



Te Kawa Mataaho
Public Service Commission

The New Zealand Public Service

Mahi tōpū ai te Ratonga Tūmatanui e whai tikanga ai te noho a ngā tāngata o Aotearoa. Hei tā te Public Service Act ko te whāinga o te Ratonga Tūmatanui, he tautoko i te kāwanatanga e whai ture ana, e whai ana hoki i te manaporitanga; he tuku kia whakawhanake, kia whakatinana hoki te Kāwanatanga o te wā me ō muri atu i ā rātou kaupapa here, he tuku i ngā ratonga tūmatanui e kairangi ana, e nahanaha ana hoki, he tautoko i te Kāwanatanga ki te whai i ngā painga mō te iwi kei te pae tawhiti, he huawaere i te āta whai wāhitanga o te kirirarau, he whakatutuki hoki i ngā mahi i runga i tā te ture i whakahau ai. E hirahira ana te wāhi ki a mātou i te tautokohanga o te Karauna i ana hononga ki ngā iwi Māori i raro i te Tiriti o Waitangi. Ahakoa he nui ngā momo tūranga mahi, e tapatahi ana ngā kaimahi tūmatanui i roto i te whakaaro nui ki te hāpai i ngā hapori, ka mutu, e arahina ana ā mātou mahi e ngā mātāpono matua me ngā uara o te Ratonga Tūmatanui.

The Public Service works collectively to make a meaningful difference for New Zealanders.

The Public Service Act states that the purpose of the Public Service is to support constitutional and democratic government, enable both the current Government and successive governments to develop and implement their policies, deliver high-quality and efficient public services, support the Government to pursue the long-term public interest, facilitate active citizenship and act in accordance with the law. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi (te Tiriti o Waitangi). Whilst there are many diverse roles, all public servants are unified by a spirit of service to the community and guided by the core principles and values of the Public Service in our work.

He Whakamārama mō te Tūranga Position Description



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Te Tūranga | Position **Te Tumu Whakahaere | Chief Executive**

Te pokapū | Agency **Aroturuki Tamariki | Independent Children’s Monitor**

Te whāinga o te tūranga | Position purpose

The Independent Children’s Monitor (the Monitor) will be formalised in mid-2023 as a result of the Oversight of Oranga Tamariki System Act 2022 (the Oversight Act). It will be established as a departmental agency hosted by the Education Review Office and will be led by a Statutory Officer who is also the Monitor’s Chief Executive.

Independent monitoring is an internationally recognised key component to an effective oversight system. It ensures the system is able to constantly review and improve its performance so children within the Oranga Tamariki system (as defined in the Oversight Act) are able to access high quality and effective services.

In Aotearoa New Zealand, protecting and nurturing our tamariki and rangatahi is at the forefront of our social considerations. Those agencies with custody and care responsibilities come under considerable scrutiny. Part of the Monitor’s role is to see that agencies are doing what they said they were going to do to support tamariki to reach their potential and thrive.

The Independent Children’s Monitor was first established in 2019 as an independent function within the Ministry of Social Development. The Oversight Act strengthens the oversight of the Oranga Tamariki system and expands the scope of the Monitor and ensures it has independence from Ministers and agencies in the Oranga Tamariki system to assess and advise on:

- compliance with the Oranga Tamariki Act 1989, national care standards regulations, and other regulations and standards made under that Act by the chief executive of Oranga Tamariki and approved providers
- the quality and impacts of service delivery, service mix, service resourcing, and practices on the experiences of children, young people, families, and whānau
- outcomes for children, young people, families, and whānau who receive services or support through the Oranga Tamariki system, and changes in outcomes over time, with particular regard to Māori children and young people and their whānau.

The Monitor must also listen to the voices of children, young people, and whānau in contact with the Oranga Tamariki system, including, in the case of children and young people, upholding their right to share their views and have those views taken into account. The Monitor also has a particular area of focus on outcomes for Māori and will report on this annually.

Individual cases are not monitored but systems and processes are looked at, to ensure that tamariki and rangatahi who are involved with the Oranga Tamariki system receive the appropriate service and that agencies working with tamariki and rangatahi are enhancing their wellbeing and life outcomes.

Ngā haepapa | Accountabilities

Te pūnaha | System

The Chief Executive must perform the duties as set out in the Public Service Act 2020, the Public Finance Act 1989 and other relevant statutes and legislation.

The Chief Executive is responsible for providing strategic leadership that contributes to an effective and cohesive public service; working together to model leadership behaviours; and assisting the other members to fulfil their responsibilities.

As a Public Service leader, the Chief Executive will:

- Support the Crown in its relationships with Māori under the Treaty of Waitangi and te Tiriti o Waitangi by developing and maintaining the capability of the agency and the wider public service to engage with Māori and to understand Māori perspectives;
- Promote diversity and inclusiveness and have regard to the principle that, in order to achieve fairness in employment and a more flexible effective public service, it is desirable for the group comprising all public service employees to, as far as practicable, reflect the makeup of society;
- Preserve, protect and nurture the spirit of service to the community that public service employees bring to their work;
- Uphold the public service principles of political neutrality, free and frank advice, merit-based appointments, open government, and stewardship
- Demonstrate and uphold the values of the Public Service as set out in the Public Service Act 2020; and
- Uphold the general responsibilities to the appropriate Minister, as set out in the Public Service Act 2020, including ensuring the integrity and conduct of the agency's employees.

Te pokapū | Agency

The Monitor is expected to undertake objective, impartial, and evidence-based monitoring, and provide advice to:

- assess the extent to which the Oranga Tamariki system and its interface with other systems support the rights, interests, and well-being of children, young people, and their families and whānau who are receiving, or have previously received, services or support through the Oranga Tamariki system;
- assess whether the coercive powers exercised under the Oranga Tamariki Act 1989 are being exercised appropriately and consistently;
- support public trust and confidence in the Oranga Tamariki system;
- identify areas of high performance and areas for improvement in relation to the Oranga Tamariki system to encourage them to work towards continuous improvement;
- support an understanding of specific aspects of the Oranga Tamariki system and its interface with other systems;
- support informed decision making.

It must act independently when carrying out its monitoring function and in developing the tools and monitoring approaches it uses.

It is required to consult on the tools and approaches it develops, which need to incorporate tikanga Māori.

It must report regularly, and these reports will be made publicly available.

The responsible Minister may request that the Monitor carry out a review on any topic, and the Monitor may also, determine to carry out reviews of issues, themes, concerns, or areas of identified practice relating to the delivery of services or support through the Oranga Tamariki system.

Ngā hononga matua | Key relationships

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| Te Kāwanatanga Government | <ul style="list-style-type: none"> • Responsible Minister • Minister of Social Development and Employment • Minister for Children • The Chief Executive of the ICM must also develop and maintain effective relationships with other Ministers holding relevant portfolios as required |
| Te ratonga tūmatanui Public Service | <ul style="list-style-type: none"> • Oranga Tamariki – Ministry for Children • Other Children’s Agencies as defined by the Children’s Act 2014 (NZ Police, Ministries of Education, Health, Social Development and Justice) • Other children’s sector agencies • Ombudsman • Children’s Commissioner (and the future Children and Young Person’s Commission) • Chief Executive and Chief Review Officer, Education Review Office (as host agency) • Department of the Prime Minister and Cabinet, the Treasury, and the Public Service Commission |
| Ngā iwi me ngā hapori whānui Iwi and wider communities | <ul style="list-style-type: none"> • Māori Advisory group, as provided for in the Oversight Act • Service providers that are explicitly monitored • VOYCE Whakarongomai and other advocacy groups • Tamariki, rangatahi, whānau and caregivers • Māori, Pacific, ethnic, and other communities, and the organisations that represent them • Wide range of other NGOs and service providers in the Oranga Tamariki system • Media and the public |

Te momo kaiarataki e whāia ana | Leader profile

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| Te kaiaratakinga Leadership | <p>Excellent leadership by Public Service Chief Executives is essential for a high performing, professional and world class State sector. Underpinning chief executive leadership is the requirement to adhere to the Standards of Integrity and Conduct and the higher bar expected of chief executive behaviour.</p> <p>As set out in the Public Service Act 2020, chief executives are required to proactively promote stewardship of the public service, including of its long-term capability and people, institutional knowledge and information, system and processes, assets and the legislation they administer.</p> <p>As stewards of the system, chief executives are responsible for achieving cross-agency, sector and system results by leading, collaborating and exerting their influence in a cohesive way across boundaries and ensuring their staff have both the authority and motivation to do likewise.</p> |
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Ngā take mātāmua me
mātua whai e angitu ai
| Critical success
priorities

In the immediate term the priority of the Chief Executive will be to:

- Establish the organisation as a new Public Service Departmental Agency, while continuing to undertake the required monitoring functions.
- Work with the Chief Review Officer and Chief Executive, Education Review Office to jointly finalise the Departmental Agency Agreement.

Ongoing critical success priorities are to:

- Lead a credible and objective monitoring, and review, programme that will meet statutory obligations and lead to improving outcomes for tamariki and rangatahi associated with the Oranga Tamariki system.
- Maintain the independence of the Monitor.
- Work effectively with the Children and Young Person's Commission (system advocate) and the Ombudsman (complaints) to collectively strengthen the oversight of the Oranga Tamariki system.
- Appoint a Māori Advisory Group as per the Oversight Act, to support meaningful and effective engagement with Māori.
- Ensure that the Monitor's priorities, work programmes and monitoring approaches are developed in collaboration with the Māori Advisory Group.
- Ensure that tools and monitoring approaches remain fit for purpose and enable timely reporting. In doing this, meet the consultation requirements of the Oversight legislation.
- Meet the reporting requirements required by legislation.
- Maintain the trust, confidence and respect of the Ministers and other stakeholders through the integrity of approaches, processes and the conduct of the Monitor.
- Engage with tamariki, rangatahi, whānau, caregivers to inform the monitoring function.
- Build constructive relationships with the agencies that are monitored.

Te momo tangata e whāia ana | Person profile

Ngā pūkenga me ngā
wheako | Skills and
Experience

The Chief Executive of the Independent Children's Monitor must have the knowledge, experience and reputation to be a credible and authoritative assessor of agencies in the Oranga Tamariki system.

They should have relevant experience in the social sector combined with a professional knowledge of and expertise in good monitoring practice, data analysis and reporting.

They require the leadership and management skills to effectively lead a small organisation with a highly skilled professional workforce.

They must also be an effective communicator and have the ability to build constructive relationships across a diversity of stakeholders, and at the political interface, while maintaining the appropriate independence of the Monitor.

| Leadership Roadmap | | | |
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| Organisational (and system) Leadership | Context Management | Māori / Crown Interface | Experience |
| Lead a credible monitoring and review programme, as required by legislation, that will result in positive change in outcomes for tamariki and rangatahi. | Maintain the independence of the Monitor. | Ensure Tikanga Māori is built into monitoring approaches. Support improved outcomes for Māori children and young people as a key priority as required by legislation. | Experience in the social sector so that credibility with stakeholders can be quickly established and maintained. |
| Shape and contribute to the professional practice of the Monitor and the quality of its output. | Building and maintaining relationships with stakeholders (including with tamariki, rangatahi, whānau, and caregivers) to create ownership and support for the role of the Monitor. | Demonstrate Te Ao Māori knowledge and capability. Build effective relationships with hapū, iwi and Māori organisations and seek their views on improving system oversight. | Expertise in review and monitoring theory and practice, including in reporting. |
| Develop the capability of the Monitor's workforce. | Manage communication with stakeholders including media interest. | Build credibility with a broad range of Māori / iwi leaders. | Empathy for the experience and relationships tamariki, rangatahi and whānau have with the Oranga Tamariki system. |
| Enhance the Monitor's reputation for providing evidence-based monitoring and reporting. | Maintain effective working relationships and trust and confidence of Ministers. | | |

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| Te taumata o te āheitanga Security Clearance | Appointment will be subject to a New Zealand Government SECRET level security clearance. |
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Up to date information on the Independent Children's Monitor can be found on the website: icm.org.nz