know what funding is available up-front, before starting the conversation with Iwi.</p> <p>The project included funding the scope for increased services for sexual violence service delivery with existing Oranga Tamariki providers. This was considered to be outside of the project, even though it was funded through the Sexual Violence project bids, and to date has not been reported through the Steering Group. There needs to be increased transparency of all sexual violence service delivery funding, by provider so that this can be input as to where there may be gaps between demand versus service delivery. This can help identify the funding gaps with respect to co-design and services. There were different views within the Project Teams for how this should be best handled. This decision should be made by the Steering Group.</p>	Priority	High
			Owner	Senior PM
			Due Date	2 Jul 2021

RISKS & ISSUES

#	RECOMMENDATION	RATIONALE		
1.11	Review the risks and issues and update the registers. Set tolerances against the milestones, budget and forecasts. Use the tolerances to support the project reporting RAG rating.	The issues and project reporting did not reflect the status of the project. Milestones were repeatedly missed, and reported as minor. Risks had developed into issues, and these were not updated into the issues register. This clearly indicated that mitigations were not effective, and not reported up to the Steering Group. The project controls were not being updated against the review dates.	Priority	High
			Owner	Senior PM
			Due Date	9 Jul 2021

STAKEHOLDER ENGAGEMENT & COMMUNICATION

#	RECOMMENDATION	RATIONALE		
1.12	If the decision is to re-baseline, decide whether work should continue with engaging with Iwi on the current engagement plan, or whether this should be paused until the Options Analysis on Iwi Engagement is complete.	Determine the interim engagement plan with Iwi based on the recommendations in this report and the decision from recommendation 1.1 pause or stop the project. Decide if continued engagement will help with the options analysis or specifically seek input into the options analysis as it related to Iwi engagement and co-design, or decide if this should wait until recommendations 1.5 to 1.8 are complete. If the decision is to wait, agree what the messaging should be for Iwi who have already been engaged in either of these projects, and messaging for MSD.	Priority	Critical Owner Senior Māori Advisor Due Date 14 May 2021
1.13	Clearly define and agree roles and responsibilities with ACC, MSD and any other partner agencies on Sexual Violence service response and funding for tamariki and rangatahi for the two projects.	Clearly defined roles and responsibilities will ensure the Project Team understands for tamariki, rangatahi and whānau what services are provisioned by which agency, and what the handover points might be between agency services. Any legislative changes required as a result of the co-design, identification of any service and funding gaps, and who should address them. If this is not done, the improved Sexual Violence service for tamariki and rangatahi across the two projects will not be delivered.	Priority	Critical Owner Senior PM Due Date 16 Jul 2021
1.14	Design an Advisory Group(s) set-up for the sexual violence programme that works for both projects. The design of the advisory group(s) needs to be guided by the project scope(s) and delivery approach(s), and major delivery stages.	The sexual violence projects are working in a complex environment, where gaps in funding and service delivery do not belong to one government agency. Gaps exist because of a lack of understanding of the sexual violence landscape. The advisory areas are: <ul style="list-style-type: none"> • Kāupapa Māori, and Iwi and Hapu engagement; consider the existing whanau care programme Iwi collective (comprising currently 11 Iwi), if this aligns to the tamariki and rangatahi sexual violence victims and those who show harmful sexual behaviour. • Sexual violence service providers and specialists in the field, including kāupapa Māori providers and specialists who work in and understand the mahi. • Joint agencies – particularly ACC and MSD, to understand what services and funding is available, where the handover points are between the agencies for funding and services. Identifying if there are gaps in services or funding, how this will be addressed at a policy level. 	Priority	High Owner Senior PM Due Date 16 Jul 2021

ORGANISATIONAL CHANGE MANAGEMENT

#	RECOMMENDATION	RATIONALE		
1.15	Develop a journey map for tamariki who are victims of sexual violence, and another for tamariki and rangatahi who have harmful sexual behaviour. This needs to cover when they enter the current state system, who responds and what services are provided.	<p>Review the current state documentation of services, government agencies, and the evidence briefs to develop the journey maps. This may need to have one journey for each project, but focuses at different for different tamariki age ranges ages for identification and sexual violence service responses. Align the in-sight baseline data against these maps to identify gaps in service, poor service response (effectiveness and timeliness), gaps in kāupapa Māori services and identify areas of highest need identified from the data baseline. This will help the project focus on where service design improvements are needed for co-design, pilots for new services, specific location and highest need.</p> <p>If a Blueprint has not been developed - a current and future state Blueprint is required. This will enable organisational changes to be identified, and organisational impact assessments to be completed. This may end up with recommendations that impact funding, and joint agencies where there are hand-off points for services between the joint agencies. One area identified within Oranga Tamariki as not having enough consideration in scope is Policy Practice Guideline improvements, this may also have a joint agency impact.</p>	Priority	Critical
			Owner	Senior BA
			Due Date	11 Jun 2021

QUALITY

#	RECOMMENDATION	RATIONALE		
1.16	We recommend another IQA once the project re-baseline is complete, project plans are defined and key resources inducted and the new team in place.	Given the criticality of these projects, if the decision is made to proceed when the re-baseline is complete the project artefacts need to be quality reviewed to determine if they will enable the project team to be set-up for success. This could be done at the completion of re-baselining or 3 months into the restart of the project to determine if it is tracking against the agreed schedule, project controls are working at a project and governance level, and key stakeholders have been appropriately engaged.	Priority	High
			Owner	Programme Manager
			Due Date	30 Jul 2021

DOCUMENT SIGNOFF

MANAGEMENT COMMENT

Thank you for this well-articulated report. There are very differing views within Oranga Tamariki as to the issues associated with this project and you have been able to express that well. The report is factually accurate and the recommendations are very helpful. We intend to reset the project using these as a guide to the way forward

Management comment provided by Audrey Bancroft, Senior Responsible Officer and Trish Langridge, Programme Sponsor

NEXT STEPS

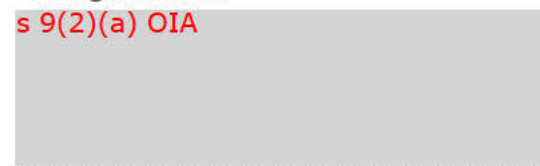
Please contact us if you would like to discuss the details of this report in person. We are happy to answer any questions or provide further explanations around the findings and intent of the recommendations.

SIGNOFF



Trish Langridge
Programme Sponsor
Oranga Tamariki


s 9(2)(a) OIA



04 May 2021

[date]

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IQA New Zealand Limited

3 May 2021

APPENDIX A – TERMS OF REFERENCE

SCOPE

SCOPE INCLUSIONS

The scope of this review included the following:

- The level of alignment of project outcomes to the strategic direction and objectives of Oranga Tamariki and the cross-agency initiative.
- The project governance and management environment and structures, including roles and responsibilities (both internal and cross-agency), capability, capacity, approach, standards, and controls to support successful project delivery.
- Scope and service design management: how well the scope and service design is defined (inclusions and exclusions), and how deviations from scope are controlled.
- Schedule and dependency management: how work has been estimated, sized and resourced, together with how dependencies within and outside of the projects are understood, monitored and controlled.
- Stakeholder engagement and communication: the projects' identification of stakeholders and the processes and mechanisms used to communicate and engage with those stakeholders (including cross-agency).
- Organisation change management: how change impacts have been identified and assessed and the proposed plans to manage change into the affected organisation(s).
- Resource management: the projects' resourcing approach, its effectiveness and the resource capability and capacity to deliver the projects.

- Financial management: including budgets, approvals and reporting, how variances are managed and how deviations from budget are managed.
- Benefits management: including how benefits are identified and defined, what measures and KPIs are agreed, and how benefit realisation will be monitored during and post project.
- Risk and issue management: identify any key risks and issues which may impact project delivery, quantify their impact, and recommend mitigation actions. Provide assurance that existing risks and issues are being managed in such a way that does not threaten project delivery.
- Quality management: how quality of the project outcomes is defined, tested and assured during delivery.
- Identification of findings (key risks, strengths, and improvement opportunities) together with pragmatic recommendations in relation to any improvement opportunities.

SCOPE EXCLUSIONS

The scope of this review excluded the following:

- A review of any procurement processes and contractual arrangements between Oranga Tamariki and any suppliers.
- An assessment of the achievement of expected benefits.
- A review of any aspect of technical or service design and its appropriateness.

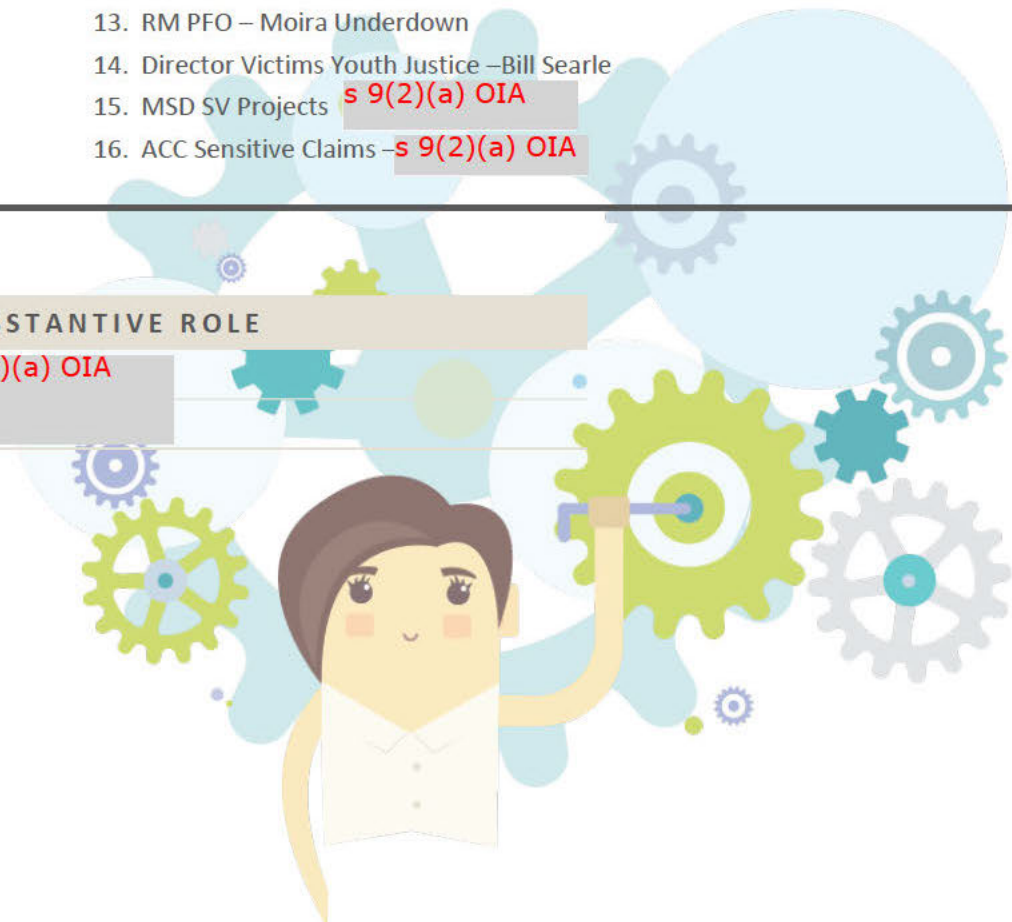
KEY STAKEHOLDER INTERVIEWS

We would like to thank the following people for their input to this review:

1. Sponsor – Trish Langridge
2. SRO – Audrey Bancroft
3. JVBU Representative – Anita West
4. Programme Manager – Mooch Williams
5. Previous Project Manager (Sexual Violence) – Andrea Brooking
6. Previous Business Lead (HSB) and SME – Jean MacDonald
7. Project Governance Group member – Joe Fowler
8. Business Lead – Kylie Grigg
9. Head of Māori engagement and co-design – Frana Chase
10. Senior Māori Advisor – Dr Hope Tupara
11. Engagement Lead – Adam Ransfield
12. PPG – Nikki Evans
13. RM PFO – Moira Underdown
14. Director Victims Youth Justice – Bill Searle
15. MSD SV Projects – s 9(2)(a) OIA
16. ACC Sensitive Claims – s 9(2)(a) OIA




REVIEW TEAM

TEAM MEMBER	ROLE	SUBSTANTIVE ROLE
s 9(2)(a) OIA	Lead Reviewer	s 9(2)(a) OIA
	Internal Quality Assurance & Advice	











DOCUMENTATION REVIEWED











1.GOVERNANCE & MANAGEMENT

Name
 Advisory Group Meeting
 Steering Group Committee meeting packs
 Key People - Early Intervention Pilot
 Sexual Violence - Terms of reference





1.GOVERNANCE & MANAGEMENT > Advisory Group Meeting

Name
 Prog-Advisory Group Agenda-31st August 2020
 Prog-Advisory Group Agenda-19 May 2020
 Prog-Advisory Group Agenda-11th August 2020
 Prog-Advisory Group Agenda-9 June 2020
 Prog-Advisory Group Agenda-7th July 2020
 Minutes - JVBU Update and SV Advisory Group Meeting - Tuesday 19th May 2020 (Final)
 Minutes - JVBU Update and SV Advisory Group Meeting - Tuesday 9 June 2020
 Minutes - JVBU Update and SV Advisory Group Meeting - Tuesday 7 July 2020





1.GOVERNANCE & MANAGEMENT > Steering Group Committee meeting packs

Name
 20191212 Sexual Violence Pack
 20200130 Sexual Violence Pack
 20200228 Sexual Violence Pack
 20200403 Prog-Sexual Violence Steering Group Pack
 20200529 SV- Steering Group Pack
 20200625 Sexual Violence Steering committee pack
 20200723 Sexual Violence - Steering Committee pack
 20200820 Sexual Violence - Steering Committee pack
 20200924- Sexual Violence Steering Group meeting pack
 20201218 - SV Steering Group meeting pack




2.SCOPE

Name
 CHSB PROJECT
 CRISIS SUPPORT VICTIMS PROJECT
 Prog-Sexual Violence_Project Overview incl Brief-Oct 2019
 Sexual Violence Project - Approach Doc -Final



2.SCOPE > CHSB PROJECT

Name
 EARLY INTERVENTION PILOT
 CHSB-Project Delivery Plan FINAL v0.2
 CHSB-SystemViewCurrentState
 HSB Variation Request





2.SCOPE > CRISIS SUPPORT VICTIMS PROJECT

- Name ^
-  Crisis Support Services for Victims Variation Request
 -  Vict-Project Delivery Plan v1.0-FINAL
 -  Vict-SystemViewCurrentState



3.TIME & SCHEDULE

- Name ^
-  Project Control Book Early Intervention Pilot October 2020
 -  Vict-Crisis Support Services-Project Schedule



4.COST & BENEFITS

- Name ^
-  INITIAL BUDGET DOCS
 -  CHSB-Project Control Book - 2021- New version
 -  High level numbers from finance system
 -  Vict-Project Control Book 2020 -2021 -


4.COST & BENEFITS > INITIAL BUDGET DOCS

- Name ^
-  CHSB-Budget 19 Bid-Concerning and Harmful Sexual Behaviour Services for Children and Young F
 -  Vict-Budget 19 Bid-Sexual Harm Crisis Services for children and young people





5.RESOURCES

- Name ^
-  Memo for changes to SV projects structure FINAL
 -  Resource Tracker



6.RISK ,ISSUES & DEPENDENCIES

- Name ^
-  CHSB-Project Control Book - 2021- New version
 -  Vict-Project Control Book 2020 -2021 -

7.STAKEHOLDER ENGAGEMENT, COMMUNICATION & CHANGE MANAGEMENT

- Name ^
-  COMMS DOC
 -  ENGAGEMENT
 -  Crisis Support Assurance Plan on a Page Template - short form crisis
 -  HSB Assurance Plan on a Page Template - short form

7.STAKEHOLDER ENGAGEMENT, COMMUNICATION & CHANGE MANAGEMENT > COMMS DOC

- Name ^
-  Interim Communications Plan- Sexual Violence (v5)_FINAL
 -  Sexual Violence Projects Communications and Engagement Plan (003) - Copy sent by H 19.3.21

7.STAKEHOLDER ENGAGEMENT, COMMUNICATION & CHANGE MANAGEMENT > ENGAGEMENT

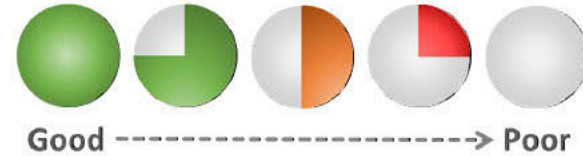
- Name ^
-  2021 SV Engagement
 -  Oranga Tamariki Sexual Violence Project Update
 -  SV Revised Maori engagement plan
 -  Te Tai Tokerau Iwi (1)






APPENDIX B – ASSESSMENT RATINGS

SUMMARY ASSESSMENT

RATING	SUMMARY ASSESSMENT DESCRIPTION
Highly Likely	Successful delivery of the project/programme appears highly likely and there are no major outstanding risks or issues that at this stage appear to threaten delivery successfully.
Likely	Successful delivery of the project/programme appears likely . However attention will be needed to ensure risks do not materialise into major issues threatening delivery.
Feasible	Successful delivery of the project/programme appears feasible but risks or issues require management attention. The risks or issues appear resolvable at this stage of the project/ programme if addressed properly.
In Doubt	Successful delivery of the project/programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed.
Highly Unlikely	Successful delivery of the project/programme appears to be highly unlikely . There are major risks or issues, which at this stage do not appear to be manageable or resolvable. The project/ programme may need re-baselining and/or overall viability re-assessed.

COMPONENT RATING



RATING	DESCRIPTION
	Process, practice and disciplines are appropriate and fit for purpose. No material improvement opportunities exist.
	Process, practice and disciplines are mostly appropriate and fit for purpose. Minor improvement opportunities exist.
	Process, practice and disciplines need development to support project success. Material improvement opportunities exist and should be addressed as a priority.
	Process, practice and disciplines are not appropriate or fit for purpose. Significant material improvement opportunities exist that require immediate attention.
	Insufficient process, practice and disciplines exist, creating an unacceptable level of risk to project success.

DOCUMENT CONTROL

DOCUMENT INFORMATION

DOCUMENT NAME	Oranga Tamariki, Sexual Violence Projects Independent Quality Assurance Review
CONTACT	Nadine Wooller, Associate Director
STATUS	Final

DOCUMENT HISTORY

AUTHOR	DESCRIPTION OF CHANGE	DATE	VERSION
s 9(2)(a) OIA	Initial document	19 Apr 2021	0.1
	Update from IQANZ internal quality review	21 Apr 2021	0.2
	Update from Oranga Tamariki Programme Manager factual accuracy feedback	26 Apr 2021	0.3
Trish Langridge Audrey Bancroft	Management feedback from Oranga Tamariki Sponsor and SRO	30 Apr 2021	0.4
s 9(2)(a) OIA	Final version release for Sponsor signoff	3 May 2021	1.0

DISTRIBUTION CONTROL

PERSON	ROLE	DATE OF ISSUE	VERSION
s 9(2)(a) OIA	IQANZ internal quality review	19 Apr 2021	0.1
Mooch Williams	Programme Manager, Residential and High Needs Services	21 Apr 2021	0.2
Trish Langridge	Sponsor, Deputy Chief Executive Care Services	26 Apr 2021	0.3
Audrey Bancroft	Senior Responsible Officer, GM Residential and High Needs Services	30 Apr 2021	0.4
Mooch Williams	Programme Manager, Residential and High Needs Services	3 May 2021	1.0

IN-CONFIDENCE

Ministers, ^{2 June 2022} officials not told about OT 'mess'

PHIL PENNINGTON

WELLINGTON: Oranga Tamariki's botched sexual violence project was hidden from top officials and public services commissioner Peter Hughes, who was supposed to have oversight of it.

The Government says what went on was an "incredibly serious" failure by Oranga Tamariki (OT), but government ministers said they did not know anything about the "mess" that jeopardised the \$60 million project.

Last week it was reported the internal report by independent assessors for Oranga Tamariki last year found the project team was so dysfunctional and inadequate that OT had to shut it down and start over 20 months on.

Mr Hughes, who chaired the board of a cross-agency anti-violence joint venture, said OT had told him late last year its work was on track.

"I was not aware of the independent review report, which resulted in a programme being closed down," Mr Hughes said last Friday.

"It is disappointing I have only found this out now."

Delays still plague the \$15 million-a-year scheme aimed at boosting support to all children who have been sexually abused.

This is at a time when a new briefing shows OT is dealing with 400 rangatahi in care who have been sexually abused and knows of 1500 instances of sexual abuse against children each year.

The April 2021 review that shut down the team said it failed to plan for expanding existing crisis services even though that was central to its 2019-20 Budget bid that snared \$60 million.

Former OT deputy chief executive and sponsor of the project Trish Langridge, who led and then shut down the project, said she had done the right thing.

"I'm accountable for it. I did the right thing, I stopped something that wasn't working ... That's leadership."

She called the project "a mess" but said it had not played a part in her leaving OT late last year. Project manager Mooch Williams left OT after her team was shut down. She did not respond to requests for comment.

The review found governance was poor, and steering group

meetings were called off because few people turned up.

The two ministers and two commissioners involved said improving the services was critical, but all four disavowed knowledge of the project going awry.

Just last December, Mr Hughes said it was progressing "as intended".

"I was given assurances by Oranga Tamariki, which aligned with information reported at the time, that the agency was progressing its sexual violence programmes as intended," he said in a statement on May 27.

Accountability sat with the chief executive, he said, adding he understood the situation had been fixed, funding going directly to communities.

Minister for Children Kelvin Davis said in a statement he did not receive the independent report and was not made aware of the level of dysfunction.

Minister for the Prevention of Family Violence and Sexual Violence Marama Davidson said accountability was a key focus of the six-month-old Te Aorerekurua, the national strategy to eliminate family violence and sexual vio-

lence that she led.

"This is incredibly serious. Any instances where government agencies have failed to deliver on work for people impacted by sexual violence and family violence is of huge concern to me.

"I was not advised at any time of failings in the Oranga Tamariki sexual violence project."

The Office of the Children's Commissioner learned last December about OT's drastic underspend on sexual violence services in 2020-21.

Only last week on the same day RNZ asked the Office of the Children's Commissioner about it, did the commissioner get an assurance from Oranga Tamariki that its work was back on track.

"The Office of the Children's Commissioner has connected with Oranga Tamariki, who have assured us that, after a slow start, the funding allocated for sexual violence services is being distributed as intended, in a timely manner," the office said.

Agencies did not have any obligation, "nor [was there] an expectation" to share such reviews with the commissioner, it added. — RNZ

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