



PŪRONGO Ā TAU

Annual Report
2023/24



ORANGA TAMARIKI
Ministry for Children

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Chief Executive's Foreword

Tēnā koutou katoa

We work across Aotearoa, with partners and communities, providers, and leaders to ensure children in our care get the support they need.

We use metrics and measures to build our performance and keep us on track to make improvements that are critical to the care we provide.

The improvements in the delivery of quality social work are successfully driving down the number of tamariki in state care. From a high point of around 6,500 tamariki in 2019, we now have around 4,200 tamariki in our care, a decrease of about 500 in the past year.

We have made a concerted effort to reduce our costs and drive efficiency in our operations. We do this to ensure every dollar invested in us is maximised to improve outcomes for tamariki. We have reduced our property footprint, retired IT systems we no longer use, reduced travel and our vehicle fleet, reduced our use of contractors and consultants, and improved the utilisation of our social service contracts. We continue to respond to reports, insights, and complaints, and to listen to the voices of those with experience in our care.

In my time as Acting Chief Executive I have witnessed kaimahi at every level focused on delivering on the critical measures that will provide tamariki and rangatahi, stakeholders and the Government confidence that we are delivering on our promise to be a high performing Ministry that cares for and protects children.

Although measures, data and insights provide the focus to improve performance, it is the change we see in the young people we care for that drives our kaimahi to work every day.

One of our rangatahi in a youth justice residence, like many of the young ones we work with, faces some pretty significant challenges. Progress is measured in the small things, the little changes. Recently he has taken it upon himself to call his mother every night. His mum let us know that for the first time since he was a child, he told her that he loved her. In fact, he now ends each nightly call with "I love you mum".

Data and insights matter. But so do the small things. The little changes. Because those changes mean a son can tell his mum he loves her, and a mum can end each day knowing her son is going to be ok.

That's what it really looks like when we do right by the children and young people we care for.

That is what we do, day in day out, at Oranga Tamariki.

I want to acknowledge Chappie Te Kani, as Chief Executive, and his leadership team for their determination to deliver on the strategic direction of Oranga Tamariki. While this is an Annual Report, the work we are focused on is about improving the lives of tamariki now and to reduce the need for our services in future years.



Andrew Bridgman
Acting Secretary for Children/Chief Executive
Oranga Tamariki

Chief Social Worker Foreword

Good social work practice makes a positive difference in the lives of tamariki, young people and their families and whānau. This is at the core of our statutory role and our ethics as a profession.

Oranga Tamariki is focused on what only we can do – supporting frontline social workers to spend time doing what matters most – social work for tamariki wellbeing and safety.

This work is not for the faint-hearted. As we have seen a reduction in the number of tamariki who come into care, we are dealing with a higher and more complex cohort with more challenging needs.

We've invested in a shift in our practice approach, which enables social workers to better understand and meet the needs of those we serve, and work in complementary ways with iwi, Māori and community-led approaches. Most of our practicing staff have completed applied learning cycles that upskilled them in the foundations of the Practice Approach.

This year Oranga Tamariki trialed a new, temporary frontline role to support social workers. Allied Support Workers help us meet the needs of children and families by taking on tasks that don't require a social work qualification and freeing up social workers to focus on delivering high-quality social work practice for children and families.

We're also investing in services and supports that wrap around tamariki and their whānau to keep tamariki safe and well at home. We are responsive when there are reports of concern and we take the job of caring for those in our care seriously.

I look forward with confidence and hope that our efforts continue to improve the lives of tamariki.



Nicolette Dickson
Chief Social Worker
Oranga Tamariki





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Who we serve

Delivering better outcomes for children at risk of harm

At Oranga Tamariki – the Ministry for Children, our purpose is to serve the children and young people that come to our attention, keeping them safe and preventing them from coming into care or custody where possible, also by ensuring the children’s system provides support to families. Our vision is all children are safe, loved and nurtured by whānau, hapū, and iwi, supported by thriving communities.

The separation of functions from the Ministry of Social Development followed the 2015 Ministerial appointed Expert Advisory Panel Report¹, and followed with the establishment of Oranga Tamariki in 2017. We are one part of a broader system that supports children and young people. We can deliver better outcomes when we partner with others, and we are accelerating this direction through Our Strategy by enabling communities and through the Oranga Tamariki Action Plan. This plan requires children’s agencies to work together to achieve the outcomes of the Child and Youth Wellbeing Strategy² for the core populations of interest to Oranga Tamariki.

Royal Commission of Inquiry into Abuse in Care

The Royal Commission’s final report, Whanaketia – Through Pain and Trauma, From Darkness to Light, was presented to Parliament in July 2024. This report clearly shows the State failed in its duty to keep children in its care safe from harm. The report includes 138 recommendations for State and Faith-based institutions, which are now being carefully considered by Government. The Crown response to Whanaketia will require a joined-up, collaborative approach across several agencies. Whanaketia is a call for change for children in care. Oranga Tamariki is committed to ensuring we do all we can to eliminate the risk of harm, both today and in the future.

The children and young people we work with

Oranga Tamariki serves a significant number of children and young people in New Zealand who come to our attention.

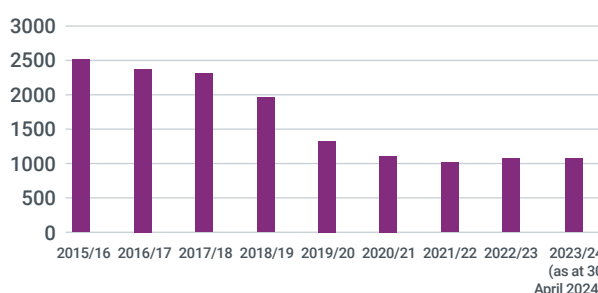
Most of the 1.14 million children (under 18) living in New Zealand do not require additional support or involvement from Oranga Tamariki. But those who do, over the year approximately³:

- 6,400 were in the care or custody of Oranga Tamariki (for care or youth justice matters) or have had a Youth Justice Family Group Conference⁴ (FGC).
- 60,000 received support or services from Oranga Tamariki and its partners (not including care or custody).
- 161,000 children and young people demonstrate early risk factors and are highly likely to be in contact with other agencies which make up the children’s system.

We have seen a decrease in number of children in care

The total number of children entering care each year has reduced significantly since 2016/17. There were 2,321 individual tamariki entering care in 2016/17, and this reduced to a low of 943 tamariki in 2021/22. Since 2020/21 we have seen small fluctuations, with a small increase in 2023/24 (as shown in Figure 1).

Figure 1: Number of children entering care over financial years



1 Read more about the Ministry of Social Development report, Expert Panel Final Report: Investing in New Zealand’s Children and their Families (December 2015) at: www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/corporate/expert-panel-cyf/investing-in-children-report.pdf

2 Read more about the Oranga Tamariki Action Plan and Child and Youth Wellbeing Strategy at: www.orangatamarikiactionplan.govt.nz/otap-resources/publications/

3 Figures based on the Oranga Tamariki Action Plan cohort data from Stats NZ’s Integrated Data Infrastructure and represent a within the year figure in the 12 months to 30 June 2022.

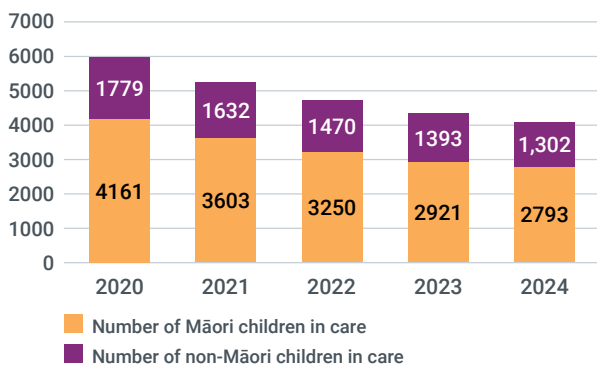
4 A FGC is a formal meeting where the whānau comes together with professionals to talk about the concerns we have for a child or young person or their offending. For care and protection FGCs the goal is to come up with a plan to keep them safe, and for youth justice, to help find solutions and repair harm. Youth justice FGCs also include victims of offending.

The overall reduced number of children entering care can be attributed to more work being undertaken in recent years to prevent children and young people needing to enter care. However, the fewer children who come into care have (as a population group) higher and more complex support needs.

Profile of children in care and custody

- There were slightly more males than females in the care and protection system in 2023/24 with 54 percent male, 45 percent female, and one percent unknown.
- Tamariki Māori continue to be overrepresented in the care and protection system, as shown in Figure 2. Of the children in care in 2023/24: 57 percent identified as Māori; 11 percent identified as Māori/Pacific; six percent identified as Pacific; and 26 percent identified as NZ European/Other.

Figure 2: Number of children in care and the number who identify as Māori



- Most young people who were in youth justice custody in 2023/24 were male with 83 percent male; 16 percent female; and one percent another gender.
- Tamariki Māori remain significantly overrepresented in the youth justice system. Of the young people in youth justice custody in 2023/24: 65 percent identified as Māori; 14 percent identified as Māori/Pacific; seven percent identified as Pacific; and 14 percent identified as NZ European/Other.

- Of the 5,476 children in care as at 30 June 2021, 56 percent (3,227) had at least one indication of an impairment through either the Gateway Assessment or Critical Risk Alerts⁵. In care and protection and youth justice residences, the prevalence rises to 70-80 percent.

Who we have worked with this year

Almost 75,000 (54,000 distinct) children and young people came to our attention in 2023/24 through a report of concern:

- About 5 percent of all children and young people came to our attention through either a report of concern or youth justice referral.
- 59 percent of the distinct children who had a report of concern also had a social worker undertake an assessment or investigation.
- 4,600 distinct children had at least one Family Group Conference over the year.
- A statutory care order was made for two percent of the 54,000 distinct children who had a report of concern in the year.
- For youth justice, we worked with just under 2,000 young people in 2022/23 (not including children who offend). The most intensive response they received was Intention to charge FGC (34 percent) and Court directed FGC (62 percent).

⁵ Approximately 80 percent of children and young people in care have completed a Gateway Assessment so this prevalence is likely an underestimation.



Our Strategy

Oranga Tamariki has carefully considered the recommendations of many reviews and listened to the voices of children, young people, their families, communities and partners about how we need to change, and set out a clear desired future and a bold strategy to help us get there.

This year we continue to report against Our Strategy (Figure 3), which connects our new purpose and impacts while retaining the vision and values from our current Strategic Intentions⁶. It describes three strategic shifts we need to make as an organisation: Whakapakari Kaimahi, Mana Ōrite, and Rato Pūnaha.

This Annual Report describes progress against the priorities and commitments set out in our current Strategic Intentions, mapped under the strategic shifts of Our Strategy. Progress against our strategic shifts are on pages 20-29.

Our Strategy also identifies the six taumata, which are our key objectives to focus the changes we need to make as an organisation and sector to achieve our outcomes.

We are developing a new Strategic Intentions document to be published in 2024/25. This will replace the current Strategic Intentions 2021-2025 that has guided us for the last four years.

⁶ Read more about our Oranga Tamariki Strategic Intentions 2021-2025 (2021) at: www.orangatamariki.govt.nz/about-us/corporate-reports/statement-of-intent/

Figure 3: Oranga Tamariki strategic direction

OUR STRATEGY

Our Vision

All children are safe, loved and nurtured by whānau, hapū, and iwi, supported by thriving communities

Our Purpose

We serve those children, young people and families who come to our attention. We focus on keeping them safe and preventing them from coming into care or custody by ensuring the children's system provides support to families

Delivering Our Strategy

Our Operating Model sets out the way we are organising our resources to deliver the Strategy.

Our Three Roles

- 1 A **high performing, highly trusted statutory care and protection and youth justice agency** that works in an integrated way with other agencies and communities.
- 2 An **enabler and coordinator for Māori and communities**, to empower them to put in place the support, the solutions, and the services they know will work for their people to prevent tamariki coming to our attention.
- 3 We **lead and drive the wider children's system** to fulfil their responsibilities to meet the needs of tamariki, rangatahi and whānau.

Our Impacts

We are committed to delivering seven key impacts, against which we will measure our performance:

- Tamariki and rangatahi Māori are safe and secure under the protection of whānau, hapū and iwi
- Whānau resilience is strengthened to care for tamariki and rangatahi
- Tamariki in care or custody are safe, recovering and flourishing
- Improved equity for Māori, Pacific and Disabled tamariki and rangatahi
- Fewer tamariki, rangatahi and whānau need statutory services
- Tamariki, rangatahi, whānau and victims of youth offending feel listened to, valued, and understood
- We operate efficiently and effectively to deliver against our commitments

Our Three Shifts

Guided by Te Tiriti o Waitangi, Pūao-te-āta-tū, Wai 2915 and Te Kahu Aroha



Whakapakari Kaimahi Enable our People

Taumata 1: We will focus our social workers on the most challenging mahi and statutory responses, collaborating with other kaimahi offering wider support to tamariki and whānau

Taumata 2: We will strengthen our backbone support for frontline staff by optimising our structure, ensuring we have the right capability at the right time



Mana Ōrite Shift decision making and resources by enabling communities

Taumata 3: We will support partners and resource them to deliver care responses for tamariki that need it

Taumata 4: We will reprioritise up to \$200m over the next two years to enable a significant shift in our partnering approach towards prevention. Over 50 percent of funding will be managed by partners in five years



Rato Pūnaha Lead the System

Taumata 5: We will set expectations and drive accountability across the children's system for the tamariki that we serve, working alongside our partners to do this at a local and regional level

Taumata 6: We will use evidence, particularly data, analytics, and tamariki and whānau insights, to drive system improvement and investment allocation

Our Outcomes – for the organisation and the system

- 1 Tamariki and rangatahi who require a response from Oranga Tamariki are safe, have their rights upheld, voices heard, receive a mana-enhancing service experience and have their oranga strengthened with support of the children's system.
- 2 Tamariki and rangatahi are safe and thriving within the care of their whānau, hapū, iwi and community, with the support of the children's system, preventing any further harm.
- 3 Oranga Tamariki purposefully drives the wider children's system in order to meet the needs of tamariki, rangatahi and whānau in an integrated way.

Our responsibilities

Our commitment to Treaty of Waitangi (Te Tiriti)

We are committed to the principles of the Treaty of Waitangi (Te Tiriti) by:

- partnering with Māori, whānau, hapū, iwi and communities
- supporting Māori to achieve rangatiratanga over their kāinga
- aiming to keep tamariki and rangatahi Māori from harm
- reporting on the disparities between Māori and non-Māori
- maintaining Strategic partnerships with iwi and Māori organisations.

Section 7AA of the Oranga Tamariki Act 1989

The fifth annual Section 7AA report will be published on the Oranga Tamariki website⁷. This report highlights the progress Oranga Tamariki is making to improve outcomes for tamariki Māori, their whānau, hapū and iwi in 2023/24 and performance against five Quality Assurance Standards⁸ to ensure that we meet our obligations under section 7AA (2)(a) and (b) of the Oranga Tamariki Act 1989, and standard Te Tiriti principles (applicable to all Crown agencies) in the development of policies, practices and services.

Treaty settlement commitments

In December 2022, He Korowai Whakamana was approved by Cabinet as a framework to achieve oversight and enhance accountability for the Crown's Treaty settlement commitments. From 2023/2024, agencies must report on the status of its Treaty settlement commitments.

During the year, Oranga Tamariki worked alongside Te Arawhiti (Office for Māori Crown Relations) to keep the status of their Treaty settlement commitments up to date in the online database Te Haeata, a tool that core Crown agencies use to maintain oversight of commitments relevant to them. Oranga Tamariki has 127 Treaty settlement commitments, with 109 of them property-related, 12 related to relational redress, and six bespoke arrangements.

Oranga Tamariki continues to work proactively with Te Arawhiti and other iwi-affiliated organisations as they navigate the Treaty settlement process to support these parties in any way we can.

Our legislative role

We administer the Oranga Tamariki Act 1989 (also called the Children's and Young People's Well-being Act 1989) and Children's Act 2014 (with the Ministry of Education). We also have functions under other statutes, including:

- Adoption Act 1955
- Adoption (Intercountry) Act 1997
- Adult Adoption Information Act 1985
- Care of Children Act 2004

Our international commitments

We are obligated to uphold human rights, especially for children, including those set out in the United Nations Convention on the Rights of the Child, the United Nations Declaration on the Rights of Indigenous Peoples, the United Nations Convention on the Elimination of All Forms of Discrimination Against Women, the United Nations Convention on the Rights of Persons with Disability, and the Optional Protocol to the Convention Against Torture. In addition, we administer and/or adhere to Hague Convention requirements relating to the Adoption and Abduction Conventions.

7 Read more information about the Section 7AA report at: www.orangatamariki.govt.nz/about-us/performance-and-monitoring/section-7aa/section-7aa-report/

8 Read more about the Quality Assurance Standards at: www.orangatamariki.govt.nz/about-us/performance-and-monitoring/section-7aa/section-7aa-quality-assurance-standards/

Effectiveness of delegated functions

The Chief Executive of Oranga Tamariki has delegated some operational functions and powers under the Oranga Tamariki Act 1989 to four non-government organisations (NGOs):

1. Turuki Health Care Charitable Trust
 - the national provision of caregiver support where tamariki have had their guardianship passed from Oranga Tamariki to permanent caregivers
 - qualified social workers work with caregivers to develop and maintain an individual plan that supports the caregivers to meet the needs of a tamariki they care for.
2. Whakapai Hauora (Best Care Charitable Trust)
 - provides statutory youth justice services to tamariki Māori that enter the Youth Justice system within Palmerston North with the opportunity to access a Te Ao Māori pathway that supports their mana Motuhake.
3. Ngāti Awa Health and Social Services Trust
 - provides statutory youth justice services that promote the protection, and wellbeing of tamariki and rangatahi within the Whakatāne area, with priority given to tamariki Māori who whakapapa to Ngāti Awa.
4. Barnados Incorporated New Zealand
 - This delegation was not exercised in 2023/24.

In 2023/24, the effectiveness of these delegations was assessed through our standard contractual reporting arrangements.

Progress against our Strategic Intentions

We set ambitious goals to achieve over the last four years, with the work that we have done throughout 2023/24 being reported against our Strategic Intentions 2020-2025.

Our Strategic Intentions committed to a fundamental shift in our approach, operating model, and social work practice to be children and whānau-centered. Over the past four years we have implemented key changes to embed the first phase of our transformation. This has included setting up new services, changing how we work with children and families with a new practice framework and practice approach, establishing strategic partnerships with iwi and Māori organisations, and supporting the development of innovative community-led approaches to child protection.

Although we have made good progress, we recognise there have been system failures and critical gaps that need to be addressed for children at risk. A key part of our transformation has been taking on board recommendations from critical reports, and improving how we work both within Oranga Tamariki and across the children's system.

More recently we have advanced Our Strategy and planning for our next phase, by building off the foundations described above. This will set our direction for the next five years and will be reflected in our next Strategic Intentions, which will be published in 2024/25.

How well did we do?

Our Strategy includes seven key impacts for children and families, which we reported against in our 2022/23 Annual Report. Performance this year across these impacts has remained steady compared to last year, with improvements in some areas. We know we need to continue to do better, and our goal is to see improvements across the board.

For all impacts below, the desired trend is an increase (signalled by an upwards diagonal arrow), except for impact six (fewer tamariki, rangatahi and whānau need statutory services) where the desired trend is a reduction (signalled by a downwards diagonal arrow). Where the arrows point to the right, this means we have seen no significant change in the measures this year. Each arrow below is a summary comprising the aggregated results of measures under each impact.



Tamariki and rangatahi Māori are safe and secure under the protection of whānau, hapū and iwi



Whānau resilience is strengthened to care for tamariki and rangatahi



Tamariki and rangatahi in care or custody are safe, recovering and flourishing



Improved equity for Māori, Pacific and disabled tamariki and rangatahi



Tamariki, rangatahi, whānau, and victims of youth offending feel listened to, valued and understood



Fewer tamariki, rangatahi and whānau need statutory services

This speaks to context more than our performance, but we can influence by enabling our partners and communities and leading the children's system



We operate efficiently and effectively to deliver against our commitments

This speaks to the things we need to achieve internally to make the greatest impact

What we have learned

Findings from key reports

We produce additional performance reports on specific areas of our practice with tamariki in care, with a particular focus on ensuring these tamariki are in safe and stable care arrangements that are improving their wellbeing and meeting their full range of needs. These reports are outlined below and attached in full as appendices.

The total number of children entering care each year has reduced significantly since Oranga Tamariki was first established in 2017. In 2016/17, 2,312 individual tamariki entered care and this has reduced to a low of 943 tamariki in 2021/22. The change in numbers of children entering care over the years is available on page 8. Since 2020/21, volumes have remained broadly stable, with some year-on-year fluctuation and an increase in 2023/24 to 1,226 tamariki entering care.

Oranga Tamariki is continuing a significant programme of work to implement a fundamental shift towards relational and rights-based practice with tamariki and their whānau. Our self-monitoring of the National Care Standards obligations, alongside wider self-monitoring activity such as the ongoing review of practice with unborn and newborn pēpi who enter care under section 78 of the Oranga Tamariki Act 1989, continues to identify some positive signals that our new approach is continuing to be embedded in aspects of practice with tamariki and whānau.

Findings from these reports help to inform further improvements and changes to the way we work, and are summarised below.

Report on Section 78 Custody Orders for Unborn and Newborn Pēpi (Appendix A) reports the number of pēpi under 30 days old who are brought into custody under section 78 of the Oranga Tamariki Act 1989 and explores practice around these orders. The total volume of section 78 orders being made for unborn and newborn pēpi annually continues to remain low and stable following a period of significant decline, with between 39-43 pēpi entering care under a section 78 order each year over the last four years. This is a slightly different pattern than that seen across section 78 orders as a whole (children of all age groups), with volumes showing an increase since 2021/22 although remaining considerably lower than 2016/17 levels. This is consistent with an

acknowledgement that, in some cases, the use of a section 78 custody order remains a necessary intervention to ensure the safety of tamariki where other intervention options have been exhausted.

Our monitoring continues to evidence high levels of whānau searching, planning, and provision of (or attempts to provide) supports to enable pēpi to remain in the care of their parents and/or whānau where this is the best option to support their safety and wellbeing. The period covered by this review saw high levels of complexity of parental need in many cases, such as significant mental health concerns, addiction challenges and family harm, reinforcing the importance of a whole-of-system response to supporting these vulnerable pēpi and their whānau. This period also saw a high number of pēpi with older siblings who were already being cared for or supported by whānau, which had some impact on the care arrangements that were able to be made for the new pēpi. Opportunities remain to continue to strengthen areas of practice that support whānau engagement and critical practice oversight and reflection, to support robust practice and decision-making at the earliest opportunity for all pēpi, their parents and whānau.

Self-monitoring of the National Care Standards⁹ (Appendix B) sets out the findings of our own ongoing monitoring and review of our practice for all tamariki in care against the requirements of the National Care Standards (and Related Matters) Regulations 2018. We have continued to strengthen our self-monitoring of compliance against the National Care Standards, including expanding our number of lead indicators from 16 to 21 in 2023/24. These lead indicators set out the foundational aspects of practice that, if we get them right, position us well to meet our regulatory obligations and the needs and expectations of children in care. Our self-monitoring has shown that performance across the lead indicators remains broadly stable in most areas compared with last year. This follows what was a relatively significant lift in performance reported across several key areas in 2022/23.

Areas in which we saw practice remain relatively stable on the previous year included practice to ensure all tamariki have a current assessment and current plan that identify and address the range of needs required by the National Care Standards, ensuring caregivers have a current caregiver

9 Read more about the legislation for the National Care Standards at: www.orangatamariki.govt.nz/children-in-our-care/national-care-standards/

support plan, implementing the actions set out in plans, ensuring regular engagement with tamariki in care, seeking the views of tamariki and the professionals working with them, and planning to support tamariki transitioning to a new care arrangement.

We saw a decrease in performance for three lead indicators relating to practice supporting tamariki Māori to establish, maintain, or strengthen connections with their marae, hapū or iwi (beyond their immediate whānau connections, where high rates of support to strengthen connections were evidenced), evidencing that family/whānau views had been identified and considered, and ensuring quality engagement with tamariki in care. There remains a significant and priority focus on ensuring regular visits to children in care. We continue to build upon our 21 lead indicators to assess performance against the National Care Standards. To complement these lead indicators and strengthen our self-monitoring, we are developing a performance system grounded in what care-experienced young people have told us is important to them. Read more about our performance system development on page 27.

Safety of Children in Care Annual Report (Appendix C) reports on harm to tamariki in statutory care and our response.

We know from our regular monitoring and reporting activities that most tamariki are safe in Oranga Tamariki care and experience an environment that protects and promotes their wellbeing. However, we also know that tamariki who enter care due to experiencing a form of abuse or neglect are at greater risk of further harm from others and that there are tamariki who experience further harm once in care.

In 2018, Oranga Tamariki implemented a new dedicated process for understanding, responding to, and reporting on harm to tamariki in care. This regular reporting is one aspect of a demonstrated commitment to transparency about the experiences of tamariki in care, and to continuous improvements in their stability and safety.

For the 12 months to 31 March 2024 (the reporting period for our safety of children in care monitoring), there were 507 children and young people with 858 findings of harm. This represents a small increase in the number of children, and a small decrease in the number of findings, when compared with the

previous year. The most common type of finding was physical harm, with an increase in the number of findings of physical harm caused by other young people in group care settings, such as youth justice residences. Some of the increase in harm identified in residences is a reflection of a significant and dedicated focus on ensuring all instances of harm, including peer-to-peer physical harm, are recorded and reported; some reflects the older population of young people now in the youth justice residences, and the complexity of young people's behaviours. This year there was a decrease in the number of findings of emotional abuse, sexual abuse, and neglect.

Appendix C sets out the findings of this work in detail, including findings of harm across the different types of care arrangements (family and whānau care, non-family care, return/remain home placements, and residences), those alleged to have caused the harm, and the quality of practice in taking immediate action to respond to and address the harm that occurred.

Supporting practice improvements

We have significant work underway to address these findings and support practice improvements. Read more about our Practice Approach, residences work programme, workforce strategy, supervision strategy, support for caregivers and other key initiatives in our Whakapakiri Kamahi section (pages 20-22).

As well as reporting on our progress through this Annual Report, we publish other reports that help us understand how we are progressing, including:

Section 7AA Report – details progress to improve outcomes for tamariki Māori and other factors required by section 7AA of the Oranga Tamariki Act 1989. Read about key findings from this report in the Mana Ōrite section (pages 23-25) of this Annual Report.

Te Mātātaki¹⁰ – reports on findings from Te Tohu o te Ora, the national survey of tamariki and rangatahi in care. Read about key findings from this report in the Rato Pūnaha section (pages 26-29) of this Annual Report.

10 Read more about our Te Mātātaki report at: www.orangatamariki.govt.nz/about-us/research/our-research/te-matataki-2023/

Responding to reviews of our system

As an organisation with such an important role for tamariki safety and wellbeing, it is important that we are scrutinised, challenged, and held to account by Crown monitoring agencies, but also by communities, the public, the media, and ourselves. We want to ensure the steps we take now will support improvements now and in the future.

Oranga Tamariki has received a total of 693 recommendations from the below reviews and other previous reviews of the organisation. A large number of the total received recommendations have been completed (65 percent), while others are still progressing (30 percent). There is a small number of recommendations that have not progressed, or where progression has been slow (5 percent). These are being closely monitored as they require further attention.

We have made progress against recommendations from the following reviews during 2023/24:

- Ko te huarahi pono, ka wātea, kia whakamarama, kia whakatika – the Chief Social Worker’s review of Oranga Tamariki practice in relation to Malachi Subecz and his whānau.
- Ensuring Strong and Effective Safety Nets to prevent abuse of children¹¹ – report by Dame Karen Poutasi.
- Aroturuki Tamariki, the Independent Children’s Monitor¹² reports: Experiences of Care in Aotearoa Report, Returning Home from Care, Accessing Primary Health Services and Dental Care, and Towards a stronger safety net to prevent abuse of children.
- The Chief Ombudsman’s Children in care complaints report.
- The Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faithbased Institutions¹³ (ongoing)
- Reviews and reports from the Ministerial Advisory Board¹⁴, including Te Kahu Aroha, and the disability and residences addendum reports.
- Rapid review of secure residences and community homes¹⁵ commissioned by former Police Commissioner Mike Bush.
- Residence and Remand Home Optional Protocol to the Convention Against Torture reports¹⁶ by Mana Mokopuna.

This year we continue to learn from these reviews and inquiries and respond strongly with the initiatives outlined in the next section, ‘Progress against our strategic shifts’.

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- 11 Read more about the Dame Karen Poutasi report, Ensuring strong and effective safety nets to prevent abuse of children (November 2022) at: www.orangatamariki.govt.nz/about-us/performance-and-monitoring/reviews-and-inquiries/malachi-subecz-system-review/
 - 12 Read more about the Independent Children’s Monitor report, Experiences of Care in Aotearoa (February 2023) at: aroturuki.govt.nz/reports/experiences-of-care-in-aotearoa-2021-2022/
 - 13 Read more about the reports at: www.abuseincare.org.nz
 - 14 Read more about the Ministerial Reports and reviews are available at: www.orangatamariki.govt.nz/about-us/performance-and-monitoring/reviews-and-inquiries/ministerial-advisory-board/
 - 15 Read more about ‘The Rapid Review report and the Oranga Tamariki management response’ at: <https://www.orangatamariki.govt.nz/about-us/performance-and-monitoring/reviews-and-inquiries/residences-rapid-review/>
 - 16 Read more about the ‘Residence and Remand Home Optional Protocol to the Convention Against Torture reports’ at: www.manamokopuna.org.nz/publications/reports/

Progress against our strategic shifts



Whakapakari Kaimahi | Enable our People

Whakapakiri Kaimahi

This shift is about ensuring we have an engaged, empowered and highly capable workforce, both frontline and enabling kaimahi, who are equipped with the right capability, capacity and tools to meet the needs of the tamariki and whānau we support. This recognises the services Oranga Tamariki will continue to provide, and therefore our workforce, systems and processes must be the best they can be to ensure world-leading social work practice.

Focusing on quality practice

We continue to implement and embed our new Practice Approach

At the core of our statutory role is the social work profession, supported by a range of other professionals. We continue to implement and embed our Practice Approach, which enables social workers to better understand and meet the needs of tamariki, children, whānau and families, and work in new complementary ways with iwi, Māori and community-led approaches. Most of our practicing staff have completed two applied learning cycles over 2022/23 that upskilled them in the foundations of the Practice Approach.

The final learning cycle for the practical application of new models, tools, and resources is being implemented over 2024 and early 2025. Our work this year has also included developing our Va'aifetū Pacific practice model and the completion of

site trials for the Tongan Moui Fakalata, Samoan Tautua and Cook Islands 'E Kaveinga practice approaches. This work highlights our commitment and progress to responding culturally appropriately to our Pasifika children and families that we serve.

We have trialled Allied Support Workers to support our social workers

This year Oranga Tamariki trialled a new, temporary frontline role to support social workers. Allied Support Workers are site roles working alongside social workers, often directly with children and families, under supervision. There are difficulties in recruiting more social workers, with shortages in some regions. This is a problem faced by organisations across Aotearoa and not just at Oranga Tamariki. Allied Support Workers help us meet the needs of children and families by taking on tasks that don't require a social work qualification and freeing up social workers to focus on delivering high-quality social work practice for children and families. The trial was successful and had a very positive evaluation that included meeting the needs of Social Workers and of the children and whānau we work with. Many of the Allied Support Workers were people who were in the final stages of completing their social work qualifications and were able to work as Allied Support Workers until they achieved registration. As a result we had 20 out of 21 student Allied Support Workers who became permanent qualified and registered social workers.

HIGHLIGHT:

Preparing confident, capable social workers and leaders

At Oranga Tamariki it is essential our frontline kaimahi and leaders are supported in their development. In August 2023, 36 ākonga (learners) graduated from Puāwai, our 20-week wānanga based induction programme for new social workers. Graduates move onto regionally based role-specific learning activities for the second six months of their induction. We are committed to deliver learning that is transformational with a support system that includes Professional Development, regional and site learning supports. Our Puāwai and Leading Practice programmes were both re-developed in response to the Ministerial Advisory Board's Te Kahu Aroha report and strong recommendations for improved induction for new social workers and supervisors.

Ensuring safe and appropriate caseloads is critical for quality practice

Appropriate social worker caseloads for safety and quality outcomes are a critical practice enabler. We are developing a case complexity statistical model that uses operational data to try and better understand caseload complexity at site and regional levels. The tool has been trialled this year and we are currently working through the initial findings. When fully optimised the tool has the potential to assist with resource allocation and future work force planning.

Improving residential services

Serious allegations involving Oranga Tamariki staff and young people in some of our residences surfaced over the past year and we took immediate action. The Rapid Review of Residences and Homes (Rapid Review) was released in September 2023, led by former Police Commissioner Mike Bush. We fully accept the report and are now focused on implementing changes to improve our facilities for young people and our staff.

In May 2024 we launched a six-month pilot at Te Puna Wai Ō Tuhinapo – a Youth Justice Residence near Christchurch – to trial new ways of working within our residences and homes. This included delivering new training designed specifically to support the responsibilities of leadership in residences. It also included trialling a new roster to support the safety and wellbeing of staff and young people in residences, as well as providing more time for staff learning and development. These changes will help with training and leadership development, which are key recommendations from the Rapid Review.

Nationally, a significant programme of work is also underway within the Residences and Homes group to strengthen the provision of residential care across all residences, and to address the key recommendations from the Rapid Review. This includes the development of a Strategic Plan for Youth Justice residences, which notes ‘health, safety and wellbeing insights’ as one of three key shifts prioritised for focus in 2024 and 2025. Other enhancements include investments in strengthened training and leadership development, HR processes, infrastructure, reporting and quality assurance, intelligence, and planning. A ‘make safe BAU’ project is also underway to implement some targeted

enhancements to residential operations, including the implementation of new Standard Operating Procedures, uniforms, performance monitoring, and a tasking and coordination process.

Youth Justice residences are high-risk operational environments where the health, safety and security of rangatahi and kaimahi must be managed at all times. Alongside this, the residences network is testing new ways of working and progressing a significant change programme. Balancing the inherent pressures of residence operations alongside change is a challenge that is being managed by Oranga Tamariki. The group is also navigating the transition to a new organisational structure, which includes a changed national leadership and support structure for Youth Justice residences. Oranga Tamariki is managing this by ensuring frontline and national leaders are connected and improving processes for risk and incident escalation and reporting.

Work has commenced on a National Care Strategy

This year we started developing a new National Care Strategy to support children to have consistent, appropriate, and quality care options that best respond to their level and complexity of support needs. This includes a focus on keeping children with their family, where support is provided by people they can trust, in places where they feel safe. The strategy focuses on building collaborative approaches so care can be planned and delivered in partnership with hapū, iwi, Māori, and communities. It will set out a plan for ensuring we have the right types of care provision and support in the right places to respond to need and ensure that caregivers are appropriately supported and resourced to provide safe and loving homes for children where they can heal, belong and be themselves.

We are listening and responding to Oranga Tamariki caregivers

Our annual survey¹⁷ highlighted that while many caregivers are satisfied with the social workers they interact with, they are less satisfied with Oranga Tamariki more generally. In particular, the caregivers we heard from noted the need for better support and communication, more

17 Read more about the 2023 caregiver survey results on the Oranga Tamariki website: <https://www.orangatamariki.govt.nz/about-us/research/our-research/how-well-is-oranga-tamariki-supporting-caregivers-results-from-the-2023-oranga-tamariki-caregiver-survey>

information about children before they come into their care and the impact the turnover of social workers had on them and the child. In response to the survey results and feedback, Oranga Tamariki will develop a corrective action plan to ensure caregivers have what they need to provide stable, loving homes for children in their care.

We are implementing a new operating model and optimising our structure

This year we finalised our new operating model, which was informed by the insights and perspectives of our strategic partners and stakeholders. Importantly, we reviewed feedback from children, young people and families over the last few years about what they need from us and how we can provide the best service. The operating model clarifies how we get things done, how different parts of our organisation work together, how we work with our partners and the wider children's system, how resources are used, and how work is carried out. We will continue to implement the operating model over 2024/25.

To give effect to the new operating model, we commenced consultation with kaimahi on the proposed changes to the structure of Oranga Tamariki. The proposal for change reflects the intent of Our Strategy, operating model, core purpose and delivers against the fiscal sustainability target set by the Government. These changes will help move us toward the organisation we need to be – with clear lines of accountability and a simplified structure that enables faster decision making and empowers frontline staff.

The social work pay equity settlement was extended this year

The Oranga Tamariki Social Workers Pay Equity settlement in 2018 made a significant correction to the historical undervaluation of social work, which is predominantly performed by women. Oranga Tamariki has seen an increase of funding since 2019 including pay equity for our social worker kaimahi – with the average social worker salary having increased by 33 percent.

In 2022, 500 social workers and workers carrying out similar work within five NGOs funded through government contracts settled a claim using the

2018 Oranga Tamariki settlement as a base. This pay equity settlement was then extended to all social work roles funded through government contracts in community and iwi organisations, effective 1 July 2023. Over 5,000 workers covered by the extension are employed by a wide range of organisations across social, health, kaupapa Māori, education support and disability services. The NGO settlement and extension provide on average a 27 percent pay correction, addressing the sex-based undervaluation of this workforce.

We are progressing with better digital tools to support kaimahi

Frontline Technology Systems Upgrade

As we make fundamental changes to the way we partner and practice, it is essential we build systems that work for both internal and partnered staff. The Frontline Technology Systems Upgrade involves replacing the Oranga Tamariki case management system, CYRAS, and other outdated systems.

This will enable social workers to spend more time with children and families, with technology enabling better ways of working. The first step has focused on digitising the All About Me Plan, to provide easier ways of recording information and understanding how best to meet the needs of children.

This will provide efficiencies by reducing duplication and increasing accuracy as information is captured, stored and reused across the system – enabling a technology system that is easy to use and responsive to the needs of children.

Whiti reporting tool for frontline staff

Whiti is our operational performance reporting application that collates data and information and turns it into insights that empower our kaimahi to better support tamariki and whānau. After focusing on Care and Protection kaimahi in previous years, in the last year we have focused on creating new Whiti content for Youth Justice to increase visibility of time-critical processes (e.g. 14 Day Remand Reviews, which are a legislative timeframe) and inform practice. We continue to support and train users to use data and information in their day-to-day decision making and forward planning.



Mana Ōrite | Enable Our Partners

Mana Ōrite

This shift recognises our Treaty and Community partners¹⁸ are best placed to lead the design and delivery of the care responses for children and families that need additional support. We are changing the way we work, recognising the mana of our partners, supporting their capability, and resourcing them to deliver for tamariki and whānau.

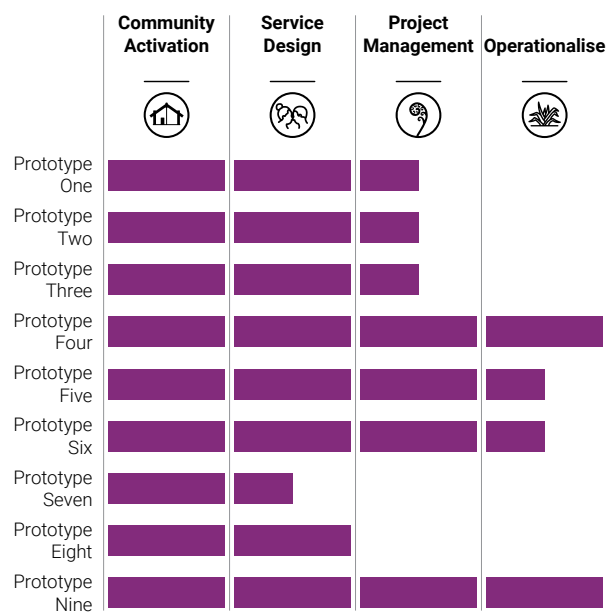
Shifting to locally led, centrally enabled

Enabling Communities is key to decentralising Oranga Tamariki functions into the community. The approach enables communities to lead the design, development and implementation of their models anywhere across the end-to-end Oranga Tamariki system. The process supporting Enabling Communities is guided by four core components based on project management and design methodologies:

1. **Community Activation** refers to the activities required to confirm a partner who is ready to lead the development of a prototype within their community.
2. **Service Design** enables partners to design their model or solution, which is agreed with Oranga Tamariki to proceed to the next stage.
3. **Project Management** prepares both partners and the prototype for delivery. A high degree of due diligence over business plans and outcome agreements is undertaken by Oranga Tamariki involving a number of disciplines including legal, strategic finance, procurement and contracting expertise.
4. **Operationalise** refers to the delivery of the prototype as outlined in the outcome agreement. Progress against milestones is reported on and monitored and evaluations commence.

Partners lead the design, development, articulation, implementation, and monitoring of their prototype. Nine Enabling Communities prototypes were underway in 2023/24 (see Figure 4).

Figure 4: Progression of the nine Enabling Community prototypes



Enabling Communities was one of the three recommendations in the Te Kahu Aroha report¹⁹ which sets expectations for Oranga Tamariki to change the way it works with Māori and communities to deliver better outcomes for tamariki and whānau. The report highlighted the need for decision making and resources to be shifted to communities. To support this, we have committed under our new strategy to reprioritise resources to enable partner-led preventative approaches – working towards at least 50 percent of funding being managed by partners.

¹⁸ We define our Treaty Partners as Māori whānau, marae, hapū, Iwi and Kaupapa Māori groups and organisations. Our community partners are organisations and groups such as churches and sports clubs, Pacific or other organisations that Oranga Tamariki has a relationship with and may hold a contract or agreement with for the delivery of social services, and organisations representing the voices of children and young people such as VOYCE – Whakarongo Mai.

¹⁹ Read more about the Te Kahu Aroha report at: www.beehive.govt.nz/sites/default/files/2021-09/SWRB082-OT-Report-FA-ENG-WEB.PDF

CASE STUDY:

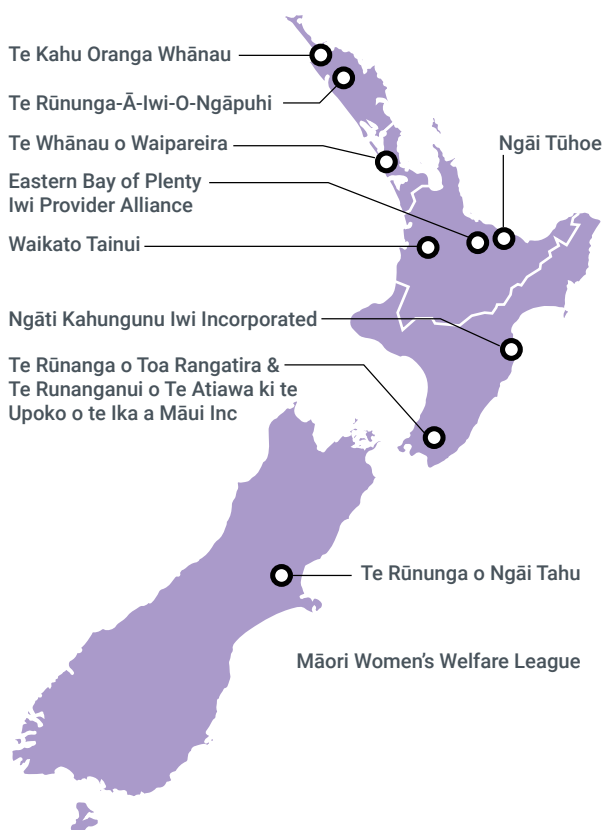
Community-led contact centre now live in Whakatāne

In March 2024, Te Pūkāea o te Waiora started receiving and responding to reports of concern for the Eastern Bay of Plenty region. Te Tohu o Te Ora o Ngāti Awa, and Eastern Bay of Plenty Iwi Provider Alliance launched Te Pūkāea o te Waiora, a tikanga-focused and community-led contact centre in Whakatāne. Te Pūkāea o te Waiora is phase one of the Agility Prototype, a partnership that aims to reduce the number of tamariki and whānau in the Eastern Bay of Plenty region who require involvement with Oranga Tamariki.

Working in partnership

We understand that partnering with iwi, Māori and community partners will enable us to deliver on our commitment to improve outcomes for tamariki and rangatahi Māori. We have ten strategic partnerships, shown in Figure 5 below. Six out of ten of our strategic partners are part of the Enabling Communities prototypes. Our strategic partnerships help tamariki and rangatahi Māori to thrive in the care and protection of their whānau, hapū and iwi. Strategic partnerships support iwi, Māori and communities to put in place the support, solutions and services they know will work for their people.

Figure 5: Oranga Tamariki Strategic Partnerships in 2023/24



CASE STUDY:

Building on our strategic partnership with Te Āti Awa

In November 2023, a dawn blessing was held for Te Whītiki Ora o Whakatikei – a renovated Upper Hutt whare that will provide short term, emergency, and respite care for tamariki with complex needs. Oranga Tamariki worked with Te Āti Awa in the planning and refocusing of Te Whītiki Ora o Whakatikei over the past eight months. Te Āti Awa provided a te ao Māori lens throughout the process and gifted the name, which means “Whakatikei Hub of Wellbeing”. Oranga Tamariki will temporarily manage day-to-day operations of the whare, while Te Āti Awa progresses through the accreditation process and will subsequently take over full responsibility.

Engaging with Communities

Working with Pasifika communities

We have many Pacific communities across New Zealand and it is important for us to connect with them to better understand the needs of Pacific children, young people and families. A key objective as part of our Pacific Strategy 2021-2024 is for Oranga Tamariki to be an enabler and coordinator for Pacific communities. By doing this, we will empower Pacific communities to put in place the support, solutions and services for our amaiti, ānau and kainga to thrive and prosper. During 2023/24, we worked with Pacific communities and providers in a variety of ways:

- We engaged the Pacific Panel of professional and community leaders for advice and expertise to inform and support our work to deliver the Oranga Tamariki Pacific Strategy goals and outcomes.
- We established an Enabling Communities Pacific Steering Committee to develop the approach for enabling Pacific Communities. Work will continue in the next year to advance this mahi.
- We celebrated nine New Zealand Pacific Language Weeks with local ethnic-specific Pacific community groups – providing opportunities for talanoa and to strengthen relationships with communities.
- We engage with Pan Pacific and Pacific ethnic-specific Pacific Advisory Panels comprising Pacific community leaders and professionals who provide advice and support to Oranga Tamariki for complex Pacific tamariki cases. This is a community-led approach utilising Pacific cultural expertise, community connections.

These opportunities bring Pacific community together to support working together and ensure Pasifika children and young people are seen and heard.

Developing a Disability Strategy

A new Oranga Tamariki Disability Strategy was launched in March 2024. The strategy was developed over 14 months with workshops and hui with the disabled people we work with, their champions, family, caregivers, providers and kaimahi. This strategy is an important milestone for us as an organisation for setting out our vision and a framework for how we support people with disabilities and how we will achieve it. This is a chance for all kaimahi to increase our knowledge, skills and confidence in the disability space. The goal is for kaimahi across the organisation to use the ethos of our new Disability Strategy in their mahi, so that Oranga Tamariki upholds the rights and mana of disabled people we work with.

Experiences of takatāpui and rainbow rangatahi in care

In June 2023, Oranga Tamariki publicly accepted 46 recommendations from the community-led insights report Making Ourselves Visible²⁰, to improve the experiences of takatāpui and rainbow rangatahi in care. Based on these recommendations, we established a Senior Advisor Rainbow Voices role to form and support an external takatāpui and rainbow advisory group, which will provide advice and guidance on our systems, services, policies, and practices.

We have also started to make changes to operational practice and guidance and are further developing an evidence-based rainbow work programme to respond to the specific needs of takatāpui and rainbow tamariki and rangatahi within the Oranga Tamariki system.

20 Read the 'Making Ourselves Visible' report at: www.tengakaukahukura.nz/state-care



Rato Pūnaha | Lead the System

Rato Pūnaha

This shift is about our leadership role in the children's system. This means coordinating across government to collectively improve outcomes for children and young people. We're focused on using data, insights and evidence to guide our improvement activity and investment. We use tamariki and whānau insights to understand what the right things to do are.

Strengthening responses to youth offending

Oranga Tamariki is part of the response to child and youth offending, working closely with justice sector agencies, including Police, Corrections and the Ministry of Justice, to improve the system response for children and young people with offending behaviour. Youth offending has been decreasing for over a decade and reoffending rates have also been trending down in recent years²¹. There are however a small number of serious persistent offenders.

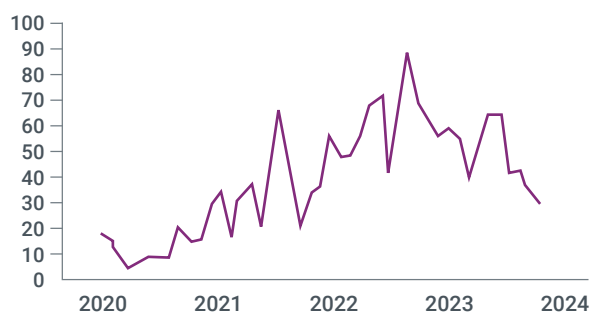
Fast Track intervention has been effective

Fast Track was developed by Oranga Tamariki and New Zealand Police for children (aged 10 to 13) with persistent or serious offending behaviour. It is an early and intensive cross-agency, iwi, and community response. Fast Track aims to reduce reoffending and address underlying needs and is part of ongoing transformation towards prevention.

Fast Track has been effective in helping children re-engage with education and their communities, which are powerful protective factors. The number of ram raid incidents is starting to trend down (see Figure 6), in part because of interventions like Fast Track, which help break the cycle of offending. As at 31 May 2024, 72 percent of children referred to the Fast Track rapid intervention programme have not reoffended following their involvement with the programme. As at 31 May 2024, 786 referrals have been received in relation to 457 individual young people.

Later this year we will be extending the Fast Track intervention to young people aged 14-17, which is due to its effectiveness. These change will drive more immediate, intense, and long-lasting interventions that stop children and young people from reoffending and becoming life-course persistent adult offenders.

Figure 6: Monthly number of ram raids



21 Read more about the 'Ministry of Justice report, Youth Justice Indicators Summary Report (April 2023)' at: www.justice.govt.nz/justice-sector-policy/research-data/justice-statistics/youth-justice-indicators/

CASE STUDY:

Improving the Family Group Conference process for children who offend

Oranga Tamariki and the New Zealand Police developed and agreed a Joint Family Group Conference Protocol for Children who offend. The FGC is an important pathway for responding to children whose offending behaviour gives serious concern for their care or protection. Convening FGCs help support tamariki, rangatahi, their whānau, and victims of offending through a restorative justice process to uphold the mana of all involved. This Joint Protocol confirms the commitment of both agencies to work closely as partners in what can be a complex legislative and practice space where care, protection, oranga, preventing offending, restoration and accountability all interface. Specific joint training sessions were held across the country for key Oranga Tamariki and Police kaimahi.

We have commenced a pilot for military-style academies

Oranga Tamariki led the development and delivery of a military-style academy pilot, working with appropriate community providers and taking a multi-agency approach to ensure a well-rounded programme. Intensive support will be provided for the young people and their families continuing throughout the programme. Ongoing support is an important learning from other military academies or camps and is the key difference that aims to set the pilot apart. The academies have a military-style component as well as a rehabilitative and trauma-informed care approach to help young people turn their lives around and reduce their risk of reoffending.

The pilot is intended to be a new opportunity for young people with serious and repeated offending behaviours, to support them in

developing the life skills they need to thrive, while also actively working to reduce harm in our communities. Military-style academies are part of a broader programme of work to deliver on the Government's target to reduce the total number of children and young people with serious and persistent offending behaviour by 15 percent by December 2029. Read more about this target on the Department of Prime Minister and Cabinet's website²².

We are listening and responding to children, young people and families

We value the voice of lived experience, which informs how we work. From a wide range of sources and surveys, rangatahi and tamariki have told us what is important to them about their care experience. We're focused on ensuring that their needs, aspirations, and experiences are informing what we do and how we do it.

Te Tohu o te Ora and Te Mātātaki – what we've heard from children and young people

Te Mātātaki 2023 report²³ presents findings of Te Tohu o te Ora – a recurring survey that helps Oranga Tamariki better understand the experiences of children and young people in care. Overall, responses were similar between year one (2019/2020) and year two (2021/2022), with a similar pattern of responses across the questions. However, there were some significant differences. For example, in year two there were more positive responses for 'feel settled where I live now'. There were fewer positive responses for 'know my ancestry (whakapapa)' and for 'can talk to my social worker about my worries'.

We have grounded our Performance System in the voices of the care-experienced

The Performance System we are developing is an interconnected performance environment with clear line of sight towards a singular set of outcomes for, and with, tamariki, and their whānau. These outcomes are grounded in the voices of the care-experienced and have been co-designed with the Youth Advisory Group²⁴.

22 Read more about the Government's targets on reduced child and youth offending at: www.dpmc.govt.nz/our-programmes/government-targets

23 Read more about the Te Mātātaki 2023 report at: <https://www.orangatamariki.govt.nz/about-us/research/our-research/te-matataki-2023/>

24 The Youth Advisory Group provide independent expert advice to Oranga Tamariki based on their lived experiences.

These outcomes provide us with the enduring, strategic objectives we are collectively striving to achieve. They consider the things we must deliver, what our greatest contribution could be, and the limitless future tamariki imagine for themselves and their whānau and communities.

Access to bank accounts made easier for young people

In June 2024, Westpac NZ updated its processes to allow young people aged 15-17 who are in the care of Oranga Tamariki to open a bank account without requiring consent from a parent or guardian. To overcome the identity and address verification challenges, the new process allows young people to use standard identification or a birth certificate as primary identification, with a letter from Oranga Tamariki able to be accepted as a secondary form of identification/proof of address.

Westpac worked with Oranga Tamariki and VOYCE – Whakarongo Mai, an independent advocacy service for children and young people with care experience, on a pilot before updating its processes. These changes will enable young people to gain important access to our economy and to learn about money management. Oranga Tamariki is talking to other banks about updating their processes.

We are sharpening our focus for the Oranga Tamariki Action Plan

The Oranga Tamariki Action Plan (the Action Plan) and its Implementation Plan were brought to life in July 2022. The 11 overarching actions and supporting initiatives were ambitious and wide ranging, addressing multiple problem areas across health, education, housing, and justice sectors and the overall children's system.

The foundational work on the Action Plan has now been completed and many actions have seen great progress, for example:

- Completion of the Gateway Assessment review, which has informed the next phase of detailed service design currently underway.

- Supporting caregivers and social workers to understand the health needs of those in their care with improved access to health and wellbeing guidance through KidsHealth via the Oranga Tamariki Practice Centre.
- Increasing housing options available to children and young people through purchasing additional properties for the Oranga Tamariki Homes Programme, establishing new supported accommodation places for children and young people with high and more complex needs, with delivery of up to 90 youth-focused transitional housing places.
- Improved information sharing practices between agencies, with an initial focus on establishing an Information Sharing Agreement between Oranga Tamariki and Ministry of Education to support school enrolment, attendance and engagement.
- Review of the Ministry of Justice's neurodiversity screening processes and delivery of new court workforce neurodiversity training materials to improve the Young Adult List court's responsiveness to neurodiversity and communication needs of young adults.
- Regional Public Service Commissioners supporting regional leadership across the motu to ensure priorities and programmes that support thriving children and young people are connected and not operating in isolation, creating stronger foundations for children and young people's wellbeing.
- Delivery of seven in-depth needs assessments in 2022/23 gave us a much stronger evidence base of health, education and housing experiences of children, young people and whānau. These findings helped us develop a refreshed approach to implementation of the Action Plan which focuses the efforts where they will have the most impact.

CASE STUDY:

Action Plan will help children and their families into homes

Kāinga Ora, the Ministry for Social Development, Whaikaha, Te Tūāpapa Kura Kāinga and Oranga Tamariki have developed a cross-agency plan to help children and young people in care access the housing they need, when they need it. This includes practical actions such as ensuring specific needs of children and young people in care are considered through the review of the emergency housing system. We will work with other agencies to source appropriate Public Housing and supported housing for disabled children and young people. We will also work with Whaikaha to ensure that disabled children and young people in care, and their parents and whānau, are considered in the provision of homes, adaptations and equipment.

The Action Plan will have a sharper focus in 2024 and 2025

Ministers have agreed to establish a smaller number of priority areas to give the Action Plan a sharper focus in the next six to 18 months. The Action Plan will focus on improving key health, education and housing outcomes for children and young people in care, supported by improving data and information sharing practices across all three areas.

Our previous reports for the implementation and detailed delivery updates are available at their dedicated website²⁵.

We have progressed our legislative work programme

To improve the system settings, Oranga Tamariki commenced work to introduce legislation to strengthen the approach to serious and persistent youth offending. This legislation proposes to establish a new Young Serious Offender (YSO) declaration and a Military-style Academy order. The purpose and intent of the legislation to establish a YSO declaration and military-style

academies is to enable faster, stronger and more targeted responses to serious and persistent offending by young people.

This year, work commenced on the Oranga Tamariki (Repeal of section 7AA) Amendment Bill. The Bill is intended to ensure that Oranga Tamariki is entirely child-centric and is making decisions that fully support a child's wellbeing and best interest, reinforcing the need to put the safety of the child first. This is in line with our priority of improving the rights and responsibilities of caregivers, giving them more autonomy and making it easier for caregivers to offer safe and loving homes for children.

Our Enterprise Data and Analytics Platform will provide modern data capability

We made good progress with our Enterprise Data Analytics Platform (EDAP) this year following a programme reset in July 2023. This reset was the result of independent quality assurance reviews undertaken during the year. As part of the reset, several aspects of the EDAP programme have been addressed including new leadership and governance oversight, changes to its scope and plan for delivering it.

Once EDAP is completed, it will safely store all our client and case management information and end our reliance on Ministry of Social Development data warehousing. External data sharing agreements with Ministry of Social Development, Ministry of Justice, Department of Corrections, Stats NZ and VOYCE – Whakarongo Mai will be managed from the EDAP environment. Safe and appropriate sharing of data, insights and evidence will support improvements and outcomes at a system level.

25 Read our previously published reports on our Action Plan at: www.orangatamarikiactionplan.govt.nz/otap-resources/publications/

Protection and support of children and victims

Our Child Protection Policy under the Children's Act 2014

In accordance with section 16(c) of the Children's Act 2014, we report on our Child Protection Policy, and the extent to which those we have a contract or funding arrangement with have adopted an equivalent policy²⁶.

Our policy requires that contracts with providers of children's services²⁷ include a requirement for the provider to have a child protection policy. As of 1 July 2022 Oranga Tamariki added a clause to our contracts that the provider must:

- adopt a child protection policy that complies with section 19 of the Children's Act 2014 as soon as practicable after the commencement date; and
- review its child protection policy within three years from the date of its adoption or most recent review, and at least every three years after that.

This clause is included in any new contract and updated in existing contracts as contracts come up for variation or renewal.

Our services and complaints received under the Victims' Rights Act 2002

Under section 50A of the Victims' Rights Act 2002, we must report on services we provide to victims and information about the number and type of complaints received under section 49 of the Victims' Rights Act.

The main services Oranga Tamariki provides to victims are:

- the right to attend a youth justice family group conference (for victims of crime committed by a young person). This is an opportunity to have a say on how the crime has affected them.
- supporting tamariki and rangatahi that are the victim of an offence while in care and protection, or youth justice custody.

- financial support at the discretion of local sites, to enable victims to participate in a Youth Justice FGC that includes petrol vouchers, reimbursement scheme which covers loss of wages or other associated cost.
- support services on a case-by-case basis. Examples of supports previously funded by Oranga Tamariki for victims are equine therapy, counselling sessions, play therapy etc.
- establishing with the victim if they wish to be informed of the FGC plan progress and if so, how this is to be done under section 269A Oranga Tamariki Act 1989.

Victims' involvement in Youth Justice Family Group Conferences from 1 July 2023 to 30 June 2024

Total victims	
Victims consulted	6,384
Victims unable to be consulted	356
Victim consultation not recorded	1,014
Victims required to be consulted	7,754

For the year 1 July 2023 to 30 June 2024, our records show there were 7,754 victims to be consulted. These records show 6,384 victims were consulted with 356 being unable to be consulted. There may be multiple reasons as to why a victim has been unable to be consulted such as incorrect contact details provided, no response to initial contact or unwilling to engage in the FGC process. It is expected that our Youth Justice FGC Coordinators would make all attempts to consult a victim regarding the FGC referral.

Our records show there are 1,014 victims where the recording of consultation is missing. This is due to a combination of recording or circumstances where victims have not been consulted (as described above).

²⁶ Read about the child protection policy at: www.orangatamariki.govt.nz/working-with-children/childrens-act-requirements/about-the-act/

²⁷ Children's services are defined as services provided to one or more children, and/or services provided to adults that live with children and which will impact on the well-being of one or more children (s15 of the Children's Act 2014).

Number and type of complaints

There were four complaints from victims lodged with Feedback and Complaints during 2023/24²⁸. The complaints related to Youth Justice FGCs were about communication, support, and privacy.

Oranga Tamariki policy²⁹ provides that every effort must be made to help the victim feel safe and at ease when participating in a Youth Justice FGC. Our Youth Justice FGC Coordinators are asked to offer victims who participate in conferences a feedback survey to complete. The survey is online and contains multiple-choice questions with one open-ended question. We are reviewing how we can increase rates of feedback from victims so we can respond in a meaningful and onstructive way.

28 This is based on complaints where the person's role was noted as victim within the summary of the complaint. We do not currently record if a complaint is from a victim in a structured way, so this data is collated manually.

29 Read more information about working with victims at: <https://practice.orangatamariki.govt.nz/previous-practice-centre/policy/convening-the-youth-justice-family-group-conference/key-information/righting-the-wrong-key-information-on-working-with-victims/>





OUR PERFORMANCE

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Our performance

We currently measure our performance by the progress we are making against our impacts (shown in Figure 3) and achievement of our appropriation measures. Our performance measures remain mostly the same as last year with some minor changes, which we have disclosed. We will review and update our measures through our new performance system, which will be included in our next Strategic Intentions and reflected in future annual reports.

Our new performance system will connect what we do, how we are changing and how we work with others for the benefit of tamariki within the context of their whānau, enabled by their communities. This work will help us continuously improve our performance measures and better demonstrate progress towards the outcomes we aspire to as an organisation.

Statement of compliance

Our Performance (the Oranga Tamariki Performance Report) has been prepared in accordance with the requirements of the Public Finance Act 1989, which includes the requirement to comply with New Zealand Generally Accepted Accounting Principles (NZ GAAP).

The Oranga Tamariki Performance Report has been prepared in accordance with Tier 1 Public Benefit Entity (PBE) financial reporting significant impact on measures selection and standards, which have been applied consistently throughout the period, and complies with PBE financial reporting standards. The performance information for the appropriations administered by the Ministry for the year ended 30 June 2024 on pages 33-84.

Critical reporting judgements, estimates and assumptions

Performance measures have been selected for activities that Oranga Tamariki performs. In selecting measures for these activities, judgements must be made in determining which aspects of performance are relevant and material to users of this Annual Report. We also provide contextual measures on child safety and wellbeing more broadly, which speak to the outcomes we ultimately aspire to achieve. There is judgement involved in determining how to measure performance against the measures selected. The judgements with the most significant impact on selection and measurement are disclosed below.

Our current performance measures incorporate important elements of our core functions as an organisation. To broadly describe our functions and services, and to disclose material judgements, Oranga Tamariki has chosen to group its activities under the following subsets:

- The impact we are making – which demonstrates progress in achieving the Oranga Tamariki vision, purpose, and strategy. See our impact measures on pages 36-58.
- Appropriation measures – which demonstrates effectiveness of the activities for which we receive funding to invest in and deliver. See our appropriation measures on pages 59-73.

For more information on what we deliver under these appropriations, and the associated performance measures, please refer to the Appropriation Measures section from page 59.

Our performance measures

The measures we have included this year act as indicators to show whether the collective actions we're taking across the organisation are moving us towards the desired outcomes.

The following sections set out what we measure, why we measure it, this year's result, and trend from previous years. Where available, historical data from the preceding five years is displayed.

Performance measures were selected through consultation with subject matter experts and approved by Te Riu, the Oranga Tamariki Executive Leadership Team. Selection was based on the availability of reliable data and relevance to the impact we are trying to achieve. These measures will change in the future as we update our performance system, and therefore no targets have been set against them. Instead, a general preferred trend has been indicated.

The measures used draw on a number of data sources such as:

- Structured data based on Social Worker recording from their case note system, CYRAS.
- Structured data from our caregiver information system, CGIS.
- Financial Recording.
- HR Recording.
- Integrated Data Infrastructure³⁰ (IDI) managed by Stats NZ.
 - Information pulled from the IDI is dependent on other organisations recording, and there is a delay in the information available.

30 Read more about Integrated Data Infrastructure at: www.stats.govt.nz/integrated-data/

- The figures are not official statistics. They have been created for research purposes from the IDI, which is carefully managed by Stats NZ.
- Case file analysis based on unstructured information recorded in our case management systems, CYRAS and CGIS, to gain a view of practice quality.
 - This relies on manual data capture and assessment by a reviewer, looking at evidence in the case records of tamariki and caregivers against a set of structured questions.
 - Reviewers exercise professional judgement as to the standard of practice against these questions, using guidance and tools to support consistency across reviewers.
 - Most reviewers are qualified and experienced social workers. Rating consistency checks (across the same case) and ongoing moderation (where reviewers draw on a highly experienced practitioner to moderate and inform their assessments in specific cases) are undertaken.
 - Sampling bias is minimised through randomised sampling and sampling a sufficient volume of cases to ensure a high degree of statistical confidence.
 - The total number of cases reviewed in 2023/24 is 705, providing a sufficient level of sample to produce estimates at the 95 percent confidence level with a margin of error of ± 3.2 percent. Our methodology was independently reviewed by an experienced statistician in 2022/23.
- Surveys
 - Surveys are an important mechanism for understanding the experience and perceptions of those we are here to support. There are three key surveys that have contributed measures to Oranga Tamariki performance reporting. They are outlined below along with their key disclosures.
 - Note for all surveys participation is voluntary, and responses represent those that participated and may not represent the total population being targeted. Surveys delivered by calendar year will not have 2024 responses at the time this Annual Report is published.
 - Oranga Tamariki Caregiver³¹ Survey:
 - This survey has changed frequency of delivery but was available to annual cohorts of those who are caregivers through Oranga Tamariki – both whānau and non-whānau.
 - The survey questions were designed and delivered through our internal Survey and Design team.
 - This survey is run based on a calendar year and the latest survey has not been completed at the time of this report.
 - Just Sayin'³² (Transition Survey):
 - This survey is conducted annually based on the calendar year and was available to those who are aged 16 years and older and were eligible for a Transition Worker.
 - This is a census survey so a margin of error is not applicable.
 - The survey was designed and delivered by Malatest International.
 - This survey is run based on a calendar year, not financial year.
 - Just Sayin' 23 survey was completed by 376 young people between the ages of 16 and 21 who were eligible for support from a transition worker and 66 young people older than 21.
 - The response rate for completion of survey by those who were eligible for support from a transition worker was 62 percent, 376 out of the 610 valid contacts for young people.

31 Read more about the 'Oranga Tamariki report, How well is Oranga Tamariki supporting caregivers? (June 2023)' at: www.orangatamariki.govt.nz/about-us/research/our-research/how-well-is-oranga-tamariki-supporting-caregivers/

32 Read more about the Oranga Tamariki report, Transition Support Service evaluation findings 2022 (February 2023) at: www.orangatamariki.govt.nz/about-us/research/our-research/transition-support-service-evaluation-2022/

Impact measures

Impact 1

Fewer tamariki, rangatahi and whānau need statutory services

The results of these measures reflect the collective impact of the broader children's system. While Oranga Tamariki strives to influence them, we expect the shifts in results to be slower due to the strategic nature of these measures.

Measure 1.1

Proportion of New Zealand children not under assessment, engagement with or care with Oranga Tamariki

Why is this measure important?

This measure tells us if tamariki and rangatahi are not receiving support from Oranga Tamariki. Many things can influence how much Oranga Tamariki interacts with tamariki and rangatahi beyond just their needs. Receiving support is used as a proxy for if they need Oranga Tamariki or not. This is not always the case but can provide an indicative trend.

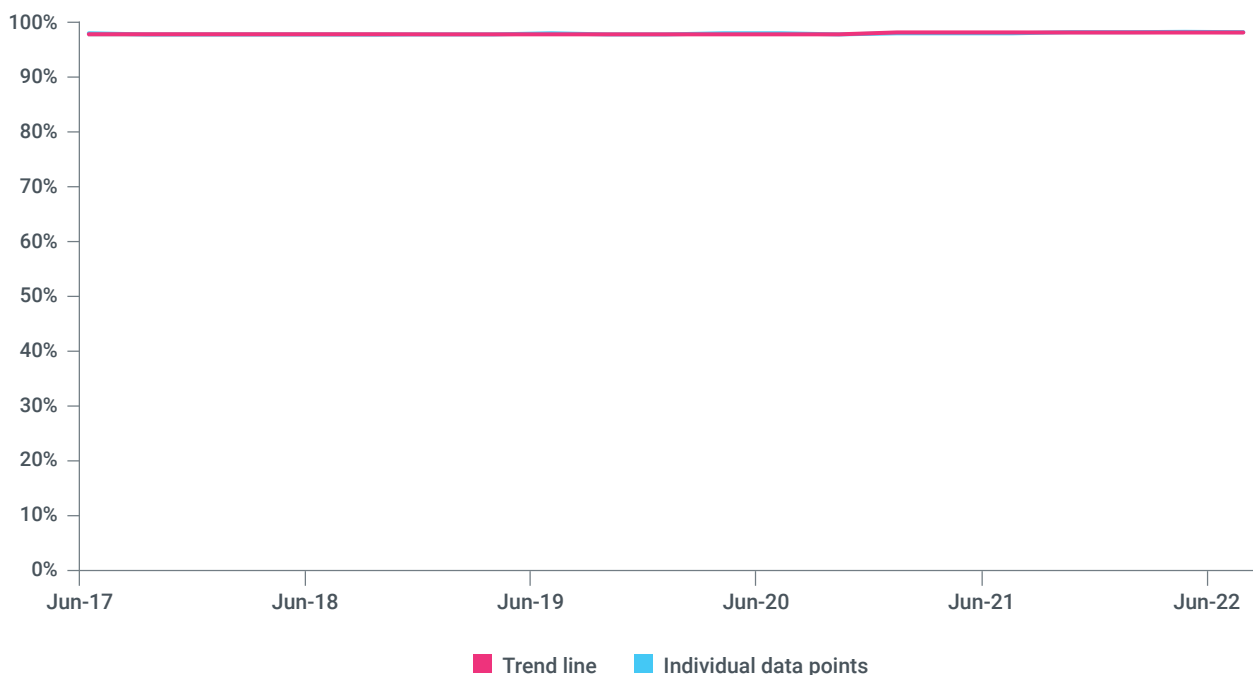
What do the results tell us?

The vast majority of New Zealand Children are not receiving support from Oranga Tamariki in any given quarter. As at June 2022, which is the latest data point available, approximately 98 percent of New Zealand children are not under assessment, engagement or care with Oranga Tamariki. There has not been much change in the rate of working with Oranga Tamariki over time but overall, the vast majority of New Zealand children do not need Oranga Tamariki which is a positive sign.

Desired trend

This value getting as close to 100 percent as is possible.

Proportion of New Zealand children not under assessment, engagement with or care with Oranga Tamariki



Disclaimer/caveats:

- This information is pulled from the Integrated Data Infrastructure (IDI). The quarterly counts for total children in New Zealand aged 0-17 are different in this report compared with last year. This is due to improvements made by Stats NZ in the underlying IDI data and an updated method for smoothing quarter by quarter variation in counts. All IDI-based counts have been re-run to provide a consistent time series. This means IDI-based counts from this report should not be compared with last year's report.

Measure 1.2

Proportion of New Zealand tamariki not linked to a Police family harm investigation during period of interest

Why is this measure important?

If Oranga Tamariki is interacting with less children and young people, tamariki and rangatahi Māori and their families/whānau, it needs to not be at the cost of anyone's safety or wellbeing. This measure gives us a view of child safety. Many things may influence this beyond the actions of Oranga Tamariki, but this is something we should be aware of.

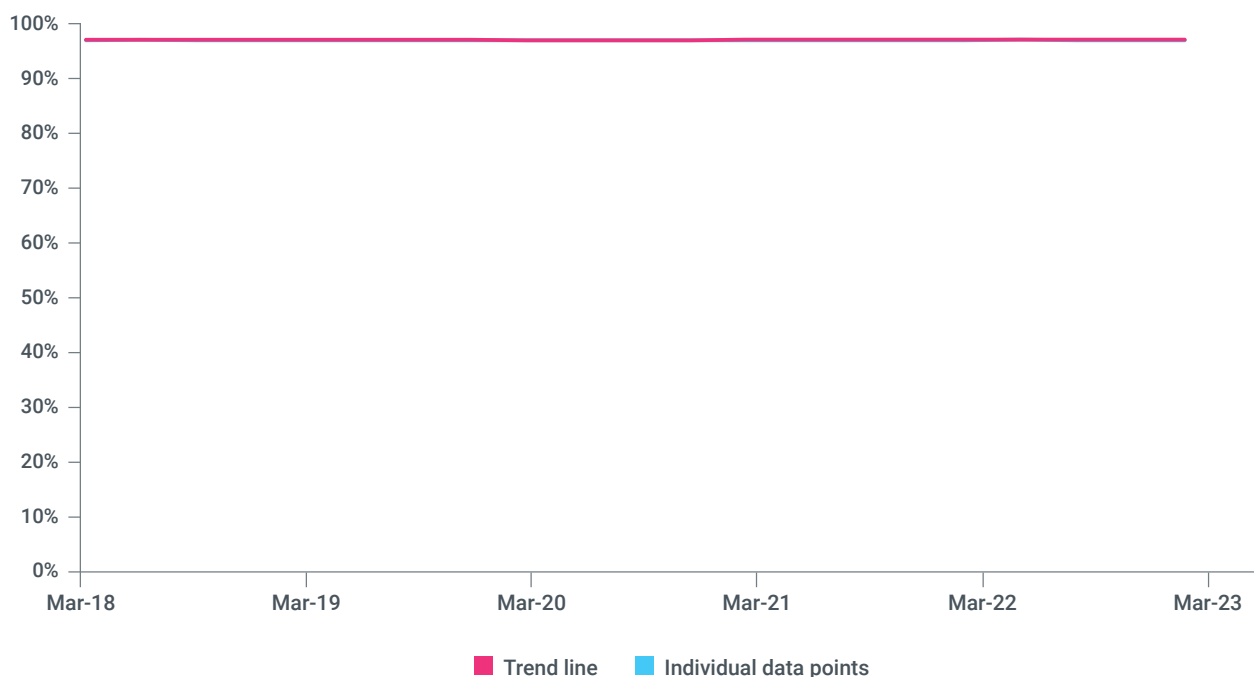
What do the results tell us?

Data shows that harm investigations relative to the total population are low, less than one in 100, and tamariki recorded as exposed to family harm has decreased since March 2018 but only by very small margins.

Desired trend

This value getting as close to 100 percent as is possible.

Proportion of New Zealand tamariki not linked to a Police family harm investigation during period of interest



Disclaimer/caveats:

- This information is pulled from the Integrated Data Infrastructure (IDI). The quarterly counts for total children in New Zealand aged 0-17 are different in this report compared with last year. This is due to improvements made by Stats NZ in the underlying IDI data and an updated method for smoothing quarter by quarter variation in counts. All IDI-based counts have been re-run to provide a consistent time series. This means IDI-based counts from this report should not be compared with last year's report.
- Note that this is the record of those not recorded against a family harm investigation and this does not reflect what actual rates of harm may be.

Impact 1

Fewer tamariki, rangatahi and whānau need statutory services

Measure 1.3

Proportion of New Zealand tamariki who are well in two or more Child Wellbeing Domains

Why is this measure important?

If general wellbeing of tamariki in society is improving, then there is less need for Oranga Tamariki to intervene. Many factors influence the result, but it is an important measure to monitor if we are to progress toward our vision of all children being safe, loved, and nurtured.

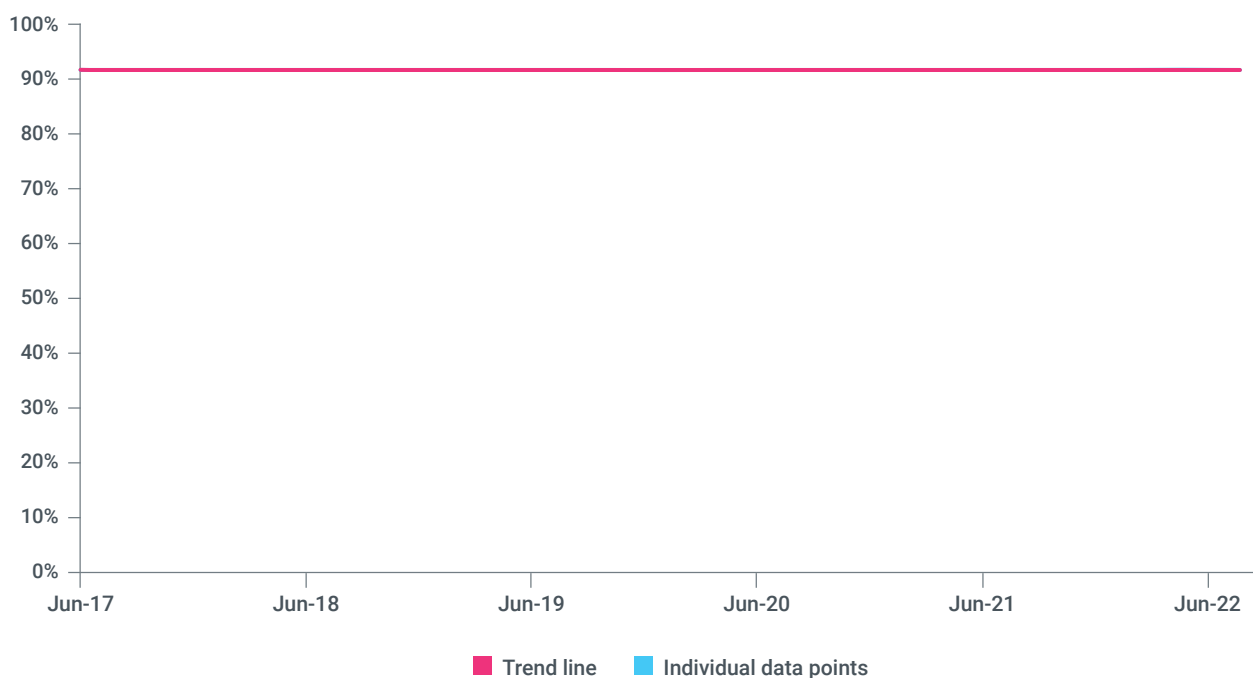
What do the results tell us?

This data has a two-year lag due to recording frequency but shows that despite small fluctuations there has been no change in the overall trend in the proportion of New Zealand children who are well in two or more Child Wellbeing Domains for the last five years. It is important to keep in mind this is just one perspective of wellbeing.

Desired trend

This value getting as close to 100 percent as is possible.

Proportion of New Zealand tamariki who are well in two or more Child Wellbeing Domains



Disclaimer/caveats:

- This information is pulled from the Integrated Data Infrastructure (IDI). The quarterly counts for total children in New Zealand aged 0-17 are different in this report compared with last year. This is due to improvements made by Stats NZ in the underlying IDI data and an updated method for smoothing quarter by quarter variation in counts. All IDI-based counts have been rerun to provide a consistent time series. This means IDI-based counts from this report should not be compared with last year's report.

Impact 2

Tamariki and rangatahi Māori are safe and secure under the protection of whānau, hapū and iwi

This impact reflects the role of Oranga Tamariki as an enabler and coordinator for Māori and communities – empowering them to put in place the support, solutions, and services they know will work for their people. More information on our commitment to Te Tiriti to improve outcomes for tamariki Māori, for more information please refer to our publications regarding Section 7AA and Mana Tamaiti objectives³³.

Measure 2.1

Proportion of investigations for tamariki Māori that had at least one hui ā-whānau record

Why is this measure important?

Under the protection means that whānau, hapu and iwi have the opportunity to provide support, direction and care for the lives of their tamariki. Hui ā-whānau is a process that aims to bring whānau together at the earliest appropriate time to give them space to come up with their own solutions and support around te tamaiti. High rates of hui ā-whānau indicate Oranga Tamariki is creating space and opportunity for whānau leadership.

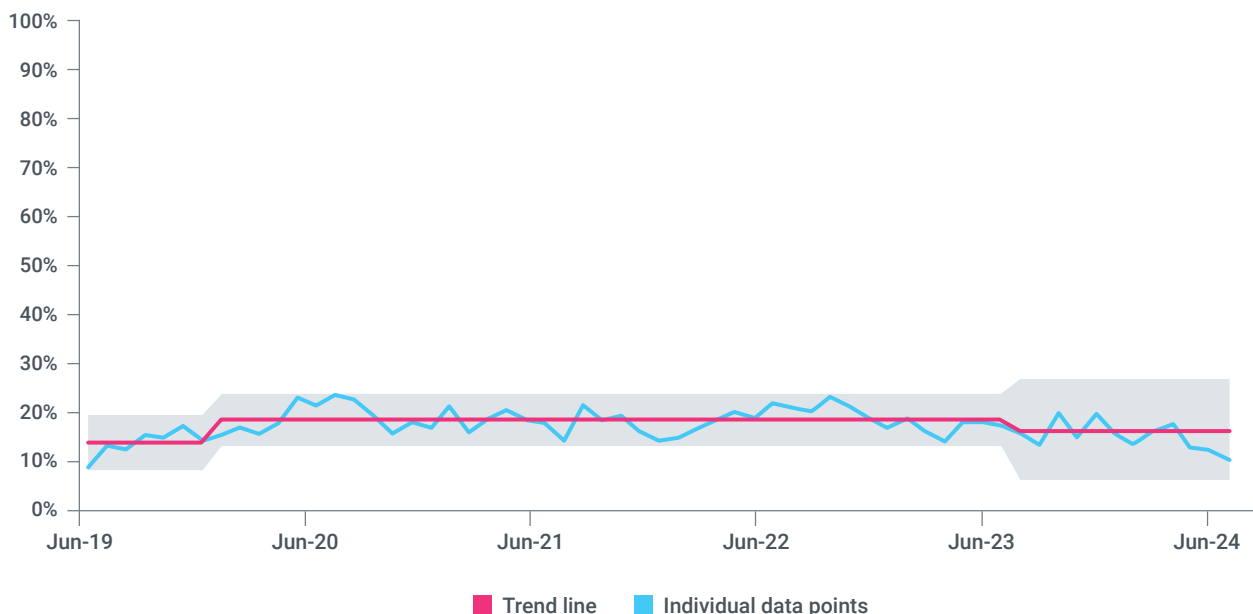
What do the results tell us?

Use of the hui ā-whānau case note increased from 14 to 18 percent for consecutive four years but it has dropped by one percent in the last year. This means of investigations for tamariki Māori (which occur when a report of concern is evaluated as needing further action) the current trend is that 17 percent have at least one hui ā-whānau recorded. Whilst this practice might not always be appropriate or possible current recording is low.

Desired trend

This value getting as close to 100 percent as is possible.

Proportion of investigations for tamariki Māori that had at least one hui ā-whānau record



Disclaimer/caveats:

- This data is based on Social Worker recording and the results for later months may vary in the next reporting. This can be due to delay in recording for some cases (though practice and reporting has improved recently) or open investigation as Social Workers may still be getting to know the whānau and establishing relationships before encouraging the hui that might not yet be appropriate.

33 Read more about Oranga Tamariki Section 7AA and Mana Tamaiti objectives at: www.orangatamariki.govt.nz/about-us/performance-and-monitoring/section-7aa/

Impact 2

Tamariki and rangatahi Māori are safe and secure under the protection of whānau, hapū and iwi

Measure 2.2

Count of Māori specialist positions (headcount) in the organisation

Why is this measure important?

Having Māori specialist roles allow us to better engage and create space for whānau, hapū and iwi to be heard in a way that is culturally inclusive for them. Māori specialist roles have a specific and primary purpose focused on the understanding, interpretation and application of te ao Māori within the core functions and activities of the position, such as design, advice, engagement, and leadership.

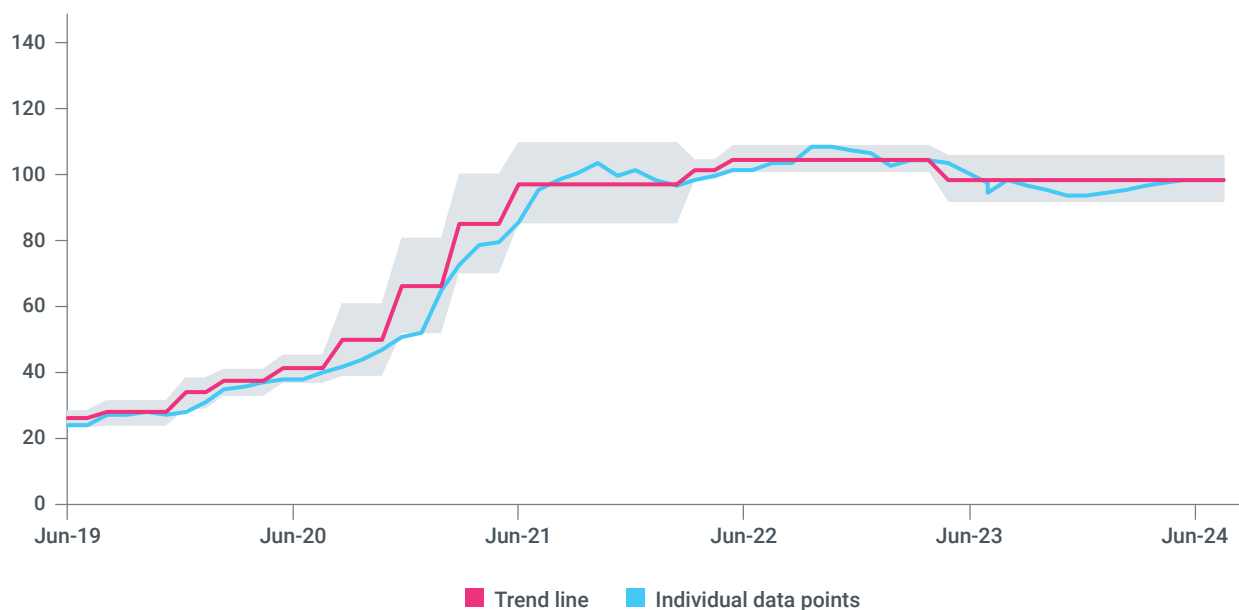
What do the results tell us?

Māori specialist roles increased from 24 in June 2019 to 104 in June 2022. This number has since dropped to 99 positions this year. This is likely to be due to our recruitment freeze as organisational structure changes were being finalised.

Desired trend

To maintain/increase as we continue to develop our understanding of the organisation's need and establish a target number as an appropriate performance measure.

Count of Māori specialist positions (headcount) in the organisation



Disclaimer/caveats:

- We have added 'headcount' to this measure description to better reflect what is being counted. The methodology for this measure remains unchanged from last year.

Measure 2.3

Proportion of investment in Māori/Iwi Organisations

Why is this measure important?

We are making a practical commitment to Te Tiriti by developing and supporting our partnerships. If we are investing in Māori/iwi organisations, then we are supporting them to provide protection. Funding is integral to enable our partners to execute against their ambitions.

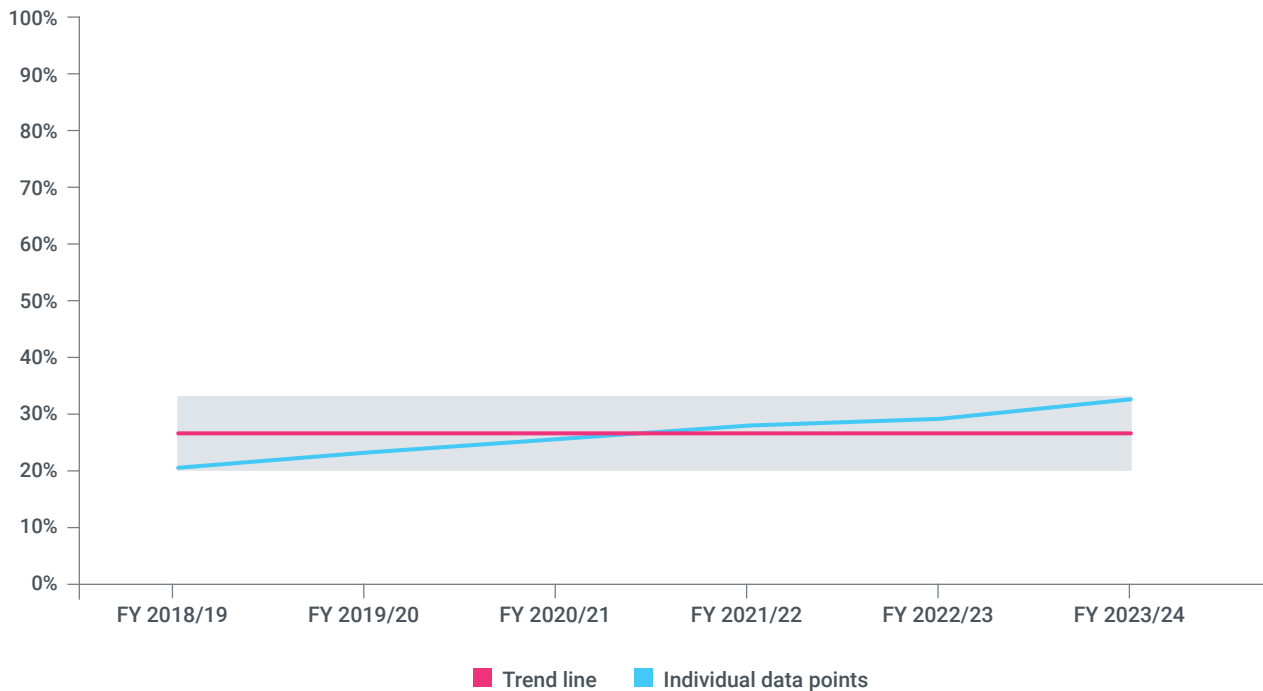
What do the results tell us?

The increase in actual and proportionate funding for Māori/Iwi organisations has been increasing over the last five years. This is in line with our commitment to supporting Māori/Iwi organisations and communities to lead in the delivery of care and support to keep tamariki safe and prevent the need for statutory responses.

Desired trend

This value is getting higher.

Proportion of investment in Māori/Iwi organisations



Disclaimer/caveats:

- Oranga Tamariki relies on the Māori/Iwi organisation classifications as recorded in the RDA (Resource Directory and Approvals) database maintained by Te Kahui Kahu – external to Oranga Tamariki. This classification is a self-classification based on the primary audience the social service aims to serve, but often interpreted to mean the ethnicity of the organisation. Not all iwi and Māori organisations classify themselves as such and may aim to serve all tamariki and whānau regardless of ethnicity. Oranga Tamariki has work planned with iwi and Māori partners to define an appropriate way to identify and classify iwi and Māori organisations. In the meantime, Oranga Tamariki will continue to use the Te Kāhui Kāhui information as a data source for calculating this measure.

Impact 3

Whānau resilience is strengthened to care for tamariki and rangatahi

Oranga Tamariki want to ensure that, wherever possible, tamariki stay where they belong – inside the cloak of love with their own whānau. This impact reflects our commitment to identify and build on the strengths within whānau, hapū and iwi by providing the appropriate resources and support.

Measure 3.1

Proportion of those who exited 18 months ago and have not re-entered by the period

Why is this measure important?

This measure tells us if whānau resilience is strengthened to care for tamariki and rangatahi. If we have effectively supported the whānau around the child in care, then when they leave care, they should be able to remain successfully with their whānau and not return to care of Oranga Tamariki.

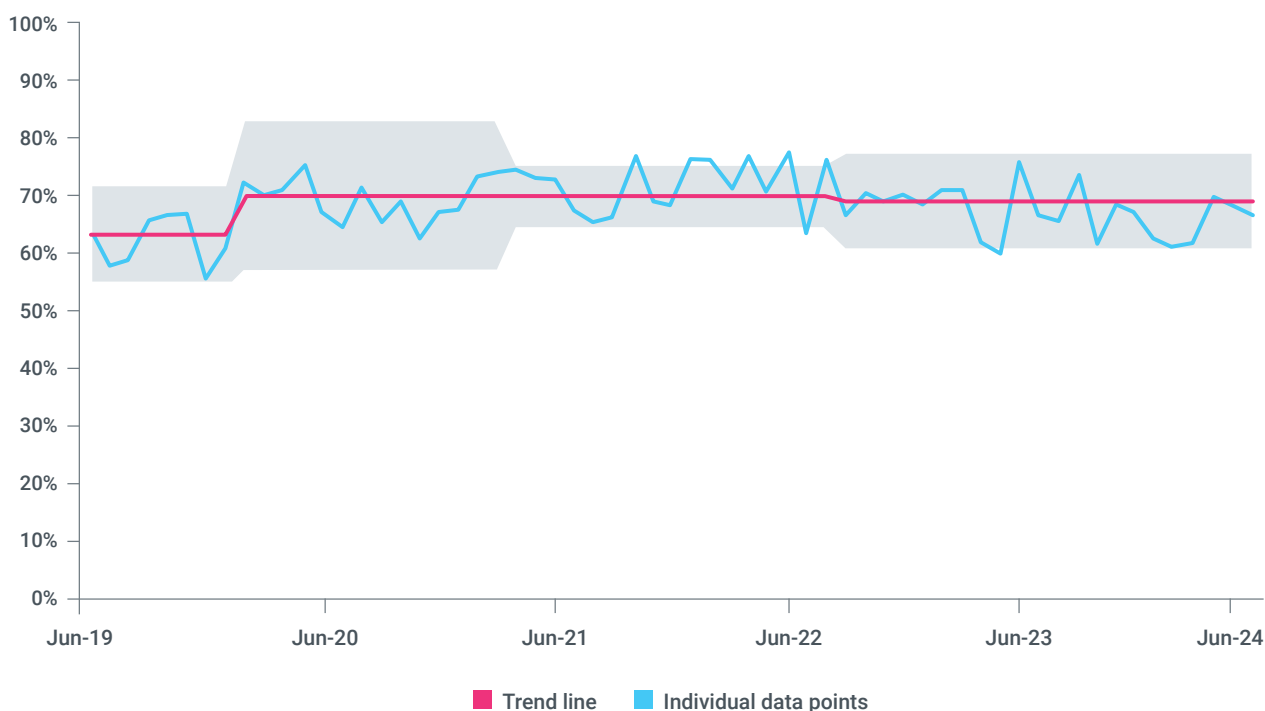
What do the results tell us?

Not re-entering into care after exiting care has remained almost steady over the past five years with only a slight decrease in the past two years. This trend is currently sitting at 69 percent. Note that when tamariki exit care, it may not be to the whānau they were with at the time of the notification. They may exit to different whānau members, independence or a home for life arrangement.

Desired trend

This value getting as close to 100 percent as is possible.

Proportion of those who exited 18 months ago and have not re-entered by the period



Disclaimer/caveats:

- This measure name has been updated from the previous *Proportion of those who exit in any given month and then do not return to care within the following 18 months*. We have also adjusted the axis. This is to make the relationship to the current time period clearer. The intent and calculation of this measure remains the same.
- For this measure “care” refers to an out of home placement. Tamariki may be with their original whānau in a return/remain placement under the custody of the Chief Executive and that would not be counted in this measure.

Measure 3.2

Proportion of spending on Early and Intensive Intervention and Prevention out of overall spending

Why is this measure important?

If we invest in prevention and early support, then we are giving resources directly to whānau so they can support their own strengthening without Oranga Tamariki intervention. Reviews such as WAI 2915 emphasise the importance of creating space for rangatiratanga³⁴.

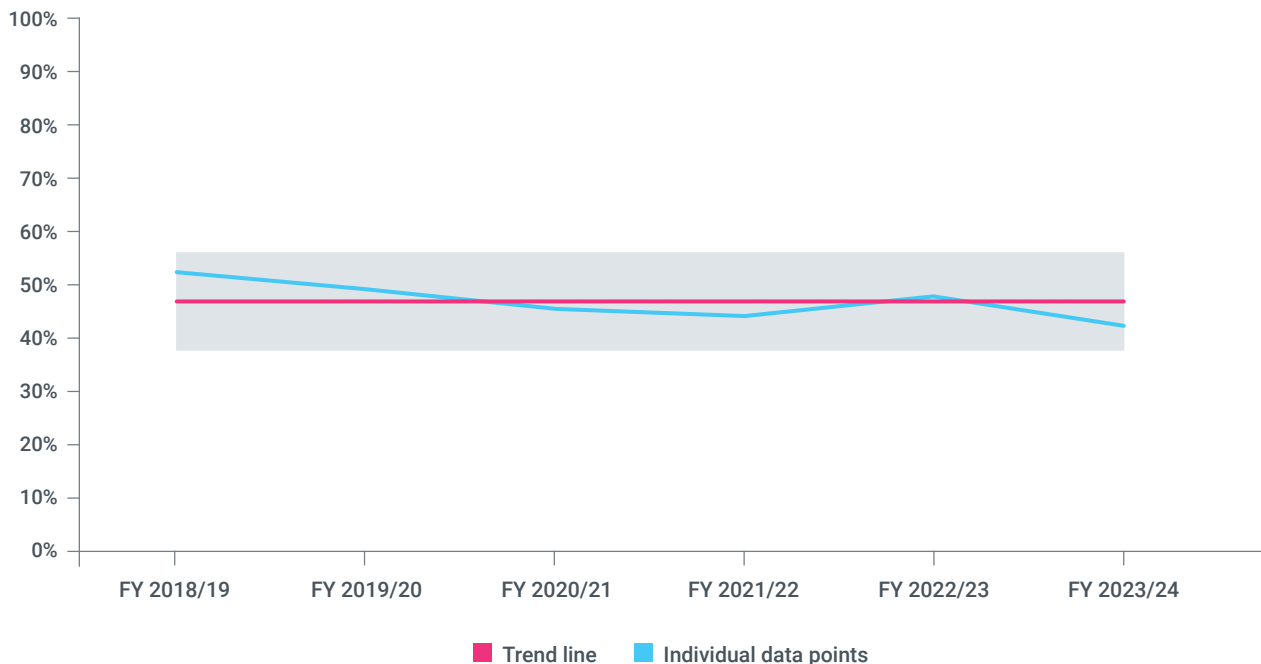
What do the results tell us?

The actual spending in Early Support and Prevention and Intensive Response has dropped this year. Current proportional spend is 43 percent in 2023/24, which is a decrease from 48 percent in 2022/23. This is in part due to the increasing cost of care as a proportion of overall spend – with the reduced number of children coming in care having higher and more complex support needs.

Desired trend

This value increasing.

Proportion of spending on Early and Intensive Intervention and Prevention out of overall spending



34 More information about He Pāharakeke, he Rito Whakakīkinga Whāruarua – Waitangi Tribunal inquiry: WAI 2915 at: www.orangatamariki.govt.nz/about-us/performance-and-monitoring/reviews-and-inquiries/he-paharakeke-he-rito-whakakikinga-wharuarua-waitangi-tribunal-inquiry-wai-2915/

Impact 3

Whānau resilience is strengthened to care for tamariki and rangatahi

Measure 3.3

Proportion of those who were in a return/remain placements three months ago and have either remained steady or exit care by the period

Why is this measure important?

A return/remain placement is where a child or young person is placed with their original caregivers whilst still being under the legal custody of the Chief Executive. Ideally if te tamaiti or rangatahi can remain successfully in a return/remain placement for a length of time they should be able to exit care.

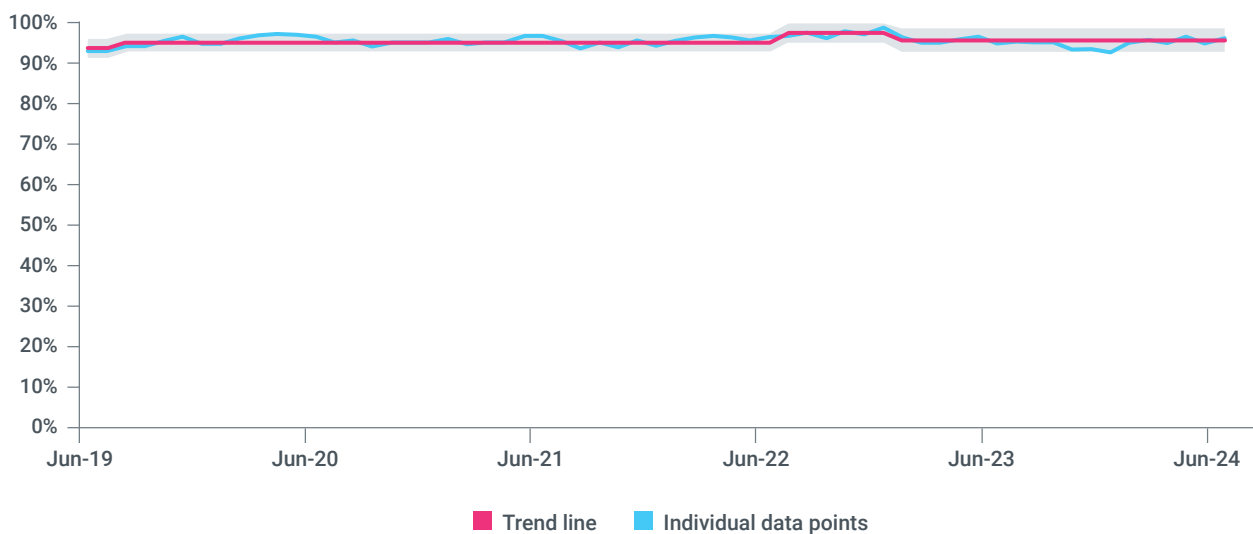
What do the results tell us?

Those who were in a return/remain placement three months ago and remain (or have exited) in the time period is currently 95 percent. This trend has been steady for the last five years as compared to 93 percent prior to June 2019.

Desired trend

This value getting as close to 100 percent as is possible.

Proportion of return/remain placements from three months ago that have either remained steady or exit cared in comparison in the period



Disclaimer/caveats:

- This measure name has been updated from the previous *Proportion of return/remain placements that remain steady or exit care in comparison to three months later*. We have also adjusted the axis. This is to make the relationship to the current time period clearer. The intent and calculation of this measure remains the same.

Measure 3.4

Proportion of those who have a Care and Protection Family FGC and do not enter care before the FGC Review is due

Why is this measure important?

The care and protection family group conference brings together te tamaiti or rangatahi and their whānau, relevant professionals and others to find ways to support the oranga of te tamaiti or rangatahi. If we enable whānau to agree plans at FGCs that keep tamariki safe and providing the right support then tamariki do not need to come into care.

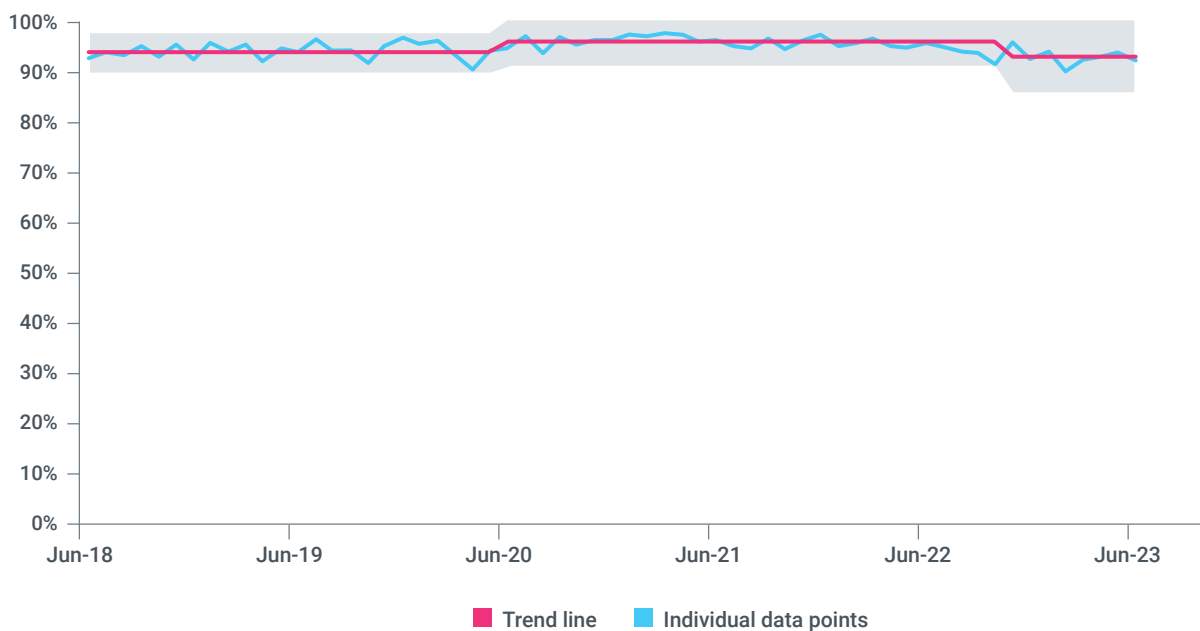
What do the results tell us?

Staying out of care following an FGC increased from 94 percent to 96 percent in 2023/24. However, the overall trend dropped slightly in the last year to 93 percent, reflecting the previous years decreases. This means Oranga Tamariki needs to work to better understand why more tamariki need to come into care following the provision of support. FGCs are reviewed in 6 or 12 months dependent on practice guidelines, therefore the results have a 12 month lag for comparable time periods.

Desired trend

This value getting as close to 100 percent as is possible.

Proportion of those who have a Care and Protection Family FGC and do not enter care before the FGC Review is due



Disclaimer/caveats:

- This measure has a reporting lag to ensure data comparability

Impact 4

Tamariki and rangatahi in care or custody are safe, recovering and flourishing

Tamariki and rangatahi in care have told us that they want to have the same experiences and opportunities as those who are not in care. We have a responsibility to ensure that, when a statutory response is required, we provide a safe environment that protects and promotes their wellbeing.

Measure 4.1

Number of distinct tamariki in care who experienced harm whilst in care.

Why is this measure important?

The harm of any tamaiti or rangatahi is unacceptable. When tamariki are placed under the custody of the Chief Executive they should be safe from any form of abuse or trauma. In most cases, we keep them safe. This measure shows some tamariki continue to experience harm – from whānau, other adults or other tamariki – and helps us focus on actions to keep tamariki in care safe.

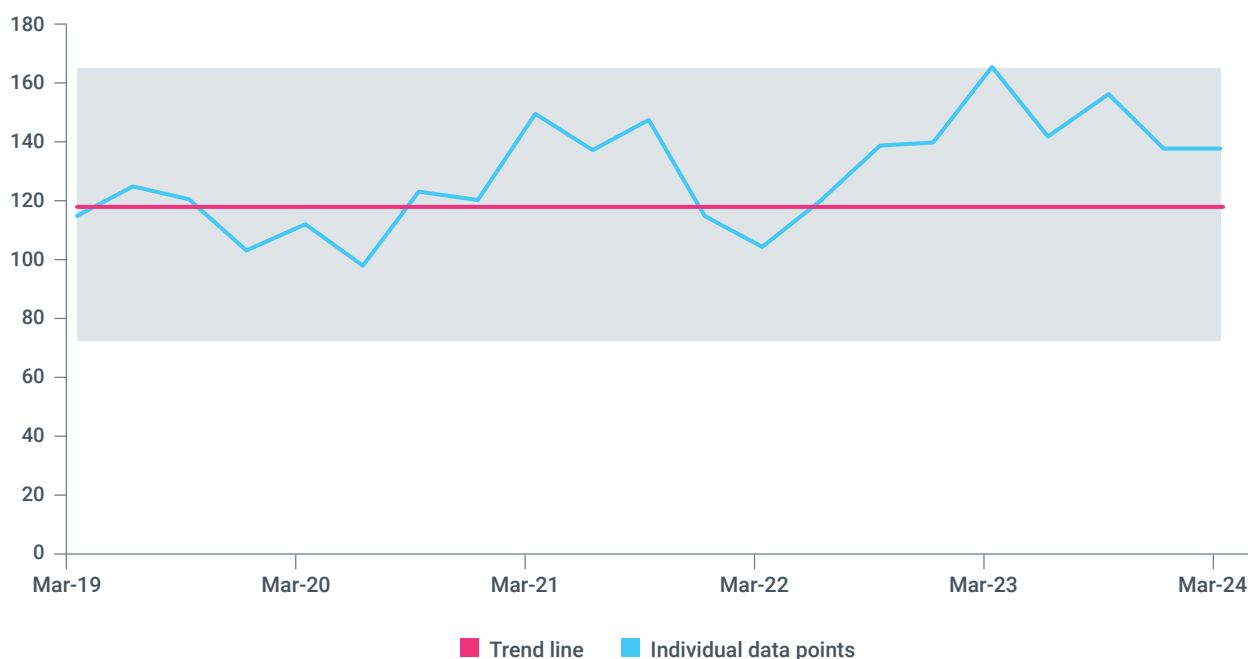
What do the results tell us?

Whilst rates have fluctuated over time the general trend has been consistent. More detailed reporting to understand the full picture of where harm is occurring can be found in our Safety of Children in Care Annual Report (Appendix C).

Desired trend

This count decreasing.

Number of distinct tamariki in care who experienced harm whilst in care.



Disclaimer/caveats:

- The distinct child count is counted for each quarter the child appears in; therefore, a child can appear in more than one quarter. The sum across the quarters will add to more than the total distinct number of children. The time period is based on the completed assessment date not when the harm occurred.
- The reviewers in the Safety of Children in Care team are all qualified and registered social workers, with experience in practice leadership roles and between 6-30 years social work experience. There are several internal quality assurance processes in place, including weekly moderation processes and an end of month checking process.

Measure 4.2

Re-engagement for those with Youth Justice history

Why is this measure important?

This measure is indicative of how well we are performing at keeping rangatahi (aged 14-17 years) from re-offending following their first contact with Youth Justice Services. Youth Justice FGCs give the child or young person – with their family, victims and professionals – a chance to find solutions when they have offended. One of our goals is to work with children, young people and their families as early as possible, to have a stronger focus on reducing the potential for lifelong offending.

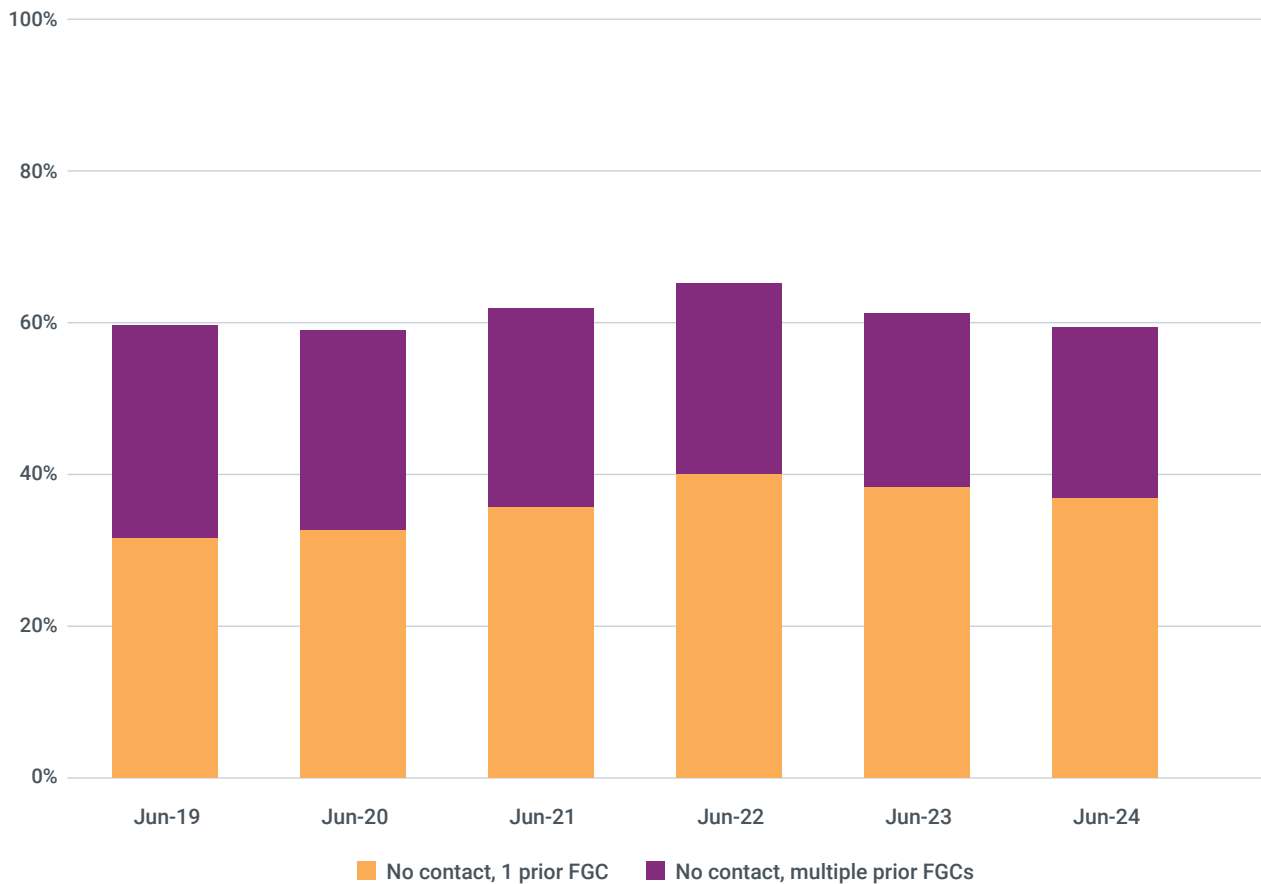
What do the results tell us?

This graph shows the number of rangatahi (aged 14-17) who have not had a Youth Justice FGC in each financial year as a proportion of the total rangatahi we previously engaged with who are still eligible for a Youth Justice FGC. The proportion of no contact for those with one prior FGC increased proportionally since June 2019 from 32 to 40 percent in June 2022. This proportion has since dropped to 37 percent this year, though it is still higher than pre-2022 proportions. However, no contact for those with multiple prior FGCs has continued to decrease proportionally since June 2019 from 28 to 23 percent in the current year.

Desired trend

Increase in number of people who have not had any further engagement with Youth Justice after their first FGC (Primary) as this means the supports provided in their first FGC is helping to prevent reoffending. Increase in number of people who have not had any further engagement with Youth Justice (Secondary) as this means the supports provided over time have helped to reduce re-offending.

Re-engagement for those with Youth Justice history



Impact 4

Tamariki and rangatahi in care or custody are safe, recovering and flourishing

Measure 4.3

Proportion of tamariki and rangatahi surveyed in Te Tohu o te Ora who feel they have somewhere they belong

This measure cannot be reported this year due to the scheduled timing to run and complete analysis on this survey. This survey has been undertaken twice, with reporting in 2021 and 2023.

Measure 4.4

Proportion of surveyed caregivers who think Oranga Tamariki prepared them well or very well to care for their child/ren when they first came to them

Why is this measure important?

Caregivers are a really important element of safety and recovery of tamariki and rangatahi. Tamariki and rangatahi often highlight how much stability and consistency means to them. We need to give caregivers the best possible support so they in turn can support their tamariki and rangatahi.

What do the results tell us?

When tamariki enter care, it can be quite a distinct and tumultuous time so these responses will not reflect the overall feeling of support provided to caregivers. Around forty-six percent caregivers surveyed felt Oranga Tamariki did well or very well in preparing them when a child first came to them in the last 12 months. This is a slight decrease from previous surveys. In response to the survey results and feedback, Oranga Tamariki will develop a corrective action plan to ensure caregivers have what they need to provide stable, loving homes for children in their care.

Desired trend

This value getting as close to 100 percent as is possible.

2021	2022	2023
50%	49%	46%

Disclaimer/caveats:

- This data is sourced from the Oranga Tamariki Caregiver Survey

Measure 4.5

Proportion caregivers fully or provisionally approved prior to tamariki being placed with them

Why is this measure important?

When caregivers have been vetted and approved we can be more confident they are going to a safe and supported living environment. When tamariki are placed with an “unapproved” caregiver it means all assessments and/or training have not yet taken place. This does not necessarily mean tamariki are unsafe, but it does mean the caregiver has not undergone the same level of scrutiny as approved caregivers.

What do the results tell us?

Fifty-seven percent of tamariki whose cases were reviewed as part of our self-monitoring in 2023/24 were placed with an Oranga Tamariki caregiver at the time the review was completed. While the current caregiver of those tamariki was fully approved in almost all cases (97 percent) at the time of our review, in 80 percent of cases there was evidence that a full or provisional assessment of the caregiver was carried out prior to the tamariki being placed with them.

Desired trend

This value getting as close to 100 percent as is possible.

2021/22	2022/23	2023/24
66%	67%	80%

Disclaimer/caveats:

- This data is sourced from Case file analysis results.
- This measure and data source have changed in comparison with last year to improve our methodology. Previously we reported *Proportion of tamariki in care placed with an approved caregiver* from CGIS. The intent of the measure remains the same but reporting through Case file analysis allows for more detail around sequencing.
- Due to a change in data source for 2023/24, the result is not fully comparable with results from previous years.

Impact 5

Improved equity for Māori, Pacific and Disabled tamariki and rangatahi

We have a responsibility to take action to support equitable outcomes – by removing barriers to engagement and ensuring our services are inclusive, accessible, and culturally appropriate. This impact will help us make positive changes to our services to support these priority populations.

Measure 5.1

Proportion of case files reviewed that showed where a child or young person had a disability identified that appropriate services and supports were also in place

Why is this measure important?

This shows whether tamariki and rangatahi with disabilities are receiving specific services to meet their needs. This supports equality to acknowledging that the supports each tamaiti receives should be tailored to their need and circumstance.

What do the results tell us?

For 31 percent of reviewed cases for tamariki in care, there was evidence that te tamaiti had a diagnosed disability or disabilities (28 percent in 2022/23, and 26 percent in 2021/22). For 88 percent of those tamariki, there was evidence that appropriate services and supports were put in place to address their disability-related needs. This compares with 92 percent in 2022/23, and 85 percent in 2021/22. In 85 percent of cases, there was also evidence of appropriate services and supports for caregivers caring for tamariki with an identified disability (90 percent in 2022/23, and 76 percent in 2021/22).

Desired trend

This value getting as close to 100 percent as is possible.

2021/22	2022/23	2023/24
85%	92%	88%

Disclaimer/caveats:

- Last year (page 85 in our 2022/23 Annual Report), the years stated in the black circles were incorrect. Year 2019/20 should be 2021/22 and Year 2021/22 should be 2022/23. The percentages in the 'What do the results tell us section' were correct. These have been corrected above.
- This data is sourced from Case file analysis results.
- There are ongoing conversations at Oranga Tamariki on how we talk about and understand Disability. We expect the data and information on Disability to evolve with these conversations.

Measure 5.2

Proportion of tamariki Māori in society relative to the proportion of tamariki Māori in care or custody

Why is this measure important?

We want to ensure tamariki are receiving equitable support and experience. If this is happening, we should not see disproportionate representation in care in these results. Identifying and measuring disparities and disproportionality will help determine the impact we are making for tamariki, rangatahi and whānau Māori.

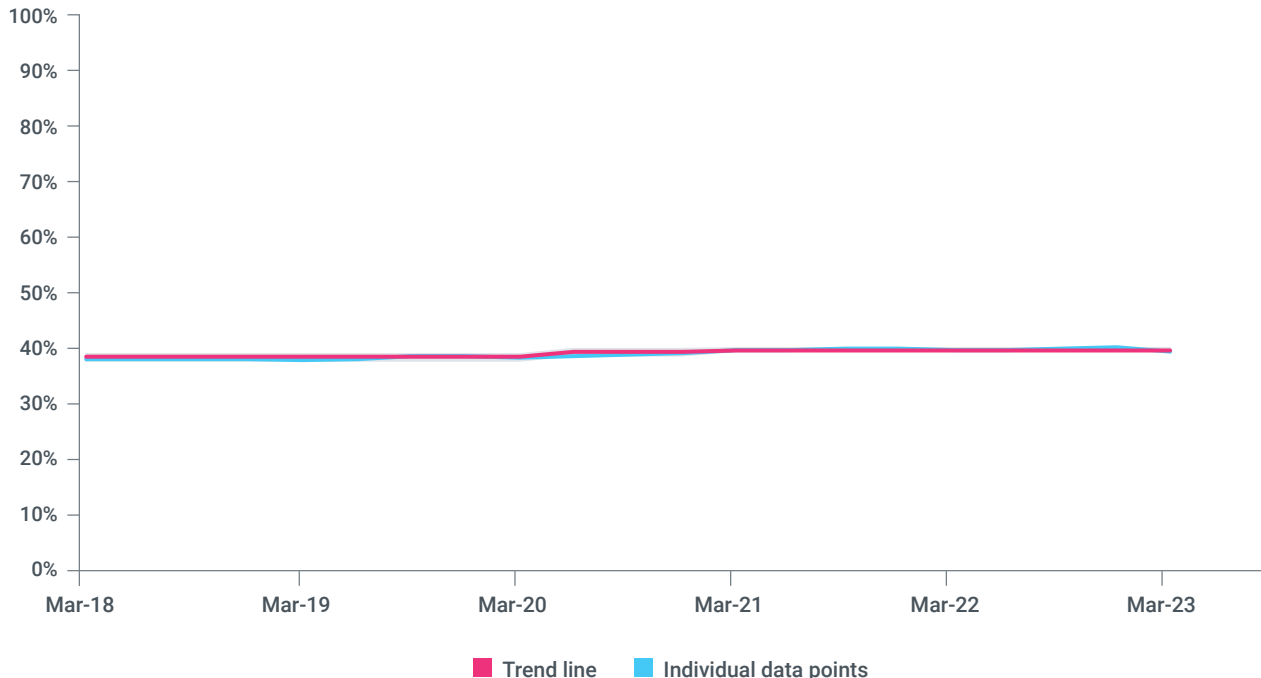
What do the results tell us?

When this result equals one hundred percent it means the proportion of Māori tamariki in care is the same as the proportion of Māori tamariki in society. The results in below figure show overrepresentation of tamariki Māori in care. Though overrepresentation appears to be mostly flat, there has been a slight increase in the recent years (38 percent as at March 2018 to 40 percent as at March 2023). This data has a delay so does not represent activities of the current reporting year.

Desired trend

This value is getting as close to 100 percent as possible.

Proportion of tamariki Māori in society relative to the proportion of tamariki Māori in care or custody



Disclaimer/caveats:

- This base information is pulled from the Integrated Data Infrastructure (IDI). The quarterly counts for total children in New Zealand aged 0-17 are different in this report compared with last year. This is due to improvements made by Stats NZ in the underlying IDI data and an updated method for smoothing quarter by quarter variation in counts. All IDI-based counts have been rerun to provide a consistent time series. This means IDI-based counts from this report should not be compared with last year's report.
- Total ethnicity as opposed to prioritised ethnicity is used for this measure. This means tamariki who identify as both Māori and Pacific will be represented in both charts. Custody counts were pulled using internal data.

Impact 5

Improved equity for Māori, Pacific and Disabled tamariki and rangatahi

Measure 5.3

Proportion of Pacific tamariki in society relative to the proportion of Pacific tamariki in care or custody

Why is this measure important?

As above, we want to ensure tamariki are receiving equitable support and experience. Identifying and measuring disparities and disproportionality for Pacific tamariki will help determine the impact we are making for them and their families.

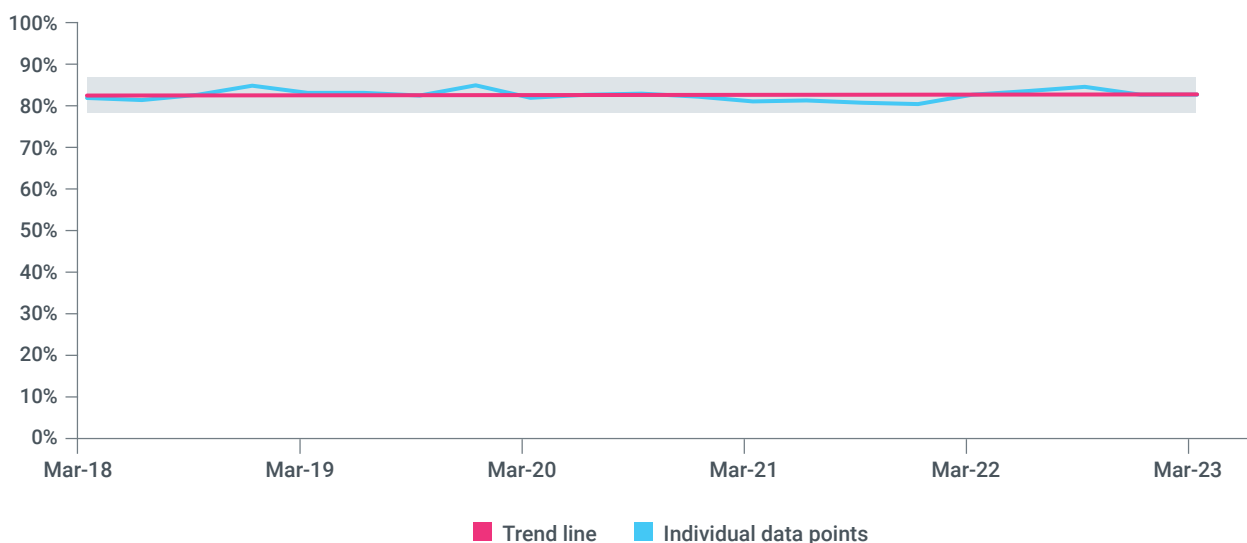
What do the results tell us?

When this result equals one hundred percent it means the proportion of Pacific tamariki in care is the same as the proportion of Pacific tamariki in society but any results below that indicates there is a greater proportion of tamariki in care than the proportion in society. Overrepresentation of Pacific tamariki in care appears to be mostly flat but there has been a slight increase in the latest few quarters. Note that this data has a delay so does not represent activities of the current reporting year.

Desired trend

This value is getting as close to 100 percent as possible.

Proportion of Pacific tamariki in society relative to the proportion of Pacific tamariki in care or custody



Disclaimer/caveats:

- This base information is pulled from the Integrated Data Infrastructure (IDI). The quarterly counts for total children in New Zealand aged 0-17 are different in this report compared with last year. This is due to improvements made by Stats NZ in the underlying IDI data and an updated method for smoothing quarter by quarter variation in counts. All IDI-based counts have been rerun to provide a consistent time series. This means IDI-based counts from this report should not be compared with last year's report.
- Total ethnicity as opposed to prioritised ethnicity is used for this measure. This means tamariki who identify as both Māori and Pacific will be represented in both charts. Custody counts were pulled using internal data.

Impact 6

Tamariki, rangatahi, whānau and victims of youth offending feel listened to, valued and understood

Oranga Tamariki cannot be effective if we are not hearing and responding to those we serve. This impact focusses on the importance of having mechanisms for listening and being responsive to the voices of tamariki and rangatahi Māori and their whānau and victims in decisions affecting them.

Measure 6.1

Proportion of tamariki surveyed in Te Tohu o te Ora who feel they get to have a say in important decisions about their life

This measure cannot be reported this year due to the scheduled timing to run and complete analysis on this survey. This survey has been undertaken twice, with reporting in 2021 and 2023.

Measure 6.2

Proportion of case files reviewed that showed the child or young person's views were identified and considered in decision making

Why is this measure important?

When age appropriate, tamariki should have a say in what happens to their life. Children and young people have expressed to us that they need their voice to be heard, valued and acted upon.

What do the results tell us?

When looking at our assessments and planning documentation, 84 percent of reviewed cases for tamariki in care have clear recording around considering the views of the child involved. This does exclude children where the young age or development of the child, or a disability, meant they could not communicate their views, even with support. There was no significant change in comparison to last year.

Desired trend

This value getting as close to 100 percent as is possible.

2021/22	2022/23	2023/24
85%	86%	84%

Disclaimer/caveats:

- This data is sourced from Case file analysis results.

Impact 6

Tamariki, rangatahi, whānau and victims of youth offending feel listened to, valued and understood

Measure 6.3

Proportion of case files reviewed that showed whānau views were identified and considered in decision making

Why is this measure important?

Oranga Tamariki aims to support whānau leadership in the lives of their tamariki – assessments and plans are key documents that drive how Oranga Tamariki provides support so it is important their views are reflected in these.

What do the results tell us?

When looking at our assessments and planning documentation, 80 percent of reviewed cases for tamariki in care have clear recording around sufficiently taking into consideration the views of their whānau/family group in decision making. The result this year shows statistically significant decrease in comparison to last year.

Desired trend

This value getting as close to 100 percent as is possible.

2021/22	2022/23	2023/24
81%	84%	80%

Disclaimer/caveats:

- This data is sourced from Case file analysis results.

Measure 6.4

Proportion of tamariki surveyed in Just Sayin' who feel safe where they live

Why is this measure important?

It is important that rangatahi leaving care and transitioning to adulthood have safe and stable living arrangements. This survey tells us based on young person's own definition how they feel about their living arrangements when they are leaving care.

What do the results tell us?

Most rangatahi surveyed (84 percent) leaving care feel safe where they live. Additionally, around 74 percent like it where they live. Rangatahi in care commonly lived with a foster family or whānau and had stable accommodation. Most felt secure and safe in their living arrangements.

Desired trend

This value getting as close to 100 percent as is possible.

2020	2021	2022	2023
84%	84%	82%	84%

Disclaimer/caveats:

- This data is sourced from Just Sayin' (Transition Survey). This survey is run based on a calendar year so covers part of the reporting period.

Impact 6

Tamariki, rangatahi, whānau and victims of youth offending feel listened to, valued and understood

Measure 6.5

Proportion of tamariki surveyed who have someone they could turn to if they were going through a difficult time and needed help

Why is this measure important?

This measure tells us if young people transitioning to adulthood have someone in their life they can turn to during difficult times. This is important given young people in New Zealand are experiencing poor rates of mental health overall³⁵. This result tells us based on their own definition that they feel they have someone in their lives who they can turn to for support.

What do the results tell us?

Around three quarters of rangatahi considered they had someone they could turn to for support during a difficult time. There is no significant difference between surveyed years, but this is a significant increase when compared to an adult they could turn to reported last annual year, reason being the measure for 2023 survey excluded the follow up question about who they would turn to.

Desired trend

This value getting as close to 100 percent as is possible.

2020	2021	2022	2023
80%	76%	77%	76%

Disclaimer/caveats:

- This data is sourced from Just Sayin' (Transition Survey). This survey is run based on a calendar year so covers part of the reporting period.
- This measure has changed from the *Proportion of tamariki surveyed in Just Sayin' had an adult they could turn to*. This measure has been expanded to include a broader catchment of people that tamariki may turn to in their time of need (e.g. siblings, friends, transition worker or social worker).

35 Read more about 'The 2022/23 New Zealand Health Survey' at: www.health.govt.nz/publications/annual-update-of-key-results-202223-new-zealand-health-survey

The survey found that one in five young people experienced high levels of psychological distress and one in ten children are likely to have emotional symptoms and/or behavioural challenges.

Impact 7

We operate efficiently and effectively to deliver against our commitments

Oranga Tamariki wants to have a good reputation for being an efficient and effective public sector agency. This impact helps us continue to grow and reflect on how we can be more transparent and accountable to those we serve, which will support decision-making and process improvements.

Measure 7.1

Proportion of complaints audited that were handled in a way that fully met our standards

Why is this measure important?

Members of the public should be able to come to Oranga Tamariki, be treated fairly and respectfully and have their words lead to actions when necessary. The implementation of a more comprehensive assurance tool has formed part of strengthened continuous improvement activity. This measure holds us to account on how we're performing in this area.

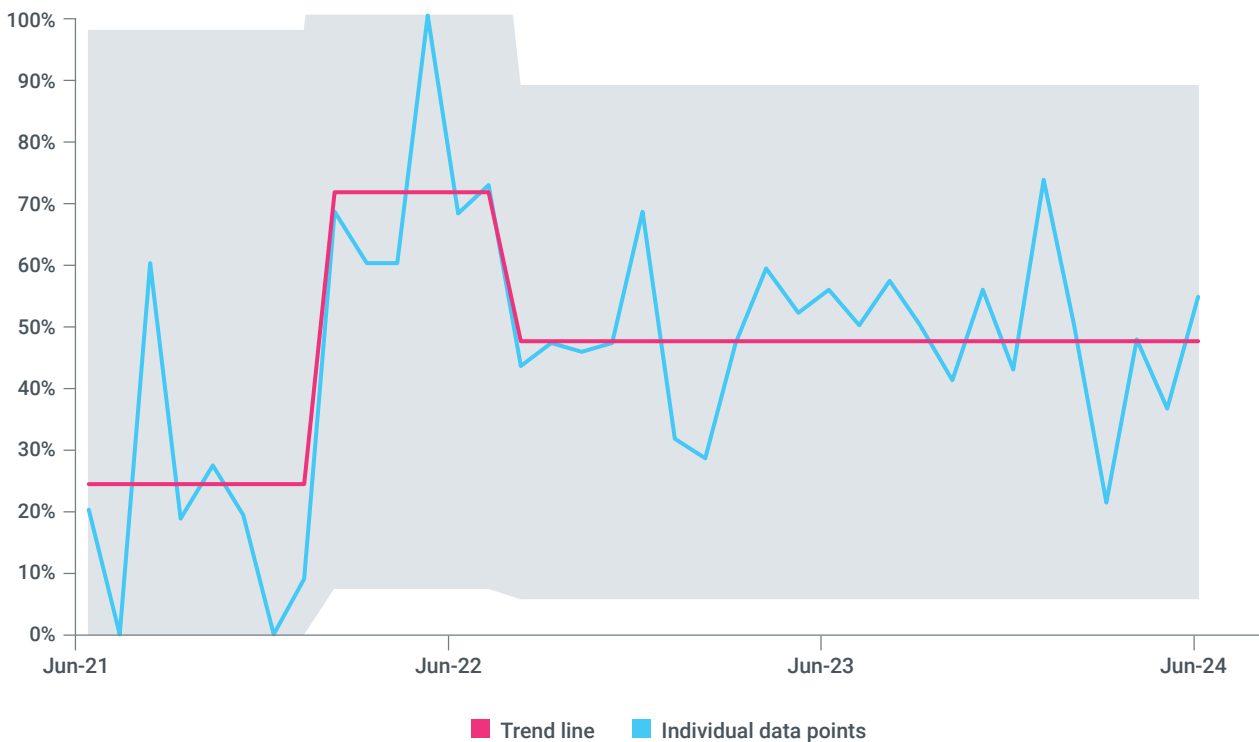
What do the results tell us?

On average there are 104 complaints per month. Quality assurance is completed each month on a subset of the complaints closed in the period. The quality assurance measure reports on complaints practice with standards fully met, partially met, or not met. The quality of complaint practice that fully met or partially met our standards has not significantly changed from the previous year at approximately 90 percent. The data for those fully met is shown in the graph below.

Desired trend

This value getting as close to 100 percent as is possible.

Proportion of complaints audited that were handled in a way that fully met our standards



Impact 7

We operate efficiently and effectively to deliver against our commitments

Measure 7.2

Average Caregiver approval time

Why is this measure important?

Approving caregivers is important for Oranga Tamariki to ensure the safety of tamariki in their placement. Having good placement options as soon as possible also increases the likelihood of stability of a placement. Placement stability is generally linked to better outcomes and has been shared by rangatahi as something important to them.

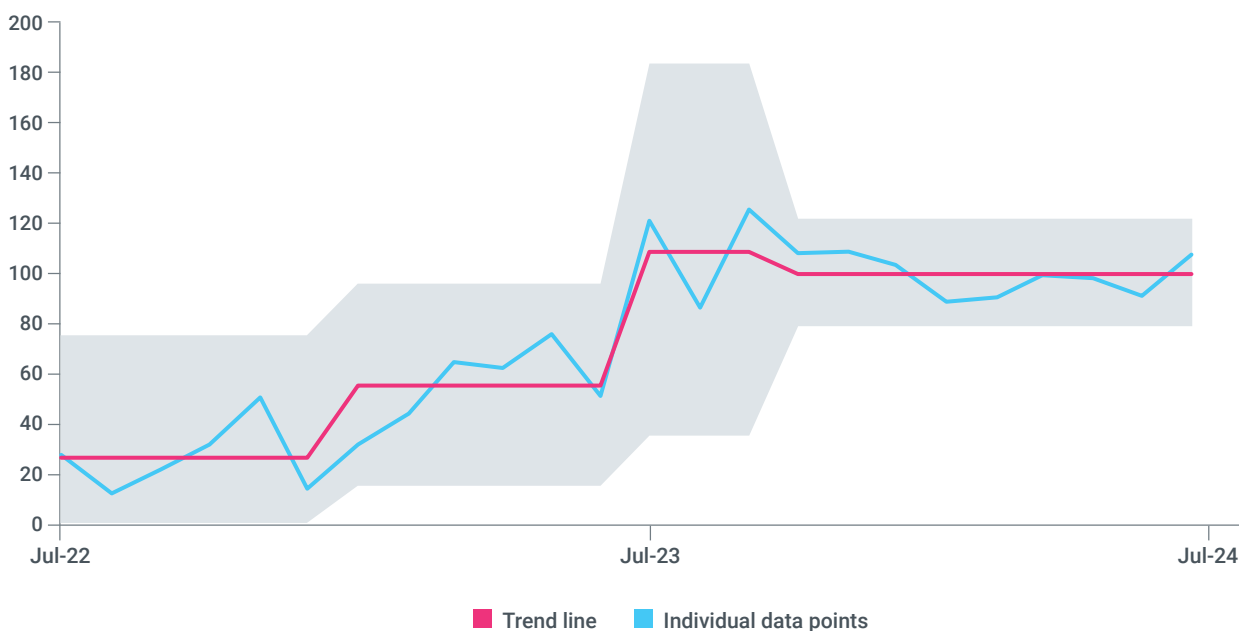
What do the results tell us?

The trend for average caregiver approval time for June 2023 was 56 days but it has increased to 101 days in this year. This means caregivers are waiting longer to be assessed and approved and tamariki are therefore waiting longer to live in a safe and suitable care arrangement. There has been a new recording measure within the CGIS platform which starts the assessment timeframe from the point of application. Accordingly, there needs to be a further practice change to ensure the timeframes are understood and met and ultimately more responsive assessment process for caregivers.

Desired trend

This trending down – meaning we are getting quicker at approving caregivers.

Average Caregiver approval time



Appropriation measures

Our appropriations

Oranga Tamariki is funded to invest in and deliver a range of services through appropriations within Vote Oranga Tamariki³⁶. The overarching purpose of this vote is to ensure New Zealand's children and young people who require additional support have positive outcomes by:

- providing and coordinating early support services to children and families to address early signs of need, and reduce the risk factors that may lead to a child going into care
- working closely with family so that a child can remain safely at home where possible, with their family, within their culture and connected to their communities.

The Minister for Children is responsible for our appropriations in Vote Tamariki 2023/24. Our appropriations funded are as follows:

- Adoptions services
- Crown Response to the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-Based Institutions
- Oranga Tamariki-Ministry for Children – Capital Expenditure
- Intensive Response
- Policy Advice and Ministerial Services
- Prevention and Early Support
- Statutory Intervention and Transition

How we measure our performance

Our current suite of appropriation measures incorporates important elements of our roles and responsibilities as an organisation and are reviewed annually.

We have reduced the total measures reported in 2022/23 from 36 to 32 this year. We continue to report mostly the same measures as last year with some exceptions where measures reflected a point in time and/or are no longer relevant. These exceptions are noted alongside the relevant measures where there are changes, or under the appropriation category where a measure has been removed.

As we evolve as an organisation, these measures will be adjusted accordingly to be less focused on outputs and volumes, and include measures that reflect our aspirations, strategy, and desired outcomes.

The following section details where funding is allocated and associated measures that show our performance. **We have met 21 out of 32 of our appropriation measure standards this year.** We provide commentary for measures for context – particularly if they have not met standards.

36 We agree with the Government how we will use this funding, and how we will measure our performance. The performance measures and their agreed standards are published in the annual Vote Oranga Tamariki (Estimates of Appropriations) on Budget Day, these may be amended in Supplementary Estimates process.

A1 – Adoption Services (M93) (A32)

This appropriation is limited to the management of services, incorporating education, assessment, reporting, counselling, and mediation, to all people who are party to adoption-related matters, past or present. This appropriation is intended to achieve the legal adoption of children by approved parents and to provide access to information on adoptions.

A1.1	Standard	2022/23 Actual	2023/24 Actual
The percentage of assessments of suitability to adopt that are completed within 3 months will be at least	90%	98%	99%

Why is this measure important?

We handle adoption assessments in a timely way to make the process quick, while still being thorough. A suitability check requires us to gather and consider specific information about individuals, such as police vetting and referee checks, to inform our overall assessment of suitability and risk.

Commentary

The standard was exceeded, and this is a positive result. Oranga Tamariki continues to prioritise focus on these assessments and ensure they are completed in a timely manner as they have profound effects on the applicants and particularly on any child who may be placed with them.

Measure removed

We have removed the measure *The number of requests from adults seeking identifying information on birth parents will be between 150-250*. This was driven by requests for information when open adoptions were legalised. A reduction in adopted adults seeking identifying information is not necessarily negative – this reflects changes in adoption practices and improvements in resources available.

2023/24 Adoption Services financial performance

Actual 2023	Financial performance (figures are GST exclusive)	Main Estimated 2024	Supplementary Estimates 2024	Actual 2024	Main Estimated 2025
\$000		\$000	\$000	\$000	\$000
Revenue					
10,556	Crown	10,881	11,526	11,526	10,541
23	Department	19	19	10	19
10,579	Total Revenue	10,900	11,545	11,536	10,560
10,369	Total Expense	10,900	11,545	11,366	10,560
210	Net Surplus/(Deficit)	-	-	170	-

A2 – Crown Response to the Abuse in Care Royal Commission of Inquiry and establishment of a new redress system for abuse survivors (M66) (A32)

Oranga Tamariki plays a key role in supporting the delivery and effective Crown response to the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-Based Institutions (Abuse in Care Inquiry). This appropriation is both limited to, and intended to, provide support to deliver a coordinated and effective Crown response to the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-Based Institutions and designing a response recommended by the Royal Commission's redress report.

A2.1	Standard	2022/23 Actual	2023/24 Actual
Commence co-ordination of the Crown's response to the Royal Commission final report and reporting to the Minister for the Public Service by 30 June 2024	Achieved	N/A – new measure	Achieved
A2.2	Standard	2022/23 Actual	2023/24 Actual
Complete high-level design, and commence detailed design, of the Redress System as agreed by Cabinet by 30 June 2024	Achieved	N/A – new measure	Achieved

Why is this measure important?

We are designing a response to the Abuse in Care Inquiry redress report. Whilst we cannot un-do the abuses experienced, we are working on developing the new redress system to remedy or set-right what we can for the survivors.

This measure has been changed

This measure has changed to ensure there is specificity on what will be achieved and by when. The previous measure was Report progress on the Crown response to the Abuse in Care Royal Commission of Inquiry and establishment of a new redress system for abuse survivors.

2023/24 Crown Response to the Abuse in Care Royal Commission of Inquiry and establishment of a new redress system for abuse survivors financial performance

Actual 2023	Financial performance (figures are GST exclusive)	Main Estimated 2024	Supplementary Estimates 2024	Actual 2024	Main Estimated 2025
\$000		\$000	\$000	\$000	\$000
Revenue					
10,195	Crown	18,842	19,205	19,205	11,525
10,195	Total Revenue	18,842	19,205	19,205	11,525
9,832	Total Expense	18,842	19,205	14,427	11,525
363	Net Surplus/(Deficit)	-	-	4,778	-

A3 – Connection and Advocacy Service (M93) (A32)

This appropriation is limited to supporting an independent connection and advocacy service for children and rangatahi in statutory care. This appropriation is intended to achieve reduced isolation for children and rangatahi in care by connecting them with each other, promoting their individual and collective voice and building their leadership.

A3.1	Standard	2022/23 Actual	2023/24 Actual
Expenditure supports the delivery of services to children and young people with care experience and progress on contracting measurables is reported quarterly to Oranga Tamariki	Achieved	39 connection events; 5 regional hubs with kaiwhakamana in 12 locations; 481 new individual advocacy cases opened	Achieved

Why is this measure important?

This measure relates to government non-departmental expenditure funding for VOYCE – Whakarongo Mai, a non-government organisation, to provide care experienced children and young people with connection and advocacy services independent of Oranga Tamariki.

Commentary

VOYCE – Whakarongo Mai (VOYCE) advocacy and connection services continue to grow, including four active Youth Councils across Aotearoa. The Youth Councils give rangatahi opportunity to provide feedback on a range of issues across government which, in 23/24, included submissions on Section 7AA and the Ram Raids Bill. Individual advocacy helps rangatahi have their voices heard and contributes to formal decision-making processes including participation in FGCs, meeting about their care, and health and wellbeing matters. Details on additional services and achievements are available on the VOYCE website³⁷.

Quarterly reporting to Oranga Tamariki was successfully completed this year, with regular meetings to discuss progress against contracting measurables. Highlights included:

- 79 connection events for tamariki and rangatahi with care experience
- 1,611 new individual advocacy cases for tamariki and rangatahi with care experience.

This measure has been changed

This measure has been updated as narrative information for this measure (provided in the commentary) would better convey the value of services and advocacy delivered. The previous measure was Expenditure supports the delivery of services to children and young people with care experience in accordance with the Ministry’s contracting measurables, which are: connecting with the care community; establishing geographical service coverage; building rangatahi leadership; advocacy: individual and systemic.

2023/24 Connection and Advocacy Service financial performance

Actual 2023	Financial performance (figures are GST exclusive)	Main Estimated 2024	Supplementary Estimates 2024	Actual 2024	Main Estimated 2025
\$000		\$000	\$000	\$000	\$000
6,075	Total Expenditure	6,336	6,336	6,336	6,378

37 The VOYCE – Whakarongo Mai website can be found at www.voyce.org.nz.

A4 – Investing in Children and Young People MCA (M93) (A32)

The overarching purpose of this appropriation is to ensure New Zealand’s vulnerable children and young people have positive outcomes.

Intensive Response

This category is limited to Intensive Response services for tamariki exhibiting needs which place them at risk of harm and/or requiring a statutory intervention.

A4.1	Standard	2022/23 Actual	2023/24 Actual
The percentage of children who received intensive response services in the last twelve months, who subsequently did not require an out of home placement will be at least	97%	99%	99%

Why is this measure important?

Stopping re-entry to care through effective intensive response is an early but significant step towards breaking cycles of harm.

This measure has been changed

The measure has been changed to the positive. The previous measure was *The percentage of children who received intensive response services in the last twelve months, who subsequently required an out of home placement, will be no more than 3%.*

Measures removed

We have removed two Intensive Response measures as the targets reflected a point in time when the project was set up and are no longer as relevant. We have kept the above measure, which best reflects the impact we are making for tamariki and whānau. The two removed measures are:

- The number of families, who engage with intensive response services, will be no less than 150
- The number of sites, offering intensive response services, will be no less than 5

Policy Advice and Ministerial Services

This category is limited to providing policy advice and other support to the Ministers in discharging their policy decision-making and other portfolio responsibilities.

A4.2	Standard	2022/23 Actual	2023/24 Actual
The score for the Minister’s satisfaction with the services provided by the policy function, based on the common Ministerial Policy Satisfaction Survey and on a five-point scale, will be at least	4	3.96	2.9

Why is this measure important?

From the survey, we aim for the Minister to be mostly satisfied with our policy services. The survey covers engagement through the policy process, feedback being taken on board, ability to access relevant expertise, understanding priorities and context, and being received within agreed timeframes.

Commentary

This result reflects the Minister’s feedback from 1 November 2023 – 30 June 2024. During this period, we were developing our relationship with the Minister for Children following the General Election in October 2023. We are making improvements to achieve this measure. For the 2023/24 survey, the Minister did not provide feedback for one of the questions and therefore the calculation is based on 10 questions in comparison to the full 11 questions that were completed for 2022/23.

A4.3	Standard	2022/23 Actual	2023/24 Actual
In relation to the quality of policy advice, the average score for policy papers assessed using the common Policy Quality Framework, on a five-point scale, will be at least	3.5	3.74	3.55

Why is this measure important?

We aim for the Minister to receive quality policy advice, including clarity of the problem and/or opportunity and rationale, a focus on child well-being, and including Te Tiriti analysis and other relevant research, longer-term implications understood, and clear next steps.

A4.4	Standard	2022/23 Actual	2023/24 Actual
In relation to the quality of policy advice, the distribution of scores for policy papers assessed using the common Policy Quality Framework will be at least 40% with score 4 or higher	40%	53%	25%

Why is this measure important?

We aim to produce high quality policy advice and this measure allows us to monitor how we are performing in this area. From an independent external assessment, we aim for close to half of our papers reviewed to be assessed as high quality.

Commentary

The measure standard was increased for 2023/24 and resulted in not meeting this measure. Factors that may contribute to this decreased score include the sample of papers that were reviewed and a significant shift in policy direction. We are making improvements to improve the quality of papers that are sent to the Minister.

This measure has been changed

Increased standard from 20% to 40% to reflect our results from previous years and align with other agencies. The previous measure was *In relation to the quality of policy advice, the distribution of scores for policy papers assessed using the common Policy Quality Framework will be no less than score 4 or higher 20%*.

A4.5	Standard	2022/23 Actual	2023/24 Actual
In relation to the quality of policy advice, the distribution of scores for policy papers assessed using the common Policy Quality Framework will be at least 95% with score 3 or higher	95%	100%	100%

Why is this measure important?

As above, we aim to produce high quality policy advice and this measure allows us to monitor how we are performing in this area. From an independent external assessment, we aim for almost all our papers to be above average.

This measure has been changed

Decreased standard from 100% to ≥95% to allow for variance, as this is equal to or higher than other agencies. The previous measure was *In relation to the quality of policy advice, the distribution of scores for policy papers assessed using the common Policy Quality Framework will be no less than score 3 or higher 100%*.

A4.6	Standard	2022/23 Actual	2023/24 Actual
The percentage of ministerial OIA request replies completed five working days prior to the statutory time limit, unless otherwise agreed, will be at least	95%	100%	100%

Why is this measure important?

This measure allows us to track if we're supporting the Minister to meet legislative obligations under the Official Information Act. This includes being transparent and giving people timely access to information unless there is a good reason to withhold it.

This measure has been changed

Previous standard was a range between 95-100%. Changed to "at least 95%" for consistency with the other measures. The previous measure was *The percentage of ministerial OIA request replies completed five working days prior to the statutory time limit, unless otherwise agreed, will be between 95-100%*.

A4.7	Standard	2022/23 Actual	2023/24 Actual
The percentage of ministerial replies completed within twenty working days of receipt by Oranga Tamariki, unless otherwise agreed, will be at least	95%	100%	100%

Why is this measure important?

This measure allows us to track if we are providing a timely response for questions from the public to the Minister or Associate Minister for a written answer.

This measure has been changed

Previous standard was a range between 95-100%. Changed to "at least 95%" for consistency with the other measures. The previous measure was *The percentage of ministerial replies completed within twenty working days of receipt by Oranga Tamariki, unless otherwise agreed, will be between 95-100%*.

A4.8	Standard	2022/23 Actual	2023/24 Actual
The percentage of Parliamentary question responses provided to the Minister's Office so that the answers can meet the timeframe set in Parliamentary Standing Orders will be at least	95%	99%	100%

Why is this measure important?

This measure allows us to track if we are providing a timely response for questions from opposition members in the House of Parliament to the Minister or Associate Minister for a written or oral answer.

This measure has been changed

Previous standard was a range between 95-100%. Changed to "at least 95%" for consistency with the other measures. The previous measure was *The percentage of Parliamentary question responses provided to the Minister's Office so that the answers can meet the timeframe set in Parliamentary Standing Orders will be between 95-100%*.

Prevention and Early Support

This category is limited to providing prevention, awareness and early support programmes and services to identify and support children, young people and their families at risk of poor life outcomes.

A4.9 The percentage of all contracted services which achieved or exceeded the target for their primary contracted measure will be at least	Standard 75%	2022/23 Actual 65%	2023/24 Actual 78%
<p>Why is this measure important? Most of our Early Support work is delivered by service partners who are contracted to reach certain volumes, or specific results, with the goal that more families receive appropriate support, and fewer children require statutory intervention. Working in partnership with providers enables our social workers to focus on case management if or when issues eventuate or compound.</p>			
<p>Commentary This standard has been met for this year. The result has continued to significantly improve year-on-year, compared to 2022/23 (65%) and 2020/21/22 (56%) results. This is likely due to the reduction in disruptions that were caused by the COVID-19 pandemic in 2020 and the continued support we provide our partners.</p>			

A4.10 The percentage of all service contract funding contracted with Iwi and Māori organisations will be greater than	Standard 23%	2022/23 Actual 30%	2023/24 Actual 33%
<p>Why is this measure important? The majority of children in care, and young people in custody, are Māori. This measurement shows our commitment to procuring Iwi and Māori organisations that can play a unique role in supporting, strengthening and culturally connecting tamariki Māori, supplemented by specialist tauwiwi services.</p>			
<p>Commentary This increase is in line with our strategic direction as we move to funding more of our Iwi and Māori partners in the future – our investments will continue to increase, and the standard for this measure will be adjusted accordingly to reflect this.</p>			

A4.11 The percentage of critical or very urgent reports of concern, addressed within operational timeframes, will be at least	Standard 95%	2022/23 Actual 92%	2023/24 Actual 92%
<p>Why is this measure important? When a critical or very urgent report of concern is made, it indicates that a child may have been seriously harmed or be at risk of serious harm. This measure shows if we are responding in an appropriate timeframe, based on the level of risk identified, and properly recording our work.</p>			
<p>Commentary We have not been able to meet the standard of this measure for 2023/24 despite the focus we have put into improving this result. We have worked hard to improve the accuracy of our reporting and using Whiti, our social worker case management tool, to track our recording and make necessary improvements. Vacancies for social worker roles have impacted our response times for critical and very urgent reports of concern although they have always been prioritised. Other impacts to this measure include re-categorisation of reports of concern and difficulties in arranging whānau to attend a hui.</p>			

Measures removed:

- We removed *Report on the number of strategic partnerships signed with Iwi and Māori organisations over the year* as the number signed does not reflect the significant work undertaken throughout the year on strategic partnerships. Read more about our work with strategic partners under the Mana Ōrite section of this Annual Report.
- We removed *The percentage of providers that meet their contractual reporting requirements will be no less than 100%* as this measure speaks only to reporting compliance, whereas measure A4.9 speaks to the impact we are seeking to make for families through the volumes or specific results delivered by providers (as evidenced in their reporting to Oranga Tamariki).

Statutory Intervention and Transition

This category is limited to providing statutory care and youth justice services, and services to transition children and young people from statutory intervention.

A4.12	Standard	2022/23 Actual	2023/24 Actual
The percentage of siblings in out of home placements, who are placed with at least one sibling, will be at least	73%	72%	73%

Why is this measure important?

Keeping siblings together is key to healing from harm and avoiding trauma when staying at home isn't safe. Siblings must be placed together where possible and practical unless there are safety concerns (such as family abuse) that are being addressed.

A4.13	Standard	2022/23 Actual	2023/24 Actual
The percentage of children, in care for more than three months, whose plan reflects actions to establish, maintain or strengthen connections with members of their family, whānau, and/or family group, will be at least	95%	86%	85%

Why is this measure important?

This measure is important as it focuses not just on the importance of children being able to keep connected with their whānau, but it also reflects quality practice based on having clear plans set with and by children to ensure their needs are met.

Commentary

This measure remains a focus for us to build improvement and reflect a better result. During the 2023/24 year we have strengthened our training and support to kaimahi in producing quality plans to try and meet this measure. Feedback from social workers refer to the All About Me Plan not being fit-for-purpose – this is being addressed in part through the Frontline Technology Systems Upgrade (refer Whakapakiri Kaimahi section of this Annual Report), which has focused on digitising the All About Me Plan, to reduce duplication and increase efficiency.

This measure has been changed

Removed 'hapū and iwi' from the previous measure as this measure is intended to focus on all children and their family connections, whereas measure A4.27 focuses on practice to specifically support connections with marae, hapū or iwi. The previous measure was *The percentage of children, in care for more than three months, for whom connections with members of their family and whānau, and also with their hapū, iwi, or family group, have been identified 95%*. The 2022/23 result for this previous measure was 87%. Data has been back cast for the amended measure to ensure last year's result is comparable to the current year.

A4.14	Standard	2022/23 Actual	2023/24 Actual
The percentage of young people held on remand who are placed within their community will be at least	30%	29%	33%

Why is this measure important?

We want to keep rangatahi who have offended close to their support networks, so they can more easily settle back into their community after rehabilitation. More community-based remand options will help rangatahi remain home (with added supports) or within their local community in a bespoke home.

Commentary

The standard was exceeded and this is a positive result as Oranga Tamariki continues to carefully consider which rangatahi, with the right supports, practice approach and resourcing, could be placed in a youth justice community home who might otherwise access a secure residential placement.

This measure has been changed

Increased standard from 18% to 30% to reflect our aspiration and results from previous years. The previous measure was *The percentage of young people held on remand who are placed within their community will be no less than 18%*.

A4.15	Standard	2022/23 Actual	2023/24 Actual
The number of supported accommodation places available to young people, will be at least	150	154	148

Why is this measure important?

For rangatahi leaving care, getting into their first flat can be hard. Supported accommodation entitles rangatahi to access safe accommodation up to age 25 with support to increase their knowledge and skills in how to live independently in a safe environment.

Commentary

The target was not met as four additional placements planned for quarter four of 2023/24 did not proceed.

A4.16	Standard	2022/23 Actual	2023/24 Actual
The percentage of eligible young people who are referred for support from a transition support worker will be at least	60%	64%	69%

Why is this measure important?

This target was exceeded for 2023/24 with continued growth in referrals. Targeted efforts and better access to data for sites and regions contributed to this improved result. The proportion of young people being offered a transition support worker is at 74% with the proportion of young people declining a referral to a transition worker reducing over time to 5%.

Commentary

The target was not met as four additional placements planned for quarter four of 2023/24 did not proceed.

This measure has been changed

Increased standard from 55-65% to at least 60% to reflect our aspiration and results from previous years. The previous measure was *The percentage of eligible young people who are referred for support from a transition support worker will be in the range of 55-65%*.

A4.17	Standard	2022/23 Actual	2023/24 Actual
The percentage of under eighteen-year-olds who previously had a Youth Justice family group conference, who had a subsequent Youth Justice family group conference, will be less than	40%	34%	39%

Why is this measure important?

Youth Justice family group conferences give young people, along with their family, victims and professionals, a chance to help find solutions when they have offended. We want to strengthen this practice and avoid reoffending that leads to repeat family group conferences.

Commentary

The number of young people for whom a subsequent Youth Justice Family Group Conference has increased somewhat since 2022/2023. Serious and persistent offending by children and young people increased following the lifting of COVID related health measures and broadly continued through to November 2023, after which it began to stabilise and even decrease. It is likely that this period of rising offending contributed to the increase in subsequent Youth Justice Family Group Conferences.

A4.18	Standard	2022/23 Actual	2023/24 Actual
The number of young people eligible to return or remain with a caregiver beyond age eighteen, who are enabled to do so, will be at least	95	96	125

Why is this measure important?

Young people in care should continue to be supported if they need it after they turn 18. Like all children, they should be welcome to continue to stay in their home with their caregiver as long as they need to.

Commentary

This standard was exceeded significantly with continued growth in placements now that knowledge of this entitlement and the related processes are well embedded in the organisation.

This measure has been changed

Increased standard from 40 to 95 to reflect the upward trend we expect to see due to new resources and training. The previous measure was *The number of young people eligible to return to or remain with a caregiver beyond age 18 who are enabled to do so will be no less than 40.*

A4.19	Standard	2022/23 Actual	2023/24 Actual
The number of young people, held in police custody for more than 24 hours will be less than	140	94	462

Why is this measure important?

We want to ensure that rangatahi spend as little time as possible in police custody after their arrest. Although Police respond in the first instance, we want young people to be redirected to safer placements.

Commentary

The number of young people held in police custody for more than 24 hours has increased significantly from previous years. Reasons include:

- Limited placement options available for young people – with Youth Justice Residential Facilities and community placement options operating at near operational capacity
- Transportation from Youth Court to placement post Youth Court – a number of young people will remain in Police custody waiting to be transported to their placement.

Of the 462 young people who experienced a prolonged stay in Police custody, 198 were under 17-years-old. This cohort is more likely to be involved in multiple incidences of group crime, including car-related group crime involving theft and/or assaults.

A4.20	Standard	2022/23 Actual	2023/24 Actual
The percentage of children in out of home placement more than three months, who are placed with family/whānau, will be at least	58%	53%	50%

Why is this measure important?

Ideally, we want children to safely remain within their wider family or whānau when they're away from home, but the situation of each tamaiti is unique and complex, and their safety, wellbeing and best interests are the most important consideration.

Commentary

As work to prevent children needing to enter care has matured in recent years, those who do come into care have, on average, additional levels of need that are more challenging for whānau to meet. Whānau may not have the skills and resources required, and support for them to gain these skills and resources can be scarce. Further research will help identify other factors behind this recent decline and inform remedial action.

A4.21	Standard	2022/23 Actual	2023/24 Actual
The percentage of children in out of home placement who have two or fewer caregivers over the year will be at least	85%	89%	88%

Why is this measure important?

Stable living arrangements can support children living away from home. While some changes can be beneficial, multiple and unplanned care arrangements have been associated with negative outcomes for children.

This measure has been changed

Changed to the positive, as previous standard was 15% for children who have more than two caregivers over the year. The previous measure was *The percentage of children in out of home placement, who have had more than two caregivers over the year, will be no more than 15%*. The 2022/23 result for this previous measure was 11% and this has been flipped to 89% to ensure last year's result is comparable to the current year.

A4.22	Standard	2022/23 Actual	2023/24 Actual
The percentage of children who have been in statutory care for more than six months, who have a completed Gateway assessment, will be at least	75%	85%	84%

Why is this measure important?

A Gateway assessment is an interagency process that helps to clarify and identify ways to address the health and education needs of children we work with. A gateway assessment referral should be made within 10 working days of entering our care but the assessment process can take time to complete.

Commentary

This year the Gateway Assessment review was completed as a priority action in the cross-agency Oranga Tamariki Action Plan. This review has informed the next phase of detailed service design, including changes that could be made to Gateway Assessments. We will review the measure standard as this work progresses.

A4.23	Standard	2022/23 Actual	2023/24 Actual
Report on the percentage of children to exit out of home placement in the last eighteen months, who subsequently required an out of home placement	Report on	Achieved: 21%	Achieved: 23%

Why is this measure important?

We want to decrease and prevent children re-entering our care where possible. However, it's important that children can return to care if their home life becomes unsafe again. Therefore, there is no target for this measure.

A4.24	Standard	2022/23 Actual	2023/24 Actual
The percentage of children, in care for more than three months, with a current plan that contains actions to address their needs, when those actions will be taken, and by whom, will be at least	95%	87%	86%

Why is this measure important?

Each tamaiti in our care must have a clear plan for how their unique circumstances and needs will be supported. An example of an 'actionable' plan is the All About Me Plan, which includes detailed and comprehensive information about their interests, needs and goals, and how these will be met while they're in care.

Commentary

Of the 705 cases reviewed in 2023/24, 96% (678) had evidence of a current All About Me Plan or another current working plan (FGC plan or Court plan). 86% (608) of the cases reviewed had an actionable plan, which is consistent with our 2022/23 result. We are working on improvements to the All About Me Plan through our Frontline Technology Systems Upgrade (detailed in *Whakapakiri Kaimahi* section in this Annual Report). This includes digitising All About Me Plans to reduce duplication and increase accuracy, which will help improve recording and understanding how best to meet the needs of children.

This measure has been changed

Measure has been slightly re-worded for clarity as this was previously only described as an 'actionable plan' – the intent of this measure remains the same. The previous measure was *The percentage of children, in care for more than three months, with an actionable plan will be no less than 95%*.

A4.25 The percentage of children in care with regular engagement with an Oranga Tamariki practitioner will be at least	Standard	2022/23 Actual	2023/24 Actual
	95%	65%	66%

Why is this measure important?

We want to be confident that our visits to children in care are occurring regularly, where the child is visited as per the frequency of visits set out in their assessment or plan or visited at least once every eight weeks if no visiting frequency was specified.

Commentary

This measure standard was not met but the result remains consistent with last year. Where regular engagement had not consistently occurred over the preceding 12 months, we found:

- 91% had at least four visits, and 52% had at least six visits over the 12-month period
- in 26% of those cases there was evidence of factors outside of control of the social worker (such as transience of the tamaiti and their carers, and tamariki not being home for planned visits).

This measure has been changed

This measure has been split to show regular and quality engagement separately, as combining these two results doesn't reflect the practice experience. The previous measure was *The percentage of children in care, with regular quality engagement with an Oranga Tamariki practitioner, will be no less than 95%*. The 2022/23 result for this previous measure was 61%. Data has been back cast for the amended measure to ensure last year's result is comparable to the current year.

A4.26 The percentage of children in care with quality engagement with an Oranga Tamariki practitioner will be at least	Standard	2022/23 Actual	2023/24 Actual
	95%	88%	84%

Why is this measure important?

We want to be confident that our visits to children in care are regularly but also include quality engagement and give the tamaiti the opportunity to safely share any concerns.

Commentary

The measure result was not met but remains consistent with last year. Ensuring quality engagement is the subject of on-going training, support and monitoring. We expect quality engagement is occurring but may not be accurately or adequately reflected in casework recording.

This measure has been changed

Split regular and quality engagement, as combining these two results doesn't reflect the practice experience. The previous measure was *The percentage of children in care, with regular quality engagement with an Oranga Tamariki practitioner, will be no less than 95%*. The 2022/23 result for this previous measure was 61%. Data has been back cast for the amended measure to ensure last year's result is comparable to the current year.

A4.27	Standard	2022/23 Actual	2023/24 Actual
The percentage of tamariki Māori, in care for more than three months, who are being supported to establish, maintain or strengthen connections with their marae, hapū or iwi or for whom strong connections are already in place will be at least	95%	52%	42%

Why is this measure important?

It is important for tamariki to be cared for within their whānau to protect or strengthen their sense of belonging through their cultural identity and connections to their ancestors and whakapapa.

Commentary

This result indicates a decrease in performance compared to last year. Some regions reported relationships between sites and Iwi Māori are improving and gradually strengthening. Clear pathways to contact hapū and iwi will assist kaimahi to support and strengthen connections for tamariki. Sometimes these pathways are unclear, and this has impacted on the measure result. Kairaranga a-whānau, which are Māori specialist roles based at Oranga Tamariki sites, continue to play an essential role in supporting social workers.

This measure has been changed

Updated as previously we only measured if whakapapa connections were identified in plans. This measure now focuses on tamariki Māori and measures whether actions to support them to connect with their whakapapa are occurring in practice. The previous measure was *The percentage of children, in care for more than three months, for whom connections with members of their family and whānau, and also with their hapū, iwi, or family group, have been identified 95%*. The 2022/23 result for this previous measure was 99%. Data has been back cast for the amended measure to ensure last year's result is comparable to the current year.

Measure removed: We have removed the measure Report on rates of harm while in statutory care as results of this measure are duplicated in the 'Safety of Children in Care' report, which is attached as Appendix C

2023/24 Investing in Children and Young People financial performance

Actual 2023	Financial performance (figures are GST exclusive)	Main Estimated 2024	Supplementary Estimates 2024	Actual 2024	Main Estimated 2025
\$000		\$000	\$000	\$000	\$000
Revenue					
1,382,089	Crown	1,493,127	1,524,828	1,524,828	1,487,049
9,499	Department	7,003	15,803	8,517	7,003
5,743	Other	5,424	5,424	8,394	5,424
1,397,331	Total Revenue	1,505,554	1,546,055	1,541,739	1,499,476
18,508	Intensive Response	13,751	13,993	23,118	13,460
436,229	Prevention and Early Support	467,565	474,149	456,518	457,256
930,991	Statutory Intervention and Transitions	1,013,911	1,047,286	1,048,865	1,018,764
9,287	Policy Advice and Ministerial Services	10,327	10,627	10,381	9,996
1,395,015	Total Expense	1,505,554	1,546,055	1,538,882	1,499,476
2,316	Net Surplus/(Deficit)	-	-	2,857	-

A5 – Oranga Tamariki-Ministry for Children – Capital Expenditure PLA (M93) (A32)

This appropriation is limited to the purchase or development of assets by and for the use of Oranga Tamariki-Ministry for Children as authorised by section 24(1) of the Public Finance Act 1989.

This appropriation is intended to achieve the replacement or upgrade of assets in support of the delivery of the Ministry’s services.

A5.1	Standard	2022/23 Actual	2023/24 Actual
Expenditure is in accordance with the Ministry’s annual capital asset management and Long-Term Investment Intentions to:	Achieved	Achieved	Achieved
<ul style="list-style-type: none"> develop our infrastructure develop/enhance our residential spaces to improve the experience and wellbeing of tamariki and rangatahi in our care upgrade our community sites to ensure they are safe, welcoming and conducive to productive work alongside partners 			\$20.178M

Why is this measure important?

It takes time to get the right buildings, equipment, and systems in place. To be able to deliver on Our Strategy in the future, we need to be investing in the right assets and infrastructure now, with a plan in place that we’re tracking towards, and good capital project management.

Commentary

A financial summary of the baseline Capital spend for 2023/24 is outlined below. Almost all of this funding was put into replacement of failed or failing assets across the three environments, Work, Homes and Secure. There were three Tech and Channels Projects run and complete over the year as noted below. It is worth noting that Capex budgets for 2024/25 and beyond are minimal as most of the Budget-19 Injection Capex was released to Treasury in May. The need for this funding has not changed making it very difficult to address the lack of Infrastructure investment over many years in our critical assets resulting in material trade-offs.

This measure has been changed

Wording of this measure has been updated to better reflect expenditure captured under this appropriation and align with correct terms e.g. replacing Long-Term Capital Investment Plan with Long-Term Investment Intentions. The previous measure was Expenditure is in accordance with the Ministry’s annual capital asset management and Long-Term Capital Investment Plan priorities which relate to developing and improving:

- our core technology platforms
- our residential spaces
- our community sites

2023/24 Oranga Tamariki – Ministry for Children – Capital Expenditure PLA financial performance

Actual 2023	Financial performance (figures are GST exclusive)	Main Estimated 2024	Supplementary Estimates 2024	Actual 2024	Main Estimated 2025
\$000		\$000	\$000	\$000	\$000
30,334	Capital Expenditure (PLA)	48,600	48,600	25,280	24,800

Our Organisation

Our people

Our people are at the heart of the mahi we do to protect and care for tamariki, rangatahi and whānau. We are working hard to recruit the right people for the job. New Zealand is a diverse country, and Oranga Tamariki needs to reflect the communities we serve.

We aim to break down systemic barriers to inclusion, and we are focused on attracting, developing, retaining, and engaging a diverse workforce, who understand the needs of tamariki and rangatahi.

In addition, we continue to work to increase the number of Māori and Pacific kaimahi and ensure that we create safe and inclusive environments for all our kaimahi to be able to show up and do their best work. Similarly, we acknowledge the intersectionality of both our kaimahi and tamariki we work with. We are mindful and supportive of those with disabilities, serious illness, or those who identify within the rainbow communities.

Workplace profile

This year we had a 5 percent increase in our permanent and fixed-term full time equivalent (FTEs), driven by an increase in frontline kaimahi. Our workforce has been stable, and the unplanned turnover is lower this year compared to last year. The decrease in turnover may be due to labour market conditions including job uncertainty in the public service.

Workforce representation across gender and ethnicity is stable in Oranga Tamariki, with relatively high representation of women, Māori and Pacific, compared with the wider public service. However, the proportion of kaimahi disclosing their ethnicity has been declining over the last two years, which may have an impact on the accuracy of representation metrics.

Papa Pounamu sets the diversity and inclusion work programme for the wider Public Service. Oranga Tamariki continues to make progress towards the five priority areas.

Our kaimahi	2023	2024
Employees (FTEs)	4,645	4,892
Māori kaimahi	28.5%	28.4%
Pacific kaimahi	16.6%	17.0%
Managers who identify as Māori (all tiers)	26.4%	27.6%
Managers who identify as Pacific (all tiers)	14.6%	15.3%
Social workers	1,717 ³⁸	1,736
Kaimahi turnover whole of Oranga Tamariki	15.8%	12.5%
Kaimahi turnover Social Workers	13.9%	11.8%
Specialist Māori roles (headcount)	95	99
Specialist Pacific roles (headcount)	15	14

38 The number of social workers has been adjusted due to a reporting error in the exclusion of a specialised group of social workers.

2024	All kaimahi	Tier 1-3 Managers
Female	72.8%	69.3%
Male	26.8%	30.7%
Another gender	0.4%	-
Disability	2.1%	2.7%
European	58.3%	72.0%
Māori	28.4%	28.0%
Pacific	17.0%	4.0%
Asian	9.7%	2.0%
MELAA	2.2%	-
Other ethnicity	1.8%	-

Cultural recognition

We know regular employee recognition helps to retain top talent, increases employee engagement and encourages high performance. We are intentional in ensuring our kaimahi are acknowledged appropriately for the work they do. Some of the ways we do this are:

- Long service awards 2024 – from January to December 2024 there were 257 certificates issued to kaimahi celebrating milestones of 10 or more years.
- Publishing our larger service milestones centrally on our Intranet Te Pae – we profile kaimahi celebrating milestones such as 30, 40, or 50 years of service.

Commitment to Papa Pounamu

Diversity and inclusion at Oranga Tamariki is an important requirement for us, with government work programmes such as Papa Pounamu Public Service work programme³⁹ and Kia Toipoto – Public Service Pay Gaps Action Plan 2021-24⁴⁰ are key initiatives that help us achieve our obligations and goals. We continue to make progress towards the five priority areas in the Papa Pounamu Public Service work programme.

1. Te Urupare i te Mariu | Addressing bias

We are on a journey to understand and address how conscious and unconscious biases play a role in our workplace systems and structures.

Over the last 12 months from 1 July 2023 to 1 July 2024, we have delivered 21 Unconscious Bias Awareness workshops to 206 kaimahi.

2. Hautūtanga Kākano Rau | Fostering diverse leadership

We need leaders who reflect the diversity of New Zealand's communities. We actively supporting and developing future leaders from communities that have traditionally been under-represented within the Public Service.

3. Te āheinga ā-ahurea | Cultural competence

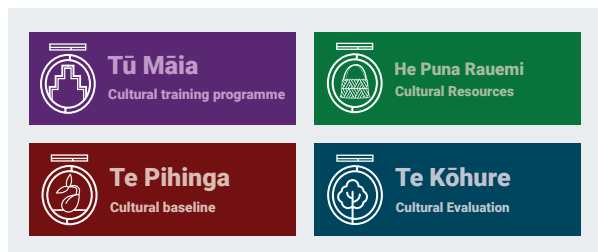
Cultural capability

Te Hāpai Ō is the whole of organisation approach to build Māori cultural capability of all staff at Oranga Tamariki. It is also our response to Whāinga Amorangi, the framework by Te Arawhiti that focuses on Māori Crown relationships.

39 Read more information on the Papa Pounamu work programme at: www.publicservice.govt.nz/guidance/papa-pounamu

40 Read more information on the Kia Toipoto – Public Service Pay Gaps Action Plan 2021-24 at: www.publicservice.govt.nz/system/public-service-people/pay-gaps-and-pay-equity/kia-toipoto

Te Hāpai Ō continues to receive high interest and positive engagement from our staff related to building cultural capability through the following workstreams:



Tū Maia

Tū Māia is a learning programme designed to lift the Māori cultural capability of all staff incorporating online, face-to-face and self-directed learning.

An active partnership continues to be a critical success factor between Oranga Tamariki and Te Tauihu o Ngā Wananga (the collective identity of Te Wānanga o Raukawa, Te Wānanga o Aotearoa and Te Whare Wānanga o Awanuiāraangi). The partnership allows Te Tauihu o Ngā Wananga to focus on delivery alongside alignment to cultural capability workstreams led by Oranga Tamariki.

In 2023 312 Oranga Tamariki kaimahi successfully completed Tū Māia.

Delivery of Tū Māia was adjusted to an 18-week period an improvement from the previous 21-week delivery period in 2022.



Geographical boundaries were amended to align with our business demand resulting in four learning hubs instead of five in 2022.



Retention in 2023 improved from 2022 indicative of change in enrolment process, greater support from managers and improvements to overall delivery.

Oranga Tamariki continues to explore New Zealand Qualifications Authority accreditation of Tū Māia for potential delivery in 2025.



He Puna Rauemi

He Puna Rauemi is a suite of resources to support the cultural capability of Oranga Tamariki staff.

This year three resources are available to staff to enhance their understanding and awareness of Māori culture.



The Taringa podcast series

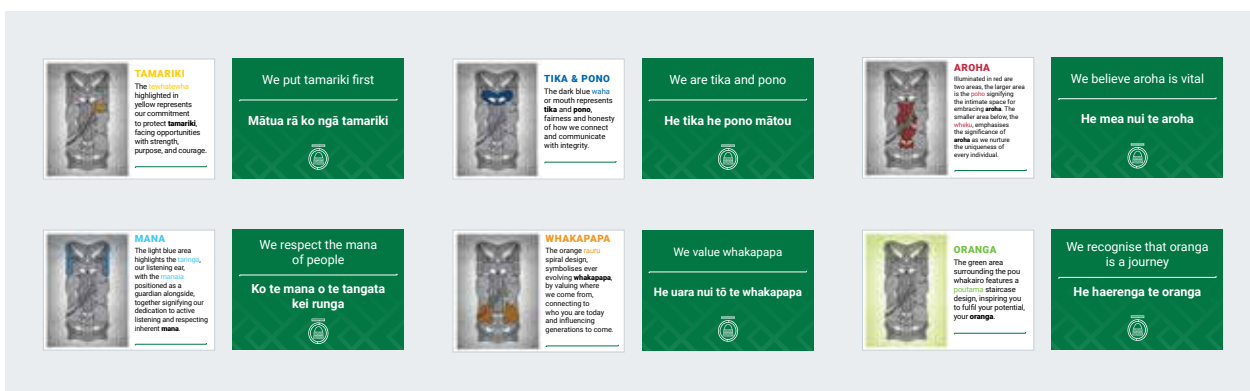
developed by Te Wānanga o Aotearoa, has been a valuable tool for our kaimahi. This series covers a range of themes relevant to Te Ao

Māori for staff to engage authentically with tamariki, rangatahi, and their whānau.

The **Ōpaki video series** produced by Whakaata Māori (Māori Television) is an engaging Te Reo Māori language programme for staff to meaningfully learn Te Reo Māori at their own pace, level and understanding.



Our Ō Hoa Haere cards are Oranga Tamariki values reflected through Te Ao Māori as our value statements are founded in Māori concepts. These cards are a physical reminder and portable resource for staff to apply our values to guide their interactions and decisions.



He Puna Rauemi will build on these resources in 2025 to continue to enhance our staff understanding and awareness of Māori culture.



Te Pihinga

Te Pihinga is an online survey which measures cultural capability at Oranga Tamariki, tracking progress and performance on an annual basis across the following six domains:



Our inaugural Te Pihinga report in 2022 indicated that cultural capability at Oranga Tamariki is 'okay'. The findings suggest that there is an awareness that cultural capability is important, but there is little knowledge about how to apply it.

The findings of Te Pihinga 2023 indicate that Oranga Tamariki is improving, where there are small but positive shifts in our cultural capability compared to 2022. However, Oranga Tamariki is yet to reach a state of maturity where culture is inherent.

The baseline measurement remains a priority in 2025 to ensure Oranga Tamariki continue to grow our cultural capability as individuals and as an organisation.



Te Kohure

Te Kohure is an evaluation framework to measure our cultural capability at Oranga Tamariki.

Te Kohure allows us to evaluate our organisational culture and cultural capability as a means of understanding the level of cultural maturity at Oranga Tamariki.

It is anticipated that this framework will be available in 2025.



Te Reo Māori Strategy

In accordance with the Maihi Karauna (the Crown's Strategy for Māori Language Revitalisation), Oranga Tamariki is required to have a Māori Language Plan.

Given our comprehensive approach to growing cultural capability, the development of a Te Reo Māori strategy and a Māori Language Plan are currently on hold. This has been endorsed by Te Taura Whiri i te Reo Māori.

This will be reconsidered every year as Oranga Tamariki progresses towards cultural maturity.

4. Ngā tūhononga e kōkiritia ana e ngā kaimahi | Employee-led networks

We have 17 employee-led networks that promote and share the goals and aspirations for their dimensions of diversity. Our networks promote and support language weeks, cultural celebrations, pride month – amongst many other events and activities to bring to life the richness of our diverse kaimahi.

We rely on our networks to feed information through to the centre – and listen to their lived experiences and perspectives as plan and prioritise our change efforts.

Our employee-led networks are shown in the table below.

Research and Data networks	Diversity, Equity and Inclusion networks	Māori networks	Pacific networks
Australia & New Zealand Fetal Alcohol Spectrum Disorder Clinical Network	Deaf and Disability Network	Tuhuno Māori Network – The Māori Public Sector Network	Auckland Pacific Island Network, and seven Ethnic-Specific Collectives of Samoa, Tonga Heilala collective, Cook Islands Atakura collective, Niue collective, Tuvalu collective, iTaukei Fijian collective, Fiji-Indian collective, (Tamaki Makaurau and Te Tai Tokerau)
Community Research	The Oranga Tamariki Asian Network – Strength in Diversity	Te Waka Kōtuia	Nesian Vaka Tautua – Midlands (Waitako/BoP/Rotorua/Whakatane)
Data User Community	Rainbow Network	Te Roopu o Te Awateatea	Leo Pasefika – Central and Wellington (Wellington, Te Tairāwhiti, Manawatu/Taranaki and down to Wellington)
	Serious Illness Network	PSA Oranga Tamariki Rūnanga, Te Rūnanga Kai-Āwhina o te Rito	Kai Vai – Upper South Island – Nelson, Blenheim, Marlborough, Greytown
			Pacific Elevation – Canterbury, Timaru, Ashburton
			Pasifika Saute – Otago, Oamaru, Otipoti, Invercargill

5. Hautūtanga Ngākau Tuwhera | Inclusive leadership

We have recently launched an online learning offering on Inclusive Leadership which equips leaders to facilitate conversations on inclusive leadership and integrate the learning into practice, supporting our diversity goals. This forms part of our wider offering of Essential Leaders Conversations which are bite-sized online learning sessions designed to support leaders at any level with practical information and tools for supporting their kaimahi.

CASE STUDY:

Growing Pacific leadership

In October 2023, a 20-strong cohort of Pacific kaimahi leaders graduated from the inaugural Makahiki Pacific Leadership Programme (Makahiki). Makahiki runs for six months and is designed for Pacific kaimahi aspiring to move into senior leadership roles, giving them the opportunity to develop and strengthen their capabilities grounded in Pacific values. The evaluation shows that the majority of participants felt that the programme increased their confidence in leadership positions and gave them a sense of empowerment through celebrating who they are. Oranga Tamariki has over 650 Pacific kaimahi around the country, six Pacific regional collectives and 15 dedicated Pacific roles within the organisation, such as our Tamaki Makaurau Pacific Cultural Advisors.

Kia Toipoto – Reducing gender and ethnic pay gaps

Kia Toipoto, aims to close gender and ethnic pay gaps in the Public Service. Our remuneration framework, Taumata Utu, continues to ensure equity in our pay practices. Under Taumata Utu, appointment into a new position is based on experience at the substantive role level with time-based criteria determining the starting salary of the new appointee, eliminating bias from the process.

We have closed the Māori pay gap, but the Pacific pay gap still remains an area of focus. The Pacific pay gap is driven by a higher proportion of Pacific in lower-paid roles than higher-paid senior roles.

In November 2023 we published our first combined Diversity, Equity and Inclusion and Pay Gap Action Plan. This plan builds on our Gender Pay Gap Action Plan for 2023/24 and is supported the creation of our first Diversity, Equity and Inclusion strategy which launches October 2024.

In addition to our above action plan, work continues on the five focus areas of Papa Pounamu. These are part of our wider culture change programmes of work, which align with our organisational values which our kaimahi are encouraged to bring to their day-to-day mahi.

Health safety and wellbeing

We are committed to ensuring the health, safety, and wellbeing of our kaimahi, the people we work with, and the general public in line with the requirements of the Health and Safety at Work Act 2015. We are building an open culture in which everyone is encouraged and supported to have frank and frequent conversations about health and safety and take action to ensure their health and safety and the health and safety of others.

This includes actively encouraging and supporting everyone to participate and engage in health and safety governance, processes, and practices at work. The organisation has been working hard to embed foundational Health and Safety practices over the previous 12 months including the introduction of a new incident management system, the launch of a Health and Safety critical risk programme, increased engagement efforts, investigative frameworks, and senior leadership training.

As an organisation we are striving to foster a culture of safety through active engagement with our workers and their representatives. We recognise that effective health and safety management is a collaborative effort which requires open communication, participation and shared responsibilities across all levels of Oranga Tamariki. Our commitment to regular consultations, safety meetings and feedback has strengthened our partnership with workers and unions ensuring that their voices are heard and integrated into our health and safety strategies.

Managing our critical risks

Oranga Tamariki has progressed a number of initiatives this year to enhance organisational risk management capability:

- Risk management Policy has been renewed, which sets out our risk management approach and principles, and the roles and responsibilities we all have as kaimahi for risk management.
- Enterprise Risk Management Framework is being refreshed, which describes how we manage risk at Oranga Tamariki and provides a high-level overview of the key principles and methodologies that apply to all parts of the Ministry.
- Risk Management e-learning module has been developed and is ready for launch, which provides fundamental training for all kamahi on the Risk Management Process as stated in Enterprise Risk Management Framework and Risk Management Policy.
- Risk Appetite Statements are under development (we have drafted 10 statements) that reflect how Te Riu governs the Ministry's risks and empower all leaders and kaimahi to make decisions in alignment with Oranga Tamariki risk tolerances.
- The Compliance Policy and Compliance Management Framework have been approved, providing a structured approach to managing compliance within Oranga Tamariki.

Our governance structure

The Oranga Tamariki governance structure sets and guides delivery against our strategic direction and ensures the organisation is financially sustainable, high performing and meets legislative obligations. The Governance system ensures that tamariki, rangatahi and whānau outcomes remain at the centre of decision making.

Te Riu is the primary governance body for Oranga Tamariki providing organisational stewardship and accountability at the highest level. In February 2024, Te Riu agreed changes to the governance structure to ensure comprehensive governance oversight across Oranga Tamariki business and the organisational change process.

As part of these changes, to enable faster decision-making and ensure there were clear lines of accountability through the change process, the three existing governance subcommittees, that were framed around the organisations three strategic shifts, were disestablished.

Key responsibilities sitting with Te Riu include:

- **Health, Safety and Security** – ensuring Oranga Tamariki is meeting its health and safety obligations.
- **Business and Performance** – ensuring Oranga Tamariki is a high functioning and performing organisation.
- **Finance and Investment** – ensuring Oranga Tamariki makes robust, strategic and effective commissioning and investment decisions that are fiscally sustainable, evidence based and support social investment outcomes.
- **Strategy** – to set and drive the Oranga Tamariki strategic direction.

Te Riu was also supported throughout the year by:

- **A subcommittee focused on Change Governance** – The Oranga Tamariki Change Governance Group provided leadership, oversight, monitoring and assurance of the organisational change programme. This governance group, previously called the Transformation Programme Board, has been in operation since June 2023 with a focus on transformation. Following changes to the scope of the transformation programme, the focus of this group expanded to include all organisational change programmes.
- **Specialist Advisory groups** including the Risk and Assurance Committee, the Disability Advisory Group, the Youth Advisory Group, the Māori Design Group and the Pacific Advisory Panel.

Our Te Riu leadership team

In 2024 as part of our organisational restructure, we confirmed the following leaders in Te Riu.



Chappie Te Kani

Secretary for Children and Chief Executive of Oranga Tamariki



Darrin Haimona

Deputy Chief Executive Enabling Communities and Investment



Cassandra (Caz) Anderson

Deputy Chief Executive People, Culture and Enabling Services



Nicolette Dickson

Chief Social Worker and Deputy Chief Executive Professional Practice



Phil Grady

Deputy Chief Executive System Leadership



Rachel Leota

Deputy Chief Executive Tamariki and Whānau Services



Tusha Penny

Deputy Chief Executive Youth Justice Services and Residential Care



Isaac Carlson

Director Crown Response Unit

Asset performance indicators

Contributing to a sustainable social sector

Oranga Tamariki has committed to contributing to a sustainable social sector. This recognises that oranga occurs within a social and environmental ecosystem and that our actions today have long-term impacts. The Ministry acknowledges the effect of climate change on communities, and particularly those with fewer resources.

Oranga Tamariki is committed to minimising our environmental footprint by managing the impact of our activities. We have a plan to reduce carbon emissions. We are taking part in the Carbon Neutral Government Programme (CNGP), which was established to accelerate the reduction of emissions within the public sector, to achieve carbon neutrality from 2025.

Measuring our carbon emissions

Previously our original base year was reset from 2021/2022. This enabled us to better track our future emissions and progress against reduction targets as 2021/22 was a disruptive base year given COVID-19 related restrictions in travel and office use. We are proud to be a Toitū carbonreduce organisation, which means we are measuring, managing and reducing our emissions according to ISO 14064-1:2018 and Toitū requirements. Our Toitū carbonreduce certification disclosure can be viewed on the Toitū website.

Our ranking of top emitters in 2023/24⁴¹

To be confirmed once audit is complete and all emissions verified in November 2024:

1. Air travel
2. Fleet Cars
3. Car rental and kaimahi commute
4. Electricity
5. Natural gas
6. Diesel (Fleet cars)

Our carbon reduction targets align with the global 1.5-degree pathway

Our carbon reduction targets align with the global 1.5-degree pathway. We have set science-aligned emissions reduction targets to keep global warming to less than 1.5 degrees of warming as required under the CNGP. This means reducing our gross emissions by 21 percent by 2025 and 42 percent by 2030 from our base year.

Oranga Tamariki is working towards developing a programme of work to define the levels of service and performance targets related to its assets. Site-specific asset plans will be developed and more data will be collected relating to condition, utilisation, fitness for purpose and operational efficiency in the coming year. This will help inform improvements to measures in future years.

We have started to collect data this year on building compliance, relating to building warrants of fitness and seismic resilience. These measures are important as it is essential our properties are meeting legislative compliance and supporting kaimahi safety. As we work to collect and better understand this data we will use these as a baseline for which we will measure improvements.

⁴¹ To be confirmed once audit is complete and all emissions verified in November 2024

Budget significant initiatives

We report on our budget significant⁴² initiatives to support improved understanding of the difference being made with new investment of public funds announced in at least the last four Budgets (2020 – 2023).

Initiative	Budget Year Funded	Performance Information	Notes/Contextual
Crown Response to Abuse in Care Inquiry	Multiple	See page 61	Budgets 2020, 2021, 2022 and 2023.
VOYCE – Whakarongo Mai: independent advocacy and connection services for tamariki and rangatahi with care experience	2022	See page 62	
Family Violence and Sexual Violence initiatives	Multiple	Te Puna Aonui Annual Report ⁴³ reporting against Te Aorerekura National Strategy	Budget 2023: Maintaining Momentum Across Te Aorerekura – Court Support Service for Tamariki and Rangatahi Sexual Violence Witnesses Budget 2022: Preventing FSV Family-Start towards more integrated family violence and sexual violence prevention and early response Budget 2021: Preventing Family Violence and Sexual Violence: Working with Communities and Whānau to Support Parents and Reduce Risk
Improving Financial Assistance for Caregivers	2021	Reforming financial assistance and support for caregivers ⁴⁴ Financial Assistance for Caregivers ⁴⁵	The Financial Assistance and Caregivers Reform has secured over \$267m new investment into improved financial support for caregivers through Budget 2020 and 2021. Our current focus is to reform support for family and whānau caregivers in communities, who care for tamariki and rangatahi outside of the State care system.
Preventing and Reducing Homelessness	2020	Aotearoa New Zealand Homelessness Action Plan 2020 – 2023 ⁴⁶	This initiative extended supporting living placements to eligible rangatahi leaving Oranga Tamariki care, or youth justice, to support them into adulthood. Regular progress updates are reported as part of the Aotearoa New Zealand Homeless Action Plan Public Progress Reports. We also report on supported accommodation placements under appropriation measure A4.15.

42 We have excluded initiatives that relate to cost pressures, those of a small scale (below \$2m), or where they are no longer ongoing/relevant or of strategic importance.

43 Read more information on the Te Puna Aonui Annual Report at: tepunaaonui.govt.nz/about-us/corporate-documents/

44 Read more information on reforming financial assistance and support for caregivers at: www.orangatamariki.govt.nz/caregiving/financial-help/review-of-financial-assistance-for-caregivers/

45 Read more information on financial assistance for caregivers at: www.orangatamariki.govt.nz/about-us/information-releases/cabinet-papers/financial-assistance-for-caregivers/

46 Read more information on the Ministry of Housing and Urban Development report, Aotearoa/New Zealand Homelessness Action Plan (2022) at: www.hud.govt.nz/our-work/aotearoa-new-zealand-homelessness-action-plan-2020-2023





OUR FINANCES

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Statement of responsibility

As Chief Executive of Oranga Tamariki—Ministry for Children I take responsibility for:

- the preparation of the Ministry’s financial statements and statements of expenses and capital expenditure, and for the judgements expressed in them;
- having in place a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting;
- ensuring that end-of-year performance information on each appropriation administered by the Ministry is provided in accordance with sections 19A to 19C of the Public Finance Act 1989, whether or not that information is included in this annual report; and
- the accuracy of any end-of-year performance information prepared by Oranga Tamariki—Ministry for Children, whether or not that information is included in the annual report.

In my opinion:

- the annual report fairly reflects the operations, progress, and the organisational health and capability of Oranga Tamariki—Ministry for Children;
- the financial statements fairly reflect the financial position of the Ministry as at 30 June 2024 and its operations for the year ended on that date; and
- the forecast financial statements fairly reflect the forecast financial position of the Ministry as at 30 June 2025 and its operations for the year ending on that date.



Andrew Bridgman

Acting Secretary for Children/Chief Executive
Oranga Tamariki

30 September 2024

Independent Auditor's Report

To the readers of Oranga Tamariki – Ministry for Children's annual report for the year ended 30 June 2024

The Auditor-General is the auditor of Oranga Tamariki – Ministry for Children (Oranga Tamariki). The Auditor-General has appointed me, Julian Tan, using the staff and resources of Audit New Zealand, to carry out, on his behalf, the audit of:

- the financial statements of Oranga Tamariki on pages 90 to 113, that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2024, the statement of comprehensive revenue and expense, statement of changes in equity, and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information;
- the performance information for the appropriations administered by Oranga Tamariki for the year ended 30 June 2024 on pages 16 to 31 and 34 to 73;
- the statement of trust monies setting out the contributions, distributions and revenue for the year ended 30 June 2024 on page 96;
- the statements of expenses and capital expenditure of Oranga Tamariki for the year ended 30 June 2024 on pages 118 to 120; and
- the schedules of non-departmental activities which are managed by Oranga Tamariki on behalf of the Crown on pages 114 to 117 that comprise:
 - the schedules of assets; liabilities; commitments; and contingent liabilities and assets as at 30 June 2024;
 - the schedules of expenses; and revenue for the year ended 30 June 2024; and
 - the notes to the schedules that include accounting policies and other explanatory information.

Opinion

In our opinion:

- the financial statements of Oranga Tamariki:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2024;
 - its financial performance and cash flows for the year ended on that date; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards.
- the performance information for the appropriations administered by Oranga Tamariki for the year ended 30 June 2024:
 - presents fairly, in all material respects:
 - what has been achieved with the appropriations;
 - the actual expenses or capital expenditure incurred as compared with the expenses or capital expenditure that were appropriated or forecast to be incurred; and
 - complies with generally accepted accounting practice in New Zealand.
- the statement of trust monies presents fairly, in all material respects, the contributions, distributions and revenue for the year ended 30 June 2024.
- the statements of expenses and capital expenditure of Oranga Tamariki for the year ended 30 June 2024 are presented, in all material respects, in accordance with the requirements of section 45A of the Public Finance Act 1989.
- the schedules of non-departmental activities which are managed by Oranga Tamariki on behalf of the Crown present fairly, in all material respects, in accordance with the Treasury Instructions:
 - the assets; liabilities; commitments; and contingent liabilities and assets as at 30 June 2024; and
 - expenses; and revenue for the year ended 30 June 2024.

Our audit was completed on 30 September 2024. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Chief Executive and our responsibilities relating to the audited information, we comment on other information, and we explain our independence.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of the Chief Executive for the audited information

The Chief Executive is responsible on behalf of Oranga Tamariki for preparing:

- the financial statements that present fairly Oranga Tamariki's financial position, financial performance, and its cash flows, and that comply with generally accepted accounting practice in New Zealand;
- the performance information that presents fairly what has been achieved with each appropriation, the expenditure incurred as compared with expenditure expected to be incurred, and that complies with generally accepted accounting practice in New Zealand;
- the statement of trust monies presents fairly the contributions, distributions and revenue managed by Oranga Tamariki;
- the statements of expenses and capital expenditure of Oranga Tamariki, that are presented fairly, in accordance with the requirements of the Public Finance Act 1989; and
- the schedules of non-departmental activities that present fairly those activities managed by Oranga Tamariki, on behalf of the Crown, in accordance with the Treasury instructions.

The Chief Executive is responsible for such internal control as is determined is necessary to enable the preparation of the audited information that is free from material misstatement, whether due to fraud or error.

In preparing the audited information, the Chief Executive is responsible on behalf of Oranga Tamariki for assessing Oranga Tamariki's ability to continue as a going concern. The Chief Executive is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of Oranga Tamariki, or there is no realistic alternative but to do so.

The Chief Executive's responsibilities arise from the Public Finance Act 1989.

Responsibilities of the auditor for the audited information

Our objectives are to obtain reasonable assurance about whether the information we audited, as a whole, is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of the information we audited.

For the budget information reported in the information we audited, our procedures were limited to checking that the information agreed to Oranga Tamariki's information on strategic intentions for the period 2021-2026, Estimates and Supplementary Estimates of Appropriation 2023/24 for Vote Oranga Tamariki, and the 2023/24 forecast financial figures included in Oranga Tamariki's 2022/23 annual report.

We did not evaluate the security and controls over the electronic publication of the information we audited.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the information we audited, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Oranga Tamariki’s internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive.
- We evaluate the appropriateness of the reported performance information for the appropriations administered by Oranga Tamariki.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Chief Executive and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Oranga Tamariki’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the information we audited or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause Oranga Tamariki to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the information we audited, including the disclosures, and whether the information we audited represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Chief Executive regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Chief Executive is responsible for the other information. The other information comprises all information included in the annual report other than the information we audited and our auditor’s report thereon.

Our opinion on the information we audited does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

Our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the information we audited or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of Oranga Tamariki in accordance with the independence requirements of the Auditor-General’s Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) (PES 1) issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests, in Oranga Tamariki.



Julian Tan
Audit New Zealand

On behalf of the Auditor-General
Wellington, New Zealand

Statement of Comprehensive Revenue and Expense

FOR THE YEAR ENDED 30 JUNE 2024

Actual 2023		Actual 2024	Unaudited Budget 2024	Unaudited Forecast 2025
\$000	Notes	\$000	\$000	\$000
Revenue				
1,406,233	Revenue Crown	1,555,559	1,522,850	1,509,115
9,522	Department revenue	8,527	7,022	7,022
5,743	Other revenue	2	8,394	5,424
1,421,498	Total revenue	1,572,480	1,535,296	1,521,561
Expenses				
542,060	Personnel costs	3	599,912	602,049
9,309	Depreciation and amortisation expense	10, 11	11,199	29,010
26,698	Capital charge	4	28,896	18,670
15,971	Shared service fees		16,387	11,725
824,571	Other expenses	5	908,281	873,842
1,418,609	Total expenses	1,564,675	1,535,296	1,521,561
2,889	Net operating surplus/(deficit)	7,805	-	-
Remeasurements				
620	Unrealised (loss)/gain in fair value in discount rates for retiring and long service leave		195	-
620	Total Remeasurements	195	-	-
3,509	Net surplus/(deficit)	8,000	-	-
Other comprehensive revenue and expense				
Item that will not be reclassified to net surplus/(deficit)				
-	Gain/(loss) on property revaluations		(3,580)	-
-	Total other comprehensive revenue and expense		(3,580)	-
3,509	Total comprehensive revenue and expense		4,420	-

Explanations of significant variances against the original 2023/24 budget are provided in Note 20. The accompanying notes form part of these financial statements.

Statement of Financial Position

AS AT 30 JUNE 2024

Actual 2023		Notes	Actual 2024	Unaudited Budget 2024	Unaudited Forecast 2025
\$000			\$000	\$000	\$000
Equity					
317,046	Taxpayers' funds	16	345,638	345,638	232,438
260,405	Property revaluation reserve	16	256,825	260,406	260,405
577,451	Total equity		602,463	606,044	492,843
Assets					
Current assets					
147,619	Cash and cash equivalents	7	187,102	142,563	20,282
3,933	Receivables	8	5,378	469	4,097
8,775	Prepayments		12,294	8,772	8,773
58,529	Crown receivable	9	87,279	58,529	58,529
1,783	Receivables from Ministry of Social Development		4	5,248	-
220,639	Total current assets		292,057	215,581	91,681
Non-current assets					
498,526	Property, plant and equipment	10	501,487	529,407	521,586
13,300	Intangible assets	11	8,836	2,010	8,829
511,826	Total non-current assets		510,323	531,417	530,415
732,465	Total assets		802,380	746,998	622,096
Liabilities					
Current liabilities					
76,315	Payable and accruals	12	89,488	62,258	50,293
3,509	Return of operating surplus	13	8,000	3,506	3,494
57,078	Employee entitlements	15	64,850	57,078	57,078
4,026	Other provisions	14	23,079	4,026	4,302
140,928	Total current liabilities		185,417	126,868	115,167
Non-current liabilities					
14,086	Employee entitlements	15	14,500	14,086	14,086
14,086	Total non-current liabilities		14,500	14,086	14,086
155,014	Total liabilities		199,917	140,954	129,253
577,451	Net assets		602,463	606,044	492,843

Explanations of significant variances against the original 2023/24 budget are provided in Note 20. The accompanying notes form part of these financial statements.

Statement of Changes in Equity

FOR THE YEAR ENDED 30 JUNE 2024

Actual 2023		Actual 2024	Unaudited Budget 2024	Unaudited Forecast 2025
\$000	Notes	\$000	\$000	\$000
533,952	Balance at 1 July	577,451	577,452	606,043
3,509	Total comprehensive revenue and expense	4,420	-	3,494
Owner transactions				
(3,509)	Return of operating surplus to the Crown	13	(8,000)	-
43,499	Capital injections	16	28,592	28,592
-	Capital withdrawal	16	-	-
577,451	Balance at 30 June	602,463	606,044	492,843

Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2024

Actual 2023		Actual 2024	Unaudited Budget 2024	Unaudited Forecast 2025
\$000		\$000	\$000	\$000
Cash flows from operating activities				
1,406,233	Receipts from revenue Crown	1,526,809	1,522,850	1,509,115
17,438	Receipts from other revenue	15,620	12,446	12,446
(839,761)	Payments to suppliers	(893,018)	(872,608)	(882,870)
(520,684)	Payments to employees	(571,261)	(603,283)	(587,402)
(26,698)	Payments for capital charge	(28,896)	(18,670)	(18,364)
(6,703)	Goods and services tax (net)	5,262	(14,058)	-
(10,787)	Payments to the Ministry of Social Development	(14,192)	(11,725)	(16,207)
19,038	Net cash flow from operating activities	40,324	14,952	16,718
Cash flows from investing activities				
(25,225)	Purchase of property, plant and equipment	(17,355)	(47,600)	(15,800)
(5,192)	Purchase of intangible assets	(7,925)	(1,000)	(10,000)
(30,417)	Net cash flow from investing activities	(25,280)	(48,600)	(25,800)
Cash flows from financing activities				
43,499	Capital injections	27,932	28,592	1,000
-	Capital withdrawal	-	-	(114,200)
(16,713)	Return of operating surplus	(3,493)	-	-
26,786	Net cash flow from financing activities	24,439	28,592	(113,200)
15,407	Net (decrease)/increase in cash	39,483	(5,056)	(122,282)
132,212	Cash at the beginning of the period	147,619	147,619	142,564
147,619	Cash at the end of the period	187,102	142,563	20,282

Explanations of significant variances against the original 2023/24 budget are provided in Note 20. The accompanying notes form part of these financial statements.

Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2024

Reconciliation of net surplus/(deficit) to net cash flow from operating activities

Actual 2023			Actual 2024	Unaudited Budget 2024	Unaudited Forecast 2025
\$000		Notes	\$000	\$000	\$000
3,509	Net surplus/(deficit)		8,000	-	-
Add/(less) non-cash items					
9,125	Depreciation and impairment expenses on property, plant and equipment	10	10,953	16,720	20,733
184	Amortisation and impairment expenses on intangible assets	11	12,924	12,290	6,068
9,309	Total non-cash items		23,877	29,010	26,801
Add/(less) movements in statement of financial position items					
7,357	(Increase)/decrease in receivables		(28,416)	-	-
(2,535)	(Increase)/decrease in prepayments		(3,519)	-	-
(5,106)	Increase/(decrease) in payable and accruals		13,143	(14,058)	(10,083)
(947)	Increase/(decrease) in revenue received in advance		-	-	-
7,417	Increase/(decrease) in employee entitlements		8,186	-	-
34	Increase/(decrease) other provisions		19,053	-	-
6,220	Total net movement in statement of financial position items		8,447	(14,058)	(10,083)
19,038	Net cash flow from operating activities		40,324	14,952	16,718

Explanations of significant variances against the original 2023/24 budget are provided in Note 20. The accompanying notes form part of these financial statements.

Statement of Commitment

AS AT 30 JUNE 2024

Actual 2023 \$000		Actual 2024 \$000
	Operating leases as lessee	
	The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:	
22,193	Not later than one year	21,957
40,103	Later than one year and not later than five years	29,223
5,249	Later than five years	2,324
67,545	Total non-cancellable leases	53,504
67,545	Total commitments	53,504

Capital Commitments

The Ministry has no capital commitments (2023: nil)

Digital Workplace Programme leases

Oranga Tamariki–Ministry for Children leases computer equipment in the normal course of its business. These leases are for laptop computers and mobile phones for the Digital Workplace Programme which have non-cancellable leasing periods ranging from 36 months to 7 years. These non-cancellable operating leases have varying terms, escalations clauses and renewal rights.

Non-cancellable accommodation leases

Oranga Tamariki–Ministry for Children leases property in the normal course of its business. These leases are for premises which have non-cancellable leasing periods ranging from three to 20 years. Oranga Tamariki–Ministry for Children’s non-cancellable operating leases have varying terms, escalation clauses and renewal rights.

There are no restrictions placed on the Ministry by any of its leasing arrangements.

Statement of Contingent Liabilities and Contingent Asset

AS AT 30 JUNE 2024

Unquantifiable contingent liabilities

There is legal action against the Crown relating to historical abuse claims. At this stage the number of claimants and the outcomes of these cases are uncertain. The disclosure of an amount for these claims may prejudice the legal proceedings.

Oranga Tamariki–Ministry for Children also has other unquantifiable contingent liabilities in relation to potential claims against Oranga Tamariki–Ministry for Children for costs associated with proceedings under the Oranga Tamariki Act 1989 or other civil claims. This unquantified liability only relates to potential claims for court or legal costs.

Quantifiable contingent liabilities

Actual 2023 \$000		Actual 2024 \$000
589	Personal grievances	240
589	Total contingent liabilities	240

Personal grievances

Personal grievance claims are claims raised as personal grievances under the Employment Relations Act 2000 by employees of Oranga Tamariki–Ministry for Children. There are 28 personal grievance claims (2023: 72 personal grievances claims). The assessed contingent liability for personal grievance claims is assessed by Oranga Tamariki–Ministry for Children as the potential compensation payment under section 123(1)(c)(i) of the Employment Relations Act 2000 that may be awarded by the Employment Relations Authority if the employee's claim was successful.

Quantifiable contingent assets

The Ministry has no contingent assets (2023: nil).

Statement of Trust Monies

FOR THE YEAR ENDED 30 JUNE 2024

Oranga Tamariki—Ministry for Children operates trust accounts as the agent under section 66 of the Public Finance Act 1989. The transactions through these accounts and their balances as at 30 June 2024 are not included in the financial statements for Oranga Tamariki—Ministry for Children.

Actual 2023 \$000		Actual 2024 \$000
William Wallace Trust		
549	Balance at 1 July	563
33	Contributions	-
(37)	Distributions	(42)
18	Revenue	31
563	Balance at 30 June	552
Custody Trust		
64	Balance at 1 July	51
-	Contributions	-
(15)	Distributions	-
2	Revenue	3
51	Balance at 30 June	54

William Wallace Trust Account

The Prime Minister's Oranga Tamariki Awards are held by Oranga Tamariki—Ministry for Children on an annual basis to celebrate the achievements of young people in care. The William Wallace prizes are given in the form of scholarship funding for tertiary study or a contribution to vocational and leadership programmes at these annual awards. The trust was established in May 1995 and is administered by Oranga Tamariki—Ministry for Children.

Custody Trust Account

The Custody Trust account has been established and administered by Oranga Tamariki—Ministry for Children to manage donations received from the public on behalf of children who were under the care and guardianship of the Chief Executive.

Notes to Financial Statements

Note 1

Statement of Accounting Policies: Departmental

Reporting entity

Oranga Tamariki—Ministry for Children is a government department as defined by section 5 of the Public Service Act 2020 and is domiciled and operates in New Zealand. The relevant legislation governing the operations for Oranga Tamariki—Ministry for Children includes the Public Finance Act 1989 (PFA), Public Service Act 2020, Vulnerable Children Act 2014 and Oranga Tamariki Act 1989. The ultimate parent for Oranga Tamariki—Ministry for Children is the New Zealand Crown.

In addition, Oranga Tamariki—Ministry for Children has reported on trust monies administered by the department and Crown activities that it administers in the non- departmental statements and schedules on pages 114 to 120.

The financial statements for the year ended 30 June 2024 were authorised for issue by the Chief Executive of Oranga Tamariki—Ministry for Children on 30 September 2024.

The primary objective of Oranga Tamariki—Ministry for Children is to provide services to support any child in New Zealand whose wellbeing is at significant risk of harm now, or in the future. Oranga Tamariki—Ministry for Children also supports young people who may have offended or are likely to offend. It is believed that with the right environment, the right people surrounding and nurturing them, any child can, and should flourish, which in turn will reduce re-offending. Oranga Tamariki—Ministry for Children does not operate to make a financial return.

Oranga Tamariki—Ministry for Children has designated itself as a public benefit entity (PBE) for the purposes of complying with generally accepted accounting practice.

Basis of preparation

The financial statements have been prepared on a going-concern basis, and the accounting policies have been applied consistently throughout the period.

Statement of compliance

The financial statements of Oranga Tamariki—Ministry for Children have been prepared in accordance with the requirements of the PFA,

which includes the requirements to comply with New Zealand Generally Accepted Accounting Practice (NZ GAAP) and Treasury Instructions.

These financial statements have been prepared in accordance with and comply with Tier 1 PBE accounting standards.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

New or amended standards adopted

2022 Omnibus Amendments to PBE Standards, issued June 2022

The 2022 Omnibus Amendments issued by the External Reporting Board (XRB) include several general updates and amendments to several Tier 1 and Tier 2 PBE accounting standards, effective for reporting periods starting 1 January 2023. Oranga Tamariki—Ministry for Children has adopted the revised PBE standards, and the adoption did not result in any significant impact on Oranga Tamariki—Ministry for Children's financial statements.

Standards issued and not yet effective and not early adopted

Disclosure of Fees for Audit Firms' Services (Amendments to PBE IPSAS 1)

Amendments to PBE IPSAS 1 Presentation of Financial Reports change the required disclosures for fees relating to services provided by the audit or review provider, including a requirement to disaggregate the fees into specified categories. The amendments to PBE IPSAS 1 aim to address concerns about the quality and consistency of disclosures an entity provides about fees paid to its audit or review firm for different types of services. The enhanced disclosures are expected to improve the transparency and consistency of disclosures about fees paid to an entity's audit or review firm. This is effective for the year ending 30 June 2025.

Summary of significant accounting policies

Significant accounting policies are included in the notes to which they relate.

Significant accounting policies that do not relate to a specific note are outlined below.

Goods and services tax (GST)

Items in the financial statements are stated exclusive of GST, except for receivables and payables, which are stated on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of the receivables or payables in the statement of financial position.

The net GST paid to or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Income tax

Oranga Tamariki—Ministry for Children is a public authority and consequently is exempt from income tax. Accordingly, no provision has been made for income tax.

Cost allocation

Oranga Tamariki—Ministry for Children has determined the cost of outputs using the cost allocation system outlined below.

Input costs can be classified as direct and indirect.

Direct costs are those costs directly attributed to an output. Indirect costs are those costs that cannot be attributed to a specific output in an economically feasible manner. These costs are incurred in the operation of Oranga Tamariki—Ministry for Children and are charged to outputs based on cost drivers such as full-time equivalent (FTE) staff or workload information obtained from surveys and/or other data sources, which reflect an appropriate measure of resource consumption or use.

To ensure that corporate costs are allocated, as accurately as possible Oranga Tamariki—Ministry for Children has adopted a three-tier corporate allocation methodology.

The first stage allocates all direct costs to output expenses as and when they are incurred.

The second stage accumulates and allocates indirect costs to output expenses based on cost drivers, such as full-time equivalent (FTE) staff or workload information obtained from surveys and/or other data sources, which reflect an appropriate measure of resource consumption or use.

The third stage accumulates and allocates overhead costs to output expenses based on resource consumption/use where possible, such as the FTE staff ratio, or where an appropriate driver cannot be found then in proportion to the cost charges in the previous two stages.

There have been no changes in cost accounting policies since the date of the last audited financial statements.

Critical accounting estimates and assumptions

In preparing these financial statements, estimates and assumptions have been made concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are in respect of:

Estimating the fair value of land and buildings – see Note 10

Assessing the useful lives of software – see Note 11

Measuring long service leave and retirement gratuities – see Note 15

Critical judgements in applying accounting policies

Management has exercised the following critical judgements in applying accounting policies:

Classification of leases – see Note 5

Budget and forecast figures

Basis of the budget and forecast figures

The 2024 budget figures are for the year ended 30 June 2024. They are consistent with the best estimate financial forecast information for

Oranga Tamariki—Ministry for Children submitted to the Treasury for the Pre-election Economic and Fiscal Update (PREFU) for the year ended 30 June 2024.

The 2025 forecast figures are for the year ending 30 June 2025 which are consistent with the best estimate financial forecast information submitted to the Treasury for the Budget Economic and Fiscal Update (BEFU) for the year ending 30 June 2025.

The forecast financial statements have been prepared as required by the PFA to communicate forecast financial information for accountability purposes.

The budget and forecast figures are unaudited and have been prepared using the accounting policies adopted in preparing these financial statements.

The 30 June 2025 forecast figures have been prepared in accordance with PBE FRS 42 Prospective Financial Statements.

The forecast financial statements were approved for issue by the Chief Executive on 24 April 2024.

The Chief Executive is responsible for the forecast financial statements, including the appropriateness of the assumptions underlying them and all other required disclosures.

While Oranga Tamariki—Ministry for Children regularly updates its forecasts, updated forecast financial statements for the year ending 30 June 2025 will not be published.

Significant assumptions used in preparing the forecast financials

The forecast figures contained in these financial statements reflect the purpose and activities

of Oranga Tamariki—Ministry for Children and are based on a number of assumptions of what may occur during the 2024/25 year. The forecast figures have been compiled on the basis of existing government policies and ministerial

expectations at the time the Main Estimates were finalised.

The main assumptions, which were adopted as at 24 April 2024, were as follows:

- The activities of Oranga Tamariki—Ministry for Children and output expectations will remain substantially the same as the previous year focusing on the Government's priorities.
- Personnel costs were based on historical cost.
- Operating costs were based on historical experience and other factors that are believed to be reasonable in the circumstances and are the best estimate of future costs that will be incurred by Oranga Tamariki—Ministry for Children.
- Remuneration rates are based on current wages and salary costs, adjusted for anticipated remuneration changes
- Land and buildings are not revalued
- Estimated year-end information for 2023/24 was used as the opening position for the 2024/25 forecasts.

The actual financial results achieved for 30 June 2025 are likely to vary from the forecast information presented, and the variations may be material.

Note 2: Revenue

Accounting policy

The specific accounting policies for significant revenue items are explained below:

Revenue Crown

Revenue from the Crown is measured based on Oranga Tamariki—Ministry for Children’s funding entitlement for the reporting period. The funding entitlement is established by Parliament when it passes the Appropriation Acts for the financial year. The amount of revenue recognised takes into account any amendments to appropriations approved in the Appropriation (Supplementary Estimates) Act for the year and certain other unconditional funding adjustments formally approved prior to balance date.

There are no conditions attached to the funding from the Crown. However, Oranga Tamariki—Ministry for Children can incur expenses only within the scope and limits of its appropriations.

The fair value of Revenue Crown has been determined to be equivalent to the funding entitlement.

Breakdown of Other Revenue

Actual 2023 \$000		Actual 2024 \$000
5,743	Other recoveries	8,394
5,743	Total revenue other	8,394

Other Recoveries

Oranga Tamariki—Ministry for Children received revenue from child support receipts on behalf of children in the care of the Chief Executive. Revenue is recognised when the obligation is incurred.

Note 3: Personnel costs

Actual 2023 \$000		Actual 2024 \$000
510,195	Salaries and wages	552,132
8,064	Increase/(decrease) in employee entitlements	2,065
14,492	Employer contributions to defined contribution plans	15,584
9,309	Other	30,131
542,060	Total personnel costs	599,912

Accounting policy

Salaries and Wages

Salaries and wages are recognised as an expense as employees provide services.

Superannuation schemes – Defined contribution scheme

Employee contributions to the State Sector Retirement Savings Scheme, KiwiSaver, and the Government Superannuation Fund are accounted for as defined contribution superannuation schemes and are expensed in the surplus or deficit as incurred.

Note 4: Capital charge

Oranga Tamariki—Ministry for Children pays a capital charge to the Crown on its equity at 31 December and 30 June each financial year. The capital charge rate for the year ended 30 June 2024 was 5% (2023: 5%).

Accounting policy

The capital charge is recognised as an expense in the financial year to which the charge relates.

Note 5: Other expenses

Actual 2023 \$000		Actual 2024 \$000
443	Audit fees ⁴⁷	544
32,063	Rental, leasing and occupancy costs	44,089
304	Bad debts written off	7
(110)	Impairment of receivables	720
321,833	Client financial plan costs ⁴⁸	322,689
341,746	Non-specific client costs ⁴⁹	402,411
7,073	Office operating expenses	9,925
58,988	IT related operating expenses	55,225
5,411	Travel expenses	5,344
25,076	Consultancy and contractors' fee	21,008
11,672	Professional fees	12,420
-	Impairment expenses on property, plant and equipment and intangible assets	12,678
20,072	Other operating expenses	21,221
824,571	Total operating costs	908,281

Accounting policy

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to the ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

Other expenses

Other expenses are recognised as an expense in the financial year in which they are incurred.

Note 6: Loss on disposal of property, plant and equipment

During the year, Oranga Tamariki—Ministry for Children did not dispose any property, plant and equipment. (2023: nil)

47 Audit fees includes statutory audit fees only

48 Client financial plan costs includes monies paid for the provision of the care and protection of children and young people, and the provision of programmes and services to support the resolution of behaviour and relationship difficulties. A portion of these costs is used to support statutory processes to promote opportunities for family/whānau, hapū/iwi and family groups to consider care and protection and youth justice issues and to contribute to a decision-making process that often removes the need for court involvement.

49 Non-specific client costs include costs which cannot be attributed to a specific client. It includes costs for maintaining an infrastructure that supports Oranga Tamariki—Ministry for Children to meet its legal and support obligations for the care and protection of children and young people and the casework resolution process. The costs can be grouped into four main categories:

- family home costs including bed availability allowances, family home supplies and foster parent resettlement grants
- residential costs including programmes and client costs
- costs for Care and Protection resource panels of external advisors mandated by the Oranga Tamariki Act 1989, to advise on procedures
- external provider contract costs for specific programmes run by non-government organisations to help children and young people.

Note 7: Cash and cash equivalents

Actual 2023 \$000		Actual 2024 \$000
147,619	Cash at bank and on hand	187,102
147,619	Total cash and cash equivalents	187,102

Accounting policy

Cash and cash equivalents include cash on hand, cash in transit, bank accounts and deposits with a maturity of no more than three months from the date of acquisition.

Although cash and cash equivalents at 30 June 2024 are subject to the expected credit loss requirements of PBE IPSAS 41, no loss allowance has been recognised because the estimated loss allowance for credit losses is trivial.

Oranga Tamariki—Ministry for Children is only permitted to expend its cash and cash equivalents within the scope and limits of its appropriations.

Note 8: Receivables

Actual 2023 \$000		Actual 2024 \$000
Trade and other receivables		
4,185	Debtors (Gross)	6,351
(252)	Less allowance for credit loss	(973)
3,933	Net debtors	5,378
3,933	Receivables from exchange transactions	5,378
3,933	Total debtors and other receivables	5,378
The movement in the allowance for credit loss is as follows:		
309	Balance at 1 July	252
(57)	Additional/Reduction of credit loss made during the year	721
252	Balance at end of the year	973

The allowance for credit losses is detailed below:

	As at 30 June 2023				As at 30 June 2024			
	Gross \$000	Lifetime expected credit loss \$000	Net \$000	Expected credit loss rate %	Gross \$000	Lifetime expected credit loss \$000	Net \$000	Expected credit loss rate %
Not past due	2,566	-	2,566	-	4,554	-	4,554	-
Past due 1–30 days	777	-	777	-	21	-	21	-
Past due 31–60 days	63	-	63	-	92	-	92	-
Past due 61–90 days	72	-	72	-	94	-	94	-
Past due >91 days	707	(252)	455	6.03	1,590	(973)	617	15.32
Total gross carrying amount	4,185	(252)	3,933	6.03	6,351	(973)	5,378	15.32

Accounting policy

Short-term receivables are recorded at the amount due, less an allowance for expected credit losses (ECL).

Debtors allowance for credit loss

As at 30 June 2024 of the expected credit loss rates for trade and other receivables has been calculated based on a review of specific overdue receivables and a collective assessment. The collective credit loss is based on an analysis of past collection history and debt write-offs.

As at 30 June 2024 Oranga Tamariki—Ministry for Children had no debtors deemed insolvent (2023: nil). All receivables more than 30 days in age are considered to be past due.

Note 9: Crown receivable

Crown receivable represents cash yet to be drawn down from the Treasury. As at 30 June 2024, Crown receivable was \$87.279m (2023: \$58.529m).

Note 10: Property, plant and equipment

	Land \$000	Buildings \$000	Furniture & Fittings \$000	Computer Equipment \$000	Leasehold Improvement \$000	Motor Vehicles \$000	Plant & Equipment \$000	Total \$000
Cost or revaluation								
Balance at 1 July 2022	219,511	243,585	2,199	23	21,149	967	55	487,489
Additions	2,445	17,281	1,844	116	5,464	1,235	246	28,631
Work in progress movement	-	(5,827)	(598)	3,651	-	(463)	62	(3,175)
Other asset movement	-	(362)	(36)	92	-	-	-	(306)
Balance at 30 June 2023 and 1 July 2023	221,956	254,677	3,409	3,882	26,613	1,739	363	512,639
Additions	-	3,138	5,987	657	9,131	3	654	19,570
Work in progress movement	-	(797)	(1,012)	(8)	(62)	-	(336)	(2,215)
Revaluation movement	(24,638)	21,058	-	-	-	-	-	(3,580)
Other asset movement	-	(6,045)	(83)	1	(3,764)	-	-	(9,891)
Balance at 30 June 2024	197,318	272,031	8,301	4,532	31,918	1,742	681	516,523
Accumulated depreciation and impairment losses								
Balance at 1 July 2022	-	92	8	10	4,844	61	47	5,062
Depreciation expense	-	4,472	243	81	4,226	78	26	9,126
Other asset movement	-	(125)	10	40	-	-	-	(75)
Balance at 30 June 2023 and 1 July 2023	-	4,439	261	131	9,070	139	73	14,113
Depreciation expense	-	4,797	1,113	692	3,988	290	73	10,953
Eliminate on revaluation	-	(9,236)	-	-	-	-	-	(9,236)
Other asset movement	-	-	-	-	(781)	(1)	(12)	(794)
Balance at 30 June 2024	-	-	1,374	823	12,277	428	134	15,036
Carrying amounts								
At 1 July 2022	219,511	243,493	2,191	13	16,305	906	8	482,427
At 30 June 2023 and 1 July 2023	221,956	250,238	3,148	3,751	17,543	1,600	290	498,526
At 1 July 2024	197,318	272,031	6,927	3,709	19,641	1,314	547	501,487

As at 30 June 2024 buildings in the course of construction total \$2.612m (2023: \$1.754m), furniture and fittings in the course of construction total \$0.268m (2023: \$1.540m), computer equipment in the course of construction total \$nil (2023: \$3.651m), Motor Vehicles in the course of construction total \$nil (2023: \$0.411m), Plant & Equipment in the course of construction total \$0.171m (2023: \$0.062m) and Leasehold Improvement \$0.149m(2023 \$nil). No other asset classes have assets in the course of construction.

Accounting policy

Property, plant and equipment consist of the following asset classes: land, buildings, leasehold improvements, furniture and fittings, computer equipment, motor vehicles, plant and equipment.

Land is measured at fair value and buildings are measured at fair value less accumulated depreciation. All other asset classes are measured at cost, less accumulated depreciation and impairment losses.

Individual and groups of like assets are capitalised if their cost is greater than \$2,000.

Revaluations

Land and buildings are revalued at least every three years to ensure the carrying amount does not differ materially from the fair value. Fair value is determined from market-based evidence by an independent valuer. All other asset classes are carried at depreciated historical cost. The carrying values of revalued items are reviewed at each balance date to ensure those values are not materially different from fair value. Additions to assets between revaluations are recorded at cost.

Oranga Tamariki—Ministry for Children accounts for revaluations of property, plant and equipment on a class of asset basis.

The results of revaluations are recorded in the asset revaluation reserve for that class of asset. Where this results in a debit balance in the asset revaluation reserve, the balance is expensed in the Statement of Comprehensive Revenue and Expense. Any subsequent increase in value after revaluation that offsets a previous decrease in value recognised in the Statement of Comprehensive Revenue and Expense will be recognised first in the Statement of Comprehensive Revenue and Expense up to the amount previously expensed, and then credited to the revaluation reserve for that class of asset.

Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable the future economic benefits or service potential associated with the item will flow to Oranga Tamariki—Ministry for Children and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

In most instances, an item of property, plant and equipment is recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value at the date of acquisition.

Disposals

Gains and losses on disposal are determined by comparing the proceeds of disposal with the carrying amount of the asset. Gains and losses on disposal are included in the surplus or deficit. When a revalued asset is sold, the amount included in the property revaluation reserve in respect of the disposed asset is transferred to taxpayers' funds.

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable the future economic benefits or service potential associated with the item will flow to Oranga Tamariki—Ministry for Children and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant and equipment are recognised in the surplus or deficit as they are incurred.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment, other than land, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of property, plant and equipment have been estimated as follows:

Leasehold improvements are depreciated over the unexpired period of the lease.

Asset Type	Estimated Life	Depreciation Rate
Buildings (including components)	10–80 years	1.25%–10%
Furniture and fittings	3–5 years	20%–33%
Computer equipment	3–5 years	20%–33%
Motor vehicles	4–5 years	20%–25%
Plant and equipment	3–5 years	20%–33%

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each balance date.

Impairment

Oranga Tamariki—Ministry for Children does not hold any cash-generating assets. Assets are considered cash generating where their primary objective is to generate a commercial return.

Non-cash-generating assets

Property, plant and equipment held at cost that have a finite useful life are reviewed for impairment at each balance date whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and its value in use.

Value in use is determined using an approach based on either a depreciated replacement cost approach, a restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is considered to be impaired and the carrying amount is written-down to the recoverable service amount. The total impairment loss is recognised in the surplus or deficit.

The reversal of an impairment loss is recognised in the surplus or deficit.

Critical accounting estimates and assumptions

Estimating the fair value of land and buildings

A valuation of land and buildings owned by Oranga Tamariki—Ministry for Children was performed by an independent registered valuer Hayden Doody from CBRE. The valuation is effective as at 30 June 2024. The valuations are in compliance with Public Benefit Entity International Public Sector Accounting Standards (IPSAS).

The next full valuation is scheduled for 2026/27.

Land

Land is valued at fair value using market-based evidence based on its highest and best use with reference to comparable land values.

Buildings

Non-specialised buildings such as, family homes, are valued at fair value using market-based evidence. Market rents and capitalisation rate methodologies were applied in determining the fair value of buildings. Residential centers such as, Care and Protection Residences and Youth Justice Residences, have been valued using optimised depreciated replacement cost. Optimised depreciated replacement cost is used for these buildings because of the specialised nature of the assets.

Restrictions

There are no restrictions over the title of the property, plant and equipment assets for Oranga Tamariki—Ministry for Children; nor are any property, plant and equipment assets pledged as security for liabilities.

Note 11: Intangible assets

	Internally Generated Software \$000
Cost	
Balance at 1 July 2022	18,997
Work in progress movement	4,970
Other asset movement	(92)
Balance at 30 June 2023 and 1 July 2023	23,875
Additions	1,999
Work in progress movement	(6,217)
Balance at 30 June 2024	19,657
Accumulated amortisation and impairment losses	
Balance at 1 July 2022	10,705
Amortisation expense	183
Other asset movement	(313)
Balance at 30 June 2023 and 1 July 2023	10,575
Amortisation expense	246
Balance at 30 June 2024	10,821
Carrying amounts	
At 1 July 2022	8,292
At 30 June 2023 and 1 July 2023	13,300
At 30 June 2024	8,836

The total amount of intangibles in the course of construction is \$7.083m (2023: \$13.300m).

Accounting policy

Software acquisition and development

Acquired computer software and licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs include the cost of services, software development employee costs, and an appropriate portion of relevant overheads.

Costs associated with maintaining computer software and staff training costs are recognised as an expense when incurred.

Costs of software updates or upgrades are only capitalised when they increase the usefulness or value of the software.

Costs associated with the development and maintenance of the website are recognised as an expense when incurred for Oranga Tamariki—Ministry for Children.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each financial year is recognised in the surplus or deficit.

The useful lives and associated amortisation rate is as follows:

Asset Type	Estimated Life	Amortisation Rate
Developed computer software	3–8 years	12.5%–33%

Impairment

The Ministry has recognised an impairment loss of \$12.112 million (2023: nil) for internally developed software. The software is in the course of construction and the impairment arose due to a decision made during the financial year to reset the programme with a revised scope and delivery pathway which resulted in a simpler software solution. The associated costs of this software development prior to the programme reset are considered to be an impairment expense as there is insufficient evidence that any component of the development up to that point could have an alternate use to generate future economic benefits or service potential to recover its carrying amount, due to its complexity. The impairment loss has been recognised in the statement of comprehensive revenue and expense in the line item "Other expenses".

Intangible assets subsequently measured at cost that have an indefinite useful life, or are not yet available for use, are not subject to amortisation and are tested annually for impairment.

For further details, refer to the policy for impairment of property, plant and equipment in Note 10. The same approach applies to the impairment of intangible assets.

Critical accounting estimates and assumptions

Restrictions

There are no restrictions over the title of the intangible assets, nor are any pledged as security for liabilities.

Note 12: Payables and accruals

Actual 2023 \$000		Actual 2024 \$000
Payables and deferred revenue under exchange transactions		
7,391	Creditors	9,245
60,261	Accrued expenses	66,316
67,652	Total payables and deferred revenue under exchange transactions	75,561
Payables and deferred revenue under non-exchange transactions		
8,663	GST payable	13,927
76,315	Total payables and accruals	89,488

Accounting policy

Short-term payables are recorded at the amount payable.

Note 13: Return of operating surplus

Actual 2023 \$000		Actual 2024 \$000
3,509	Net surplus/(deficit)	8,000
3,509	Total return of operating surplus	8,000

The return of operating surplus to the Crown is required to be paid by 31 October of each year.

Note 14: Provisions

Actual 2023 \$000		Actual 2024 \$000
3,301	ACC	4,701
-	Restructure provision	17,500
725	Other provisions	878
4,026	Total provisions	23,079

Movements for each class of provision are as follows:

	Restructuring \$000	ACC \$000	Other \$000	Total \$000
Balance as at 1 July 2023	-	3,301	725	4,026
Additional Provisions Made	17,500	2,095	711	20,306
Amounts Used	-	(635)	(558)	(1,193)
Unused Amounts Reversed	-	(60)	-	(60)
Discount Unwind	-	-	-	-
Balance as at 30 June 2024	17,500	4,701	878	23,079

ACC Accredited Employer programme

The Ministry belongs to the ACC Accredited Employer programme, whereby it accepts the management and financial responsibility of the work-related illnesses and accidents. Under the Programme, the Ministry is liable for all claim costs for a period of five years after the end of the cover period in which the injury occurred. At the end of the five-year period, the Ministry pays a premium to ACC for the value of residual claims, and the liability for ongoing claims from that point passes to ACC.

Restructure provision

A provision for restructuring is recognised when an approved detailed formal plan for the restructuring has been announced publicly to those affected or implementation has already begun.

In June 2024 an organisational restructure was announced by the Chief Executive. A restructuring provision of \$17.500m was established (2023: nil). The provision represents the amount of expected redundancy payments to staff impacted by the restructure. Management anticipates that the restructuring will be completed within 12 months of balance date, and the amount of liability is considered to be reasonably certain.

Accounting policy

A provision is recognised for future expenditure of uncertain amount or time when:

- there is a present obligation (either legal or constructive) as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation. Provisions are not recognised for net deficits from future operating activities.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate based on market yields on government bonds at balance date with terms to maturity that match, as closely as possible, the estimated timing of the future cash outflows. The increase in the provision due to the passage of time is recognised as an interest expense and is included in "finance costs".

Note 15a: Employee entitlements

Actual 2023 \$000		Actual 2024 \$000
Current liabilities		
10,405	Retirement and long service leave	11,079
46,673	Provision for annual leave	53,771
57,078	Total current portion	64,850
Non-current liabilities		
14,086	Retirement and long service leave	14,500
14,086	Total non-current portion	14,500
71,164	Total employment entitlements	79,350

Short-term employee entitlements

Employee entitlements that are due to be settled within 12 months after the end of the year in which the employee provides the related service are measured based on accrued entitlement at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned but not yet taken at balance date, retiring and long service leave entitlements expected to be settled within 12 months and sick leave.

Oranga Tamariki—Ministry for Children recognises a liability and an expense for performance payments where it is contractually obliged to pay them, or where there is a past practice that has created a constructive obligation, and a reliable estimation can be made.

Long-term employee entitlements

Entitlements payable beyond 12 months, such as long service leave and retiring leave, have been calculated on an actuarial basis.

An independent actuarial valuation has been undertaken in the current year and will continue to be undertaken annually to estimate the present value of long service and retiring leave liabilities.

The calculations are based on:

- likely future entitlements accrued to employees, based on years of service, years to entitlement, the likelihood that employees will reach the point of entitlement and contractual entitlements.
- the present value of the estimated future cash flows.

Independent valuer David Chamberlain from Melville Jessup Weaver valued the retiring and long service leave as at 30 June 2024.

Critical accounting estimates and assumptions

Long service leave and retirement gratuities

The present value of the retirement and long service leave obligations is determined on an actuarial basis using a number of assumptions. Two key assumptions used in calculating this liability are the discount rate and the salary inflation factor. Any changes in these assumptions will have an impact on the carrying amount of the liability.

Oranga Tamariki—Ministry for Children uses the interest rates and the salary inflation factor as supplied and published by the Treasury.

Note 15b: Discount rates and salary inflation applied

As at 30 June 2023			Employee Entitlement Variables	As at 30 June 2024		
2024 %	2025 %	2026 %		2025 %	2026 %	2027 %
5.43	4.85	4.84	Discount rates	5.30	4.49	5.11
3.35	3.35	3.35	Salary inflation	3.33	3.33	3.33

Note 15c: The financial impact of changes to the discount rates and salary inflation variables

Movements	Actual 2024 \$000	Salary + 1% 2024 \$000	Salary - 1% 2024 \$000	Discount + 1% 2024 \$000	Discount - 1% 2024 \$000
Total	25,579	1,080	(977)	(955)	1,074

Note 16: Equity

Actual 2023 \$000		Actual 2024 \$000
	Taxpayers' funds	
273,547	Balance at 1 July	317,046
3,509	Surplus/(deficit)	8,000
43,499	Capital Contribution	28,592
(3,509)	Repayment of surplus	(8,000)
317,046	Balance at 30 June	345,638
	Property revaluation reserves	
260,405	Balance at 1 July	260,405
-	Revaluation movement	(3,580)
260,405	Balance at 30 June	256,825
	Property revaluation reserves consists of:	
166,569	Land revaluation reserve	141,931
93,836	Building revaluation reserve	114,894
260,405	Total property revaluation reserves	256,825
577,451	Total equity	602,463

Accounting policy

Equity is the Crown's investment in Oranga Tamariki—Ministry for Children and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified as taxpayers' funds and property revaluation reserves.

Property revaluation reserves

These reserves relate to the revaluation of land and buildings to fair value.

Capital management

Oranga Tamariki—Ministry for Children’s capital is its equity, which comprise taxpayers’ funds and property revaluation reserves. Equity is represented by net assets.

Oranga Tamariki—Ministry for Children manages its revenues, expenses, assets, liabilities and general financial dealings prudently. Oranga Tamariki—Ministry for Children’s equity is largely managed as a by-product of managing revenue, expenses, assets, liabilities and compliance with the government budget processes, Treasury Instructions and the PFA.

The objective of managing the equity is to ensure that Oranga Tamariki—Ministry for Children effectively achieves its goals and objectives for which it has been established while remaining a going concern.

Note 17: Related party transactions

Oranga Tamariki—Ministry for Children is a wholly-owned entity of the Crown.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and conditions no more or less favorable than those that it is reasonable to expect Oranga Tamariki—Ministry for Children would have adopted in dealing with the party at arm’s length in the same circumstances. Further, transactions with other government agencies (for example, Government departments and Crown entities) are not disclosed as related party transactions when they are consistent with the normal operating arrangements between government agencies and undertaken in the normal terms and conditions for such transactions.

Transactions with key management personnel

Key management personnel compensation includes the remuneration for the Chief Executive and 12 members of the Senior Management Team (2023: Chief Executive and 11.5 members of the Senior Management Team).

Actual 2023 \$000		Actual 2024 \$000
4,252	Leadership Team, including the Chief Executive Remuneration	4,372

The above key management personnel disclosure excludes the Minister for Children. The Minister’s remuneration and other benefits are received not only for her role as a member of the key management personnel of Oranga Tamariki—Ministry for Children. The Minister’s remuneration and other benefits are set by the Remuneration Authority under the Members of Parliament (Remuneration and Services) Act 2013 and are paid under Permanent Legislative Authority and are not paid by Oranga Tamariki—Ministry for Children.

Note 18: Events after the balance sheet date

There have been no significant events after balance date.

Note 19: Financial instruments

Financial instrument categories

The carrying amounts of financial assets and liabilities in each of the PBE IPSAS 41 financial instrument categories are as follows:

Actual 2023 \$000		Actual 2024 \$000
Loans and receivables		
147,619	Cash and cash equivalents	187,102
64,245	Receivables (excluding prepayments)	92,661
211,864	Total loans and receivables	279,763
Financial liabilities measured at amortised cost		
67,652	Payables and accruals (excluding taxes payable)	75,561
67,652	Total financial liabilities measured at amortised cost	75,561

Financial instrument risks

The activities of Oranga Tamariki—Ministry for Children expose it to a variety of financial instrument risks, including market risk, credit risk and liquidity risk. Oranga Tamariki—Ministry for Children has policies to manage the risks associated with financial instruments and seeks to minimise its exposure from financial instruments. These policies do not allow any transactions that are speculative in nature to be entered into.

Market risk

Currency risk and interest rate risk

Oranga Tamariki—Ministry for Children has no exposure to interest rate risk or currency risk on its financial instruments, as there were no foreign currency forward contracts at balance date and Oranga Tamariki—Ministry for Children does not hold any interest-bearing financial instruments.

Credit risk

Credit risk is the risk a third party will default on its obligation to Oranga Tamariki—Ministry for Children, causing Oranga Tamariki—Ministry for Children to incur a loss.

In the normal course of its business, credit risk arises from receivables, deposits with banks and derivative financial instruments.

Oranga Tamariki—Ministry for Children is permitted to deposit funds only with Westpac (Standard & Poor's credit rating of AA-), a registered bank. For its other financial instruments, Oranga Tamariki—Ministry for Children does not have significant concentrations of credit risk.

The maximum credit exposure for each class of financial instrument is represented by the total carrying amount of cash and cash equivalents, and receivables. There is no collateral held as security against these financial instruments, including those instruments that are overdue or impaired.

Liquidity risk

Liquidity risk is the risk Oranga Tamariki—Ministry for Children will encounter difficulty raising liquid funds to meet its commitments as they fall due.

As part of meeting its liquidity requirements, Oranga Tamariki—Ministry for Children closely monitors its forecast cash requirements with expected cash draw-downs from the New Zealand Debt Management Office. Oranga Tamariki—Ministry for Children maintains a target level of available cash to meet liquidity requirements.

The table below analyses the financial liabilities of Oranga Tamariki—Ministry for Children (excluding derivatives) into relevant maturity groupings based on the remaining period at balance date to the contractual maturity date. The amounts disclosed are the contractual undiscounted cash flows.

Actual 2023 \$000		Actual 2024 \$000
Creditors and other payables		
67,652	Less than six months	75,561
67,652	Total creditors and other payables	75,561

Note 20: Explanations of major variances against budget

Explanations for major variances from the estimated figures in the Forecast Financial Statements 2023/24 are as follows:

	Notes	Actual 2024 \$000	Unaudited Budget 2024 \$000	Variance 2024 \$000
Statement of Comprehensive Revenue and Expense				
Revenue				
Revenue Crown	a	1,555,559	1,522,850	32,709
Expenses				
Other expenses	b	908,281	873,842	34,439
Statement of Financial Position				
Assets				
Cash and cash equivalents	c	187,102	142,563	44,539
Crown receivable	c	87,279	58,529	28,750
Property, plant and equipment	d	501,487	529,407	(27,920)
Liabilities				
Payables and accruals	e	89,488	62,258	27,230
Statement of Cash Flows				
Cash flows from operating activities				
Payments to employees	f	(571,261)	(603,283)	32,022
Cash flows from investing activities				
Purchase of property, plant and equipment	d	(17,355)	(47,600)	30,245

- a. Revenue Crown variance to budget is primarily from the additional funding received for pay equity settlement for social workers in community and iwi organisations.
- b. Other operating expenses variance to budget is mainly due to unbudgeted impairment of software in the course of construction, higher than expected property lease costs, and unbudgeted infrastructure costs for repairs and maintenance within residences.
- c. Cash and cash equivalents and Crown receivables variance to budget largely relates to unspent capital funding received for specific initiatives that is no longer in line with Government priorities, which will be returned; and funds held to cover costs of organizational restructure.
- d. Property, plant and equipment variance against budget is mainly due to the valuation of land and buildings and initiatives which resulted in an overall decrease in fair value and planned capital initiatives that did not eventuate.
- e. Payables and accruals are higher than budget due to timing of payments and reflect the overall growth in the organisation expenditure to deliver the services required.
- f. Payments to employees variance to budget mainly relates to timing of organisational restructure payments to be settled in the next financial year.

Non-Departmental Statements and Schedules

FOR THE YEAR ENDED 30 JUNE 2024

The following non-departmental statements and schedules record the revenue (nil), capital receipts (nil), expenses, assets, liabilities, commitments, contingent liabilities, contingent assets and trust accounts that Oranga Tamariki—Ministry for Children manages on behalf of the Crown.

Schedule of Non-Departmental Expenses

FOR THE YEAR ENDED 30 JUNE 2024

Actual 2023		Actual 2024	Unaudited Budget 2024
\$000		\$000	\$000
26,869	Non-departmental output expenses	7,045	7,649
3,865	GST input tax	987	53
30,734	Total non-departmental expenses	8,032	7,702

Explanations of significant variances against the original 2023/24 budget are provided in Note 2

Schedule of Non-Departmental Assets

AS AT 30 JUNE 2024

Actual 2023		Actual 2024	Unaudited Budget 2024
\$000		\$000	\$000
Current assets			
9,800	Cash and cash equivalents	10,034	9,800
9,800	Total current assets	10,034	9,800

Explanations of significant variances against the original 2023/24 budget are provided in Note 2

Schedule of Non-Departmental Liabilities

AS AT 30 JUNE 2024

Actual 2023		Actual 2024	Unaudited Budget 2024
\$000		\$000	\$000
Current liabilities			
329	Accruals – other than government departments	0	107
329	Total non-departmental liabilities	0	107

Explanations of significant variances against the original 2023/24 budget are provided in Note 2

The accompanying notes form part of these financial statements.
For a full understanding of the Crown's financial position and the results of its operations for the year, refer to the consolidated Financial Statement of the Government for the year ended 30 June 2024.

Schedule of Non-Departmental Commitments

AS AT 30 JUNE 2024

Oranga Tamariki—Ministry for Children on behalf of the Crown has no commitments (2023: nil).

Schedule of Non-Departmental Contingent Liabilities and Contingent Assets

AS AT 30 JUNE 2024

Unquantifiable contingent liabilities

Oranga Tamariki—Ministry for Children on behalf of the Crown has no unquantifiable contingent liabilities (2023: nil).

Quantifiable contingent liabilities

There are no quantifiable cases lodged against Oranga Tamariki—Ministry for Children that remain unresolved (2023: nil).

Contingent assets

Oranga Tamariki—Ministry for Children on behalf of the Crown has no contingent assets (2023: nil).

Notes to the Non-Departmental Statements and Schedules

Note 1: Statement of Accounting Policies: Non Departmental

Reporting entity

These non-departmental statements and schedules present financial information on public funds managed by Oranga Tamariki—Ministry for Children on behalf of the Crown.

These non-departmental balances are consolidated into the Financial Statements of the Government for the year ended 30 June 2024.

For a full understanding of the Crown's financial position, results of operations, and cash flows for the year, refer to the Financial Statements of the Government for the year ended 30 June 2024.

Basis of preparation

The non-departmental statements and schedules have been prepared in accordance with the accounting policies of the Consolidated Financial Statements of the Government, Treasury Instructions and Treasury Circulars.

Measurement and recognition rules applied in the preparation of these non-departmental statements and schedules are consistent with New Zealand generally accepted accounting practice (Tier 1 Public Sector Benefit Entity Accounting Standards) as appropriate for public benefit entities.

Presentation currency and rounding

The non-departmental statements and schedules are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

New or amended standards adopted

2022 Omnibus Amendments to PBE Standards, issued June 2022

The 2022 Omnibus Amendments issued by the External Reporting Board (XRB) include several general updates and amendments to several Tier 1 and Tier 2 PBE accounting standards, effective for reporting periods starting 1 January 2023. Oranga Tamariki—Ministry for Children has adopted the revised PBE standards, and the adoption did not result in any significant impact on Oranga Tamariki—Ministry for Children's financial statements.

Summary of significant accounting policies

Significant accounting policies are included in the notes to which they relate.

Significant accounting policies that do not relate to a specific note are outlined below.

Expenses

Expenses are recognised in the period they relate to.

Financial instruments

Financial assets

Cash and cash equivalents includes cash on hand, cash in transit, bank accounts and deposits with a maturity of no more than three months from the date of acquisition.

Financial liabilities

The major financial liability type is accounts payable. This is designated at amortised cost using the effective interest rate method. Financial liabilities entered into with a duration of less than 12 months are recognised at their nominal value.

Commitments

Commitments are future expenses and liabilities to be incurred on non-cancellable contracts entered into at balance date. Information on non-cancellable capital and operating lease commitments are reported in the statement of commitments.

Cancellable capital commitments that have penalty or exit costs explicit in the agreement on exercising that option to cancel are reported in the statement of commitments at the lower of the remaining contractual commitment and the value of these penalty or exit costs, that is the minimum future payments.

Goods and services tax

Items in the non-departmental statements and schedules are stated exclusive of GST, except for receivables and payables, which are stated on a GST inclusive basis. GST is returned on revenue received on behalf of the Crown, where applicable. However, an input tax deduction is not claimed on non-departmental expenditure. Instead, the amount of GST applicable to non-departmental expenditure is recognized as a separate expense and eliminated against GST revenue on consolidation of the Financial Statements of the Government.

Contingent assets and liabilities

Contingent assets and liabilities are disclosed at the point the contingency is evident.

Critical accounting estimates

There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Budget figures

The 2024 budget figures are for the year ended 30 June 2024, which are consistent with the best estimate financial information submitted to the Treasury for the PREFU for the year ended 30 June 2024.

Note 2: Explanation of major variances against budget

Explanations for major variances from the non-departmental budget figures for Oranga Tamariki— Ministry for Children, is as follows:

Schedule of expenses

There are no significant variances against budget.

Schedule of assets and liabilities

There are no significant variances against budget.

Note 3: Financial instruments

Financial instrument categories

Funds must be deposited with Westpac, a registered bank.

Credit risk

The maximum credit exposure for each class of financial instrument is represented by the total carrying amount of cash and cash equivalents and receivables. There is no collateral held as security against these financial instruments, including those instruments that are overdue or impaired. Other than Westpac bank, there are no significant concentrations of credit risk.

Although cash and cash equivalents at 30 June 2024 are subject to the expected credit loss requirements of PBE IPSAS 41, no loss allowance has been recognised because the estimated loss allowance for credit losses is trivial.

Note 4: Payables

Credit risk

Credit risk is the risk a third party will default on its obligation, causing a loss to be incurred. Credit risk arises from deposits with banks and receivables.

Statement of Budgeted and Actual Expenses and Capital Expenditure incurred against appropriations

FOR THE YEAR ENDED 30 JUNE 2024

The statements report information about the expenses and capital expenditure incurred against each appropriation administered by Oranga Tamariki—Ministry for Children for the year ended 30 June 2024. They are prepared on a GST exclusive basis.

Expenditure including Remeasure -ments	Appropriation title	Expenditure including Remeasure -ments	Remeasure -ments ⁵⁰	Expenditure excluding Remeasure -ments	Main Estimates	Appropriation voted ⁵¹	Main Estimates	Location of end-of-year performance information ⁵²
2023 \$000		2024 \$000	2024 \$000	2024 \$000	2024 \$000	2024 \$000	2025 \$000	
Vote Oranga Tamariki Departmental output expenses								
10,360	Adoption Services	11,363	(3)	11,366	10,900	11,545	10,560	1
3,393	Crown Response to the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-Based Institutions	-	-	-	-	-	-	N/A
9,832	Crown Response to Abuse in Care Royal Commission of Inquiry and establishment of a new redress system for abuse survivors	14,427	-	14,427	18,842	19,205	11,525	1
23,585	Total departmental output expenses	25,790	(3)	25,793	29,742	30,750	22,085	
Departmental capital expenditure								
30,334	Ministry for Children, Oranga Tamariki – Capital Expenditure PLA	25,280	-	25,280	48,600	48,600	24,800	1
30,334	Total departmental capital expenditure	25,280	-	25,280	48,600	48,600	24,800	
Non-departmental output expenses								
6,075	Connection and Advocacy Service	6,336	-	6,336	6,336	6,336	6,378	1
16,544	Pay Equity Claim for Social Worker Employed by Agencies Funded by the Crown	-	-	-	-	-	-	N/A
2,830	Tā Harawira Gardiner Centre for the Child and Endowed Chair	-	-	-	-	-	-	N/A
25,449	Total non-departmental output expenses	6,336	-	6,336	6,336	6,336	6,378	
Multi-category appropriations Investing in Children and Young People MCA Departmental output expenses								
18,506	Intensive Response	23,117	(1)	23,118	13,751	13,993	13,460	1
436,061	Prevention and Early Support	456,465	(53)	456,518	467,565	474,149	457,256	1
930,983	Statutory Intervention and Transition	1,048,729	(136)	1,048,865	1,013,911	1,047,286	1,018,764	1
8,854	Policy Advice and Ministerial Services	10,379	(2)	10,381	10,327	10,627	9,996	1
1,394,404	Total multi-category appropriations	1,538,690	(192)	1,538,882	1,505,554	1,546,055	1,499,476	
Multi-year appropriations Non-departmental output expenses								
1,420	Independent Advice on Oranga Tamariki	709	-	709	1,100	1,313	-	2
1,420	Total multi-year appropriations	709	-	709	1,110	1,313	-	
1,475,192	Total annual, permanent and multi-year appropriations	1,596,805	(195)	1,597,000	1,591,332	1,633,054	1,552,739	

50 The remeasurement adjustment to departmental output expense appropriations relates to movement in the unvested long service leave provision due to changes in discount rates. Oranga Tamariki—Ministry for Children is appropriated for expenditure excluding remeasurements.

51 These are the appropriations from the Supplementary Estimates, adjusted for any transfers under section 26A of the Public Finance Act.

52 The numbers in this column represent where the end-of-year performance information has been reported for each appropriation administered by Oranga Tamariki—Ministry for Children, as detailed below:

(1) The annual report for Oranga Tamariki—Ministry for Children.

(2) Exemptions granted under section 15D of the Public Finance Act.

Transfers approved under section 26A of the Public Finance Act

There were no transfers made under section 26A of the Public Finance Act (2023: nil).

Statement of Expenses and Capital Expenditure incurred without, or in excess of, appropriation or other authority

FOR THE YEAR ENDED 30 JUNE 2024

Expenses and capital expenditure approved under section 26B of the Public Finance Act – nil (2023: nil)

Expenses and capital expenditure incurred in excess of appropriation – nil (2023: nil)

Statement of Departmental Capital Injections

FOR THE YEAR ENDED 30 JUNE 2024

Actual capital injections 2023 \$000		Actual capital injections 2024 \$000	Approved appropriation 2024 \$000
Vote Oranga Tamariki			
43,499	Ministry of Children	28,592	28,592

Statement of Departmental Capital Injections without, or in excess of, authority

FOR THE YEAR ENDED 30 JUNE 2024

Oranga Tamariki—Ministry for Children has not received any capital injections during the year without, or in excess of, authority (2023: nil).

Reconciliation between total appropriations for Departmental expenses and the Departmental Statement of Comprehensive Revenue and Expenses

Actual 2023 \$000		Actual 2024 \$000
1,418,609	Total expenses in Departmental Statement of Comprehensive Revenue and Expenses	1,564,675
(620)	Remeasurements	(195)
1,417,989	Total appropriations for Departmental expenses	1,564,480

Reconciliation between total appropriations for Non-departmental expenses and the Schedule of Non-departmental Expenses

Actual 2023 \$000		Actual 2024 \$000
30,734	Total expenses in Schedule of Non-departmental Expenses	8,032
(3,865)	GST input tax	(987)
26,869	Total appropriations for Non-departmental expenses	7,045

Reconciliation to total annual, permanent and multi-year appropriations

Actual 2023 \$000		Actual 2024 \$000
1,417,989	Total appropriations for Departmental expenses	1,564,480
30,334	Total appropriations for Departmental capital expenditure	25,280
26,869	Total appropriations for Non-departmental expenses	7,045
1,475,192	Total annual, permanent and multi-year appropriations	1,596,805



APPENDICES

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Appendix A:

Practice and decision-making for unborn and newborn pēpi who enter care under section 78 of the Oranga Tamariki Act 1989

This appendix sets out our fourth report responding to recommendations by the Chief Ombudsman relating to the auditing and public reporting of information regarding section 78 custody orders for unborn and newborn pēpi (under 30 days old). **This is our final report with a dedicated focus on the cohort of newborn pēpi entering care** – from next year, reporting will be expanded to cover entry to care practice and decision-making for tamariki of all age groups, including a sample of unborn and newborn pēpi.

Context

In August 2020, the Chief Ombudsman released a report entitled *'He Take Kōhukihuki, A Matter of Urgency'*, setting out the findings and recommendations from his review of Oranga Tamariki policies and procedures in relation to the placement of unborn and newborn pēpi (babies) into Oranga Tamariki custody under section 78 of the Oranga Tamariki Act 1989 ('section 78 orders'). The report considered practice with pēpi over the period 1 July 2017 to 30 June 2019.

As part of his report, the Chief Ombudsman recommended that Oranga Tamariki audit section 78 custody orders and report publicly on compliance with statutory requirements relating to 'without notice' orders for newborn pēpi.

Since September 2020, routine analysis of practice for all pēpi under 30 days old placed in Oranga Tamariki custody under a section 78 order has been undertaken by the Chief Social Worker & Professional Practice Group⁵³ within Oranga Tamariki. This has enabled regular feedback loops to sites to ensure action can be taken to address any specific gaps or areas for improvement, and has also supported the identification of broader learning opportunities to enable continuous improvement in practice and decision-making for unborn and newborn pēpi.

Until this year, the findings of this analysis have been published separately on the Oranga Tamariki website⁵⁴. From 2023/24 our monitoring findings will be included as an appendix to the Oranga

Tamariki Annual Report, and from 2024/25 will be expanded to provide an overview of entry to care practice and decision-making for tamariki of all ages.

The practice insights from case file analysis included in this appendix cover entry to care practice for pēpi from the end of our last review period (1 September 2022) through to 31 March 2024.

Summary of insights

The analysis identified the following areas in which improvements had been maintained, or practice continued to strengthen, since the report by the Chief Ombudsman and our monitoring of practice first began:

- The total volume of section 78 orders being made for unborn and newborn pēpi annually continues to remain stable following a period of significant decline.
- In many of the cases reviewed, whānau were engaged in a formal process to discuss the concerns and create safety for pēpi prior to the section 78 application.
- Consultation with other professionals to inform the assessment for pēpi remains high.
- In many cases, reviewers found evidence that support services were offered or provided with a focus on preventing removal of pēpi from the care of their parent(s) and/or whānau.
- The use of whānau searching, to provide every opportunity for pēpi to be cared for within their whānau, hapū or iwi, remains high.
- In most cases, initial plans for care arrangements were to support the parent(s) and/or whānau to care for pēpi. However, for a number of the pēpi in this review period, whānau were already providing support and/or care for their older siblings which impacted on whānau capacity or willingness to provide care for the new pēpi. In 88 percent of cases, Oranga Tamariki had prior or current involvement with siblings of pēpi and in 64 percent of cases that involvement was extensive.

53 Formerly the Quality Practice and Experiences group

54 Read more on our third standalone report covering entries to care over the period 1 September 2021 to 31 August 2022 at: www.orangatamariki.govt.nz/assets/Uploads/About-us/Performance-and-monitoring/Ombudsman-reports/Report-s78-pepi-review-FINAL-March-22.pdf

The review identified the following areas of practice that continue to require a focus, and will inform future practice improvement activity:

- While the overall number of applications being made on a 'without notice' basis remains lower than the Ombudsman's review, the proportion of applications made on a 'without notice' basis has increased over this review period. Contributing factors for this increase were high levels of complexity of parental need in most of the cases reviewed, including significant mental health concerns for parents, substance abuse and addiction challenges, and the presence of family harm. This review period also saw an increase in the proportion of reports of concern for pēpi that were received within the last three months prior to the birth of pēpi.
- Whilst early engagement with whānau as part of the 'safety and risk screen' process for pēpi reduced over this review period, this was in the context of high levels of existing Oranga Tamariki involvement with whānau with respect to older siblings of pēpi. Likewise, while in most cases whānau were engaged to discuss the concerns and create safety for pēpi prior to the section 78 application, the use of formal whānau engagement processes such as hui ā-whānau or family meetings and family group conferences decreased in this reporting period. There was an opportunity to strengthen the recording of practice and engagement that was specific to pēpi in those situations where Oranga Tamariki were already actively involved for older siblings, to ensure there was clear visibility of pēpi in planning and decision-making.
- Ensuring timely consultation with Care and Protection Resource Panels remains a key opportunity area for strengthened practice.
- While in most cases support services were in place to address parental disability needs, there was an opportunity to strengthen how assessments and plans evidenced those needs and specified how they would be met.

- Ensuring social work practice is underpinned by regular, quality supervision that is effectively evidenced in case recording remains an area for improvement and is an ongoing priority for Oranga Tamariki.

Overview of entry to care and section 78 volumes annually for all tamariki, and for pēpi

There are several different warrants, care agreements and legal orders under the Oranga Tamariki Act 1989 (the Act) that can be used to place tamariki into the custody of Oranga Tamariki.⁵⁵ The focus of the Ombudsman's report and this case file analysis is section 78 custody orders, where immediate concerns for safety and wellbeing allows the Court to place pēpi in the care of Oranga Tamariki.⁵⁶ These custody orders can be applied for in two ways:

- 'with notice', where the application is served on the parent(s) before it is granted by the Court
- 'without notice', where parent(s) are not informed of the application before it is granted by the Court.

Figure 1 provides an overview of the total number of tamariki of all age groups who entered care under all order types, by financial year, from 2016/17 to 2023/24.⁵⁷ It shows the total number of children entering care each year has reduced significantly since Oranga Tamariki was first established in 2017, from 2,312 individual tamariki entering care in 2016/17 to a low of 943 tamariki in 2021/22. Since 2020/21 volumes have remained broadly stable, with some year-on-year fluctuation and an increase in 2023/24 to 1,226 tamariki entering care.⁵⁸

55 Read more information about when children go into care at: www.orangatamariki.govt.nz/children-in-our-care/when-does-a-child-go-into-care/

56 Read more about our legal statuses for custody guardianship or placement at: practice.orangatamariki.govt.nz/our-work/interventions/family-court-orders/legal-statuses-for-custody-guardianship-or-placement/

57 Note tamariki can be subject to more than one custody order in a year so total entries are greater than distinct children counts. Tamariki can also enter care under a range of Family Court orders or care agreements (not shown as distinct types)

58 Read more information about entries into care at: www.orangatamariki.govt.nz/about-us/research/our-research/entries-into-care/

Figure 1: Annual number of entries to care (all order types) for all-aged tamariki, 2016/17 – 2023/24

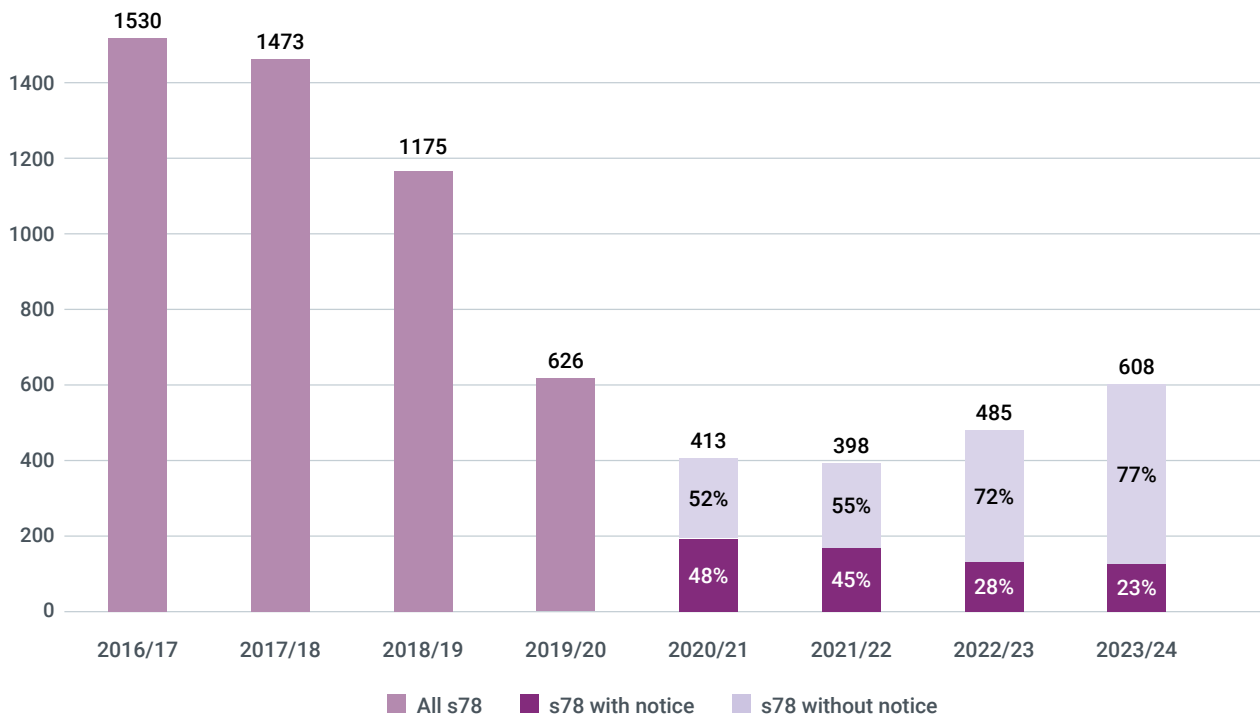
Financial Year	Entries to care (total entries)	Entries to care (distinct children)
2016/17	2393	2312
2017/18	2322	2204
2018/19	1974	1887
2019/20	1338	1281
2020/21	1111	1046
2021/22	1029	943
2022/23	1082	1023
2023/24	1313	1226

* Source: SSORT as of 30th July 2024

Figure 2 provides the annual number of section 78 orders for tamariki of all age groups, by financial year, from 2016/17 to 2023/24. It shows that, like overall care volumes, there was an annual pattern of decline in the number of section 78 orders granted for tamariki between 2016/17 and 2021/22, with volumes reducing from 1,530 to 398 respectively.

The last two financial years have seen some increase in section 78 volumes, with 608 section 78 orders granted in 2023/24, but volumes remain significantly lower than 2016/17 levels. This is consistent with an acknowledgement that, in some cases, the use of section 78 custody orders remains a necessary intervention to ensure the safety of tamariki where other intervention options have been exhausted.

Figure 2: Annual number of section 78 orders for all-aged tamariki, 2016/17 – 2023/24

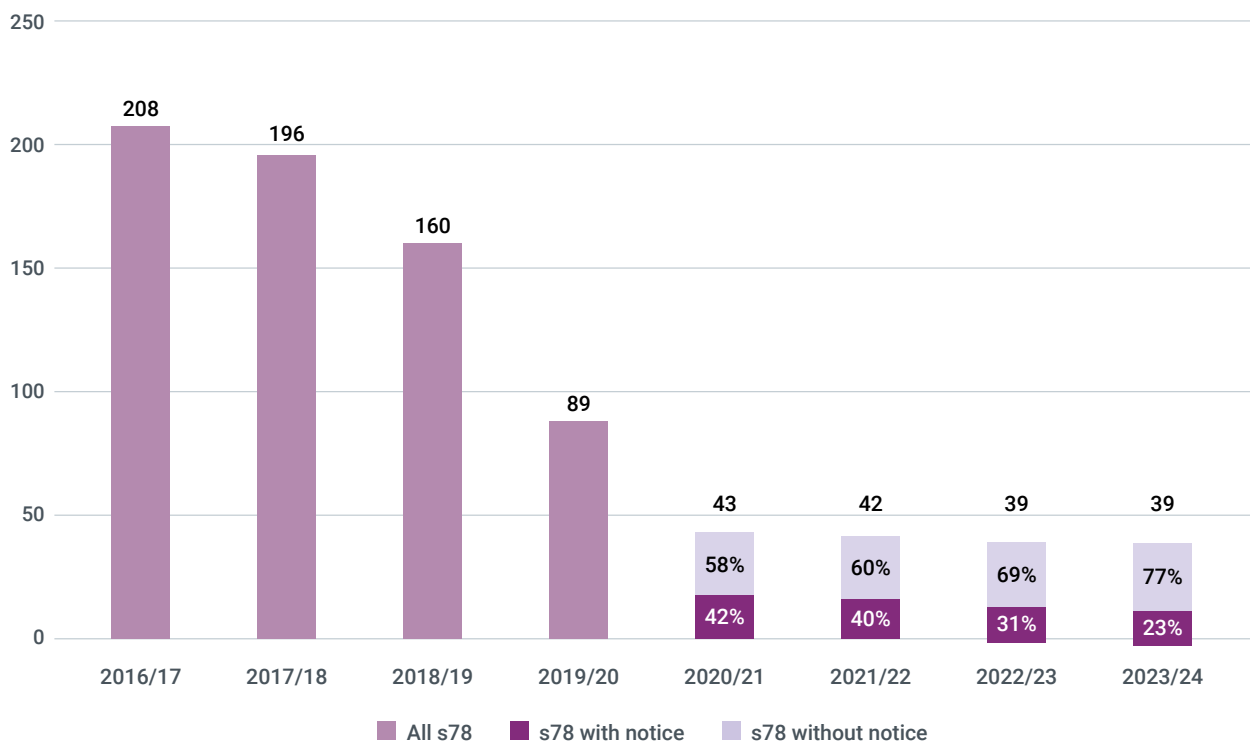


* Source: SSORT as at 30 July 2024

Figure 3 provides the annual number of section 78 orders for unborn and newborn pēpi (under 30 days old), by financial year, from 2016/17 to 2023/24. It shows that the volume of section 78 orders made for pēpi annually reduced significantly between 2016/17 and 2020/21 and

has remained stable at this lower level over the past four years. The reduction in care orders for pēpi is in line with, but more pronounced than, reductions in care entries across all age groups since 2016/17.

Figure 3: Annual number of section 78 orders for unborn and new-born pēpi (under 30 days old), 2016/17 – 2023/24



* Source: SSORT as at 30 July 2024

Analysis of practice with unborn and newborn pēpi

To support our ongoing work to understand practice and decision-making for unborn and newborn pēpi, we looked at the practice and circumstances for all pēpi who entered care under a section 78 order from the end of our last review period (1 September 2022) through to 31 March 2024. In total, 72 pēpi entered Oranga Tamariki care under a section 78 order over this 19-month period. Over the same time-period:

- safety concerns regarding 2,578 unborn and newborn pēpi were reported to Oranga Tamariki, and 1,791 pēpi were referred for assessment
- for 196 unborn and newborn pēpi, care and protection concerns resulted in Oranga Tamariki convening a family group conference with whānau
- in 102 instances, safety concerns for pēpi resulted in pēpi being placed in the care of Oranga Tamariki – for 72 of these pēpi a section 78 order was granted, and the remaining pēpi entered custody under a section 39 place of safety warrant, or a section 139 or 140 temporary care agreement

- pēpi Māori comprised 51 percent of the pēpi for whom an initial report of concern was received, 54 percent of pēpi referred for assessment, 58 percent of pēpi for whom a family group conference was held, and 65 percent of the pēpi placed into the custody of Oranga Tamariki. Reducing this over-representation and supporting tamariki Māori to be safely cared for within their whānau, hapū and iwi remains an area of significant and priority focus for Oranga Tamariki.

Scope and approach

The initial case file analysis was a desk-based exercise that looked at information recorded for each pēpi in the main Oranga Tamariki case management system, CYRAS. Questions focused on core practice policy requirements, with a particular focus on areas of practice and decision-making that are required to be clearly documented, across two key phases of work:

1. Practice prior to the decision to apply for custody of pēpi, including:

- the early work with whānau to seek solutions and provide supports prior to the decision to apply for custody of pēpi
- the decision-making process to apply for custody of pēpi and identify appropriate caregivers.

2. Practice following pēpi being placed in Oranga Tamariki custody, including:

- the process of removing pēpi, where this was necessary
- the work occurring immediately following pēpi coming into care.

The review period for each case spanned the initial report of concern through to four weeks after the pēpi entered custody. For custody orders granted prior to the birth of pēpi, the review considered practice up until pēpi was four weeks of age.

At the end of the case file review, engagement with site staff directly involved in the practice was undertaken to gather additional information about casework in those cases where key pieces of information were either unclear or missing from the written recording. This helped to provide

additional contextual information on practice, and the factors impacting on practice, and these have been noted where relevant throughout the report.

Profile and circumstances of pēpi and their whānau

Of the 72 section 78 orders for pēpi over the period of our review (1 September 2022 to 31 March 2024), 19 (26 percent) were made on a 'with notice' basis and 53 (74 percent) on a 'without notice' basis. Forty-three pēpi were pēpi Māori (60 percent), 23 were of New Zealand European/ Other ethnicity (32 percent), one was a Pacific pēpi (one percent) and five identified as of both Māori and Pacific ethnicity (seven percent). **Previous or current involvement with Oranga Tamariki**

A review of the history for the pēpi who entered care over the period of our analysis showed high rates of prior whānau involvement with Oranga Tamariki, particularly in comparison with our last two review periods.

In 88 percent of cases (63 pēpi), Oranga Tamariki had prior or current involvement with siblings of pēpi. In the remaining 12 percent of cases, pēpi was the parents' first tamaiti – however in over half of those cases, one of the parents themselves had either previously been, or was currently (at the time of our review) in the care of Oranga Tamariki.

In 64 percent of cases, prior Oranga Tamariki involvement was extensive (siblings of pēpi were previously or currently in care, and/or a parent met grounds pursuant to section 18B of the Act⁵⁹). This compared with 51 percent of cases in our 2023 report, and 57 percent of cases in our 2022 report, where there had been extensive prior involvement with siblings of pēpi.

In 40 percent of cases the mother of pēpi had been previously or was currently (at the time of our review) in the care of Oranga Tamariki, and 14 percent of fathers were also care-experienced.

Timing of report of concern

In addition to higher levels of prior involvement, this review period also showed an increase in the percentage of reports of concern for pēpi that were entered within the last three months prior to the birth of pēpi. For 43 percent of the cases

59 During the period of this review, a person met the s18B criteria if they had been convicted under the Crimes Act 1961 of murder, manslaughter, or infanticide of a child or had a child permanently removed from their care. Section 18B was partially repealed in December 2022 and future review work will reflect these changes. Read more information at: <https://practice.orangatamariki.govt.nz/policy/subsequent-child/#section-18b-criteria>

reviewed, the report of concern had been made less than 100 days prior to, or after, the birth of pēpi. This compares with 27 percent and 24 percent in our 2023 and 2022 reports respectively.

Overall, the report of concern that the care and protection of pēpi was at risk was made more than 200 days prior to the birth of pēpi in 12 cases (17 percent), between 100 and 200 days prior to birth in 29 cases (40 percent), between 50 and 100 days prior to birth in 19 cases (26 percent), less than 50 days prior to birth in 10 cases (14 percent), and after the birth of pēpi in two cases (3 percent).

Presenting concerns

The cases reviewed were all complex and high risk in nature. Most often, the initial concerns raised for pēpi reflected recent and historic issues leading to safety planning and interventions to address care and protection needs for older tamariki within the whānau.

In 34 cases (47 percent) reference to conditions resulting in older siblings' removal was an identified factor in the report of concern. In 62 of the 72 cases reviewed (86 percent), three or more risk factors were identified as impacting parenting in the report of concern. The most common risk factors identified were parental substance use (including methamphetamine), family violence, and concerns about the mental health of parents.

Common risks identified in the applications for a section 78 orders were parental substance misuse in 42 cases (58 percent), the presence of violence including aggression and family harm in 38 cases (53 percent), and concerns about parents' mental health, intellectual disability, impaired learning or cognitive challenges in 35 cases (49 percent).

Reviewers noted high complexity and severity of concerns about mothers' mental health in this review period, with a number receiving treatment under the Mental Health (Compulsory Assessment and Treatment) Act 1992 throughout the period reviewed.

As Oranga Tamariki practice continues to prioritise early engagement and the care of tamariki within their whānau, hapū and iwi, reviewers observed that existing arrangements with whānau where older siblings were also in custody had a direct impact on options for care, and approaches to engagement, for the pēpi who came into care over this period. In some cases, the capacity of whānau to provide care for pēpi was reduced due to care already being provided

for siblings, and in other cases challenges in familial relationships and whānau stability as a result of prior interventions for older tamariki had impacted on the willingness or ability of whānau to provide care.

Findings

The following sections set out the core policy and practice expectations for Oranga Tamariki practitioners in responding to concerns about the safety of pēpi, the extent to which those expectations were features of the practice for the pēpi in this review period, and factors impacting on practice and decision-making.

Responding to initial concerns

What is required?

Once a report of concern has been received by Oranga Tamariki and an initial assessment of those concerns has determined that further action is required, a core social work assessment is completed. The first step in the completion of the core assessment is an initial 'safety and risk screen', which includes a visit to the pēpi (if born) and parents/whānau to identify whether the safety and wellbeing concerns are such that immediate action is required while further assessment is undertaken. Safety and risk screens must be completed within 24 hours, 48 hours or 10 days, depending on the nature and severity of the concerns indicated.

If it is not possible to complete the initial safety and risk screen within the required timeframe (for example, where the whānau are unable to be located), the reason for this should be clearly documented.

What happened over the review period and how has practice changed?

In all 72 cases (100 percent), the required safety and risk screen had been completed. Half of these safety and risk screens involved direct engagement with parents or whānau, and in 32 out of 72 cases (44 percent) the screen was completed within the required timeframe or an exception case note was recorded. In 43 out of 72 cases (60 percent), the screen was completed following engagement with other professionals supporting the pēpi or whānau. This represents a small decrease on our last review period, in which 61 percent of screens had been completed following engagement with parents or whānau and 71 percent following consultation with professionals.

Where engagement did not occur, further insight from discussions with site kaimahi (staff) found that in most cases, recent or current involvement with whānau in relation to an older sibling had occurred which had impacted on the social worker's decision-making about whether further engagement was needed to inform the completion of the safety and risk screen. In these cases social workers considered that enough information was known from the report of concern and/or prior engagement with professionals and whānau to determine that further assessment was required.

Mechanisms to support whānau-led decision-making

What is required?

Where the safety and risk screen identifies that there are safety and wellbeing concerns that require further understanding, social workers are required to continue with a core assessment of the needs, strengths, safety and risks of the child and their whānau. Practice guidance underlines the importance of early whānau engagement and encourages the use of hui ā-whānau or a family meeting to ensure whānau strengths and needs are well understood and can be drawn on to create safety for pēpi.

Where a social worker forms a belief that pēpi is in need of care or protection,⁶⁰ they are required by legislation to report that belief to a care and protection coordinator who is responsible for convening a family group conference.⁶¹

A family group conference is a formal meeting where Oranga Tamariki, whānau and other professionals work together to develop a plan to provide support and ensure pēpi is safe and well cared for, ideally within their whānau group.

Applications for custody can be made prior to a family group conference if safety for pēpi cannot be secured, however best practice is for a family group conference to be held prior to a section 78 application wherever possible whilst not compromising the safety of pēpi.

What happened over the review period and how has practice changed?

In 51 of the 72 cases reviewed (71 percent), whānau were engaged in a formal process to

discuss the concerns and create safety for pēpi prior to the section 78 application. This compared with 83 percent of cases in our previous review period, although remains significantly higher than the Ombudsman's review (covering the period 1 July 2017 to June 2019) which found that a hui ā-whānau or family meeting was held prior to the section 78 order in less than 25 percent of cases.

In 29 of these 51 cases, whānau engagement occurred through a hui ā-whānau or family meeting, in 17 cases engagement occurred through a family group conference, and in the remaining five cases both a hui ā-whānau or family meeting and a family group conference were held. For a further 17 cases, a family group conference was held after the section 78 application was made but within the period of our review (up to four weeks after the birth of pēpi).

Of the 48 cases of pēpi Māori reviewed, 31 (65 percent) had a hui ā-whānau, family meeting, or family group conference prior to the section 78 application.

Of the 13 out of 72 cases where there was no evidence of formal whānau engagement (via either a hui ā-whānau, family meeting or family group conference) during the review period, in all but one case other forms of engagement with whānau were evidenced (but not via the formal mechanisms noted above). Twelve of the 13 cases were 'without notice' applications for custody, where the time prior to the application was being used to identify alternative options to establish safety.

Further investigation into these cases identified that, in most cases, there were multiple factors impacting on the ability to undertake formal engagement processes prior to the section 78 order. Significant mental health concerns for parents, substance use and addiction challenges, and fractured whānau relationships were identified in a number of cases, with reviewers observing that social workers were often trying to balance the needs and rights of pēpi, mum and whānau, core practice expectations, and impending birth.

In some instances, given the active work already underway with whānau as part of the intervention for the older siblings of pēpi, insight from that wider engagement was being utilised to inform a greater understanding of the presenting concerns for the safety of pēpi.

60 As defined by s14(1) of the Act.

61 Under s18(1) of the Act.

Mechanisms to support whānau care

What is required?

Assessing issues that could impact the safety of pēpi while promoting care within parental, whānau, hapū and iwi networks requires proactive discussions about risk of harm and securing of safety. Building meaningful relationships to support parents and whānau to participate in planning and decision-making takes sustained effort and time. Prior involvement with Oranga Tamariki, and the timing between report of concern and birth, both impact on social workers' ability to meaningfully engage parents and whānau in building safety and providing supports.

'Safety planning' involves working within these relationships to create identifiable actions to enhance protection for pēpi, and when completed effectively, these plans can prevent the need for pēpi to enter care.⁶²

Effective safety planning and assessment practice requires the involvement of other professionals to assist parents and whānau to create and bolster safety, and for pēpi Māori can include connecting whānau to support from iwi, Māori partners and NGOs, which is grounded in a restorative approach and underpinned by a Māori-principled world view.

Where the immediate safety of pēpi can only be secured through alternative care arrangements, and custody orders are required, social workers must ensure that all opportunities are enabled for pēpi to be cared for within their whānau, hapū or iwi. Key elements of supporting the identification of effective care arrangements for pēpi include whānau searching,⁶³ working with specialists such as kairaranga ā-whānau⁶⁴ to complete whakapapa searching,⁶⁵ and utilising hui ā-whānau, family meetings and family group conferences as a mechanism for sharing concerns, supporting whānau participation in decision-making, and developing plans to keep pēpi safe.⁶⁶

What happened over the review period and how has practice changed?

Safety planning

In all cases, reviewers found evidence of attempts to build safety for pēpi with parents and whānau.

In all but 13 cases, attempts to engage early occurred successfully with parents and/or whānau to build safety as part of the assessment phase for pēpi. In three of the 13 cases where early engagement did not occur, the process of building safety occurred with whānau close to the birth of pēpi. For the remaining 10 cases, the assessment phase was relatively short, and indicated an early decision that intervention was necessary to establish and maintain safety for pēpi. Nine of the 13 cases had a family group conference held prior to the application for custody.

In 20 of the 72 cases reviewed (28 percent), a written safety plan was recorded for pēpi in the assessment phase. Parent(s) and/or whānau were involved in the development of the safety plan in 18 of those cases, and professionals were involved in 12 cases.

Cultural support

In 32 of the 48 pēpi Māori cases reviewed (67 percent), there was evidence that cultural supports were provided to parent(s)/whānau. In the previous review period, reviewers found cultural supports were provided in 63 percent of cases of pēpi Māori reviewed. In 36 of the 48 pēpi Māori cases reviewed, there was evidence that cultural supports were provided to the social worker.

Cultural support was most likely to be provided by a kairaranga ā-whānau (a Māori specialist role within Oranga Tamariki with a focus on identifying and engaging whānau, hapū and iwi and supporting staff to integrate appropriate cultural knowledge and practice into the decision-making process), a marae or iwi-based social service, or a Kaupapa Māori service.

62 Oranga Tamariki Practice Centre – Safety planning practice.orangatamariki.govt.nz/previous-practice-centre/policy/assessment-and-decision-making/key-information/building-safety-around-children-and-young-people/

63 Oranga Tamariki Practice Centre – whānau searching practice.orangatamariki.govt.nz/our-work/working-with-maori/how-to-work-effectively-with-maori/practice-for-working-effectively-with-maori/whānau-searching/

64 Oranga Tamariki Practice Centre – kairaranga ā-whānau practice.orangatamariki.govt.nz/our-work/working-with-maori/how-to-work-effectively-with-maori/practice-for-working-effectively-with-maori/kairaranga-a-whānau/

65 Oranga Tamariki Practice Centre – Whakapapa research practice.orangatamariki.govt.nz/our-work/working-with-maori/how-to-work-effectively-with-maori/practice-for-working-effectively-with-maori/whakapapa-research/

66 Oranga Tamariki Practice Centre – FGC Standards practice.orangatamariki.govt.nz/policy/family-group-conferencing-practice-standards/

These findings indicate that cultural support is being provided in most cases, although reviewers observed that the recording of this could often be strengthened. Discussion with sites identified some ongoing challenges around the documentation of cultural support, including differing understandings and expectations of the kairaranga ā-whānau role, access to CYRAS, and differing views about the cultural appropriateness of recording whānau stories and whakapapa in the case management system.

Whānau searching

There was evidence of whānau searching in the assessment phase in 70 of the 72 cases reviewed (97 percent). In the previous review period, reviewers found evidence of whānau searching in 88 percent of cases. The most frequently evidenced approaches to whānau searching involved discussions with parents and whānau to explore whānau narratives and identify people with whom to engage. This was followed by engagement of kairaranga ā-whānau to assist in searching, engagement with other whānau identified by parents and whānau, recording of genograms and chronologies, and recording of iwi affiliations.

Whānau searching was evidenced in 47 of the 48 cases for pēpi Māori reviewed (98 percent). In 23 of those 47 cases (49 percent), a kairaranga ā-whānau or another cultural advisor supported whānau searching efforts.

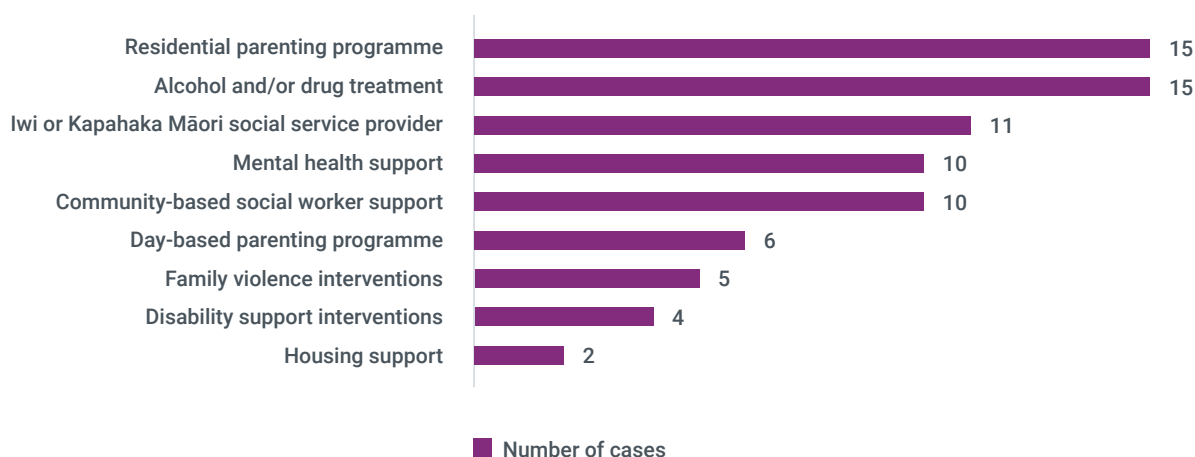
In the two cases where there was no recorded evidence of whānau searching in the assessment phase, whānau searching either occurred after the section 78 order had been granted or had been conducted previously for the older siblings of pēpi who were already in the care of Oranga Tamariki.

Provision of support services to parents and whānau

In 52 out of 72 cases (72 percent), reviewers found evidence that support services were provided or offered to parent(s) and/or whānau with a focus on preventing the removal of the new pēpi from parent(s) and/or whānau care. In the previous review period, reviewers found support services were provided in 66 percent of cases.

The most frequent form of support provided or offered was a residential parenting programme (15 cases), alcohol and/or drug treatment (15 cases), support from an iwi or Kaupapa Māori service provider (11 cases), mental health support (10 cases), community-based social work support (10 cases), and day-based parenting support (six cases). Other forms of support included family violence interventions, disability support services, and housing support.⁶⁷

Figure 4: Support services provided to parent(s)/whānau



67 Some parents and/or whānau were provided or offered multiple forms of support

In the 20 cases where supports were not provided, either supports were considered by the social worker but unable to be provided due to disengagement of parents, or there was an early decision that the parents would not be supported to retain the care of pēpi.

Arrangements for the care of pēpi

In 69 of the 72 cases reviewed (91 percent), initial plans for care arrangements were to support the parent(s) and/or whānau to care for pēpi. In the remaining cases, factors such as parental mental health, addiction concerns, and a lack of parental desire to care for pēpi contributed to alternative care arrangements sought. In the previous review period, reviewers found there were initial plans to support parents and/or whānau to care for pēpi in 80 percent of cases.

At the time the section 78 order was made, 42 out of 72 pēpi (58 percent) remained in the care of parent(s) and/or whānau. This compared with 70 percent, 62 percent and 53 percent in our previous three reporting periods.

In the 30 cases where pēpi did not remain in the care of parents or whānau following the section 78 order, seven pēpi were placed with non-kin carers because of emergency action where a section 39 place of safety warrant had been granted prior to the section 78 application. In the remaining 23 cases where pēpi was placed with non-kin carers, in eight cases whānau caregivers had not been identified prior to the time of removal, in five cases whānau caregivers had not been assessed, in five cases whānau caregivers were assessed and/or subsequently identified as not safe, and the remaining five cases had whānau leading the decision for non-kin placement.

At the time of review, 44 pēpi were in the care of parent(s) and/or whānau (61 percent), 33 of whom were pēpi Māori (69 percent). Twenty-eight pēpi were placed with non-kin caregivers (39 percent), five of whom were with their older siblings. Three pēpi who had initially been placed with non-kin caregivers at the time of the section 78 order had been transitioned back to whānau/parent(s) care, and one further pēpi had entered non-kin care following a breach of the safety plan.

Supporting parents with disabilities and health related needs

What is required?

The United Nations Convention on the Rights of Persons with Disabilities is clear that no tamaiti should be separated from parents based on a

disability of one or both parents. Parents with a disability should also be provided with advocacy support as well as the support needed to discharge their parental responsibilities.

Oranga Tamariki guidance notes assessments and plans need to consider the parents' strengths and how their disability or health related needs are being met or could be met. Where parents have a disability or health related need, guidance advises the need to work closely with those parents, and with disability, mental health or addiction services, to share information and develop joint plans. Where parents are not engaged with specialist services, social workers should work with their consent to make referrals for support and assistance where required.

What happened over the review period and how has practice changed?

Disability

Of the 72 cases reviewed, the mother of pēpi had an identified disability in 22 cases (31 percent) and in nine cases (13 percent) the father of pēpi had an identified disability. Parental disabilities included diagnosed intellectual disability, foetal alcohol spectrum disorder, traumatic brain injury, and cognitive difficulties.

Of the 30 parents for whom a known parental disability was identified, there was evidence that action was taken to address those needs or that existing supports were in place in 28 cases (93 percent). This compared with 64 percent in the previous review period. Of the two cases where there was no evidence of actions taken or supports put in place, reviewers found evidence that the social worker had attempted but been unable to successfully engage the parent to complete an assessment in relation to capacity to provide safe care.

Health-related needs

Of the 72 cases reviewed, the mother of pēpi had an identified health need in 56 cases (78 percent) and the father of pēpi in 11 cases (15 percent). In some cases, both the mother and father of pēpi had an identified health need – overall, 60 pēpi (83 percent) had one or more parents with an identified health need. Twenty-three pēpi (38 percent) had a parent with both substance abuse and mental health needs, 21 pēpi (35 percent) had a parent with an identified substance addiction need (including methamphetamine), and 16 pēpi (27 percent) had a parent with identified mental health needs.

Of the 60 parents with an identified health need, there was evidence of services or supports being offered or provided to address those needs in 44 cases (73 percent). Where support was not offered or provided, there was evidence of active social work attempts to engage with parents, and in one case the report of concern was received very close to the birth of pēpi which restricted the time available to put the necessary supports in place. In all instances, there was evidence that social workers were considerate to the health needs of the parents in formulating the assessment and intervention for pēpi. In most cases, parents were actively engaged with support services prior to pēpi coming into care.

Reviewers observed that the presence of significant mental health needs for mothers of pēpi was high, including a number of cases where the mother of pēpi was sectioned under the Mental Health (Compulsory Assessment and Treatment) Act 1982 or subject to a compulsory treatment order in the community.

Reviewers noted that this added to both the complexity and the level of resourcing required in those cases to support the mother to have an opportunity to safely care for her pēpi, and to enable her participation in planning and decision-making.

Mechanisms to ensure appropriate decision-making by Oranga Tamariki practitioners

What is required?

Social workers are required to exercise their professional judgement, obligations and ethics in the context of a legislative and organisational framework designed to help ensure the appropriate exercise of Oranga Tamariki powers and duties through the promotion of collaborative and consultative decision-making.

The Child and Family Consult

The Child and Family Consult process supports social workers to structure their thinking about what is happening in the whānau, and to identify and consider indicators of risk, danger and harm alongside indicators of safety and strengths. The consult must be used during the assessment or investigation phase, or when removal from home is considered, to inform the analysis and next steps.

Supervision

Effective supervision is a critical part of ensuring good outcomes for tamariki and whānau. It is also integral to ensuring safe social work practice and helping practitioners to reflect on practice and decision-making, and to develop skills.

Supervision has a range of functions and can occur in a range of ways. One of the functions of supervision is case-specific discussions. These can occur during a structured professional supervision session or during more informal supervision, such as real-time case consultation with a Supervisor, Practice Leader or peer.

Oranga Tamariki policy stipulates how often an individual practitioner must receive professional supervision. While there are no specific requirements around the frequency of informal supervision that is directly case-related, and this typically happens on a day-to-day basis, depending on the circumstances of the case or the needs of the staff involved. Supervision that involves case-related decisions needs to be recorded on CYRAS.

Care and Protection Resource Panels

Care and Protection Resource Panels (CPRPs) are statutory bodies under the Oranga Tamariki Act 1989. Legislation provides for the establishment of CPRP to provide external advice and guidance to social workers undertaking their responsibilities under the Act. When CPRPs effectively represent local communities (particularly local iwi/Māori) and the broader child wellbeing sector, they can provide a useful professional challenge to social workers' thinking, and open alternative strategies and solutions to address tamariki safety.

Social workers are required to consult with their site's CPRP as soon as possible after having commenced an investigation.⁶⁸ Care and protection coordinators are also required to consult with their site's CPRP when they receive a referral for a family group conference and when there is a non-agreement at a family group conference.

Working in partnership

Social workers need to build effective and collaborative relationships with other professionals and recognise the unique

68 Read more about Oranga Tamariki Practice Centre – CPRP at: practice.orangatamariki.govt.nz/our-work/assessment-and-planning/assessments/intake-and-early-assessment/core-assessment-phase/care-and-protection-resource-panel/

contribution that they make to maintaining the safety of tamariki. By sharing information with them, seeking their professional judgement in assessment and decision-making, and working with them to involve whānau in decision-making processes, the quality of social work assessments and plans is strengthened.

Oversight of 'without notice' custody applications

In instances where fast and decisive action is required to ensure the immediate safety of a tamaiti, social workers may seek an interim custody order on a 'without notice' basis. This involves the Family Court making an interim custody decision without representation from parent(s) or guardians and prior to the appointment of counsel for the tamaiti.

There is a high bar for applying for orders on this basis because of the principles in legislation that prioritise whānau, hapū, iwi and family group participation in decision-making. Following the Hawke's Bay Practice Review, which involved the use of a 'without notice' custody order, Oranga Tamariki policy was amended to require that, before they can be filed, all section 78 'without notice' applications be approved by the Site Manager, and the decision endorsed by the site's Practice Leader and the Regional Litigation Manager.

What happened over the review period and how has practice changed?

The Child and Family Consult

In 50 of the 72 cases reviewed (69 percent), a child and family consult was used to support the decision to apply for the section 78 order. In a further 15 cases there was an indication in case recording that some form of consult had occurred, but without the nature or detail of this being documented. In the previous review period, reviewers found that a child and family consult was held to support the decision to apply for the section 78 order in 78 percent of cases.

Care and Protection Resource Panels

In 41 of the 72 cases reviewed (57 percent), reviewers found evidence that the site's CPRP had been consulted during the assessment phase. In a further case CPRP consultation occurred after the section 78 order had been granted. This compared with 66 percent of cases in our previous review period. In 25 of the 41 cases in which consultation was recorded, it occurred in a timely manner.

Of the 39 cases in which a family group conference was held within the review period, reviewers found evidence that the care and protection coordinator had consulted the CPRP in 14 cases (36 percent). This represents a small increase on our previous review period, where reviewers found evidence of consultation in 30 percent of cases.

Further investigation with sites where consultation was not evidenced in the assessment or family group conference phase identified a range of challenges impacting on practice, including difficulties forming and maintaining effective community representation on the panel and ensuring a CPRP quorum, and opportunities in some cases to strengthen understanding of referral processes, the role and function of the CPRP, and CPRP advice and support. In some sites, other forms of collaborative consultation and engagement were in place that sat outside of the formal CPRP process.

Supervision

One-to-one supervision was evidenced in case work recording in 50 (69 percent) of the 72 cases reviewed – however in engagement with sites, social workers reported receiving more frequent supervision than what was recorded in CYRAS. This represents an improvement on the 54 percent of cases reported in our previous review period.

Working in partnership

In 66 (92 percent) of the 72 cases reviewed, there was evidence in case recording that other professionals were consulted to inform the assessment for pēpi. This compares with a finding of 98 percent in our previous review period, indicating that the practice of consulting with other professionals to inform the assessment for pēpi remains high.

Most consultation occurred with midwives or maternity professionals, followed by mental health professionals, family violence support services, and parenting and family support service professionals. In the six cases where no consultation was evidenced in the assessment phase, these reflected situations where prior involvement of Oranga Tamariki meant that early decisions had been made that intervention was necessary.

Of the 43 cases of pēpi Māori, iwi social services, marae-based services or Kaupapa Māori services were consulted in the assessment phase in 15 cases. Reviewers were unable to determine from recording how many of the broader kaimahi supporting parent(s) and whānau (for example, maternity professionals) were also kaimahi Māori.

Regarding the extent to which whānau had the opportunity to be heard in the Family Court, 19 of the 72 section 78 applications (26 percent) were made on a 'with notice' basis and 53 (74 percent) were made 'without notice' during the period of our review.

Engagement with sites to gain further insight into the use of 'without notice' orders identified that in some cases a position had been taken to prioritise time to work with parent(s) and whānau to identify suitable alternative plans for the safe care of pēpi without the need for custody orders. This meant that, if circumstances changed quickly or suitable alternatives were unable to be secured, faster action was needed to ensure arrangements were in place that ensured the safety of pēpi upon their birth.

Oversight of without notice custody applications

Of the 53 cases in which a 'without notice' section 78 order was granted, all were applied for by Oranga Tamariki.⁶⁹ In 43 of these 53 cases (86 percent), the required approval form had been completed by the Site Manager, endorsed by the Practice Leader and Regional Litigation Manager, and uploaded to CYRAS.

Further investigation into the ten cases without a recorded approval form identified that in two cases the application had been made 'with notice' but the Judge had granted the order 'without notice' by their own volition, and in another case a 'with notice' application had been filed, however the matter was presented verbally and granted 'without notice'. In the remaining cases, engagement with the relevant sites identified that the correct approvals had been granted, but the approval forms had not yet been uploaded to CYRAS at the time of our review (this had since been addressed in all but two cases at the time of reporting).

Support for parents and whānau through the removal process, where removal is required

What is required?

In some instances where a section 78 order has been granted, the parents retain the day-to-day care of pēpi, or they support their whānau or other carers having the day-to-day care of pēpi until longer-term solutions are found.

In other circumstances, executing the order requires pēpi to be physically removed from

parents. This requires a planned approach that clearly identifies risks and ensures that all professionals involved understand their role. Practitioners must effectively prepare and support parents and whānau to minimise the impact of trauma on them – for example, by having time with pēpi and whānau before pēpi is removed.

What happened over the review period and how has practice changed?

As previously noted, while in 69 of the 72 cases reviewed (91 percent) initial plans for care arrangements were to support the parent(s) and/or whānau to care for pēpi, at the time of the section 78 order being made 42 pēpi (58 percent) were able to remain in the care of their parent(s) and/or whānau. This was notably higher for the pēpi Māori reviewed, with 32 (74 percent) of pēpi Māori remaining in the care of parent(s) and/or whānau.

In seven of the 42 cases, the decision to apply for a section 78 order while pēpi remained in the care of parent(s) and/or whānau was based on concerns held by Oranga Tamariki; in 35 cases, the decision was based on shared concerns held by both whānau and Oranga Tamariki. In most cases where pēpi remained with parent(s) and/or whānau, the rationale for the section 78 order was to provide security for the placement of pēpi due to concerns that parent(s) may not adhere to the safety plan in place for pēpi.

Of the 30 cases (42 percent) in which pēpi did not remain with parent(s) and/or whānau, pēpi was removed from their care following the section 78 order in 23 cases. In seven cases, pēpi was already in the custody of Oranga Tamariki prior to the section 78 order being granted, as a section 39 place of safety warrant had been made prior to the section 78.

Of the 23 cases where pēpi was removed from the care of parent(s) and/or whānau following the section 78 order, reviewers found evidence of a written plan established for removal of pēpi in advance for that process in 15 cases. In the remaining eight cases, while there was no evidence of a written plan on CYRAS, there was evidence of discussions with the parents of pēpi about the process of bringing pēpi into care. In some cases, urgent removal was required to secure the physical safety of pēpi, due to inadequate and unsafe care, or acute unwellness (of either the mother or pēpi) occurring during the planned period of bonding.

69 Section 78 of the Act allows others who are party to the Court proceedings to make an application for an interim custody order.

In the 23 cases where pēpi was removed from the care of their parent(s) and whānau, the removal occurred in hospital in 17 cases, from the home of pēpi in four cases, and from a friend or associate of the parent's home in two cases.

In 22 (96 percent) of the 23 cases, reviewers found evidence that provisions had been made for parent(s) and whānau to spend dedicated time before pēpi was removed from their care. While recording of the removal of pēpi was inconsistent, site feedback indicated that consideration was given to providing opportunities for parents to spend quality time with pēpi immediately following birth, and where possible, for an extended time. Feedback also noted that in some cases hospitals were providing extended stays for mothers on a social admission basis to support this process, where there was capacity to do so.

In the previous review period, 75 percent of parents were provided with dedicated time with pēpi before pēpi was removed from their care.

In 13 of the 23 cases (57 percent) in which pēpi did not remain with their parent(s) or whānau, reviewers found evidence that support(s) were offered to parent(s) and whānau or that supports were already in place. In the remaining cases where evidence was not found of supports being offered to parent(s) and whānau to help them to deal with the separation from pēpi, reviewers noted that there were recorded attempts to put supports in place for the parents unsuccessfully.

Support for breastfeeding and connection

What is required?

Practice guidance on breastfeeding speaks to the concept of ūkaipō. Ūkaipō refers to the nurturing of a person, not just the physical nurturing but also the spiritual and emotional nurturing. As well as providing physical nourishment, breastfeeding connects pēpi and their mother spiritually and emotionally. Social workers need to ensure breastfeeding and access to breast milk, and the physical connection of pēpi to their parents and whānau, are supported.

All efforts should be made to ensure breastfeeding can happen if this is the mother's wish and is safe for pēpi. Only in exceptional circumstances, where the immediate safety or health of pēpi would be compromised through breastfeeding, will breastfeeding not be supported and encouraged when a pēpi enters care. When a mother is unable to feed her pēpi because she is physically unable to breastfeed, or it is unsafe to

do so, every effort should be made to enable skin-to-skin contact, bonding and attachment to occur.

Supports for parents and whānau, including to maintain and strengthen connections with their pēpi, are important considerations and should be identified throughout assessment, discussed as part of planning, and formalised within the family group conference plan or Family Court plan.

What happened over the review period and how has practice changed?

Of the 54 cases in which pēpi was cared for by their whānau or a non-kin caregiver, there was evidence in case recording in 26 cases (48 percent) that the mother's wishes regarding breastfeeding pēpi were discussed. Of these 26 cases, the mother of pēpi expressed that they did not wish to breastfeed in three cases, and that they did wish to breastfeed in 23 cases. The previous review period found evidence in 59 percent of cases that the mother's wishes regarding breastfeeding were discussed.

In several cases where there was no recorded evidence of a prior discussion taking place, reviewers found case work recording after the birth of pēpi that demonstrated the mother was breastfeeding pēpi and being supported to do so.

Of the 23 cases where prior discussions were evidenced about mother's wishes to breastfeed, where pēpi was placed with caregivers or whānau without mum, supports were put in place to enable breastfeeding and bonding to occur in 17 cases. Of the remaining six cases, both recorded and site feedback indicated that opportunities for breastfeeding were explored in all cases, however, supports were not always feasible to implement due to medical advice around the potential for drug transfer through breastmilk, or disengagement following birth by mum.

Reviewers noted an inconsistent approach to recording of information about the mother's intention to breastfeed and of clear plans to enable this to occur.

In 66 of 72 cases (92 percent), there was evidence of either breastfeeding, or opportunities for skin-to-skin contact, bonding and attachment between mother and pēpi. In cases where this did not occur, the circumstances included plans changing quickly post-birth requiring intervention to ensure the physical safety of pēpi, admission of pēpi to NICU (Neonatal Intensive Care Unit), and mum self-discharging from the maternity unit.

In the previous review period, reviewers found evidence of breastfeeding or opportunities for skin-to-skin contact in 80 percent of cases.

Next steps

Insights from this case file analysis will inform ongoing work to continuously strengthen practice with pēpi and their whānau. This includes engaging directly with practitioners and sites where practice issues or examples of excellent practice have been identified, and sharing insights with operational leaders.

Case file analysis has now been broadened to look at entry to care practice for tamariki of all age groups, where care and protection concerns have been identified. The findings will be included in the 2024/25 Annual Report and will look at practice over a 12-month period from 1 April 2024 to 31 March 2025.

Appendix B:

Annual report on compliance with the National Care Standards regulations – 2023/24

The National Care Standards (and Related Matters) Regulations 2018 (the Care Standards) set out the standard of care that all children in care should expect to receive. Achieving them is a core priority for Oranga Tamariki. To support us to achieve these obligations for the tamariki in our care, we have developed a self-monitoring system that is designed to:

- identify key strengths and areas for improvement in practice, and how these are changing over time
- identify the key enablers and/or barriers to quality practice
- provide timely and actionable information to support strategic and operational oversight and decision-making

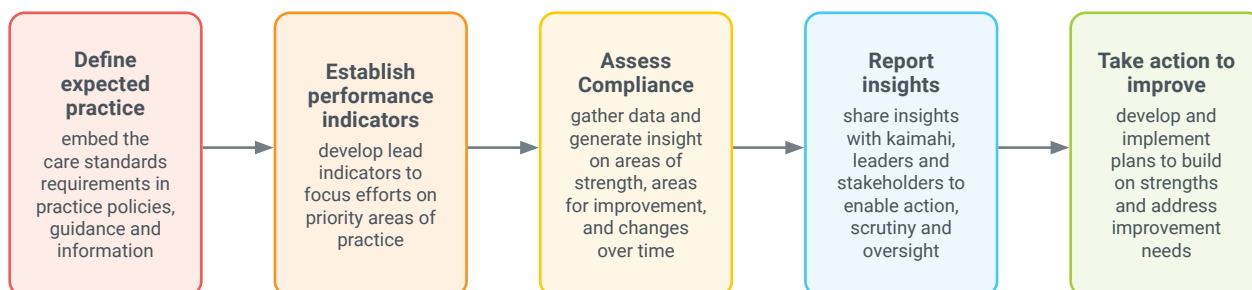
- support local-level learning and continuous improvement in practice within our frontline teams
- meet our regulatory obligations and enable the provision of information to our independent monitors.

This report sets out the findings of our self-monitoring of practice with children in Oranga Tamariki care for the 2023/24 year.

Our self-monitoring approach

We have developed a self-monitoring approach focused on generating timely and actionable insights to drive improvements in our performance in an effective and meaningful way.

Figure 1: Oranga Tamariki approach to self-monitoring compliance with the Care Standards



Work has continued to further mature and strengthen our self-monitoring approach, with a particular focus on continuing to strengthen our data systems and measures to enable a greater use of structured data to monitor the extent to which key process-focused aspects of the Care Standards are being achieved across the population of tamariki in care.

Alongside this, we have also continued to invest significantly in the completion of case file analysis to provide a more comprehensive picture of the quality of practice for tamariki in care. Case file analysis involves a manual review of cases by a team of quality assurance professionals, to enable us to better understand not only *whether something was done* but *how well it was done* and the extent to which it *met the needs of the individual tamaiti*.

While case file analysis looks at practice in a sample of cases, the sampling methodology is robust and produces reliable, high-quality data. Last year, we had our case file analysis methodology independently reviewed by a statistician to ensure its rigour and integrity.

Insights from our self-monitoring are communicated to leaders and kaimahi (staff) within Oranga Tamariki to drive continuous improvements in practice, are shared with our independent monitors to enable external scrutiny and oversight, and are reported publicly to support transparency and accountability in our performance.

Lead indicators

Last year, we identified 16 lead indicators to provide a framework for assessing our performance against the Care Standards. These indicators were designed to focus on the foundational aspects of practice that, if we get them right, position us well to meet our regulatory obligations and the needs and expectations of tamariki in care. They reflect some of the things that tamariki have told us are important to them, are aligned with our core Practice Standards⁷⁰, and provide broad coverage across the five relevant parts of the Care Standards regulations.

This year, as part of our ongoing work to strengthen our self-monitoring approach, we have expanded our lead indicators and have included six⁷¹ new indicators with a particular focus on:

- providing better visibility of both the frequency and quality of social worker visits to tamariki in care to ensure their safety and wellbeing
- understanding the extent to which children in care are having opportunities for play and experiences that are appropriate to their interests and development
- understanding practice for older rangatahi transitioning to adulthood, and
- demonstrating the extent to which social workers are implementing the actions set out in plans as intended.

⁷⁰ Read more about our Practice Standards at: <https://practice.orangatamariki.govt.nz/practice-approach/practice-standards/>

⁷¹ With respect to visits to tamariki in care, one previous indicator has been replaced with two new indicators – this means that, while there are six new indicators in 2023/24, one indicator has been removed so the total number of indicators has increased from 16 to 21.

Overview of lead indicators for each part of the Care Standards regulations

PART 1

Needs assessments, plans, visits, and collection of information about Tamariki

- Tamariki have a **current assessment** of both their immediate and long-term needs
- Tamariki have a **current plan** that contains actions to address those needs, when those actions will be taken, and by whom
- The **safety needs** of Tamariki are identified and addressed in their plan
- The needs of Tamariki to establish, maintain or **strengthen connections** with members of their family, whānau or family group are identified and addressed in their plan
- The **identity and cultural needs** of Tamariki are identified and addressed in their plan
- The **health needs** of Tamariki are identified and addressed in their plan
- The **education needs** of Tamariki are identified and addressed in their plan
- **Family/whānau views** have been identified and considered
- **Other professionals** have been consulted with, and their views considered
- Tamariki have received **regular visits** over the preceding 12 months – **NEW**
- Tamariki have received **quality engagement** – **NEW**

PART 2

Support to address Tamariki needs

- Tamariki Māori are being supported to establish, maintain, or strengthen connections with their **marae, hapū or iwi**
- For Tamariki with a disability, their **disability-related needs** have been identified and appropriate services and supports are in place
- Tamariki have **opportunities for play and experiences** that are appropriate to their interests and development – **NEW**
- There is evidence the social worker is **carrying out these actions** agreed to in the Tamariki plan – **NEW**

PART 3

Caregiver and care placement assessment and support

- A **full or provisional assessment of the caregiver** has been carried out prior to Tamariki being placed with them
- There is a **current caregiver support plan** that sets out the actions that will be taken to meet caregiver needs, to enable them to provide quality care
- There is evidence the caregiver social worker is **carrying out the actions** agreed to in the caregiver support plan – **NEW**

PART 4

Supporting Tamariki to express their views and contribute to their care experiences (includes duties in relation to allegations of abuse or neglect)

- Tamariki views have been identified and considered

For information on Oranga Tamariki duties in relation to allegations of the abuse or neglect of Tamariki in care, please refer to our Safety of Children in Care report

PART 5

Supporting Tamariki during care transitions

- Where there is an **expected transition** for Tamariki to a new care arrangement, planning has occurred to support a successful transition
- For rangatahi **transitioning to adulthood**, planning has occurred to support a successful transition – **NEW**

How we assess our performance against the lead indicators

To support us to clearly identify and report on our compliance with the Care Standards, we have provided an **indication of compliance** and an **indication of trajectory** for each of the 21 lead indicators.

Indication of compliance

How frequently are we sufficiently meeting the standard?

- Achieving compliance (90 percent and above)
- Most of the time (70-89 percent)
- More than half of the time (50-69 percent)
- Some of the time (30-49 percent)
- Occasionally (10-29 percent)
- Almost never (less than 10 percent).

Trajectory of compliance

Based on the calculated margin of error for each result to determine whether a statistically significant change has occurred, when comparing 2023/24 results with 2022/23 results, compliance has:

- Increased
- Demonstrate no significant change
- Decreased
- Baseline (new measure or no comparable data for previous years).

Our sources of evidence

To provide a comprehensive view of practice, our self-monitoring approach draws on a range of sources of data, information and insights. These include:

- structured data from our case management systems, which provide information at the population level for all children in care and help us understand **whether or not something was done** (e.g. for each child, was there a written assessment and plan?)
- insights generated from a manual review of practice in a sample of cases ('case file analysis'), which provide a richer and deeper picture of the quality of practice and help us understand **whether things were done well** (e.g. was the assessment well-informed and did the actions in the plan address the needs identified in the assessment?)

- information from surveys and other forms of engagement with tamariki, whānau and caregivers, which helps us understand **whether the practice met the needs or expectations of those it was intended to support.**

Performance against the lead indicators

Last year, we reported that there had been a significant improvement in the performance of Oranga Tamariki in seven out of the 15 lead indicators where there was comparable data from the previous reporting period. This year, we can report that we have largely maintained that lift in performance across the lead indicators, with most indicators showing no statistically significant change in the past year, one indicator showing an improvement in performance, and three indicators (including one new lead indicator) showing a decrease on the previous year's results.

In particular, the percentage of tamariki Māori for whom there was evidence they were being supported to establish, maintain, or strengthen connections with their marae, hapū or iwi (beyond their immediate whānau) decreased from 52 percent in 2022/23 to 42 percent in 2023/24. However, this was in the context of very high rates of support being evidenced for tamariki to maintain connection with members of their immediate whānau – for almost all tamariki Māori (99 percent), members of their immediate whānau had been identified by their social worker, 97 percent had details on contact arrangements with whānau set out in their plan, and for 86 percent of tamariki Māori there was evidence that support was being provided for that contact to occur.

Of the 21 lead indicators for 2023/24, self-monitoring identified that Oranga Tamariki was:

Achieving compliance for four indicators:

- Ninety percent of tamariki had a current needs assessment that assessed both their immediate and long-term needs (no significant change from 2022/23).
- For 92 percent of tamariki with a current plan, their safety needs were identified and addressed in their plan (no significant change from 2022/23).
- For 90 percent of tamariki with a current plan, their education needs were identified and addressed in their plan (no significant change from 2022/23).

- Ninety-two percent of tamariki had opportunities for play and experiences that were appropriate to their interests and development (*new lead indicator*).

Compliant most of the time for 12 indicators:

- Eighty-six percent of tamariki had a current plan that contained actions to address their needs (no significant change from 2022/23).
- For 88 percent of tamariki with a current plan, their health needs were identified and addressed in their plan (no significant change from 2022/23).
- For 86 percent of tamariki with a current plan, there was evidence the social worker was carrying out the actions set out in the plan (*new lead indicator*).
- For 84 percent of tamariki with a current assessment or plan, there was evidence that their views were identified and considered (no significant change from 2022/23).
- For 80 percent of family/whānau, there was evidence that their views were identified and considered (a decrease from 84 percent in 2022/23).
- For 88 percent of tamariki, there was evidence that their social worker had consulted with, and considered the views of, other professionals (no significant change from 2022/23).
- For 84 percent of tamariki, regardless of the frequency of visits, there was evidence of quality engagement with an Oranga Tamariki practitioner (*new lead indicator*).
- For 85 percent of tamariki, there was evidence that their need to establish, maintain or strengthen connections with members of their family, whānau and/or family group was identified and addressed in their plan (no significant change from 2022/23).
- For 88 percent of tamariki with an identified disability, their disability-related needs were identified and appropriate services and supports put in place (no significant change from 2022/23).

- While almost all caregivers in our sample were fully approved at the time of review, in 80 percent of cases, the caregiver was either fully or provisionally approved at the time the tamariki was placed with them (an increase from 2022/23).
- For 75 percent of caregivers with a current caregiver support plan, there was evidence the caregiver social worker was carrying out the actions agreed to in the plan (*new lead indicator*).
- For 82 percent of tamariki with an expected transition to a new care arrangement, planning had occurred to support a successful transition (no significant change from 2022/23).

Compliant more than half of the time for four indicators:

- For 66 percent of tamariki, there was evidence of regular engagement with an Oranga Tamariki practitioner (*new lead indicator*).
- For 65 percent of tamariki with a current plan, their identity and culture needs were identified and addressed in their plan (no significant change from 2022/23).
- For 67 percent of caregivers, there was evidence of a current support plan that set out the actions to be taken to meet their needs to provide quality care (no significant change from 2022/23).
- For 68 percent of rangatahi transitioning to adulthood, there was evidence of planning to support a successful transition (*new lead indicator*).

Compliant some of the time for one indicator:

- For 42 percent of tamariki Māori, there was evidence of support to establish, maintain, or strengthen connections with their marae, hapū or iwi (a decrease from 52 percent in 2022/23).

Three-year summary of performance against lead indicators

Lead indicators 2023/24	2024	2023	2022	Indication of compliance	Trajectory of compliance	
1. Tamariki have a current assessment of both their immediate and long-term goals	90%	91%	72%	Achieving compliance	No significant change	→
2. Tamariki have a current plan that contains actions to address those needs, when those actions will be taken, and by whom	86%	87%	79%	Most of the time	No significant change	→
3. The safety needs of Tamariki re identified and addressed in their plan	92%	94%	88%	Achieving compliance	No significant change	→
4. The needs of Tamariki to establish, maintain or strengthen connections with members of their family, whānau or family group are identified and addressed in their plan	85%	86%	84%	Most of the time	No significant change	→
5. The identity and cultural needs of Tamariki are identified and addressed in their plan	65%	67%	59%	More than half of the time	No significant change	→
6. The health needs of Tamariki are identified and addressed in their plan	88%	87%	82%	Most of the time	No significant change	→
7. The education needs of Tamariki are identified and addressed in their plan	90%	92%	89%	Achieving compliance	No significant change	→
8. Family/whānau views have been identified and considered	80%	84%	81%	Most of the time	Decreased	↓
9. Other professionals have been consulted with, and their views considered	88%	89%	75%	Most of the time	No significant change	→
10. Tamariki have received regular visits over the proceeding 12 months – NEW	66%	65%	70%	More than half of the time	No significant change	→
11. Tamariki have received quality engagement – NEW	84%	88%	76%	Most of the time	Decreased	↓
12. Tamariki Māori are being supported to establish, maintain, or strengthen connections with their marae, hapū or iwi	42%	52%	N/A	Some of the time	Decreased	↓
13. For Tamariki with a disability, their disability-related needs have been identified and appropriate services and supports are in place	88%	92%	85%	Most of the time	No significant change	→
14. Tamariki have opportunities for play and experiences that are appropriate to their interests and development – NEW	92%	90%	84%	Achieving compliance	No significant change	→
15. There is evidence the social worker is carrying out the actions agreed to in the Tamariki plan – NEW	86%	87%	81%	Most of the time	No significant change	→
16. A full or provisional assessment of the caregiver has been carried out prior to Tamariki being placed with them	80%*	67%	66%	Most of the time	Increased *	↑
17. There is a current caregiver support plan that sets out the actions that will be taken to meet caregiver needs, to enable them to provide quality care	67%	61%	61%	More than half the time	No significant change	→
18. There is evidence the caregiver social worker is carrying out the actions agreed to in the caregiver support plan – NEW	75%	79%	N/A	Most of the time	No significant change	→
19. Tamariki views have been identified and considered	84%	86%	85%	Most of the time	No significant change	→
20. Where there is an expected transition for Tamariki to a new care arrangement, planning has occurred to support a successful transition	82%	85%	89%	Most of the time	No significant change	→
21. For rangatahi transitioning to adulthood , planning has occurred to support a successful transition – NEW	68%	N/A	N/A	More than half of the time	Baseline	

*Due to a change in data source for this lead indicator in 2023/24, the result is not fully comparable with results from previous years.

Key insights and discussion on self-monitoring findings

Oranga Tamariki is continuing a significant programme of work to implement a fundamental shift in its practice to support relational and rights-based practice with tamariki and their whānau. Our self-monitoring of the Care Standards obligations, alongside wider self-monitoring activity such as our review of practice with unborn and newborn pēpi who enter care under section 78 of the Oranga Tamariki Act 1989, reinforces that this new approach is continuing to be embedded in aspects of practice with tamariki and whānau.

This year, we have summarised our insights against each of the five relevant parts of the Care Standards regulations, to demonstrate our progress in delivering on the range of requirements for tamariki in care.

Part 1: Needs assessments, plans, visits, and collection of information about tamariki

What is required?

Part 1 of the Care Standards sets out the rights of tamariki to a holistic needs assessment and support plan that reflects their views, wishes, aspirations and strengths. The views of their whānau, hapū and iwi must be heard and taken into account, and the plan must be maintained and reviewed regularly. Part 1 also sets out requirements for regular visits to tamariki in care by their social worker.

What happened over the review period and how has practice changed?

Assessment and planning

While for almost all tamariki in care there was evidence of some form of assessment or plan (98 percent and 96 percent respectively), this year saw a further reduction in the use by kaimahi of some of the specific organisational assessment and planning tools, in particular the Tuituia assessment and the All About Me Plan, in their assessment and planning practice with tamariki in care.

In 2023/24, a current Tuituia assessment was identified in 42 percent of cases reviewed as part of our case file analysis. Operational data for the full population of tamariki in care showed that 33 percent of tamariki in care had a Tuituia report approved in the 12 months to 30 June 2024, and 18 percent in the six months to 30 June 2024, evidencing a further decrease in the use of Tuituia from the previous reporting period. Self-monitoring also identified a decrease in the quality of those Tuituia assessments that were being completed, in particular the extent to which they covered the specific areas of need required by the Care

Standards (although in many cases these were evidenced in other forms of assessment that had been completed for tamariki). This is in the context of significant work currently underway to strengthen the assessment tools and resources available to social workers as part of the implementation of the new relational, restorative and inclusive practice approach within Oranga Tamariki, including work on a new assessment report that will replace the existing Tuituia in the coming year.

While operational data indicates that almost all tamariki in care had some form of All About Me Plan (92 percent), our case file analysis identified a further decrease in the proportion of tamariki with a current All About Me Plan, from 46 percent in 2022/23 to 41 percent in 2023/24. Operational data for the full population of tamariki in care showed 22 percent had a record of an update to their All About Me Plan in the six months to 30 June 2024, although for almost all tamariki there was evidence of some other form of current plan. Similarly to Tuituia assessments, self-monitoring also identified a decrease in the quality of many of the All About Me Plans that were being completed, in particular the extent to which they set out actions to address the range of needs required by the Care Standards (although in many cases these were evidenced in other plans that had been developed for tamariki). Significant work is underway to develop a new digital All About Me Plan, which will support social workers to ensure these plans can be actively used on an ongoing basis to support meeting the needs of tamariki in care.

Despite the low levels of Tuituia completion, for almost all tamariki there was evidence of some form of current needs assessment that included an analysis of their immediate and long-term needs, and planning to address those identified needs.

Health needs

Our self-monitoring found that, for most tamariki (88 percent), health needs were identified and addressed in their plan (Lead Indicator 6) – consistent with our previous reporting period, and an increase on 82 percent in 2021/22. Physical health needs were most likely to be assessed, with evidence found for 91 percent of tamariki. For 72 percent of tamariki, there was evidence that their mental health needs had been sufficiently assessed where applicable, a decrease on 84 percent in our previous reporting period. Physical health and mental health needs were reflected in 93 percent and 71 percent of tamariki plans respectively. Oranga Tamariki is continuing work with the Ministry of Health to progress data sharing to provide additional data on General Practitioner enrolments, vaccinations, and other relevant health information for the

population of tamariki in care which will further support our oversight of the extent to which the health needs of tamariki are being met. Analysis of operational data showed some improvement in the extent to which the details of the doctor or medical provider for each tamaiti were recorded in the Oranga Tamariki case management system CYRAS, increasing from 56 percent in 2022/23 to 64 percent in 2023/24.

Education needs

For 92 percent of tamariki, there was evidence that their education or training-related needs had been assessed – consistent with our previous reporting period, and an increase on 88 percent in 2021/22. For 90 percent of tamariki, there was evidence that these needs were reflected in their plans (90 percent of tamariki had the needs both assessed and addressed in their plan – Lead Indicator 7). Our monitoring found that, for just over one third of tamariki (36 percent), there was some form of education issue that arose during the review period that needed to be addressed. In most cases (86 percent), there was evidence that the social worker took steps, including consultation with others, to address those issues (consistent with our previous reporting

Disability-related needs

For 31 percent of tamariki, there was evidence that the tamaiti had a diagnosed disability or disabilities (28 percent in 2022/23). Of those tamariki with an identified disability who had a current assessment, our self-monitoring found evidence that their disability-related needs had been considered in the assessment in 83 percent of cases. For those tamariki with a current plan, there was evidence that their disability-related needs had been addressed in the plan in 67 percent of cases (a decrease from 83 percent in 2022/23, and consistent with 68 percent in 2021/22). However, overall, for 88 percent of tamariki there was evidence that appropriate services and supports were put in place to address their disability-related needs (Lead Indicator 13). This compares with 92 percent in 2022/23, and 85 percent in 2021/22. In 85 percent of cases, there was also evidence of appropriate services and supports for caregivers caring for tamariki with an identified disability (90 percent in 2022/23, and 76 percent in 2021/22).

Consulting and engaging with others

Most assessments demonstrated evidence that the views of tamariki, their whānau or family, caregiver and relevant professionals had been sought and considered. Our self-monitoring continues to identify an opportunity to strengthen the visibility of these views in the plans developed for tamariki, particularly the views of whānau or family and other key professionals (for example, in 86% of assessments there was evidence of consultation with other professionals, but those views were evident in 68 percent of plans). Self-monitoring also identified a decrease in the proportion of cases that evidenced consultation with a parent or legal guardian as part of the decision-making, where decisions about health or education matters were needed over the review period. However, there was an increase in the proportion of cases where there was evidence that updates on the progress and development of the tamaiti were provided to their family or whānau.

Half of tamariki plans set out actions to be taken by partners or other professionals working with the tamaiti, and there was evidence in casework that the social worker was regularly engaging with those partners/professionals to ensure the actions were underway in 81 percent of those cases. For 86 percent of tamariki, there was evidence in casework that the social worker was carrying out their actions as set out in the plan (87 percent in 2022/23, and 81 percent in 2021/22 – Lead Indicator 15). For tamariki Māori, consulting with members of their hapū or iwi (outside of their immediate whānau), and ensuring those views are reflected in assessments and plans for the tamariki, continues to remain a key opportunity area in practice, evidenced in only a small number of cases reviewed as part of our self-monitoring.

Visits to tamariki in care

Social work visits to tamariki in care provide an important opportunity to monitor the ongoing safety and wellbeing of tamariki, to hear from them about any concerns, and to identify and respond to any changes in their needs or circumstances. To reflect the level of priority Oranga Tamariki places on engagement with tamariki in care, we have separated our previous lead indicator in this area into two lead indicators – one focused on the regularity of engagement with tamariki over the previous 12 month period, and the second focused on the quality of that engagement.

Over the course of the preceding 12 months, regular engagement was evidenced for 66 percent of tamariki (regular engagement is defined as visits to the tamaiti at the frequency set out in their assessment or plan, or at least once every eight weeks – Lead Indicator 10). This has remained relatively consistent over the past three years. This year, where our review of practice indicated that tamariki had not received regular engagement over the preceding 12 months, we sought to also understand the reasons for this and establish the extent to which engagement had occurred over that period. We found that, whilst visits had not necessarily occurred at the specific frequency originally intended or prescribed, almost all of those tamariki (91 percent) had been visited at least four or more times over the 12 month period (with half having been visited at least six times). In one quarter of cases, there was documented evidence of reasons outside of the control of the social worker that had prevented the planned visits taking place, such as transience of tamariki and their carers, and situations where tamariki were unexpectedly absent (e.g. not home) for planned visits.⁷²

Almost all tamariki (84 percent) evidenced quality engagement with an Oranga Tamariki practitioner over the preceding 12 month period, although this has shown some small fluctuations over the past three years (88 percent in 2022/23, and 76 percent in 2021/22 – Lead Indicator 11).

Ensuring social work assessments and/or plans establish the required visiting frequency to meet the needs of the individual tamaiti also remains an area for improvement in practice. Our self-monitoring found that the required visiting frequency had been set and documented in the assessment or plan for 63 percent of tamariki – this was much more likely to be recorded in the plan for the tamaiti than in their assessment.

In August 2023, Oranga Tamariki published 'Te Mātātaki',⁷³ the results of our latest survey of tamariki experiences in care (note the 2024 results were not yet available at the time of this report). As noted in our compliance report last year, most tamariki surveyed gave positive responses to the questions about their relationship with their social worker. Eighty-eight percent said their social worker does what they

say they will do, and 76 percent felt they could talk to their social worker about their worries.

Part 2: Support to address tamariki needs

What is required?

Part 2 of the Care Standards sets out the rights of tamariki to have their needs met while they are in care. This includes things like support to help them maintain whānau connections and to meet their culture, belonging and identity needs, the ability to easily take their belongings with them and keep them safe, support for play, recreation and community activities, and support for their health and education.

What happened over the review period and how has practice changed?

Supporting the connection of tamariki with their family or whānau

Our self-monitoring in 2023/24 showed that the practice gains previously reported around supporting tamariki connection with their family and whānau have continued to be maintained. For almost all tamariki in care (99 percent), connections with their immediate family, whānau or family group were identified. For 89 percent of tamariki, the need to establish, maintain or strengthen their connection with their whānau or family was identified in their assessment and, for 88 percent of tamariki, this need was addressed in their plan (consistent with previous years' reporting, 85 percent of tamariki had the need both assessed and addressed in their plan – Lead Indicator 4). For 98 percent of tamariki, their plan contained details on contact arrangements with members of their immediate family, whānau or family group and, for 87 percent of tamariki, there was evidence that they were being supported for this contact to occur.

The majority of tamariki and rangatahi surveyed as part of Te Mātātaki in 2023 (77 percent) indicated they get to keep in touch with their birth family/whānau as much as they would like to, with half saying they 'definitely' did. Just under half of tamariki (47 percent) surveyed indicated they knew their ancestry (whakapapa), with two in 10 confident they 'definitely' knew it. Tamariki Māori (56 percent) were 1.5 times more likely than all others combined to say they knew their whakapapa.

72 The results are based on additional questions introduced to our regular case-file analysis process in February 2024 and reflect the findings from 470 reviewed cases.

73 Read more information on the Te Mātātaki report at: www.orangatamariki.govt.nz/about-us/research/our-research/te-matataki-2023/

Our monitoring of practice with unborn and newborn pēpi who enter care under a section 78 order this year continued to find high levels of support services being offered or provided or parent(s) and/or whānau (with the aim of preventing the removal of pēpi from parent(s) or whānau care), and high rates of whānau searching to provide every opportunity for pēpi to be cared for within their whānau, hapū or iwi.

Practice with tamariki and whānau Māori

Strengthening our understanding of the quality of practice for tamariki and whānau Māori is a foundational principle and key priority of our self-monitoring approach. In 2023/24, as part of our self-monitoring of practice against the Care Standards obligations, we reviewed the quality of practice for 481 tamariki Māori (out of a total sample of 705 cases assessed). Organisationally, we also reviewed data from a range of sources to enable us to track and report publicly on our progress in reducing disparity for the tamariki and rangatahi Māori we work with.

While our self-monitoring has found evidence of good efforts in most cases to support tamariki connections with their family or whānau, there remains an opportunity to strengthen practice in supporting the connections of tamariki Māori with their marae, hapū or iwi (beyond their immediate whānau connections). We found:

- for almost all tamariki Māori (99 percent) whose cases were reviewed, members of their immediate whānau had been identified by their social worker
- for 89 percent of tamariki Māori with a current assessment, their need to establish, maintain or strengthen connection with their whānau was identified in their assessment and, for 86 percent of tamariki Māori with a current plan, this need was addressed in their plan. In 78 percent of cases, there was evidence that the whānau had an opportunity to undertake their whanaungatanga responsibilities for their tamaiti (for example, whānau, hapū or iwi may have taken specific support roles in the plan for the tamaiti, or there may have been case note evidence of our supporting the tamaiti to travel with their whānau to attend events of significance to them). For 42 percent of tamariki Māori, there was evidence in casework that they were being supported to establish, maintain, or strengthen connections with their marae, hapū or iwi (Lead Indicator 12)

- for 97 percent of tamariki Māori, their plan contained details on contact arrangements with members of their immediate whānau and, in 86 percent of cases, there was evidence that tamariki were being supported for that contact to occur
- in only 10 percent of cases, the plan contained contact arrangements for tamariki with other key people from their marae, hapū or iwi outside of their immediate whānau or family group
- for 83 percent of tamariki Māori, there was evidence that their social worker had identified and considered their views in their assessment or plans and, in 78 percent of cases, there was evidence that the social worker had considered the views of their whānau
- in 84 percent of cases, there was evidence that, over the review period, the social worker had provided updates on the progress and development of the tamaiti to their whānau
- twenty-five percent of tamariki Māori whose cases were reviewed had moved to a new care arrangement during the review period. Forty-two percent of these care transitions were expected, meaning that the decision had been proactively made for the tamaiti to move to a new care placement at some time in the future and there was time for that transition to be planned. In 78 percent of these cases, there was evidence in recording of sufficient planning to support a successful transition for the tamaiti. During that planning, there was evidence that the social worker had consulted with the tamaiti in 92 percent of cases, with their whānau in 92 percent of cases, and with their caregiver (or residence manager if applicable) in 93 percent of applicable cases.

In our 2023 survey of tamariki experiences in care, 79 percent of tamariki Māori surveyed said they get the chance to learn about their culture. This was 1.6 times higher than all other tamariki surveyed combined.

Wider organisational data has shown a reduction this year in the percentage of tamariki Māori in care for more than three months living with a caregiver, who were placed with their whānau – this was 73 percent in 2023/24, compared with 76 percent in 2022/23 and a high of 78 percent in 2021/22. Our latest report on our monitoring of practice with unborn and newborn pēpi who entered care under a section 78 order evidenced high rates of whānau searching for pēpi Māori, and attempts at providing support to enable pēpi to remain in the care of their parent(s) and/or whānau. It also found that high

levels of complexity of parental need, including significant mental health concerns, addiction challenges and family harm, alongside high levels of support already being provided for older siblings of the new pēpi, were having an impact on the willingness or capacity of whānau to provide care in some cases.

Organisational data continues to show high rates of tamariki Māori with an identified iwi affiliation, at 91 percent in 2023/24, and an ongoing increase in the proportion of tamariki Māori for whom a hapū has been identified (20 percent in 2023/24, compared with 17 percent in 2022/23 and 13 percent in 2021/22). Please see our section 7AA report 2024 for further detail on Oranga Tamariki progress in its work to improve outcomes for tamariki Māori and their whānau, hapū and iwi.

Part 3: Assessments, plans and support for caregivers

What is required?

Under Part 3 of the Care Standards, every caregiver is entitled to an assessment and support plan to help them meet the needs of the tamariki and rangatahi in their care. The plan needs to cover things like information about the tamaiti coming into their care, training, resources and financial support, keeping the tamaiti connected to their whānau and culture, and supporting them to stay healthy and do well at school. Part 3 also covers the processes that Oranga Tamariki needs to carry out before someone can be approved as a caregiver.

What happened over the review period and how has practice changed?

Caregiver assessment and approval

Fifty-seven percent of tamariki whose cases were reviewed as part of our self-monitoring in 2023/24 were placed with an Oranga Tamariki caregiver at the time the review was completed. While the current caregiver of those tamariki was fully approved in almost all cases (97 percent) at the time of our review, in 80 percent of cases where tamariki were newly placed with their caregiver during the review period there was evidence that a full or provisional assessment of the caregiver was carried out prior to the tamaiti being placed with them (a significant improvement on 67 percent in 2022/23 and 66 percent in 2021/22) – Lead Indicator 16).

Some of the reasons why a tamaiti would be placed with a caregiver prior to a caregiver assessment being carried out include operational

pressures around placement or caregiver availability, and the need to ensure a child or young person is in a safe living environment, or where a whānau member who is known to the child or young person has agreed to have care of them as an alternative to their being placed in a non-kin caregiving arrangement. In both circumstances, Police and vetting checks are progressed prior to placement. Where a current caregiver is not fully approved, ensuring there is a plan in place (and recorded) for how the caregiver will be closely monitored until the caregiver approval is complete is an important step that requires ongoing focus and oversight.

Where caregivers received a full caregiver approval, structured data from the Caregiver Information System showed that in nearly all cases the required suitability checks were carried out for the primary caregiver, other members of the caregiver's household aged 18 or over, and other relevant individuals.

While a review of the caregiver approval was carried out in almost all cases during the review period, ensuring these are completed in a timely manner remains an ongoing area for improvement. Structured data evidenced that 65 percent of required reviews of caregiver approvals were completed within the required timeframe in 2023/24.

Caregiver support

Oranga Tamariki policy requires that all caregivers have a support plan specifying the training, resources and supports needed to build their capability to care for the tamariki in their care. The caregiver support plan should also set out the required frequency of visits to the caregiver by their caregiver social worker. Our self-monitoring in 2023/24 found that, in 91 percent of cases where tamariki were placed with a caregiver, there was evidence of a current caregiver support plan (an improvement on 85 percent in 2022/23). Overall, two-thirds of caregivers (67 percent) had plans that set out the actions to be taken to meet their needs in order to enable them to provide quality care (61 percent in 2022/23 and 61 percent in 2021/22 – Lead Indicator 17).

Ninety-four percent of caregiver support plans specified the frequency of visits to the caregiver by their caregiver social worker, a further increase from 90 percent reported in 2022/23 and 56 percent in 2021/22. In 41 percent of cases, there was evidence that the caregiver social worker had carried out those visits at the frequency set out in the plan.

Whilst there remains an opportunity to strengthen the frequency of in-person visits to caregivers to monitor progress and identify and respond to any changes in their needs, in almost all cases there was evidence of other forms of contact with caregivers over the review period (such as phone or email contact). In 75 percent of cases, there was evidence the caregiver social worker was carrying out the actions agreed to in the caregiver support plan (Lead Indicator 18); ensuring those plans fully reflect the needs of tamariki and address any needs for respite care remain improvement opportunities in support planning, although our self-monitoring identified improvements in several key areas of caregiver support plans.

In March 2024, Oranga Tamariki published the results of our latest caregiver survey.⁷⁴ The survey found ongoing evidence of good relationships between caregivers and their social workers, with 88 percent of caregivers feeling respected by their social worker (compared with 81 percent in the previous reporting period) and 76 percent reporting their social worker was available when needed (compared with 72 percent in the previous reporting period).

The survey also found some evidence of improvement on the previous year's measures that had been identified as key areas for improvement, with 52 percent of caregivers reporting they were satisfied with the support provided (45 percent in the previous reporting period), and 55 percent of caregivers reporting feeling valued by Oranga Tamariki (47 percent in the previous reporting period). Forty-six percent of caregivers who had a tamaiti come into their care in the previous 12 months had reported feeling prepared to care for that tamaiti, suggesting ongoing opportunities to strengthen practice in this area – a particular opportunity area was identified around ensuring sufficient information is provided to caregivers about tamariki backgrounds, history, and their support needs related to health and wellbeing, learning and development, and interests or hobbies.

When asked about the areas in which they were most in need of support for the tamariki in their care, education/childcare/schooling, financial support, and support for whānau visits were the three areas most commonly identified by the caregivers surveyed. More than one third of caregivers attributed the support needs to a disability or long-term health condition the tamaiti had, reflecting the importance of an effective whole-of-system response to meeting the needs of tamariki in care.

Part 4: Supporting tamariki to express their views and contribute to their care experience

What is required?

Under Part 4, tamariki in care must be supported to have a voice and actively contribute to their care experience. This includes receiving child-friendly information about what they're entitled to under the Care Standards, being supported to speak up if they're not getting the care they're entitled to, having a way to capture the important things that are happening in their lives, and having the opportunity to find out about their potential caregiver before they go and stay with them. Part 4 also sets out the duties on Oranga Tamariki in relation to allegations of abuse or neglect of tamariki in care.

What happened over the review period and how has practice changed?

Supporting tamariki to have a voice and contribute to their care experience

Our 2023 survey of tamariki experiences in care found that the majority of tamariki (80 percent) felt they got to have a say in important decisions about their life. Three in 10 tamariki said they got to have a say 'all of the time', five in 10 said 'most of the time' and about two in 10 said 'not much of the time' or 'never'.

Our self-monitoring considered the extent to which there was evidence that the wishes and aspirations of tamariki were visible and taken into account in assessment and planning. Around 78 percent of current assessments, and 70 percent of current plans, evidenced the wishes and aspirations of the tamariki (as far as is reasonably practicable, given their age and development). This remains consistent with the previous year's findings. Overall, in 84 percent of cases there was evidence that tamariki views had been identified and considered (Lead Indicator 19).

Ensuring the safety of tamariki in care

Ensuring the safety of tamariki and rangatahi who are placed in our care is of critical importance to Oranga Tamariki, and we have a dedicated process for reviewing and measuring the findings of harm for tamariki in care to help us understand what is happening for these tamariki and how we

74 Read more information on the Oranga Tamariki Caregiver Survey at: www.orangatamariki.govt.nz/about-us/research/ourresearch/how-well-is-oranga-tamariki-supporting-caregivers-results-from-the-2023-oranga-tamariki-caregiver-survey/

can improve our practice to prevent future harm. This year for the first time, we have included the detailed findings of this work as an appendix to the Oranga Tamariki Annual Report.

Regulation 69 of the Care Standards sets out a number of required actions when concerns about harm to tamariki in care are raised. This year, monitoring identified an improvement in the number of caregiver support plans in place, and reviews of the caregiver's support needs being completed following an incident of harm. For almost all tamariki, their plan was reviewed and there was evidence of supports put in place to address the impact of the harm. Monitoring also evidenced an improvement in the accuracy of findings of harm being recorded in the case management system, CYRAS, by social workers, following an assessment of the initial allegations of harm.

However, ensuring the completion of timely assessments or investigations into allegations of harm, and ensuring all key people (including tamariki, caregivers, parents, and the person alleged to have caused the harm) are informed of the outcome of the assessment or investigation, remain key areas for improvement in practice.

Part 5: Supporting tamariki during care transitions

What is required?

Part 5 sets out the rights of tamariki to be well supported during care transitions, including when they are moving between different care arrangements, returning home after being in care, leaving care, and transitioning to adulthood.

What happened over the review period and how has practice changed?

Transitions within care

In 25 percent of cases reviewed as part of our self-monitoring in 2023/24, the tamaiti moved to a new care arrangement during the review period. This included when a tamaiti transitioned between caregivers, transitioned into, between, or out of a residence, or transitioned home or to a permanent care arrangement. In 44 percent of cases where there was a care transition, Oranga Tamariki was aware of that transition in advance (i.e., it was an expected, proactive and pre-organised change); in

53 percent cases, the transition was unexpected or more urgent (e.g., for safety reasons, or situations where a rangatahi 'voted with their feet' and chose to return themselves home).⁷⁵ This was consistent with our findings on care transitions in 2022/23.

In 82 percent of cases where Oranga Tamariki was aware of the care transition in advance ('expected transitions'), there was evidence that planning had occurred to support a successful transition for the tamaiti (Lead Indicator 20) and, in 92 percent of cases, there was evidence of consultation with family or whānau as part of the transition planning process. After the transition had occurred, our self-monitoring found that 50% of tamariki were visited by their social worker within the first week of that transition (44 percent in 2022/23), 65 percent were visited within the first two weeks (66 percent in 2022/23), and 82 percent were visited within four weeks of the care transition occurring (78 percent in 2022/23). Visits to tamariki in the case of unexpected transitions occurred at a relatively similar level, with 48 percent of tamariki receiving a visit in the first week and 77 percent receiving a visit in the first four weeks following the care transition. Ensuring the right planning occurred as soon as practicable in the case of unexpected care transitions was a particular area for improvement, identified in 57 percent of cases where an unexpected or urgent transition had occurred.

One third (34 percent) of the care transitions in the review period were return home transitions. For those tamariki that had returned home, there was evidence that they were visited by a social worker every week for at least the first month (or as per the agreed frequency based on their individually assessed needs) in 29 percent of cases (35 percent in 2022/23). Half (54 percent) of tamariki who returned home received a social work visit within the first week following their return home, 69 percent within two weeks, and 86 percent of tamariki who returned home were visited at least once within the first four weeks of returning home.

In our 2023 survey of tamariki experiences in care, tamariki were asked, "Do you have somewhere you feel you belong?" to assess their sense of belonging. Most tamariki (88 percent) indicated that they had somewhere they felt they belonged. Around one in 10 tamariki said they did not have somewhere they felt they belonged.

75 In 3 percent of cases the nature of the transition was unable to be clearly determined from case recording

Transitions to adulthood

To be eligible for transition support services, rangatahi need to be in either a care and protection placement, a residential youth justice placement or Police custody, or under remand or a prison sentence in the adult justice system before turning 18, for a continuous period of at least three months after the age of 14 years and nine months.

This year, we broadened our case file analysis to provide a more robust oversight of the quality of practice for rangatahi transitioning to adulthood. Overall, 24 percent of the tamariki and rangatahi in care whose cases were reviewed were eligible for transition to adulthood services.

In 68 percent of cases where rangatahi in care were transitioning to adulthood, there was evidence of transition planning activity occurring to support a successful transition (Lead Indicator 21).

In 60 percent of cases where the rangatahi was older than 16 years, there was evidence that they were being provided with assistance to obtain official documentation before they turned 18 and for 37 percent of those rangatahi, there was evidence they were being provided with information and assistance to understand how to access health, education, housing, employment, financial and legal services independently after they leave care. However, we note that it can be particularly challenging to find evidence of some of these requirements in case recording, and it is likely that additional information, advice, and support for rangatahi is being provided than that evidenced by monitoring. In 2024 a new life skills assessment tool was introduced, to enable better support for the development of life skills prior to rangatahi leaving care.

In October 2023, Oranga Tamariki published the results of 'Just Sayin',⁷⁶ our fourth annual survey of rangatahi eligible for transition support services. The survey found that 85 percent of young people surveyed thought their transition worker made things better for them. Of those still in care, 59 percent said they thought Oranga Tamariki made things better. Eighty-two percent of rangatahi surveyed felt safe where they lived, and 76 percent reported they had an adult they could turn to. Housing shortage was identified as the main barrier for young people transitioning to independence. Oranga Tamariki planning

and preparing rangatahi for transition out of care was also identified as inconsistent, and for those who had left care, a third felt their whānau was not involved as much as they would have liked in the planning process. Three-quarters of rangatahi who had left care were connected with a transition worker, and most of those rangatahi were positive about the support they received from their transition worker.

When asked what skills they wanted to learn for the future, money management skills and a driver's licence were the two most common responses from the rangatahi surveyed.

Our overall performance

Last year, Oranga Tamariki assessed ourselves as being partially compliant across the full range of Care Standards, with substantial improvements in performance noted in a number of key areas. This year, we have found that these improvements have been largely maintained, with most of our 21 lead indicators showing no statistically significant change in the past year, one lead indicator showing an improvement in performance, and three lead indicators (including one new lead indicator) showing a decrease on the previous year's results.

While work remains ongoing to ensure all tamariki in care are achieving a consistent level of support that meets their full range of needs, in 16 of the 21 lead indicators, the evidence supports an assessment of 'achieving compliance' or 'compliant most of the time'.

76 Read more information on the Just Sayin survey at: www.orangatamariki.govt.nz/assets/Uploads/About-us/Research/Latestresearch/Transition-Support-Service-four-year-evaluation/Just-Sayin-23-report.pdf

Appendix C:

Safety of Children in Care Annual Report – reporting period 1 April 2023 to 31 March 2024

Introduction

When children come into care, Oranga Tamariki is responsible for providing them with stable and loving placements and ensuring that they are safe.

We know from our regular monitoring and reporting activities that most children are safe in Oranga Tamariki care and experience an environment that protects and promotes their wellbeing. However, we also know that children who enter care due to experiencing a form of abuse or neglect are at greater risk of further harm from others and that there are children who experience further harm once in care. This is likely to have an adverse effect on children and their whānau. Oranga Tamariki is dedicated to understanding how and where harm does occur for children in care, to being open in the reporting of this and to taking steps to prevent harm.

We need to hear and acknowledge the experiences of those children who have not experienced uninterrupted safety and stability while in care. By identifying and understanding these experiences of harm, we can strengthen our social work response and improve oranga (wellbeing) and safety for all children in care.

Oranga Tamariki is committed to monitoring and understanding the experiences of children in care in an open and respectful way.

In 2018, Oranga Tamariki implemented a new dedicated process for understanding, responding to, and preventing harm⁷⁷ to children in care. As part of this process, the Chief Social Worker & Professional Practice Group routinely monitors and reviews all situations when harm or risk of harm has been reported and findings of abuse have been made for children in care. This regular reporting is one aspect of a demonstrated

commitment to transparency about the experiences of children who are in care and to continuous improvements in stability and safety for children. Real-time review of findings by the Chief Social Worker & Professional Practice Group enables a thorough analysis of casework practice and regular feedback to practitioners to ensure robust management of any continuing safety issues on an individual basis. This work allows lessons learned from emerging trends and patterns to inform continuous practice improvement across Oranga Tamariki and to keep a focus on our practice, supports, and services for children and young people in care, their families, and caregivers.

This is the sixth annual report on the Safety of Children in Care completed by Oranga Tamariki. This is the first year the report has been published as an appendix to the Oranga Tamariki Annual Report.

Our data reporting period has changed to the tax year period.

We have adjusted the data reporting period this year to ensure the findings of our monitoring are available for inclusion in the Oranga Tamariki Annual Report. The data contained in this report covers the 2024 tax year from 1 April 2023 to 31 March 2024. We note that, due to this change in reporting period, the data and insights from the first quarter (1 April– 30 June 2023) were also included in last year's Safety of Children in Care Annual Report.

The change in reporting period also means that statements about yearly data or trends will not be comparative with data in our previously published reports. For the purposes of comparison in this report, we have re-calculated the findings for previous years based on the 1 April – 31 March reporting period.

This report provides findings in relation to different forms of abuse across four broad placement types (return/remain home, family placement, non-family placement

77 See page 168 for Definitions of abuse

and residence)⁷⁸. This format allows for a more nuanced and practice-focused way of understanding the contexts in which harm to children is occurring. The Oranga Tamariki Annual Report provides information on initiatives underway to further improve the quality of practice, and the safety of children in care.

Guide to this report

This report provides detailed information relating to:

- the overall number of individual children who have experienced harm
- the number of individual children who have experienced each type of harm
- the number of findings of each type of harm experienced
- where the child was living when the harm occurred
- whether the harm occurred inside or outside the placement
- who was alleged to have caused the harm
- the key characteristics of the people who were alleged to have caused the harm.

Ensuring the safety and wellbeing of children in care

Regulation 69 of the National Care Standards requires that, when an allegation of abuse or neglect is made about a child or young person in care, it is responded to promptly, the information is recorded and reported in a consistent manner, those involved are informed of the outcome (including the child or young person when appropriate), and support is given to both the child and their caregiver as needed.

Allegations of harm for children in care can be raised in several different ways by any person, including the child themselves. A report of concern will then be entered into the Oranga Tamariki case management system to ensure a consistent and structured social work response. In 2024, we saw the highest number of reports of concern for children in care being made (2,597), showing a continued awareness of the need for any harm to be responded to in a focused way. This trend is particularly evident in relation to harm occurring in our residences – we have seen a continued rise in reports of concern being made for that placement type.

To understand the concerns raised, social workers undertake a social work assessment or investigation, informed by engagement with the child and others involved in the child's life, to ensure any ongoing risks are mitigated and support is provided to both the child and their caregiver. The social worker determines whether harm has occurred that meets one of the four abuse types and records this finding, along with the details of the person who allegedly caused the harm.

In the cases reviewed for this report, social work assessments have mostly taken account of the child's needs and, where the assessment of ongoing risk has determined it necessary, children have been moved to alternative placements. Where placement arrangements have continued, an assessment of the support needs for the people providing care was undertaken in most cases and additional supports put in place.

The child's needs are considered in each assessment. A range of supports are offered, depending on need. For example, some children have received counselling to address the impact of the harm they have experienced. For other children, their immediate need is for care arrangements to be stabilised and counselling will be considered at a later point. Family members and caregivers can also be provided with additional supports to ensure they can help the child address the impact of harm and to address their own need for support.

There are a range of possible outcomes for the person alleged to have caused the harm. Some have faced criminal charges and have been prosecuted – these decisions are managed by the Police. When harm has been caused by caregivers, a reassessment of their circumstances and the appropriateness of their ability to provide care is completed. These reviews consider whether it is appropriate for the caregiver to continue to provide care for the child, including whether additional supports can strengthen care arrangements to ensure safe and stable placements can continue. Where harm has been caused by staff in an Oranga Tamariki care environment (such as a residence or group home), an assessment of any ongoing risks is made and appropriate actions taken.

78 See page 169 for definitions of placement types.

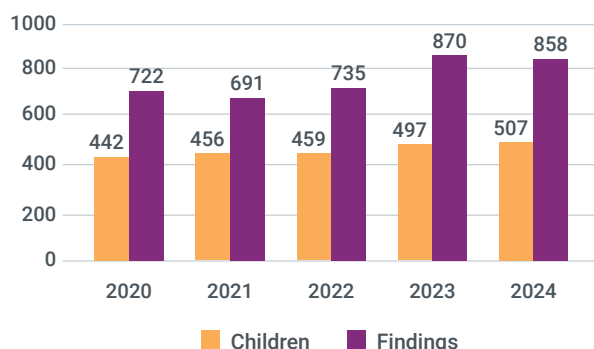
A summary of our practice in responding to allegations of harm for children in care is provided in our Annual Report on Compliance with the National Care Standards Regulations 2023/24. Detailed information is also provided to Aroturuki Tamariki–Independent Children’s Monitor, to support their independent oversight role.

What the data tells us about harm for all children in care⁷⁹

In this reporting period, we have not seen a significant change in the number of children or in the number of findings of harm when compared to the previous year. The trend over the last five years of our monitoring and reporting shows an increase in the number of children with findings. Over the last two years, there was a small increase in the number of children and, this year, a small decrease in the number of findings.

As at 31 March 2024, there were 4,158 children and young people in care and protection custody and 156 in youth justice custody, a total of 4,314 children in care.

Total children harmed and findings of harm by year (12 months to 31 March)



Disclosure: We have re-calculated the findings for previous years based on the 1 April – 31 March reporting period for comparability. Last year we reported on the 1 July – 30 June time period with the following results:

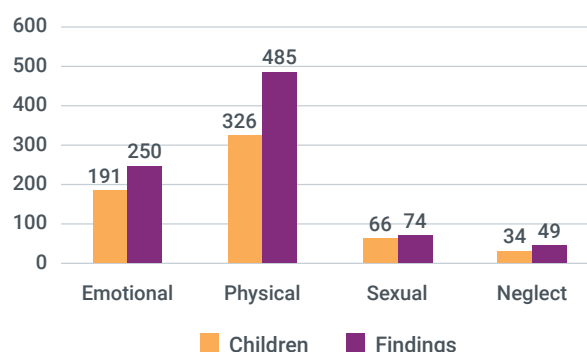
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Children	464	411	486	453	519
Findings	707	690	742	711	895

From 1 April 2023 to 31 March 2024, 507 children in care experienced an incident of harm for which they had a recorded finding. The number of recorded findings in the period was 858. The proportion of children in care with findings was nine percent, which is a very small increase from the previous year.

Collation of data over time about the types of harm and where it is occurring shows that the patterns of harm experienced by children in care are consistent.

The patterns in the findings by types of harm have remained consistent over the past six years of reporting, with physical abuse being the most common type of harm experienced, followed by emotional abuse, sexual abuse and neglect.

Overall findings of harm by type of harm – 2024 (12 months to 31 March)



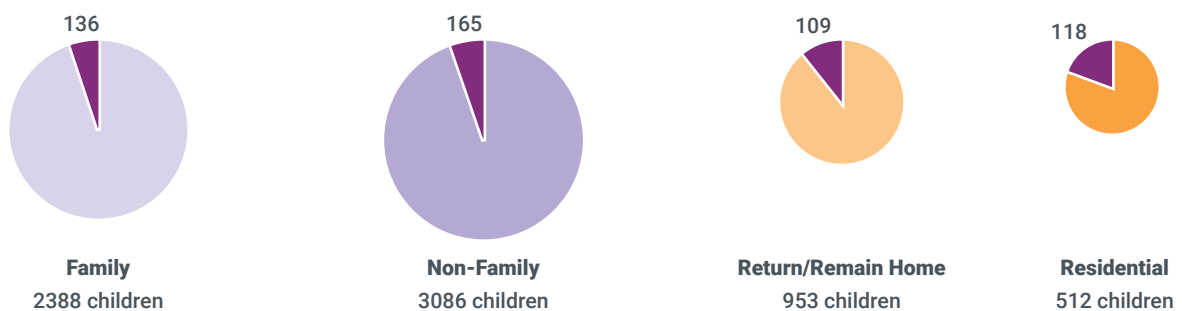
In this reporting period, 3.6 percent of all children in care had findings of emotional abuse, 6.1 percent had findings of physical abuse, 1.2 percent had findings of sexual abuse and 0.6 percent had findings of neglect. Physical harm increased from the previous year (from 407 to 485 findings), while there was a decrease in emotional abuse findings (from 292 findings to 250 findings). There was also a decrease in the number of findings made for sexual abuse (23 fewer this year) and neglect (25 fewer this year).

Physical harm was experienced by more males than females (230 males, 92 females, and four of another gender). This included physical harm occurring within residences, which are primarily populated by males. The only harm type that had a higher number of females than males was sexual harm (38 females, 24 males, and four of another gender).

⁷⁹ The methodology for collation of the safety of children in care data can be found later in this report.

In this reporting period, 63 percent of children (317) had one finding of harm relating to a single incident of harm, an increase from the 2023 rate of 58 percent, meaning fewer children had multiple experiences of harm. A small proportion of children experienced one incident of harm and more than one finding of harm. Nineteen percent of children experienced two or more incidents of harm, with two or more findings of harm across all incidents. The proportion of children experiencing multiple incidents of harm in care has remained consistent over the most recent years.

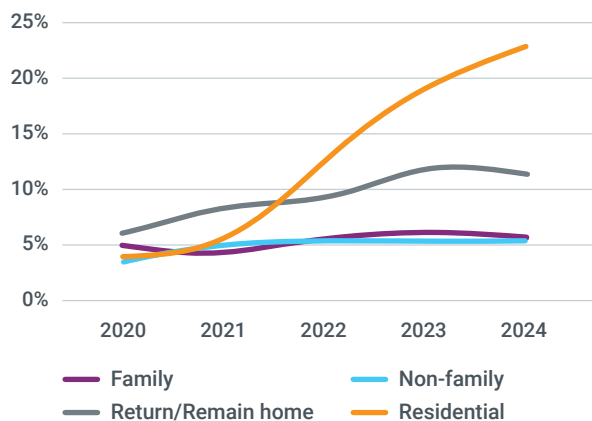
Incident of harm by placement type – 2024 (12 months to 31 March)



This graph shows the number of children in each type of placement and those with findings of harm (Note: placement type does not always reflect where the harm took place or the person who caused it).

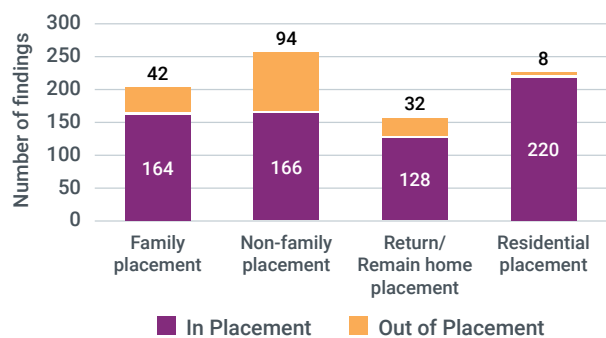
During the year, the majority of children in care were in family or non-family placements. Six percent of children in a family placement and five percent of children in a non-family placement experienced harm. A greater proportion of children and young people in return/remain home and residential placements experienced harm (11 percent and 23 percent respectively).

Incident of harm by placement by year (12 months to 31 March)



The incidence of harm in family and non-family placements has remained consistent across the last five years. Harm in return/remain home placements reduced this year following an increase in 2023. Residential placement harm incidents have shown a further increase this year.

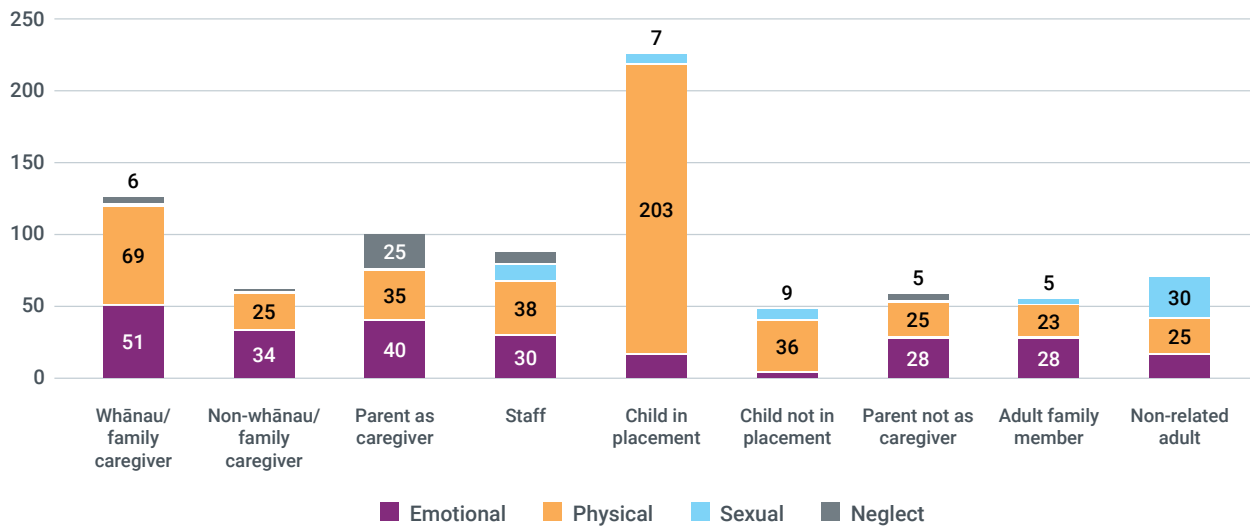
Findings of harm for in or out of placement – 2024 (12 months to 31 March)



Children were more likely to experience harm within their placement than outside of it (79 percent in placement, 21 percent out of placement).

Thirty six percent of harm in non-family placements occurred outside of the placement.

Type of harm by person alleged to have caused the harm – 2024 (12 months to 31 March)



The four groups of people who are alleged to have caused the majority of harm to children in care by placement type are other child in placement in a residence (21 percent or 179 findings), a family caregiver in a family placement (14 percent or 120 findings), a parent as caregiver in a return/remain home placement (12 percent or 101 findings) and a non-family caregiver in a non-family placement (seven percent or 63 findings).

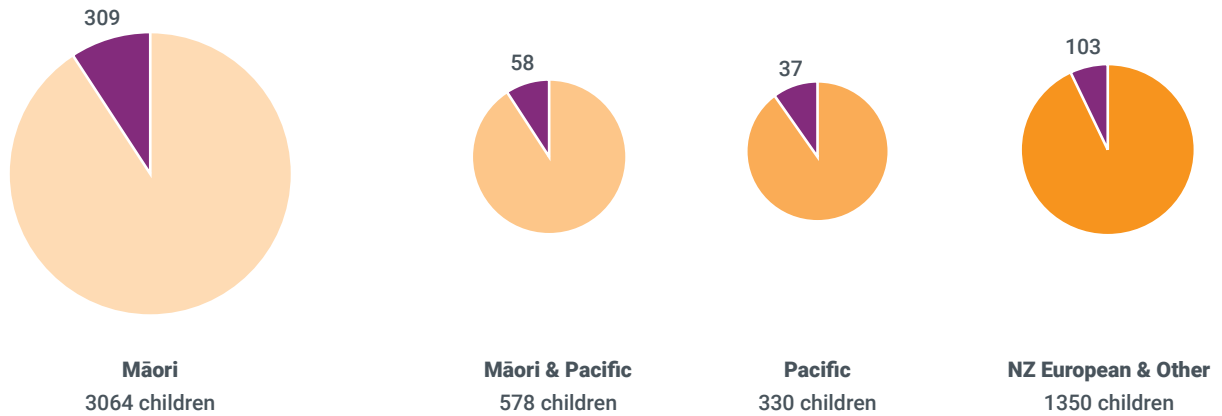
Overall, those causing the most harm to children in care continue to be other children in placement (226 findings). This harm is predominantly occurring in residences and in group living situations that are provided both by Oranga Tamariki and by our care partners, and is predominantly physical in nature. Some of the increase in the amount of harm being identified in residences is reflective of the changes in reporting practices over the past few years. Reports of concern are more routinely being made for incidences of harm, alongside the other internal processes employed within the residences. Some of the increase reflects the older populations within residences since the raising of the age and the complexity of the behaviours of these young people. There has been an increase in reported incidents of physical harm occurring between young people in residences in recent years.

Harm by staff (including Oranga Tamariki and care partner staff) has increased over the past three years. There were 56 findings of harm by staff in the 2022 year, 69 findings in the 2023 year, and 88 findings this year. The proportions of harm caused by Oranga Tamariki staff and by care partner staff have changed over this time. This year, the number of findings were similar across Oranga Tamariki and care partner staff, when previously more findings were reported in relation to Oranga Tamariki staff. Harm caused by staff in residences predominantly reflected the actions of Oranga Tamariki staff. When harm occurred by staff in group home settings, this predominantly reflected the staff employed by a wide variety of care partners.

Sexual harm was most often caused by non-related adults – most of these situations involved females being sexually abused by much older males who were unknown to them or who they had met online. This type of harm mostly occurred outside of the placement. In many of the situations, the child or young person was very vulnerable due to either having taken, or been supplied with, significant amounts of alcohol or drugs and not having a protective person with them.

Harm to children occurs across a range of ages, ethnicity, and gender.

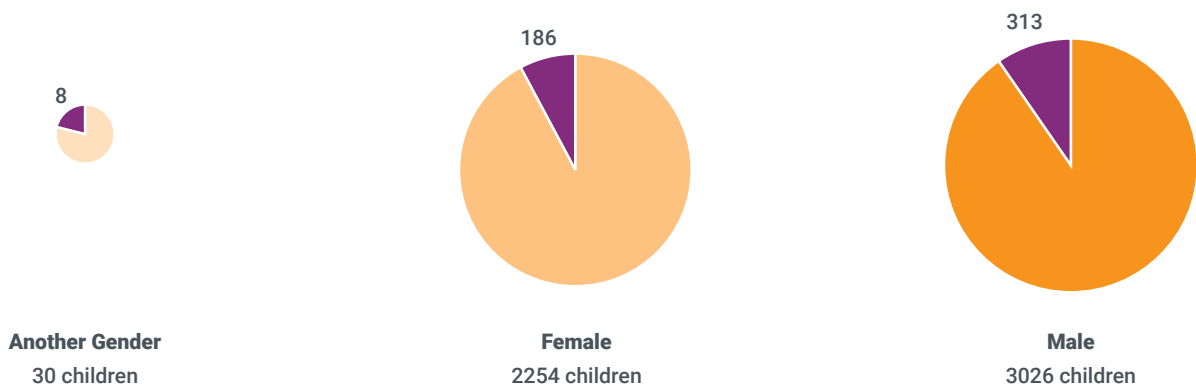
Ethnicity of children harmed – 2024 (12 months to 31 March)



The proportion of tamariki Māori in care experiencing harm in this period is similar to those of Māori & Pacific, or Pacific ethnicities, at 10 percent. For those of NZ European & Other ethnicities, eight percent of children were harmed.

The proportion of harm is consistent from 2023 to 2024 for tamariki Māori and Māori & Pacific children. There was a small increase in the proportion of Pacific and NZ European & Other children experiencing harm from 2023 to the current period.

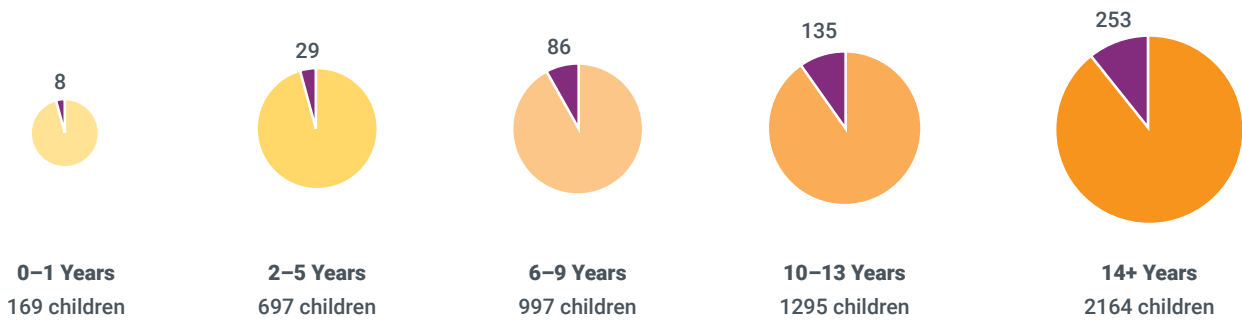
Gender of children harmed – 2024 (12 months to 31 March)



Last year, we included information for the first time about children in care who identify as another gender, rather than as male or female. This was a starting point towards promoting transparency, respect and inclusion, and building an understanding about takatāpui and rainbow children in care who experience harm. We

reviewed cases for eight children of another gender who had 31 findings of harm made for them, meaning that children who are of another gender were four times more likely to be harmed than those who identify as male or female. All eight children were living in non-family care, with harm occurring both in and out of their placement.

Age of children harmed – 2024 (12 months to 31 March)



The proportion of harm experienced by children in the older age group has incrementally increased each year since reporting began. This year, 12 percent of the children in care population aged 14+ years experienced harm. Seventy-six percent of findings of harm for children in care are in relation to children aged 10 years and over, with rates of harm for young children (five years and under) remaining low.

Understanding the health and disability needs of children who are in care is integral to supporting their oranga and safety

Analysis over the last five years shows that children with disabilities⁸⁰ have a higher representation in the data. In 2023, 181 children who had a finding or harm were identified to have a disability, and this increased to 216 this year. Non-family and residential placements had the highest proportion of children identified with a diagnosed disability, both with 54 percent of children harmed having an identified disability.

A Disability Strategy has been recently developed by Oranga Tamariki. It identifies four practice shifts that need to occur to further strengthen the organisation’s ability to respond to disabled tamariki and rangatahi, and four areas of focus for our interventions. Under the strategy, we will design and implement disability-specific learning materials for all Oranga Tamariki staff, and lift disability capability for our whānau/family and non-family caregivers by providing greater levels of support to enable them to care for disabled tamariki and rangatahi.

Harm to children occurs across the range of care arrangements

Once children enter care, several different types of care arrangement are available to them. Preferably, where it is safe to do so, children would be able to be supported to either remain in, or return to, the care of their parent, or be placed in care within their wider family in accordance with the principles of our legislation, and policies and practices that promote children to live

⁸⁰ Disabled people are people who have long-term physical, cognitive, intellectual, neurological, or sensory impairments including neurodiverse conditions such as Fetal Alcohol Spectrum Disorder (FASD), Autism Spectrum Disorder (ASD) and Attention Deficit Hyperactivity Disorder (ADHD), which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others. Please note, impairments need to be formally diagnosed to be included in this data. Read more information at: www.orangatamariki.govt.nz/about-us/our-work/supporting-oranga-for-disabled-people/disability-definition/

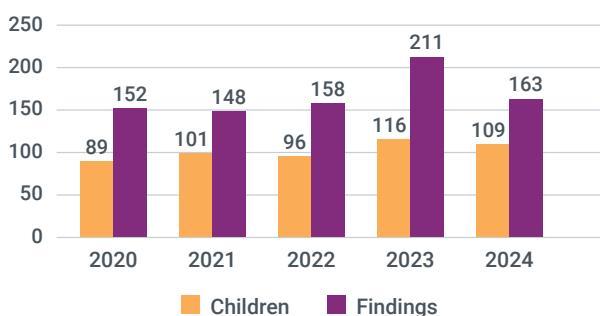
safely with their own family. When family care is not possible, there are a range of non-family placement options. For a small number of children and young people, placement within either a care and protection or youth justice residence is required. In this report, we will look at each of these placement types in turn to understand their unique patterns of harm and consider ways in which future safety can be enhanced.

Return/remain home placement

Return/remain home placement describes arrangements where children are in the legal custody of the Chief Executive but return to, or remain in, the care of their immediate family (usually parents). These placements are most often used where we are attempting to support the reunification of a family, while still maintaining legal custody.

109 children and young people in return/remain home placements had 163 findings of harm recorded in this reporting period.

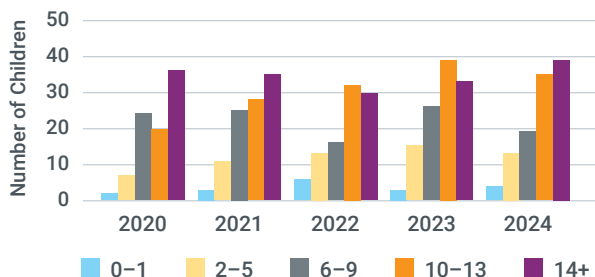
Total children harmed and findings of harm in return/remain home placement by year (12 months to 31 March)



Disclosure: We have re-calculated the findings for previous years based on the 1 April – 31 March reporting period for comparability. Last year we reported on the 1 July – 30 June time period with the following results:

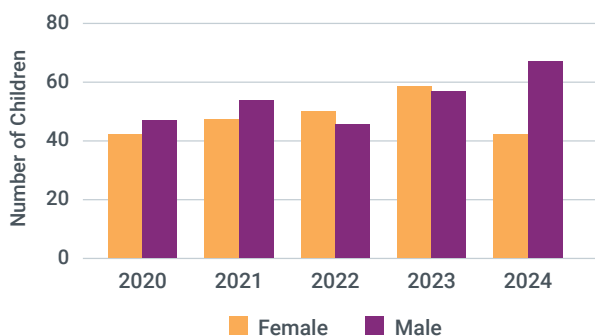
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Children	114	76	114	73	130
Findings	187	131	164	130	237

Children harmed in return/remain home placement by age by year (12 months to 31 March)



Children aged 10 and older experienced higher findings of harm.

Children harmed in return/remain home placement by gender by year (12 months to 31 March)

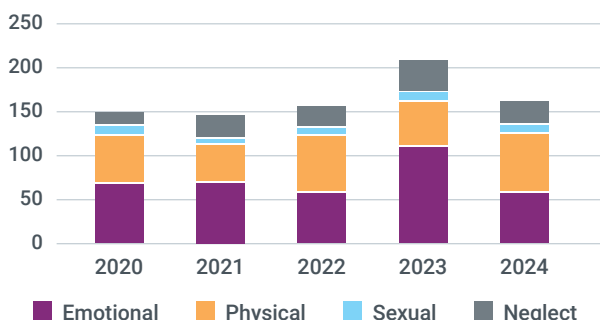


Disclosure: We have re-calculated the findings for previous years based on the 1 April – 31 March reporting period for comparability. Last year we reported on the 1 July – 30 June time period with the following results:

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Female	62	32	52	39	61
Male	52	44	62	34	68

In the 2024 period, 67 males experienced harm, compared to 42 females. This year's data shows the most significant difference between males and females harmed in return/remain home placements over the last five years.

Type of harm occurring for return/remain home placement by year (12 months to 31 March)

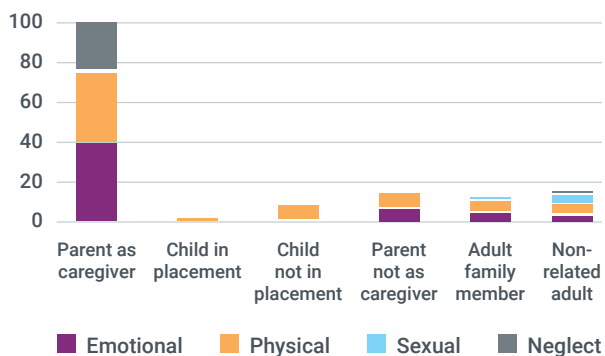


Disclosure: We have re-calculated the findings for previous years based on the 1 April – 31 March reporting period for comparability. Last year we reported on the 1 July – 30 June time period with the following results:

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Emotional	62	56	72	54	121
Physical	68	50	51	50	62
Sexual	11	9	9	6	15
Neglect	46	16	32	20	39

There has been a significant decrease in findings of emotional abuse experienced by children living in return/remain home placements (from 111 findings in 2023 to 58 findings in 2024), however findings of physical abuse have remained comparable to previous years.

Findings by person alleged to cause the harm in return/remain home by type of harm – 2024 (12 months to 31 March)



Consistent with previous reporting, parents as caregivers have been responsible for most of the harm to children in return/remain home placements. Findings for children in return/remain home placements have varied over the past five years, with 11 percent of children having a finding of harm in this placement type in 2024.

There has been a reduction in findings of harm in return/remain home placements, with the largest reduction in findings for emotional harm.

In this reporting period, there was a decrease in findings compared to the previous year, and the rates have returned to a level comparable to previous periods. Children in return/remain home placements have consistently experienced a proportionally higher rate of harm than in family or non-family placements.

Most harm in this placement type occurred in the placement (128 findings). Thirty-two findings were made for harm that occurred out of placement, consisting of physical harm, emotional harm and neglect.

Although children of all ages experienced harm while living with their parents, older children (10+) have a higher representation. Children between 0 and five years rarely feature in findings for this placement type. The age group with the highest representation for this reporting period was children aged 14+ (39 children compared to 33 in 2023).

Emotional harm was predominately the result of exposure to family violence between the child's parent and their partner or wider family. Some of the emotional abuse findings were identified in conjunction with another type of harm, such as recognition of the emotional impact the experiences of physical abuse by a parent was having on a child.

Findings of physical abuse were slightly higher than reported last year (68 findings in 2024 compared to 51 in 2023), however remain relatively consistent with previous reporting periods.

Physical abuse was experienced mostly by children aged 10 years and over. Children who experienced physical abuse were usually living with only one parent at the time, and the abuse was mostly in the form of punches and slaps to the body and head. These were situations where the parent struggled to respond appropriately to their children's presenting behaviours and needs, and instead responded with violence.

In 2024, there were 40 findings of emotional harm, 35 findings of physical harm and 25 findings of neglect by the parent as the caregiver. Sexual abuse by the parent as a caregiver for children who have returned home has very rarely featured in our data.

Neglect and sexual harm rates have remained consistent over the six years of reporting about the safety of children in care.

Opportunities remain to strengthen practice and resources for children in return/remain home placements.

There is an ongoing opportunity to consider ways in which we can further strengthen practice, policy and resources to support children and their parents in these arrangements to ensure that return/remain home placements are safe and stable.

Children returning to their parents' care often have complex care histories. We also know that a significant number have a diagnosed disability which places increased pressure on their parents. This year, 34 percent of children identified as having experienced harm in this placement type were known to have a disability.

These children's complex needs must be carefully considered against their parents' ability to meet those needs and provide safe and consistent care.

Through casework review, we note that return/remain home placements that are well-assessed and supported reduce the risk of children experiencing harm.

We also know that, if a parent does not receive the required level of financial, practical or educative assistance to support the social work plan for their child, either before the transition home or as soon as possible after their return, there could be an impact on future safety. In some of the cases reviewed, we could see the impact of wider stressors on the care of children such as inadequate housing, children not engaged in education, and other environmental stressors that were affecting children's wellbeing and safety.

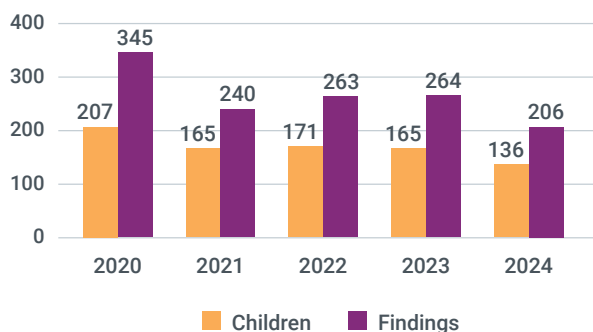
A dedicated focus on return/remain home placements to strengthen assessment, planning, resource and support will increase the levels of safety for children and contribute to improved outcomes for them and their whānau.

Family placement

Family placement describes an out-of-home placement where a child who has been brought into the custody of the Chief Executive is supported to live with a member of their family or whānau as their caregiver. These caregivers have been assessed and approved by Oranga Tamariki to provide care to the child and are entitled to receive support in line with the National Care Standards.

136 children and young people in family placements had 206 findings of harm recorded in this reporting period.

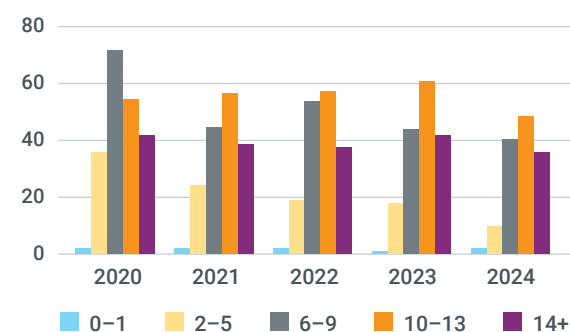
Number of children harmed and findings of harm in family placement by year (12 months to 31 March)



Disclosure: We have re-calculated the findings for previous years based on the 1 April – 31 March reporting period for comparability. Last year we reported on the 1 July – 30 June time period with the following results:

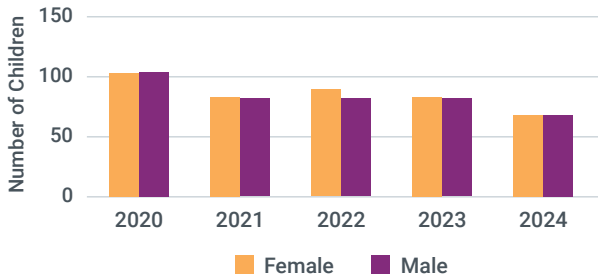
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Children	197	183	186	169	163
Findings	291	321	266	254	253

Total children harmed in family placement by age by year (12 months to 31 March)



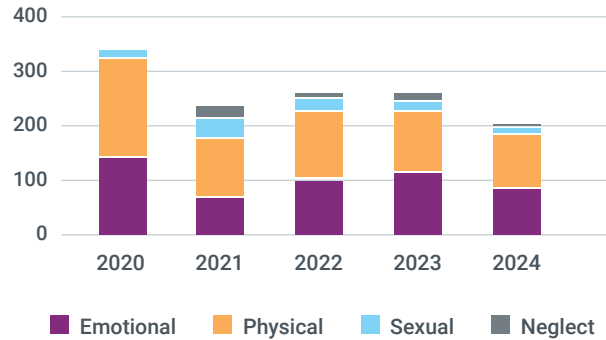
Children aged 6-9 years experienced a higher proportion of harm in family placements compared to the other placement types (47 percent). There were decreases in the number of children harmed across all age groups, compared to the 2023 year.

Children harmed in family placement by gender by year (12 months to 31 March)



There was no differentiation between incidence of harm for males and females in this placement type.

Type of harm occurring for family placement by year (12 months to 31 March)

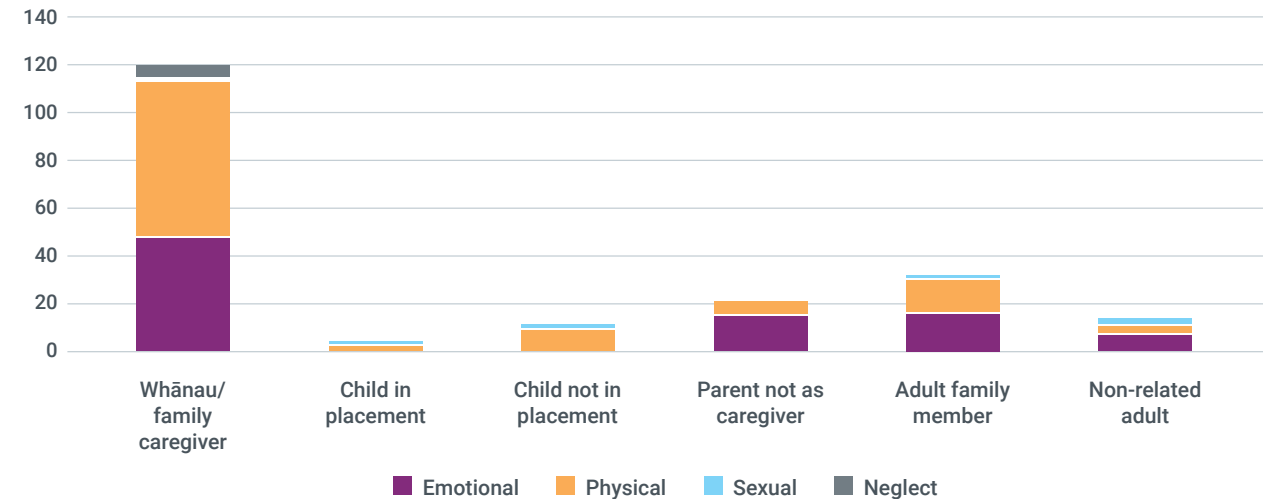


There has been a decrease in the rates of harm for children in family placements. In the 2024 year, the number of findings reported (206) was the lowest since 2020.

Emotional and physical abuse account for the majority of findings, although there was a decrease in emotional abuse findings compared to the previous year (115 to 86).

Physical abuse was the most common type of harm experienced in family placements and was mostly caused by the whānau/family caregiver.

Findings of harm by person alleged to cause the harm in family placement – 2024 (12 months to 31 March)



There has been a reduction in the rates of harm for children in family placements this year and a reduction in findings of neglect.

In this reporting period, 136 children had 206 findings of harm, a 22 percent decrease in the

number of findings compared with 264 in 2023. Six percent of children had a finding of harm in this placement type.

This year, whānau/family caregivers were responsible for 58 percent of all findings of harm in family placements, with 48 findings of emotional harm, 65 findings of physical harm, six findings of neglect and one finding of sexual harm. There were

47 fewer findings of harm by a family caregiver than in the 2023 year. Sixteen percent of harm was caused by an adult family member who was not the child's caregiver and 11 percent was caused by a parent who was not the caregiver.

A large proportion of harm occurred within the family placement (164 findings), with 20 percent occurring outside of placement, a small decrease on the year before.

When emotional harm from whānau/family caregivers occurred, it was often alongside physical abuse and was due to the emotional impact on the child of their caregiver's treatment. Physical abuse included caregivers physically punishing children for doing something wrong, such as slapping a child around the head for not listening. At other times, it was more serious physical abuse, including punching or kicking the child and, at times, leaving bruises or injuries on them. In the more serious situations, children were removed from the placement in which the harm had occurred, often with input from the wider family. Neglect in family placement decreased from 18 findings of harm in 2023 to seven findings of harm in 2024.

We continue to prioritise the importance of the voices of children and caregivers being heard so that family placements remain safe and stable.

This year, we have seen a significant decline both in the number of children and the number of findings of harm in family placements, with this year having the lowest numbers of harm for this placement type over the past five years.

In our last report, we detailed some of the practice improvements that had been undertaken to support whānau/family caregivers, such as better quality caregiver support plans and increased financial and practical supports. In addition, we have seen that the review process for caregivers when a child has experienced harm has been more routinely utilised, enabling future risks to be better mitigated.

Despite the reduction in harm, we need to continue to look for ways to promote safety and wellbeing and to keep responding to concerns at the earliest opportunity. We need to ensure

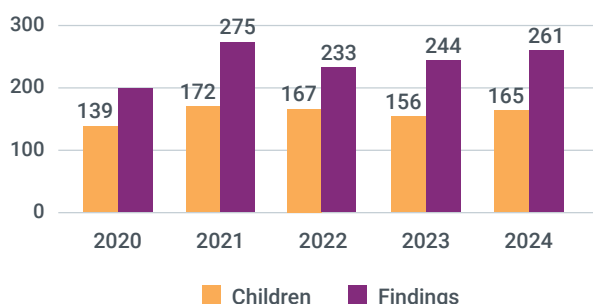
that children are listened to every time an issue is raised and caregivers are responded to if they voice concern about being able to manage and meet the needs of children in their care.

Non-family placement

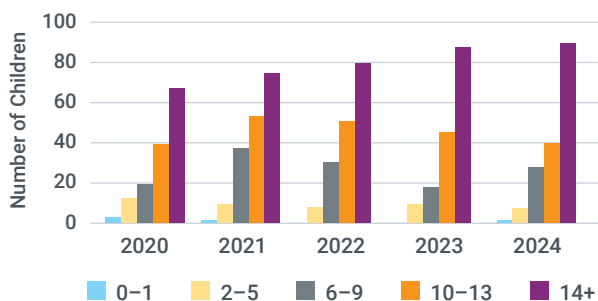
Non-family placement describes an out-of-home placement where a child has been brought into the custody of the Chief Executive and supported to live in one of a number of care arrangements, including with a non-whānau/non-family caregiver, in a group home, in an arrangement provided by a child and family support service, or in an independent living arrangement where appropriate for older young people.

165 children and young people in non-family placements had 261 findings of harm in this reporting period.

Number of children harmed and findings of harm in non-family placement by year (12 months to 31 March)

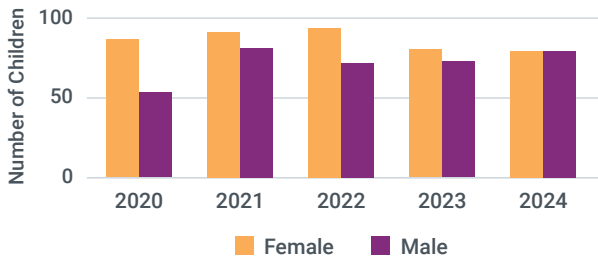


Children harmed in non-family placement by age by year (12 months to 31 March)



There has been a consistent trend of more harm being experienced in the older 14+ age group in non-family placements.

Children harmed in non-family placement by gender by year (12 months to 31 March)

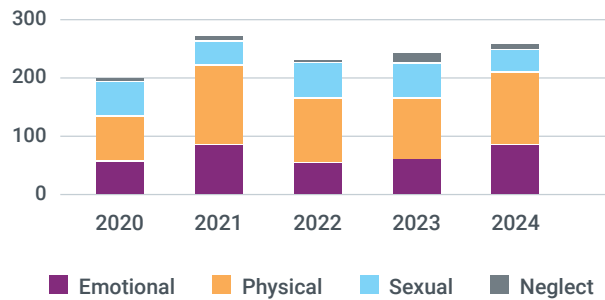


In 2024, the same number of females and males experienced harm in non-family placements. In the previous five years of reporting harm in non-family placements, females have had a slightly higher representation. Findings of harm within group care settings (such as family group homes,

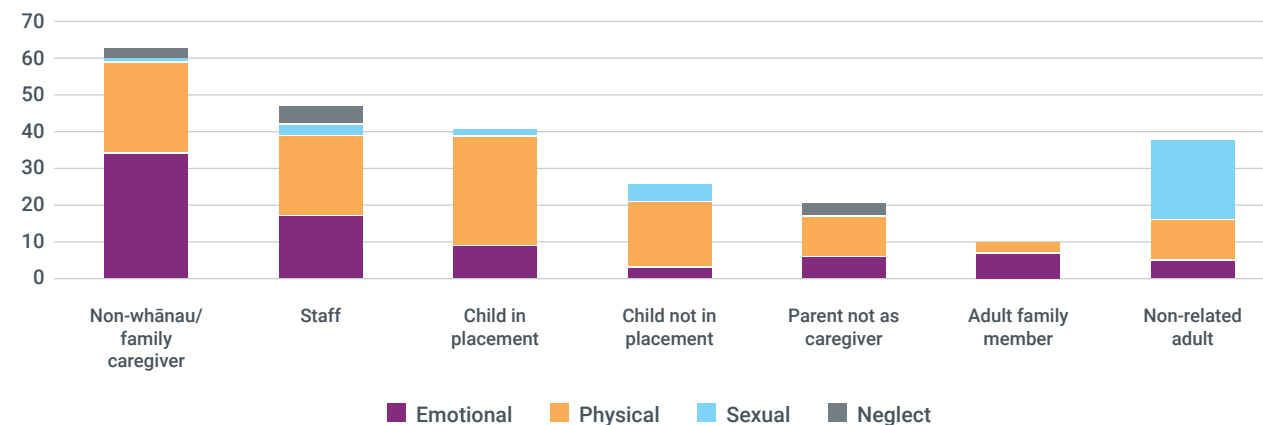
specialist group homes and remand homes) were higher for males than for females.

A significant number of children with findings of harm in non-family placements have a diagnosed disability (53 percent).

Type of harm occurring for non-family placement by year (12 months to 31 March)



Findings of harm by person alleged to cause the harm in non-family placement – 2024 (12 months to 31 March)



The different care arrangements for non-family placements influence both the harm experienced and who children are harmed by.

Findings for children in non-family placements have remained consistent over the past five years, with five percent of children having a finding of harm in this placement type in 2024.

Children in non-family placements continue to be exposed to all harm types. Physical and emotional harm are the most common, with neglect being the least common type of harm experienced.

There is wide variation in the person alleged to have caused the harm, due to the different care arrangements included in this category. The

highest number of findings in this reporting period is for non-whānau/non-family caregivers, followed by staff and then non-related adults. There were 63 findings against non-whānau/non-family caregivers in 2024, with the majority of the harm being physical and emotional in nature.

There were 41 findings of harm by another child in placement (10 more than 2023), with the majority of these findings being made for children who were living in group home settings. Again, this harm was predominantly physical in nature, with some instances of sexual abuse. There were 26 children and young people who had 47 findings of harm alleged to have been caused by an Oranga Tamariki or care provider staff member in a non-family placement – almost all of these were in group home care arrangements.

A greater proportion of the harm experienced in non-family placements occurred out of the placement (36 percent) compared with other placement types. Non-related adults were the most common perpetrator type for harm experienced outside of the placement, with 32 findings. Harm by non-related adults was mostly in relation to sexual abuse and usually for incidents that occurred when young people absconded from their placement. Often, the young person had used alcohol or drugs and was more vulnerable due to intoxication and not having a protective person with them.

We need to continue to understand the risks that exist in the group home setting in order to reduce the occurrence of harm.

Children living in group home placements experienced 63 percent of the harm occurring in non-family placements. A variety of group homes are operated by a broad range of providers (such as community, NGO and iwi providers) who are contracted by Oranga Tamariki to provide care. Oranga Tamariki also runs group homes, with either caregivers or Oranga Tamariki staff providing care to children.

The group home setting can provide additional challenges for both caregivers and children. Children with complex needs or disabilities who have not been able to live in more individual care settings, or who require a more specialised care response, are often placed into a group home.

These more specialised non-family placements often have caregivers or staff rostered on and other external support staff in place, so there is a team approach to meeting the children’s needs. At the same time however, children with significant needs can often struggle in a group living environment. Group home settings were where staff were most likely to be identified as the perpetrators of harm. Findings against staff members in these group home settings mostly related to inappropriate behavioural management responses that met the definition of physical abuse.

The placement of children with complex needs and care histories into a group home setting requires the right support systems to manage safety and care effectively. There are a range

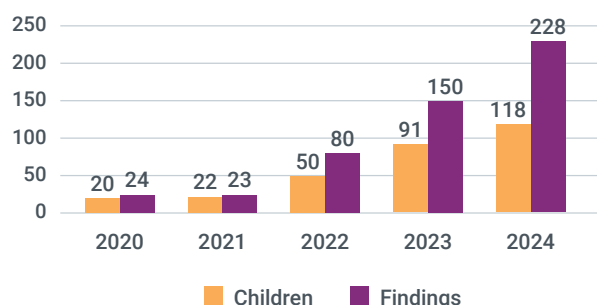
of approaches to how services are run, and how decisions are made when placing children in group home settings. However, all care providers are required to meet the requirements of the National Care Standards and, if they are contracted providers, to comply with accreditation standards.

Residence placement

Residences are secure living environments that provide for the “care and control” of children and are established under section 364 of the Oranga Tamariki Act 1989. Admission to a Youth Justice residence for young people aged between 14-17 years is mostly via the District Court or High Court, while admission to a Care and Protection residence is via a referral process for children with an existing custody status with the Chief Executive.

118 children and young people in residential placements had 228 findings of harm in this reporting period.

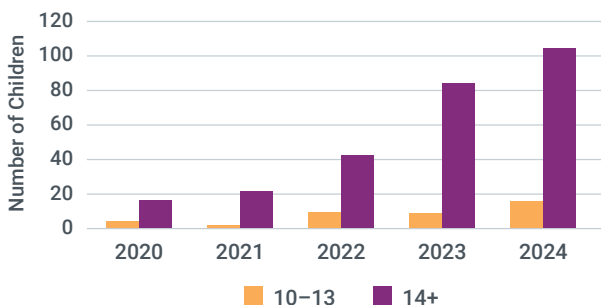
Number of children harmed and findings of harm in residential placement by year (12 months to 31 March)



Disclosure: We have re-calculated the findings for previous years based on the 1 April – 31 March reporting period for comparability. Last year we reported on the 1 July – 30 June time period with the following results:

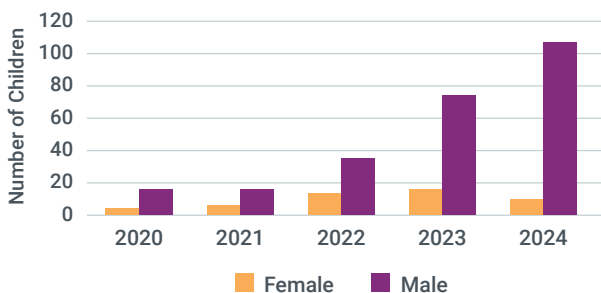
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Children	21	19	28	56	97
Findings	29	22	33	94	160

Children harmed in residential placement by age by year (12 months to 31 March)



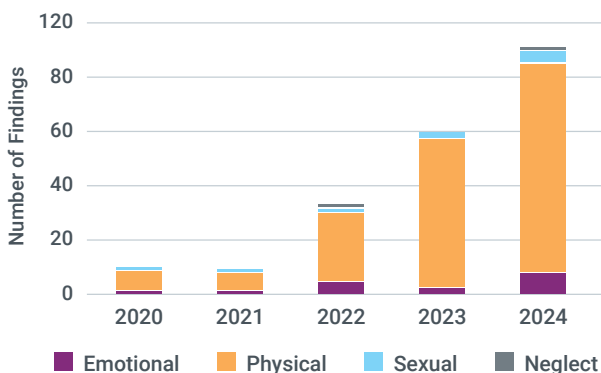
In 2024, 15 children aged between 10 to 13 years experienced harm in a residential placement, compared to eight children in 2023. There was an increase in the number of children aged 14 years and above experiencing harm (from 83 in 2023 to 103 in 2024).

Children harmed in residential placement by gender by year (12 months to 31 March)



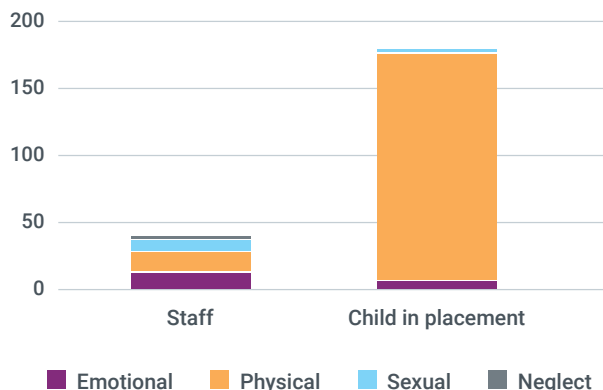
Harm in residence was overwhelmingly experienced by males and there was a decrease in the number of females experiencing harm in residences (from 16 in 2023 to 10 in 2024).

Type of harm occurring for residential placement – 2024 (12 months to 31 March)



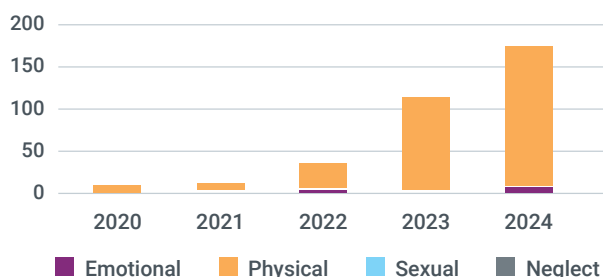
Physical abuse (192 findings) was the most common type of harm experienced in residence.

Findings of harm by person alleged to cause the harm in residential placement

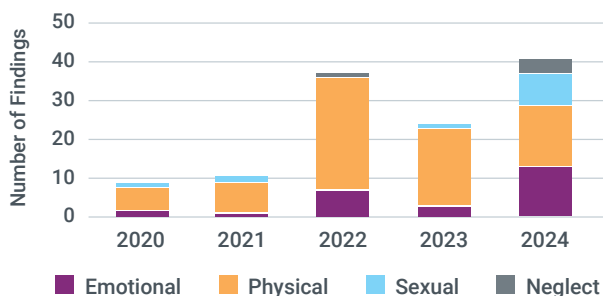


Harm within the residences was either caused by other children and young people in placement, or by staff. This year, we saw an increase in findings of harm by staff in residences (from 24 findings in 2023 to 41 findings in 2024). Twenty-three percent of children and young people in residences had a finding of harm.

Findings of harm by child in placement alleged to have caused the harm in residential placement by year (12 months to 31 March)



Findings of harm by staff alleged to have caused the harm in residential placement by year (12 months to 31 March)



In this reporting period, the numbers of both children and young people and of findings in residence are the highest since we began reporting. There was a 30 percent increase in the number of children and a 52 percent increase in findings of harm from 2023.

An increase in harm by staff in residences had been anticipated since the last report as a result of the commitment of the Chief Executive to identify and address all harm occurring in residences.

Due to the containment nature of residences, most harm occurs in the placement itself. As the residence population is predominantly male, most harm was experienced by males. Fifty-four percent of the children and young people with findings of harm in residence were known to have a disability.

Residences can have a 'secure unit' to which admission is met via legislative provisions. We do know that admittance to secure care is a time of heightened behaviour and responses, and this is where we are mostly likely to see harm caused by staff to young people. Since the raising of the age in 2019, young adults up to their 20th birthday can be placed in Youth Justice residences on remand or to serve custodial sentences. This has resulted in an older cohort within the residences in recent years and a different set of challenges in maintaining a safe environment for both young people and staff.

When children and young people have experienced harm in a residence, we see that there has been planning for immediate safety, a medical response is provided, and the Police are involved when required.

Harm experienced in residence and is mostly physical in nature is mostly caused by other children and young people in the placement.

Eighty-four percent of the harm experienced in residences in 2024 was physical abuse (compared with 91 percent in 2023), with the remaining harm relating to emotional abuse and a small number of sexual abuse and neglect findings.

This year's data indicates that 79 percent of the harm experienced was caused by other children in the placement and 18 percent was caused by staff.

Physical abuse in the residence setting covers a range of situations and injuries. The 'peer to peer' fights that occur in the residences do not meet the definition of physical abuse and are excluded from this data. However, direct assaults by one young person on another are considered. The amount of physical harm caused by other young people in residence has continued to grow, with 63 more findings this year than last.

The severity of physical harm caused by other children or young people in residence seems to be of a lower level than what we saw last year, although the numbers of incidents were higher. There were still occasions where the perpetrator had caused the victim to become unconscious as the result of blows to the head and hospital visits were required, but there were fewer instances involving the use of weapons or instruments to assault others. We note that some young people were still subjected to multiple assaults on several occasions during their time in residences and that some of the assaults were premeditated group assaults on a targeted young person.

Physical harm by staff mostly occurred in youth justice residences, and occurred in the context of staff taking a young person to secure care following a critical incident or in the context of staff physically assaulting a young person for other reasons (such as a playfight that got out-of-hand). For a finding of physical abuse to be made in the context of restraint, the restraint must have been an unreasonable use of force, or an unlawful use of physical action or an unapproved restraint technique.

Emotional abuse and neglect findings by staff related to young people not being protected from alleged organised fighting within the residence and to staff who were verbally threatening towards young people in the residences. Sexual abuse findings mostly referred to situations where staff members were exposing young people to sexually explicit online material and/or to conversations that were highly inappropriate and sexual in nature.

Changes in reporting requirements for harm in residences has led to an increase in reports of concern being made and investigated in recent years.

We do know there have been changes in the responses to incidents of harm within the residence setting and this has led to an increase in the number of reports of concern being made. Residence staff and site social workers have an increased understanding of the requirements under Regulation 69 of the National Care Standards to report and respond to all incidents of harm via a social work assessment or investigation.

The 'report of concern' pathway has been used more consistently for incidents in residences when previously these would have been reported through either a Serious Event Notification, an Incident Report, a grievance or via an HR report. It is likely that this change in reporting practice accounts for much of the increased number of findings for harm within residences, rather than it being solely an increase in the level of harm occurring. However, we also acknowledge the change in the population of young people in residence since the lifting of the age level and the increase in seriousness of offending.

There is a significant programme of change to improve safety for children and young people placed in residential care.

Over the past few years, there has been considerable public interest and concern about the care that children and young people receive in both Care and Protection and Youth Justice residences.

Children and young people placed in residential settings typically present with complex needs and behaviours that require an individualised therapeutic approach. The data presented suggests that having high numbers of children and young people with complex needs placed together increases the risk of harm to them, and puts increased pressure on staff to manage the needs, dynamics and risks that are present.

Oranga Tamariki has a comprehensive programme of work underway to improve safety and wellbeing for those in residential care, and this is set out in further detail in the body of the Oranga Tamariki Annual Report.

Using our data and the insights gained to continue to improve and refine our practice

We are taking an evidence-based approach to increasing safety for children in care by continuing to build on and develop our social work practice and mitigate responses to areas of risk.

Our Chief Social Worker & Professional Practice Group continues to provide information about which children are experiencing further harm when in care, the nature of this harm, where it occurs, and who is responsible for it. Data provided by the team at a regional level has enabled regions to identify their own areas of practice strength and improvement when responding to children harmed while in care. This data has also been used to support continuous improvements in adherence to the National Care Standards across regions, and we are seeing slow but consistent improvement in this area.

Common themes have emerged across all placement types when considering the enablers of safe care. These include having a holistic understanding of the child's individual needs and a thorough assessment of a caregiver's capacity to provide safe and stable care that is underpinned by our Practice Approach. This understanding is critical to informing a clear plan of how both the child and their caregiver will be supported through the care journey. The provision of current and up-to-date information about the child in the form of an All About Me Plan is vital so that caregivers, whatever type of caregiver they may be, know who they are caring for, what their goals and aspirations are, risks to be managed, and which strategies will be effective to support their oranga and safety. Social workers need to maintain positive and trusting relationships with both the child and the caregiver, regardless of the placement type, and there needs to be a timely response to concerns raised in order to address risks and prevent further harm occurring.

A safe care experience requires input from the broader children's system and assistance to ensure both accessibility and engagement with the appropriate services and supports, and skilled kaimahi who are confident in their practice.

Understanding the health and disability needs of children who are in care is integral to supporting their oranga and safety. The last five years of data has shown that children with disabilities have a higher representation in the data – it is expected that the Disability Strategy will further strengthen our ability to respond to children with disabilities and their caregivers.

The practice shifts, practice policy and guidance, and strengthened understanding of the disability needs of children in care will support social workers' responses and the mitigation of harm to ensure a more consistent response to, and ultimately reduction in, the rates of harm experienced in care.

Definitions

Terminology

Child or children – all children and young people under the age of 18, irrespective of age group.

Young person or young people – specifically refers to individuals who are aged 14 years and above.

Children in care – children or young people who are subject to a custodial order or legal agreement under the Oranga Tamariki Act that places them in the care or custody of the Chief Executive of Oranga Tamariki.

Tamariki Māori – children and young people recognised as Māori.

Whānau – the Māori term for family and in this context used in relation to Māori families.

Takatāpui – inclusive term for Māori who identify with diverse genders and sexualities.

Kaimahi – worker, employee, staff.

Definitions of abuse from the Oranga Tamariki Practice Centre 2024:

Physical abuse involves situations where a tamaiti has an injury or was at serious risk of injury. The harm could be deliberate or unintentionally result from a deliberate action. Physical abuse can be a single injury or action. It can also happen in combination with other circumstances.

Sexual abuse is any action where a tamaiti is used for a sexual purpose whereby the tamaiti is forced or enticed to take part in sexual activities, whether or not they are aware of what's happening. Sexual abuse can be either contact abuse or non-contact abuse and includes exposure to sexual activity and sexual imagery and grooming behaviours.

Neglect is the failure to meet the basic needs of tamariki – physical (adequate shelter food and clothing), emotional (not providing comfort, attention and love), supervisory (leaving tamariki without someone safe looking after them), medical (not taking care of health needs), or educational (allowing truancy, failure to enrol in education or inattention to education needs). Neglect could happen once or it could happen regularly.

Emotional abuse occurs when the mental health and social and/or emotional functioning and development of tamariki has been damaged by their treatment. It is a pattern of systematic and purposeful harm aimed towards tamariki through aggression and verbal put-downs and there is an absence of positive affirmation, love and affection. Witnessing intimate partner violence may constitute emotional harm if the functioning, safety or care of tamariki has been adversely affected or put at risk.

Classification of people alleged to have caused the harm:

Whānau/family caregiver describes a person who provides care for a child who has a family connection or other significant connection to the child.

Non-whānau/non-family caregiver describes a person who provides care for a child who does not have a pre-existing connection to the child and who is not related to the child.

Parent (as caregiver) refers to the person who has been in the parenting role for the child prior to entering care and continued providing care or had the child returned to their care (in the main, this describes biological parents but can describe grandparents or other family members who have previously been in the parent role for the child).

Staff (Oranga Tamariki, and Child and Family Support Services) describes a person employed directly by Oranga Tamariki or through contractual arrangements with NGO and iwi providers to provide care.

Children (in placement) refers to all children living in the same household/environment as the child in care (this could describe other children in care or a caregiver's own children).

Children (not in placement) describes all children who do not live in the same household as the child in care and could describe related children or unrelated children.

Parent (not as caregiver) describes the biological or de facto parent of a child who is not currently providing care for the child.

Adult family member refers to all family members aged over 18 who are not defined as parents or caregivers and are not currently providing care for the child.

Non-related adult describes any person over 18 who does not fall into any of the other categories. This could include a babysitter or unrelated household member or a stranger to the child.

Classification of non-family placement types:

Non-whānau/non-family caregiver describes a person who has been assessed and approved by Oranga Tamariki as a caregiver. These caregivers are recruited in communities and receive training and support from Oranga Tamariki caregiver social workers and are not related to the child.

Family Group Homes (FGH), Supervised Group Homes (SGH), and Remand Homes are usually owned and maintained by Oranga Tamariki to provide group living homes to older aged children and young people, with either caregivers or staff employed by Oranga Tamariki. Family Homes can provide care to up to six children, but this can vary depending on the needs of the children – such as keeping siblings together. SGHs work on a similar basis as family homes however they provide a more therapeutic approach to care. Remand homes cater to young people on youth justice custody orders.

Child and Family Support Services (CFSS) Oranga Tamariki contracts with other organisations to provide a placement for children and young people. The type of placement can vary, ranging from 1:1 care for children with high needs, group home placements and approved caregivers in the caregiver's home.

Independent living If a young person aged 16 years or older is in the custody of the Chief Executive they can choose to live independently with the support of their social worker if they do not wish to remain in their current placement. This can include living on their own, flatting, or living with a friend or older sibling.

No placement arrangement There is no placement arrangement, usually in the situation where a young person has been absconding, they are unable to return to where they were living, and a new placement has not yet been identified. This is not a common situation but does occur occasionally.

Methodology

There are several ways the safety of children in care data is collated:

- When we report the overall number of individual children with a finding of harm, we count children only once, even if they have more than one finding of harm.
- When we report the number of individual children within each type of harm, we are counting children once within each type of harm but the sum of all the types will be greater than the overall number of individual children as some children have experienced more than one type of harm.
- When the number of findings of harm is reported this number reflects all findings and therefore a child may be counted more than once in the following circumstances:
 - if they experience more than once incident of harm (this describes distinct and separate harmful activity taking place in a different time period as we recognise that often what is described as a harmful event reflects repeated behaviours and not a one-off event)
 - and/or if the finding relates to more than one person who caused the harm,
 - and/or an incident relates to more than one abuse type.
- When we report on the person alleged to have caused the harm, individuals are counted for every finding recorded against them. This may reflect findings for more than one child or for different types of harm.
- The numbers reported are based on the date the findings are made, not the date of the harm experienced by the child.

We have provided descriptive scenarios to illustrate clusters of harmful behaviour. These are composite summaries made up of the predominant factors present in a number of situations and do not describe one circumstance for one individual child.





ORANGA TAMARIKI
Ministry for Children

Te Kāwanatanga o Aotearoa
New Zealand Government