



Annual Report

2024/25

PŪRONGO Ā TAU
2024/25

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2024/25 Annual Report CE foreword

Tēnā koe

This year has been all about focus. It's been about focusing Oranga Tamariki on what is important, on what is core and, like any big agency, there is a lot to be done. Not everything is equally as important.

What is most important is protecting New Zealand's children that are at risk of harm or neglect. That is the core reason we are here. Supporting our frontline staff and, in particular our social workers, is critical if we are to be successful. This must be the focus of the organisation, because that is our core statutory role, a role no one else can undertake.

Early in this financial year we refocused and developed a plan that prioritised the essential things we must do as a child care and protection agency. This covered delivering on our core purpose (e.g. responding to reports of concern: social worker visits), changing our culture to enable our people (e.g. improved tools for leaders and simplifying processes) and getting the basics right (e.g. good financial management, asset management, and meeting our transparency requirements, such as Official Information Act requests and Parliamentary Questions).

Everything is measured – which gives us real sense of how we are progressing. It's about meeting expectations, but also understanding the reasons when we don't, and how can we overcome those impediments.

We've faced significant challenges this year. Reports of Concern (ROCs) rose sharply – up 44% overall, with a 17% increase in individual children with ROCs. In response, we've focused on supporting frontline social workers to maintain service levels under growing demand. While some results have declined, we've proactively diagnosed issues and launched improvement programmes.

Despite these challenges, there is much to acknowledge. More children are being supported to remain safely with their whānau, and 96% of children in care tell us they feel safe. Caregiver support has improved, youth offending initiatives are showing promise, and standards in residences have lifted. We've also invested in frontline technology, youth justice services, and a new Child Protection Investigation Unit.

Youth offending is becoming more complex but we're seeing positive results toward the government's target to reduce serious and persistent youth offending by 15%. We've introduced new practice approaches and have begun embedding a more efficient structure that positions us for the future.

We're enabling locally-led innovation by supporting iwi and Māori partners to reimagine care and protection, helping shape a more decentralised, community-driven model. We acknowledge criticism around our initial contracting reset and are actively working to mature our capability.

I want to thank Chappie Te Kani, former Chief Executive of Oranga Tamariki who left this role earlier in the year after three years in the role. His dedication to what is one of the most challenging roles in the public service was appreciated by all.

I also want to thank our people, our caregivers, and our partners and providers in the community. It is a team effort – and will increasingly be so.

Thank you all for your tireless efforts over the last 12 months.



Andrew Bridgman
Acting Secretary for Children/
Chief Executive
Oranga Tamariki



2024/25 Annual Report Chief Social Worker foreword

Over 40 years ago, Dame Whina Cooper reminded us of a truth that continues to guide our work: *“Take care of our children. Take care of what they hear, take care of what they see, take care of what they feel. For how the children grow, so will be the shape of Aotearoa.”*

This message remains at the heart of our mission. Most children in New Zealand grow up surrounded by love and support from their family, whānau, hapū, iwi and communities. Yet for some, additional support is needed to ensure they are safe, well, and able to thrive.

This year, we saw 9,465 more children reported to us than last year – the highest number since 2018. In response, Oranga Tamariki and our partners completed over 44,000 investigations, facilitated over 10,000 Family Group Conferences, supported over 4,000 children in care, and helped nearly 2,000 transition out of care with plans for their future.

Behind these numbers are the tireless efforts of our kaimahi – social workers, youth workers, Kairaranga-a-whānau, Family Group Conference coordinators, psychologists, and allied professionals – alongside caregivers and communities who open their homes and their hearts. Every day, they work to enable safety, prevent harm, and strengthen oranga. I see and hear the impact of this work regularly: lives changed, dignity restored, and hope rekindled through manaakitanga, respect, and partnership.

This year, we’ve taken important steps to strengthen our practice. We introduced three new tools – Organising My Practice, Tiaki Oranga, and the Oranga Framed Assessment report – to deepen understanding and improve responses to children’s needs. We delivered core development programmes to staff, improved caregiver support, began replacing our outdated case management system, and developed tools to monitor workload and capacity. We also made improvements in residences and partnered with iwi, hapū and communities through our Enabling Communities prototypes.

Each of these changes is significant. Together, they form part of a long-term strategy to embed a professional practice system that works seamlessly with community partners and delivers the quality of care our children deserve – and our communities expect.

There is still more to do. But the signs are hopeful. We are seeing earlier engagement with whānau, stronger collaboration, and more confident, skilled decision-making. Our path forward is clear: lift the quality of our practice; support innovation across hapū, iwi and communities; and strengthen collective action across the Oranga Tamariki system.

Ultimately, our purpose is simple and profound: to take care of our children – for their future is the shape of ours.



Nicolette Dickson

Chief Social Worker
and Deputy Chief Executive
Professional Practice



Part 1: Our Performance

2024/25 performance context

Our role is to ensure children and young people are safe.

Oranga Tamariki has four priorities:

- Ensuring safety of children and young people
- Supporting caregivers
- Addressing youth offending
- Improving complaints.

We have prioritised efforts to improve performance in our core role through a back-to-basics approach that emphasises support for frontline staff. Alongside this we have also looked to improve supports for caregivers.

The Ministry has responded proactively to new priorities and is making strong progress towards the government's target of reducing child and youth offending by 15%. We are on track with this target and there has been a 21% reduction in the number of serious and persistent young Māori offenders since June 2023. At the same time there has been an increase in the number and complexity of reports and concern.

We know we are making an impact, with 96% of children in care reporting that they feel safe where they live now. We've also seen a 13% increase in engagement with children on safety needs assessment and have seen over 1,500 referrals to Fast Track (see more on page 97) since its inception in December 2022. We've also seen an impact from the Military-Style Academy pilot, with a reduction in the seriousness and frequency of reoffending by most of the young people who participate.

This has been a year of significant change for Oranga Tamariki. The numbers of Reports of Concern have risen significantly, with a 44% increase compared to last year.

We have delivered new approaches to practice and are embedding a new organisational structure that is more efficient and sets us up for the future. We have improved funding to technology to support and enable social workers to have information at their fingertips. We have established the Child Protection Investigation Unit to strengthen internal oversight and accountability for harm in care.

We are enabling locally led innovation by supporting iwi and Māori partners to reimagine care and

protection, helping shape a more decentralised and community-driven future operating model. We've also been criticised for our initial contracting reset and are working to mature our capability to where it needs to be.

There are many opportunities and areas in which the Children's System could be working together to do more for children, and we need to focus efforts to ensure that these interventions occur at the right time.

The numbers of reports of concern have risen significantly

In 2024/25 we received 108,032 reports of concern (ROCs) for 63,103 children, compared to 74,941 ROCs for 53,638 children in 2023/24. We have completed some analysis of this increase:

- A practice change impacting how we record ROCs accounts for some of the increase.
- Likely changes in public awareness and reporting behaviours after two key events, the establishment of the Te Reo Karanga call centre in Whakatāne (due to more rigorous data recording and more information being received), and a mass allegation investigation which made up a small proportion of the increase.

There are broader social and economic factors affecting all demographics and regions which will also be responsible for some of the increase.

With the increased volume, the timeliness of responses to reports of concern has decreased. Our operational timeframes require that:

- critical reports of concern are responded to within 24 hours
- very urgent reports are responded to within 48 hours.

This sharp increase in demand has placed pressure on our response times as there are not only more ROCs to work through, but more ROCs that require further action by our kaimahi. Over the last year we met these timeframes 86% of the time.

We are working hard to address workforce pressures, including a need to engage more social workers and a shortage of suitable practitioners.

These workforce pressures impact our ability to respond on time and make timely visits to children in care.

We aim for regular visits, or at least one visit every eight weeks, to occur for at least 95% of children in care. We measure this in two ways – first by measuring whether children in care are visited at least every eight weeks, and secondly by measuring whether visits have occurred within the timeframes set out in a child's care plan.

We have been successful in visiting 95.8% of children in care every eight weeks. However, we were only able to visit two thirds of children in accordance with their plan. Consistent and timely engagement with children in care is most challenging in regions facing the most significant staffing shortages. Alongside tackling workforce pressures, we are developing technology solutions to free up social worker time.

Our care focused reports highlight where we are doing well at keeping children safe and where we need to improve

We have yet to see the full benefits across the children's system of our drive to meet the National Care Standards

As part of our back to basics approach we have targeted more resources to meet the National Care Standards (NCS). We have driven a series of actions over the last part of the year with a focus on ten key areas to improve progress against the NCS. There are early signs of positive impact, particularly in improving visit frequency and the completion of Assessment Reports.

Some key insights on our progress to meet NCS include:

- Safety needs in plan (90%), education needs in plan (92%), opportunities for play & recreation (90%), and children's views considered (86%), remain strong and stable, reflecting ongoing strengths in these areas.
- Identity and cultural needs (64%) and support for Māori connections (49%) remain areas requiring sustained attention and improvement. Further information on the National Care Standards can be found in the Care Reports section on page 102.

We continue to see evidence of quality practice for children coming into care

Section 78 custody orders allow the Family Court to urgently place children in the care of Oranga Tamariki when their safety is at immediate risk. These orders can be made with notice (parents are informed) or without notice (parents are not informed beforehand).

This year, we have continued to see evidence of consistent and quality practice across our entry to care work. Safety planning was evident in 92% of all cases, with tamariki Māori being placed with whānau or iwi providers in 70% of cases. Areas of focus have been identified, such as applications made without notice (70% of the applications for the past year). Oversight mechanisms need further strengthening, with supervision being recorded in 60% of the cases, child and family consults in 79% of the cases, and approval forms in 76% of the cases.

Further information on the Section 78, Entry to Care report can be found in the Care Reports section on page 116.

Most children in care are safe and harm has reduced in residences

We have made improvements to our ability to keep children safe in care, particularly in reducing physical harm and incidents involving residential staff. We have targeted improvements to safety practices and training, alongside changes to oversight.

Key insights include:

- For residential placements we have the first recorded decline in both children harmed and the number of findings, with a 14% decrease from 2024. Harm caused by staff has also significantly reduced.
- Emerging concerns include an increase of harm findings in return home placements from people in their communities.

Further information on the Safety of Children in Care 2024/25 report can be found in the Care Reports section on page 129.

In 2024/25, Oranga Tamariki implemented changes that position us for the future

From July to September 2024, there was a restructure to achieve organisational efficiency. These changes were focused on back-office functions and did not include our core front line delivery teams in sites, youth justice teams, residences and homes.

Oranga Tamariki has remained committed to delivering on our vision that all children are safe, loved and nurtured by whānau, hapū, and iwi, supported by thriving communities. Over 2024/25:

- We celebrated the success of care-experienced young people at the Prime Minister's Oranga Tamariki Awards.
- The Howard League Driving Programme helped 106 young people in care or receiving transitional support to get their learners driver licence.
- We redeveloped our Va'aifetū practice model from a cultural framework to an applied practice model for working with Pacific children, young people and their families.
- We continued to work with other Te Puna Aonui agencies to deliver the Te Aorerekura Action Plan as part of the National Strategy to Eliminate Family Violence and Sexual Violence.

We have stepped up efforts to improve complaints management practices.

Improving complaints management was a priority for Oranga Tamariki and we have seen our efforts drive a 10% improvement in the proportion of complaints that fully meet our standards. We have achieved this through a focus on improving practice, system upgrades, and strengthening internal reporting.

We have worked hard to address recommendations for improvement to our practices arising from a series of reviews into Oranga Tamariki.

We have made progress on addressing recommendations and findings from reviews and monitoring agencies. Of the 965 recommendations and findings received since 1 July 2019, we have now addressed 842 of those recommendations, with them either being completed, closed, or informing future programmes of work. Of the remaining recommendations in progress 70% were received this year.

The nature of the recommendations and findings provided by our external oversight monitoring agencies range from short term and operational to long term and strategic. We value the insight that monitoring agencies and reviews provide and take all necessary steps to ensure we learn and continuously improve our practice.

Key Populations

We know there are key populations who are overrepresented in care and youth justice that remain our priority

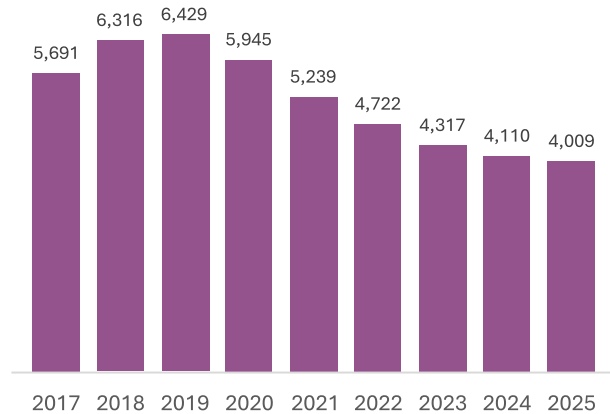
Representation in care (0–17-year-olds)¹

- 68% of children and young people in care are Māori, but only make up 27% of the tamariki and rangatahi Māori population in New Zealand
- 16% of children and young people in care are Pacific, and make up 14% of the New Zealand population
- Only 26% of children and young people in care are NZ European but make up 64% of the New Zealand population.
- An estimated 50% of children in care have a disability, but make up 10% of the New Zealand population.²
- An estimated 20% of young people in care are takatāpui and/or rainbow, but make up 10% of the New Zealand population.

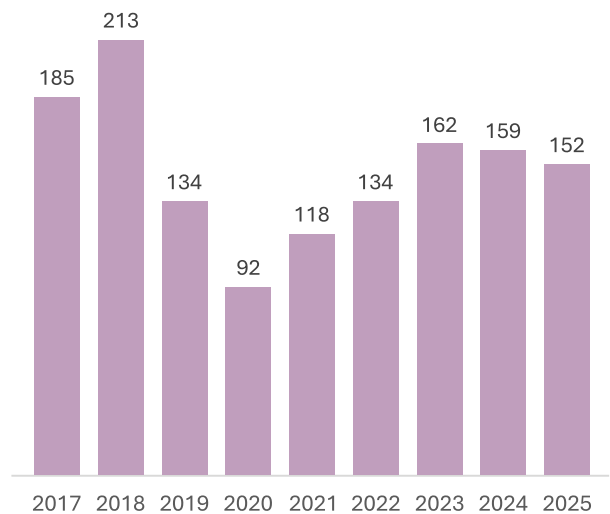
Representation in Youth Justice (10–17-year-olds)

- 86% of young people in Youth Justice custody are Māori, but only make up 27% of the tamariki and rangatahi Māori population in New Zealand
- 20% of young people in Youth Justice custody are Pacific, and make up 14% of the New Zealand Population
- Only 11% of young people in Youth Justice custody are NZ European but make up 66% of the New Zealand population

Number of children and young people in the care or custody of the Chief Executive (2017-2025) (care only, not Youth Justice custody)



Number of young people in the Youth Justice custody (2017-2025)



1 We use a mix of prioritized and total ethnicity.

Prioritized ethnicity: a child can identify with more than one ethnicity, but for analysis, only one is counted. Māori = 'Māori' + 'Māori and Pacific'. Pacific = 'Pacific' + 'Māori and Pacific'.

Total ethnicity: a child can identify with more than one ethnicity, and all are counted for analysis.

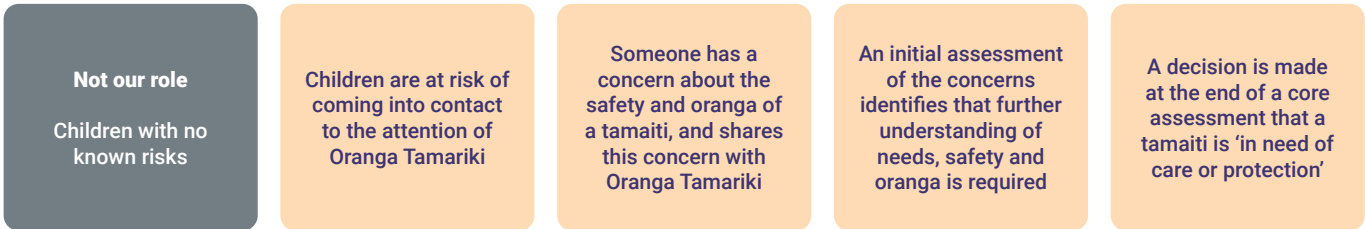
2 These results are not official statistics. They have been created for research purposes from the [Integrated Data Infrastructure (IDI) and/or Longitudinal Business Database (LBD)] which [is/are] carefully managed by Stats NZ. For more information about the [IDI and/or LBD] please visit <https://www.stats.govt.nz/integrated-data/>

Our role in supporting children and young people

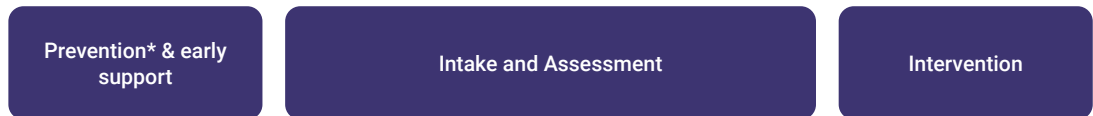
Role: We deliver a high performing, highly trusted statutory care and protection and youth justice agency

Role: We lead and drive the wider children's system

SITUATION FOR CHILDREN AND WHĀNAU

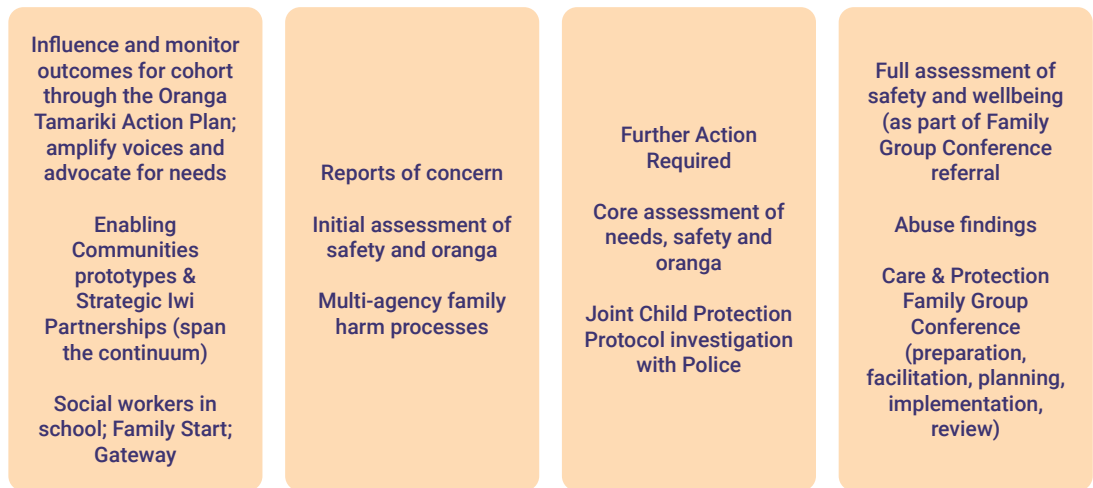


BROAD SERVICE CATEGORIES

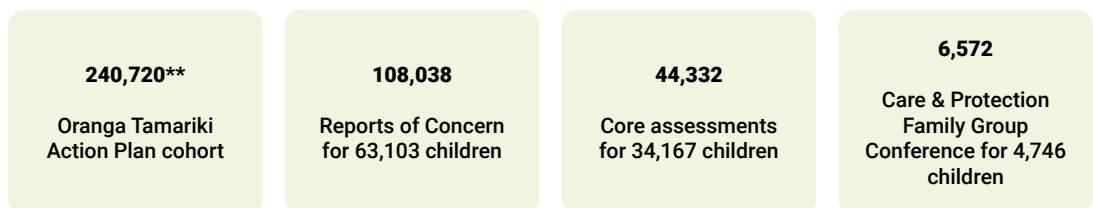


* Preventing children from coming to the attention of Oranga Tamariki.
Other services prevent escalating needs (and cost) including through early support

SERVICE RESPONSES

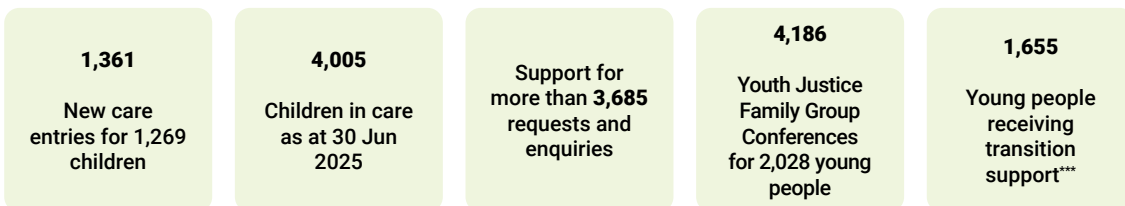
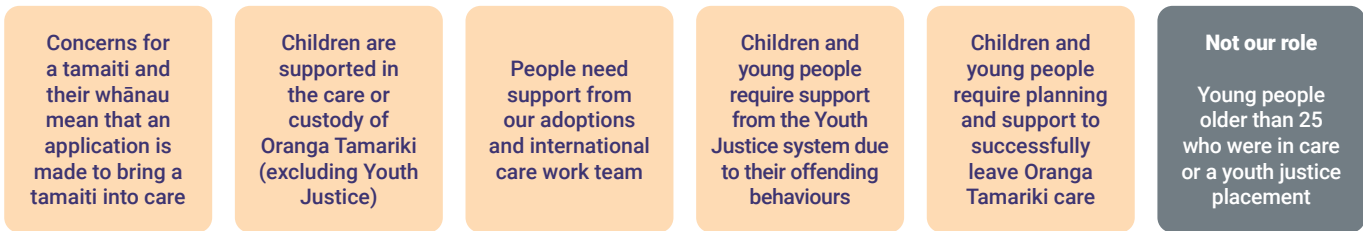


CHILDREN OR YOUNG PEOPLE*



Role: An enabler and coordinator for Māori and communities

* The data used for 'Children or young people' are figures from 2024/25.
** 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 2023.



*** The number of young people include those actively working with a Transition Worker, young people without a transition worker or between the ages of 21-25 years may be receiving transition support through the Transition Assistance Helpline.

Implementing the Government's priorities

Baseline savings

The Oranga Tamariki baseline was reduced by \$45 million in 2024/2025 because of the Budget 2024 Initial Baseline Exercise. We achieved these savings by making reductions in Back Office Administration (\$15 million) and Contracting Service (\$30 million) Costs. Additionally returning Capital funding back to the centre of (\$114.2 million).

Contractors and consultants – operating expenditure

In 2024/25 Oranga Tamariki achieved a reduction of \$8.49 million compared to 2023/24. The total contractor and consultant operating expenditure was \$12.28 million which represents 2% of the total departmental workforce expenditure. This compares with expenditure of \$25.12 million (5% of workforce expenditure) and \$20.77 million (3% of

workforce expenditure) for 2022/23 and 2023/24 respectively. The \$8.49 million reduction in 2024/25 is included as part of the \$15 million of savings for Back Office Administration as noted above.

Contractors and consultants – capital expenditure

In 2024/25 Oranga Tamariki spent only \$0.66 million on capital expenditure for contractor and consultants. This compares with expenditure of \$4.42 million for both 2022/23 and 2023/24. Capital expenditure for contractors and consultants is typically volatile over time due to the one-off nature of capital projects.

Major Spending Decisions

Oranga Tamariki did not have any Major Spending Decisions from Budget 2024.

Government targets

| Measure | Target | 2024/25 Result |
|--|-------------|----------------|
| Addressing youth offending | | |
| A 15% reduction in the total number of children and young people with serious and persistent offending behaviour. ³ [2023 Baseline: 1,081] | 919 by 2030 | 923 |

Other Government and ministerial priorities of public interest

| Measure | Target | 2024/25 Result |
|---|-------------------------------------|--------------------------------------|
| Ensuring the safety of children and young people | | |
| The percentage of children in care who have been visited by their social worker at least once in the last eight weeks to ensure their ongoing safety and wellbeing. ⁴ | 95% | 95.8% |
| The percentage of critical or very urgent reports of concern, addressed within operational timeframes, will be at least 95%. ⁵ | 95% | 86% |
| Supporting Caregivers | | |
| Results of a rolling survey of Oranga Tamariki caregivers: 1) The percentage of caregivers satisfied with support from their social worker 2) The percentage of caregivers who are satisfied with overall support from Oranga Tamariki 3) The percentage of caregivers who would recommend becoming a caregiver to their family and friends 4) The percentage of caregivers who are thinking about stopping being a caregiver | N/A | 1) 74% 2) 45% 3) 47% 4) 22% |
| Improving complaint management and practices | | |
| The proportion of complaints audited that were handled in a way that fully met Oranga Tamariki standards. [Baseline: 48 percent] | 60% (25% increase from baseline) | 57.8% |

3 More information about this target and associated reporting can be found here – [Factsheet - Target 3 - Reduced child and youth offending - December 2024](#)

4 The ministerial priority measure reports on social worker visits to all children in care using structured operational data to provide indication of visits as at end of the period. This measure complements our appropriation measure 'The percentage of children in care with regular engagement with an Oranga Tamariki practitioner' that reflects case file analysis of sampled case files from the last 12 months.

5 This measure is also an appropriation performance measure (A3.9).

Significant Budget decisions from Budget 2024 and 2025

Cabinet approved the following 2024 Budget initiatives. For more information on the funding for these initiatives, see: [Financial Recommendations: Budget Significant Cabinet Minute 2024 - 54 Oranga Tamariki - 29 April 2024 - Budget 2024 Information Release](#)

| Initiative | Budget year funded | Performance information | Notes / Context |
|---|--------------------|---|--|
| Addressing Serious Youth Offending | 2024 | Measured by Addressing youth offending (Government target) | In FY24/25, Reducing Serious Youth Offending supported efforts to address serious youth offending through service design, cross-agency collaboration on the development of a Young Serious Offender Declaration, and introduction of enabling legislation to the House. |
| Crown Response Unit (Abuse in Care) | 2024 | Measured by appropriation measure | During the 2024/25 financial year responsibility for matters relating to the redress system for survivors of abuse in State and faith-based care have transferred from Vote Oranga Tamariki to Vote Public Service. |
| Fast Track Youth Offending Programme | 2024 | 1,513 referrals have been made to Fast Track since it's inception | Initially launched in south and west Auckland late in 2022, the Fast Track protocol was developed by Oranga Tamariki and Police to activate a community-led response to serious and persistent offending by children aged 10 to 13 and has been extended to 14 to 17-year-olds. |
| High Needs Children Services Cost Pressure | 2024 | Supported 59 additional placements for disabled children across 11 accredited care providers. | Referrals for disabled children and young people with multilayered complex support needs continue to be responded to by providers with experience in staffed community residential care. |
| Reduction in Back Office Administration Costs – Oranga Tamariki | 2024 | See Baseline savings | See Baseline savings |
| Reduction in Back Office Functions – Oranga Tamariki | 2025 | Relates to Baseline savings. First year of savings 2025/26. | Note that savings from this initiative commence in 2025/26. |
| Reduction in Contracting Service Costs – Oranga Tamariki | 2024 | See Baseline savings | See Baseline savings |
| Frontline Technology Systems Upgrade | 2024 | Tracked through Benefits Realisation Plan and Assurance Plan | Oranga Tamariki received through Budget 2025 a \$68.5m funding boost over five financial years to invest in frontline technology systems, increasing the amount of time social workers can spend with children and whānau. The Frontline Technology Systems Upgrade will replace legacy systems that are no longer fit for purpose, including the existing case management system social workers use every day, which is now more than 20 years old. Recording sensitive information about the lives of children and families in a way that supports good decision making is one of our fundamental professional obligations and this work supports that. The new system will increase the amount of time social workers have to engage with children, young people, whānau, victims, caregivers and partners by reducing time spent duplicating information across multiple systems. |

Budget 2025 new spending includes:

- Abuse in Care workforce upskilling
- Infrastructure remediation for residences
- Youth Serious Offender (YSO) declaration
- Military Style Academies (MSAs) implementation
- Safety improvements in youth justice residences

Budget 2025 precommitments:

- Changes to Oranga Tamariki social service contracting

Updates will be provided in the 2025/26 Annual Report.

Appropriation measures

Our appropriations

Oranga Tamariki is funded to invest in and deliver a range of services through appropriations within Vote Oranga Tamariki.⁶ 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 2024/25. Our appropriations funded are as follows:

- Adoptions services
- Crown Response to the Abuse in Care Royal Commission of Inquiry and establishment of a new redress system for abuse survivors
- Investing in Children and Young People, including
 - Intensive Response
 - Policy Advice and Ministerial Services
 - Prevention and Early Support
 - Statutory Intervention and Transition
- Oranga Tamariki-Ministry for Children – Capital Expenditure.

We also administer non-departmental funding for:

- Connection and Advocacy Services
- Independent advice on Oranga Tamariki.

See Appendix 1: Vote Oranga Tamariki Non-Departmental Appropriations for information on our non-departmental funding.

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 2023/24 from 32 to 28 this year. Many of the removed measures are historic, represent unrealistic targets, or are driven by demand. 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 14 out of 28 of our appropriation measure standards this year. We provide commentary for measures for context – particularly if they have not met standards. We are reviewing our appropriation measures for 2025/26 to ensure they remain relevant.

See Appendix 2 for key assumptions about the appropriation measures.

⁶ 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 intended to achieve the legal adoption of children by approved parents and to provide access to information on adoptions. It 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.

| A1.1 | Standard | 23/24 Actual | 24/25 Actual |
|---|----------|--------------|--------------|
| The percentage of assessments of suitability to adopt that are completed within 3 months will be at least | 90% | 99% | 95% |
| 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. Regular and close monitoring of the timeframes for completion of assessments has contributed to achieving the target for this measure. | | | |
| Correction to Annual Report 2023/24 (page 60) | | | |
| We have updated our explanation for the removal of “The number of requests from adults seeking identifying information on birth parents will be between 150-250” to delete the incorrect statement that “open adoptions were legalised” and to accurately represent the reasons for our decision: | | | |
| We removed this measure due to the reduction of adopted adults seeking identifying information under section 9 of the Adult Adoption Information Act. Over time, fewer people have needed this. While there is no legislative basis for open adoption, there has been a reduced need for this information. More adoptions from the mid-1980s onwards have included a measure of openness. | | | |

2024/25 Adoption Services financial performance

| Actual 2024 | Financial performance (figures are GST exclusive) | Actual 2025 | Main Estimates 2025 | Supplementary Estimates 2025 | Main Estimates 2026 |
|----------------|--|----------------|---------------------------|------------------------------------|---------------------------|
| \$000 | | \$000 | \$000 | \$000 | \$000 |
| Revenue | | | | | |
| 11,526 | Crown | 10,671 | 10,541 | 10,671 | 10,978 |
| 10 | Department | - | 19 | - | - |
| 11,536 | Total Revenue | 10,671 | 10,560 | 10,671 | 10,978 |
| 11,366 | Total Expense | 10,409 | 10,560 | 10,671 | 10,978 |
| 170 | Net Surplus/(Deficit) | 262 | - | - | - |

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 | 23/24 Actual | 24/25 Actual |
|--|----------|-------------------|--------------|
| Coordinate the delivery of the public apology and concurrent events for survivors of abuse in care on 12 November 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 undo 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 responsibilities of this appropriation were transferred to the Public Service Commission on 1 December 2024. Our performance measure related to the period from 1 July 2024-1 December 2024 when we held responsibility for this appropriation. For further performance against this appropriation, please refer to The Public Service Commission Annual Report 2024/25. The previous measures we reported on in 2023/24 were: | | | |
| <ul style="list-style-type: none"> 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 Complete high-level design, and commence detailed design, of the Redress System as agreed by Cabinet by 30 June 2024 | | | |

2024/25 Crown Response to the Abuse in Care Royal Commission of Inquiry and establishment of a new redress system for abuse survivors financial performance

| Actual 2024 | Financial performance (figures are GST exclusive) | Actual 2025 | Main Estimates 2025 | Supplementary Estimates 2025 | Main Estimates 2026 |
|----------------|---|--------------|---------------------|------------------------------|---------------------|
| \$000 | | \$000 | \$000 | \$000 | \$000 |
| Revenue | | | | | |
| 19,205 | Crown | 7,254 | 11,525 | 7,254 | - |
| 19,205 | Total Revenue | 7,254 | 11,525 | 7,254 | - |
| 14,427 | Total Expense | 7,162 | 11,525 | 7,254 | - |
| 4,778 | Net Surplus/(Deficit) | 92 | - | - | - |

A3 – 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 children exhibiting needs which place them at risk of harm and/or requiring a statutory intervention.

| A3.1 | Standard | 23/24 Actual | 24/25 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% | 98% |
| 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. | | | |

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.

| A3.2 | Standard | 23/24 Actual | 24/25 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 | 2.9 | 3.7 |
| 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 | | | |
| Over the year there was an increase in policy advice to deliver the Government’s legislative programme. An increase in output has been matched by an increase in satisfaction. | | | |

| A3.3 | Standard | 23/24 Actual | 24/25 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 | 3.55 | 3.48 |
| 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. | | | |
| Commentary | | | |
| The score this year is 3.48, compared to 3.55 last year. The median is the same as last year at 3.5. | | | |

| A3.4 | Standard | 23/24 Actual | 24/25 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% | 96% |
| 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. | | | |

| A3.5 | Standard | 23/24 Actual | 24/25 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. | | | |

| A3.6 | Standard | 23/24 Actual | 24/25 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% | 100% | 92% |
| 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. | | | |
| Commentary Delays early in the financial year were addressed and timeliness improved subsequently. | | | |

Measures removed

We have removed two Policy and Ministerial Services measures as these are no longer relevant. We retain the measures that best reflect the performance of the quality of policy advice that is delivered to the Minister. The two removed measures are:

- 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*
- 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*

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.

| A3.7 | Standard | 23/24 Actual | 24/25 Actual |
|---|----------|--------------|--------------|
| The percentage of all contracted services which achieved or exceeded the target for their primary contracted measure will be at least | 75% | 78% | 74% |
| 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. | | | |
| Commentary The reduction in this performance measure has been impacted in part by the delays to the commencement of contracting, and the flow on impact of reductions in the number contracted services for F2024/2025 | | | |

| A3.8 | Standard | 23/24 Actual | 24/25 Actual |
|--|----------|--------------|--------------|
| The percentage of all service contract funding contracted with Iwi and Māori organisations will be greater than 23% | 23% | 33% | 32% |
| <p>Why is this measure important?</p> <p>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</p> <p>The percentage of funding with iwi and Māori organisations for 2024/25 is at 32%, while the percentage of organisations that are iwi and Māori organisations for 2024/25 was 27.7%, a slight reduction compared to 2023/24.</p> | | | |

| A3.9 | Standard | 23/24 Actual | 24/25 Actual |
|--|----------|--------------|--------------|
| The percentage of critical or very urgent reports of concern, addressed within operational timeframes, will be at least 95% | 95% | 92% | 86% |
| <p>Why is this measure important?</p> <p>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 tells us if we are responding in an appropriate timeframe, based on the level of risk identified, to ensure the immediate safety of the child.</p> | | | |
| <p>Commentary</p> <p>There has been an increasing volume of reports of concern over the previous 12 months and shortage of qualified and registered social workers in New Zealand disproportionately impacting vacancy levels at certain sites. This particularly impacts those away from main population centres, impeding their ability to respond to multiple critical and very urgent reports of concern in quick succession.</p> | | | |

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.

| A3.10 | Standard | 23/24 Actual | 24/25 Actual |
|---|-----------|---------------|---------------|
| Report on the percentage of children to exit out of home placement in the last eighteen months, who subsequently require an out of home placement | Report on | Achieved: 23% | Achieved: 25% |
| <p>Why is this measure important?</p> <p>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.</p> | | | |

| A3.11 | Standard | 23/24 Actual | 24/25 Actual |
|---|----------|--------------|--------------|
| The number of supported accommodation places available to young people, will be at least 150 | 150 | 148 | 134 |
| <p>Why is this measure important?</p> <p>For young people leaving care, getting into their first flat can be hard. Supported accommodation entitles young people 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.</p> | | | |
| <p>Commentary</p> <p>We have not increased placements whilst we are undertaking a review of our supported accommodation provision, to ensure we have the right models of support and accommodation types on offer.</p> | | | |

| A3.12 | Standard | 23/24 Actual | 24/25 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 | 95 | 125 | 119 |
| 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 | | | |
| We continue to exceed the measure, with better understanding of this entitlement and related information. | | | |

| A3.13 | Standard | 23/24 Actual | 24/25 Actual |
|---|----------|--------------|--------------|
| The number of young people, held in police custody for more than 24 hours will be less than 140 | 140 | 264 | 227 |
| Why is this measure important? | | | |
| We want to ensure young people spend as little time as possible in police custody after their arrest. | | | |
| Commentary | | | |
| The number of young people in police custody fluctuates depending on factors such as arrests and sentencing by the Courts. ⁷ | | | |

| A3.14 | Standard | 23/24 Actual | 24/25 Actual |
|--|----------|--------------|--------------|
| The percentage of children in care with quality engagement with an Oranga Tamariki practitioner will be at least 95% | 95% | 84% | 86% |
| Why is this measure important? | | | |
| We want to be confident that our visits to children in care are regular but also include quality engagement and give the tamaiti the opportunity to safely share any concerns. | | | |
| Commentary | | | |
| Improvements to guidance and review processes are ongoing. | | | |

| A3.15 | Standard | 23/24 Actual | 24/25 Actual |
|---|----------|--------------|--------------|
| The percentage of children in care with regular engagement with an Oranga Tamariki practitioner will be at least 95% | 95% | 66% | 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 | | | |
| Through the Care Standards Action Plan which commenced in April 2025, Practice Leaders have been supporting staff at sites, and reporting on, progress to update All About Me Plans. This work has involved practice conversations to help staff recognise and record the family, whānau, hapu, iwi, marae, and family group connections for tamariki Māori, or family and family group connections for children who are not Māori. Further work is happening through the Frontline Technology Systems Upgrade (FTSU) project, which will update and enhance planning tools that will integrate with data systems and replace the AAMP functionality. | | | |

7 The total of 462 reported in the 2023/24 Annual Report included double count of the under 17 age group. The correct total is 264.

| A3.16 | Standard | 23/24 Actual | 24/25 Actual |
|---|----------|--------------|--------------|
| The percentage of children in an out of home placement for more than three months, who are placed with family/whānau, will be at least 58% | 58% | 50% | 50% |
| <p>Why is this measure important?</p> <p>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.</p> | | | |
| <p>Commentary</p> <p>This continues to be an area of focus.</p> | | | |

| A3.17 | Standard | 23/24 Actual | 24/25 Actual |
|---|----------|--------------|--------------|
| The percentage of children in out of home placement, who have had two or fewer caregivers over the year, will be at least 85% | 85% | 88% | 86% |
| <p>Why is this measure important?</p> <p>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.</p> | | | |

| A3.18 | Standard | 23/24 Actual | 24/25 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% | 75% | 84% | 83% |
| <p>Why is this measure important?</p> <p>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.</p> | | | |

| A3.19 | Standard | 23/24 Actual | 24/25 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% | 95% | 85% | 85% |
| <p>Why is this measure important?</p> <p>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.</p> | | | |
| <p>Commentary</p> <p>Through the Care Standards Action Plan which commenced in April 2025, Practice Leaders have been supporting staff at sites, and reporting on, progress to update All About Me Plans. This work has involved practice conversations to help staff recognise and record the family, whānau, hapu, iwi, marae, and family group connections for tamariki Māori, or family and family group connections for children who are not Māori.</p> <p>Further work is happening through the Frontline Technology Systems Upgrade (FTSU) project, which will update and enhance planning tools that will integrate with data systems and replace the AAMP functionality.</p> | | | |

| A3.20 | Standard | 23/24 Actual | 24/25 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% | 95% | 86% | 86% |
| <p>Why is this measure important?</p> <p>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.</p> | | | |
| <p>Commentary</p> <p>Through the Care Standards Action Plan which commenced in April 2025, Practice Leaders have been supporting staff at sites, and reporting on, progress to update All About Me Plans. Further work is happening through the Frontline Technology Systems Upgrade (FTSU) project, which will update and enhance planning tools that will integrate with data systems and replace the AAMP functionality.</p> | | | |

| A3.21 | Standard | 23/24 Actual | 24/25 Actual |
|--|----------|--------------|--------------|
| The percentage of eligible young people who are referred for support from a transition support worker will be at least 60% | 60% | 69% | 72% |
| <p>Why is this measure important?</p> <p>To enable rangatahi to be well supported and confident to leave care, they should have the opportunity to connect with a transition support worker if they want or need.</p> | | | |

| A3.22 | Standard | 23/24 Actual | 24/25 Actual |
|--|----------|--------------|--------------|
| The percentage of siblings in out of home placements, who are placed with at least one sibling, will be at least 73% | 73% | 73% | 74% |
| <p>Why is this measure important?</p> <p>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.</p> | | | |

| A3.23 | Standard | 23/24 Actual | 24/25 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% | 95% | 42% | 49% |
| <p>Why is this measure important?</p> <p>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.</p> | | | |
| <p>Commentary</p> <p>Through the Care Standards Action Plan which commenced in April 2025, Practice Leaders have been supporting staff at sites, and reporting on, progress to update All About Me Plans. This work has involved practice conversations to help staff recognise and record the evidence required to support this measure.</p> | | | |

| A3.24 | Standard | 23/24 Actual | 24/25 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% | 40% | 39% | 38% |

| A3.24 | Standard | 23/24 Actual | 24/25 Actual |
|---|----------|--------------|--------------|
| 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. | | | |

| A3.25 | Standard | 23/24 Actual | 24/25 Actual |
|--|----------|--------------|--------------|
| The percentage of young people held on remand who are placed within their community ⁸ will be at least 30% | 30% | 33% | 24% |
| Why is this measure important? | | | |
| We want to keep young people 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 young people remain home (with added supports) or within their local community in a bespoke home. | | | |
| Commentary | | | |
| A range of factors determine the best placement options available for young people on remand. While placing young people close to their own community and whānau is a priority, this must be balanced against serious risk factors – such as the potential impact of placing young people with co-offenders. | | | |

2024/25 Investing in Children and Young People financial performance

| Actual 2024 \$000 | Financial performance (figures are GST exclusive) | Actual 2025 \$000 | Main Estimates 2025 \$000 | Supplementary Estimates 2025 \$000 | Main Estimates 2026 \$000 |
|-------------------------|--|-------------------------|------------------------------------|---|------------------------------------|
| Revenue | | | | | |
| 1,524,828 | Crown | 1,495,341 | 1,487,049 | 1,495,341 | 1,538,747 |
| 8,517 | Department | 7,670 | 7,003 | 7,992 | 5,722 |
| 8,394 | Other | 6,130 | 5,424 | 6,024 | 5,424 |
| 1,541,739 | Total Revenue | 1,509,141 | 1,499,476 | 1,509,357 | 1,549,893 |
| 23,118 | Intensive Response | 9,643 | 13,460 | 13,494 | 13,460 |
| 10,381 | Policy Advice and Ministerial Services | 10,454 | 9,996 | 10,019 | 9,924 |
| 456,518 | Prevention and Early Support | 432,707 | 457,256 | 458,228 | 470,449 |
| 1,048,865 | Statutory Intervention and Transitions | 975,799 | 1,018,764 | 1,027,616 | 1,056,060 |
| 1,538,882 | Total Expense | 1,428,603 | 1,499,476 | 1,509,357 | 1,549,893 |
| 2,857 | Net Surplus/(Deficit) | 80,538 | - | - | - |

8 There has been minor wording change to this measure. Changing “their” community to “the” community reflects young people may be placed in a different city/town to their community when local placements are not available. This does not affect the results of the measure.

A4 – Oranga Tamariki-Ministry for Children – Capital Expenditure PLA (M93) (A32)

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.

| A4.1 | Standard | 23/24 Actual | 24/25 Actual |
|--|----------|--------------|--------------|
| Expenditure is in accordance with the Ministry's approved capital plan | Achieved | Achieved | Achieved |
| <p>Why is this measure important?</p> <p>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.</p> | | | |
| <p>This measure has been changed</p> <p>Appropriation measure wording has been changed to – "Expenditure is in accordance with the Ministry's approved capital plan".</p> <p>This change was made 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.</p> | | | |

2024/25 Oranga Tamariki – Ministry for Children – Capital Expenditure PLA financial performance

| Actual 2024 | Financial performance (figures are GST exclusive) | Actual 2025 | Main Estimates 2025 | Supplementary Estimates 2025 | Main Estimates 2026 |
|----------------|--|----------------|---------------------------|------------------------------------|---------------------------|
| \$000 | | \$000 | \$000 | \$000 | \$000 |
| 25,280 | Capital Expenditure (PLA) | 9,776 | 24,800 | 24,800 | 37,986 |

Our organisation

Our legislative role

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

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

Delegated powers

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 children have had their guardianship passed from Oranga Tamariki to permanent caregivers. The qualified social workers work with caregivers to develop and maintain an individual plan that supports the caregivers to meet the needs of a child 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 children and young people within the Whakatāne area, with priority given to tamariki Māori who whakapapa to Ngāti Awa.
4. Barnardos Incorporated New Zealand – this delegation was not exercised in 2024/25.

In 2024/25, the effectiveness of these delegations was assessed through our standard contractual reporting arrangements.

Commitment to Papa Pounamu

Diversity and inclusion at Oranga Tamariki is an important requirement for us. We continue to make progress towards the five priority areas in the Papa Pounamu Public Service work programme.⁹

Uniting vision with support, leadership with collaboration and a commitment of honouring our values and our people, Te Hāpai Ō continues to strengthen through active participation across four workstreams:

1. Tū Māia – Cultural Training Programme
2. He Puna Rauemi – Cultural Resources
3. Te Pihinga – Cultural Baseline
4. Te Kōhure – Cultural Evaluation

Tū Māia

Tū Māia is a learning programme designed to lift the cultural capability of all staff, consisting of online, face to face and self-directed learning. Tū Māia is delivered by Te Tauihu o Ngā Wānanga (collectively Te Wānanga o Raukawa, Te Wānanga o Aotearoa and Te Whare Wānanga o Awanuiāraangi).

In 2024, 272 Oranga Tamariki staff successfully completed the 18-week programme, contributing to the overall total of 960 Tū Māia graduates since 2022.

NZQA accredited Tū Māia in 2024, resulting in staff who complete the programme receiving Tū Māia – Certificate in Building Māori Cultural Capability (Level 5 – Micro-credential).

He Puna Rauemi

He Puna Rauemi is a suite of cultural resources, supporting staff with tools and resources for learning, reflection, and everyday practice. He Puna Rauemi has four new resources.

Te Pihinga

Te Pihinga is a report that measures and monitors the cultural capability of staff at Oranga Tamariki. Since its inception in 2022, it has established a baseline to track progress and inform the ongoing development of cultural capability across the organisation.

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

The 2025 report revealed positive ratings for staff commitment to grow their Māori cultural capability and positive ratings of organisational cultural capability. In comparison to previous years, the report shows that staff commitment to cultural capability remains consistent, but their confidence and perceptions of organisational support have slightly declined, results that have likely also been influenced by the year of significant change within Oranga Tamariki. This highlights that Oranga Tamariki can improve to better support the cultural capability of its staff and further develop its overall organisational capability.

Te Kōhure

Te Kōhure is a framework to evaluate our organisational culture, cultural integration and cultural capacity, to understand the cultural maturity at Oranga Tamariki. The implementation of Te Kōhure identifies the actions required for our cultural capability to reach maturity. This year, Te Kōhure was completed and ready for implementation.

Workplace diversity

In 2024, we developed our Diversity, Equity and Inclusion Strategic Plan 2024-2027, which has at the heart of it our Strategic Intentions 2025 – 2029. We will revise our 3-year strategy annually to gauge progress against our target, and it will be published on our external website in early 2026.

Our progress for 2025/24 is available here: [Diversity, Equity & Inclusion Reporting for 2024/25](#).

| Our Kaimahi | 2025 |
|--|-------|
| Employees (FTEs) | 4586 |
| Māori kaimahi | 28.1% |
| Pacific kaimahi | 17.2% |
| Managers who identify as Maori (all tiers) | 28.5% |
| Managers who identify as Pacific (all tiers) | 15.5% |
| Social workers | 1737 |
| Kaimahi turnover whole of Oranga Tamariki | 11.1% |
| Kaimahi turnover Social Workers | 12.1% |

| | All Kaimahi | Tier 1 – 3 Managers |
|-----------------------|-------------|---------------------|
| Female | 72.3% | 73.5% |
| Male | 27.3% | 26.5% |
| Another gender | 0.4% | |
| Disability | 2.0% | |
| European | 56.0% | 60.9% |
| Maori | 28.1% | 30.4% |
| Pacific | 17.2% | |
| Asian | 10.1% | 4.4% |
| MELAA | 2.4% | |
| Other ethnicity | 2.4% | 4.4% |
| % disclosed ethnicity | 72.0% | 67.6% |

Equal employment opportunities

Departments are required to report on their compliance with their employment policy (including their equal employment opportunities programme).

Oranga Tamariki is complying with its employment policy, a statutory requirement under section 73(1) of the Public Service Act 2020. This policy is available to employees via our Intranet, and provided to new kaimahi during the onboarding process into the Ministry.

Kia Toipoto – Reducing gender and ethnic pay gaps

Within Oranga Tamariki, our 2024/25 reporting shows that we have made significant progress in addressing the gender pay gap. In 2024, the gender pay gap was 5.51%, meaning on average in Oranga Tamariki that women are paid more than men.

Looking at gender pay gaps by ethnic groups indicates that there is a negative pay gap (meaning women are paid more than men) except for Pacific people. However, the gender pay gap for kaimahi who identify as Pacific people has decreased from 3.20% in 2023 to 0.70% in 2024. This continues the downward trend.

Health, safety, and wellbeing

Health, safety and security is governed through a dedicated programme with oversight from executive leadership. Our approach is grounded in proactive risk identification, staff engagement, and continuous improvement.

Over the past year, Oranga Tamariki has advanced several strategic health, safety, and security initiatives, including enhanced critical risk reporting and targeted training development for our front-line leaders. Further to this, we also have dedicated assurance roles and organisational engagement covering health and safety expectations and improvements.

Managing our risks

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

- Corporate policies including the risk management policy have been refreshed. These set out our requirements for kaimahi, namely, to ensure risk management principles, roles and responsibilities are embedded.
- The Enterprise Risk Management framework is being refreshed and combined with the Assurance framework. The framework 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 organisation.
- A risk management e-learning module was launched in December 2024. This provides fundamental training for all kaimahi on the risk management process as stated in the Enterprise Risk Management and Assurance Framework, and the Risk Management Policy.

Our governance structure

The Oranga Tamariki governance structure sets and guides delivery against our strategic direction. It also ensures the organisation is financially sustainable, high performing, and meets legislative obligations.

The Executives were supported throughout the year by specialist Advisory groups including the Risk and Assurance Committee, the Disability Advisory Group, the Youth Advisory Group and the Pacific Advisory Panel.

Asset performance indicators

Our business-critical assets are grouped into two portfolios:

- **Property and fleet** – The property portfolio includes homes and secure residences used as placements for children in care, and leased buildings used for offices across Aotearoa to deliver our services. Our fleet includes the passenger vehicles used by our staff for front-line social work.
- **Information Communications and Technology (ICT)** – This portfolio covers the information systems we rely on, including Microsoft Managed Services and CYRAS (Care and Protection, Youth Justice, Residences, Adoption System – our case management system).

Asset Performance – Property and Fleet Portfolio

| Service area | Indicator | 2024/25 Target | 2024/25 Actual |
|-------------------|---|----------------|----------------|
| Secure residences | Functionality: Percentage of owned buildings that have maintained their annual Building Warrant of Fitness where required | 100% | 11% |
| Secure residences | Condition: Percentage of facilities at a moderate or better condition (condition 3 and better) using NAMS condition grading system | 90% | 67% |
| Secure residences | Condition: Percentage of buildings that are not earthquake prone (less than 34% NBS) from Initial Seismic Assessment (ISAs) | 100% | 97% |
| Workplaces | Condition: Percentage of leased spaces/ buildings that have NBS rating of at least 67% (yellow book lens) | 100% | 72.7% |
| Fleet | Utilisation: Passenger vehicle usage | 75% | 75% |

Asset Performance – Information Communications and Technology Portfolio

| Service area | Indicator | 2024/25 Target | 2024/25 Actual |
|--------------|---|----------------|----------------|
| Systems | Functionality: Percentage critical ICT system availability measured against agreed targets | 99.9% | 99.94% |
| Systems | Condition: Percentage of Information Technology priority one incidents resolved within agreed timeframes | 100% | 50% |
| Systems | Condition: Percentage of all Information Technology incidents restored within service level agreement timeframes | 80% | 77.8% |
| Devices | Utilisation: Percentage of laptop workstation devices in use | 85% | 84.72% |

Treaty settlement commitments

Oranga Tamariki is required to report on the status of its 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.

During the year, Oranga Tamariki worked with Te Tari Whakatau (Office of Treaty Settlements and Takutai Moana, previously Te Arawhiti) to support the Treaty settlement negotiation processes for various iwi across Aotearoa. We have also sought to keep our commitments updated in Te Haeata, a tool for core Crown agencies to maintain oversight of commitments relevant to their organisation. Oranga

Tamariki currently has 128 Treaty settlement commitments. 109 relate to commercial redress, with the remainder (nineteen) relating to cultural redress.

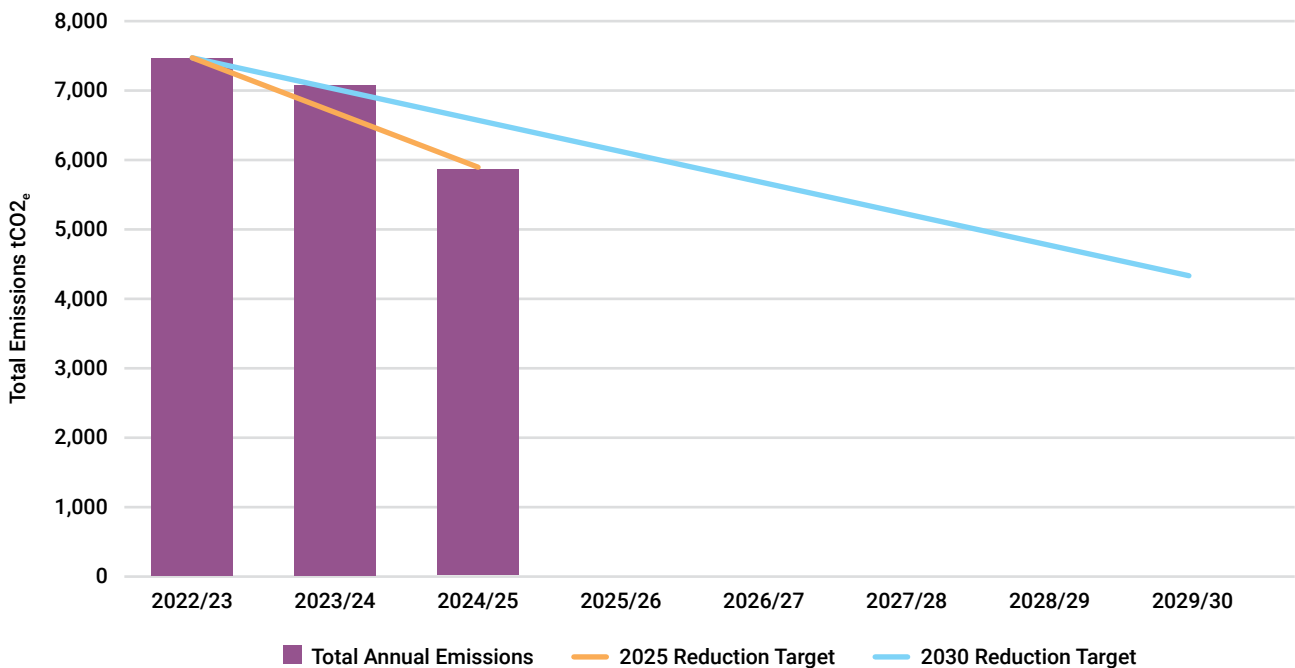
Carbon Neutral Government Programme

Oranga Tamariki has completed the nine-month interim audit successfully. Emissions are tracking similar to last year with an expected sharp spike in the final quarter.

The trend for the 2024/2025 data is similar to that of 2023/2024, from July to February.

March 2025 shows an increase due to a rise in business travel, compared to March 2024.

Oranga Tamariki Performance against Reduction Targets



Executive leadership team as at 30 June 2025



Andrew Bridgman

Acting Secretary for Children and Acting Chief Executive of Oranga Tamariki



Rachel Leota

Deputy Chief Executive Tamariki & Whānau Services



Iain Chapman

Acting Deputy Chief Executive Youth Justice Services & Residential Care

Note: role being advertised – Tusha Penny filled this role during the FY.



Nicolette Dickson

Chief Social Worker and Deputy Chief Executive Professional Practice



Darrin Haimona

Deputy Chief Executive Enabling Communities and Investment



Phil Grady

Deputy Chief Executive System Leadership

Note: on secondment outside organisation. Adam Allington, Kim Fourie and Jane Fletcher filled this role during the year.



Caz Anderson

Acting Deputy Chief Executive People, Culture & Enabling Services



Benesia Smith

Deputy Chief Executive Commissioning and Investment

Other reporting requirements

Section 7AA (repealed) final report

The 2024 final report can be found on our website.

Section 78 custody orders report

The 2024 final report can be found on page 116.

Safety of Children in Care report

The 2024 final report can be found on page 129.

Compliance Report against National Care Standards Regulations

The Oranga Tamariki Annual Report on compliance with the National Care Standards regulations 2024/25 can be found on page 102. The Independent Children's Monitor is required to report annually on outcomes for tamariki and rangatahi Māori and their whānau in the Oranga Tamariki system. Their 2024/25 annual report can be found here: <https://aroturuki.govt.nz/reports/outcomes-23-24>

Oranga Tamariki has written an official response to the findings in the Independent Children's Monitor annual report, that can be found here: <https://www.orangatamariki.govt.nz/about-us/performance-and-monitoring/independent-childrens-monitor-report/>

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 policy.¹⁰

Our policy requires that contracts with providers of children's services¹¹ include a requirement for the provider to have a child protection policy. As of 1 July 2022, Oranga Tamariki added a clause to 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 provides an opportunity to voice how the crime has affected them.
- Supporting children and young people that are the victim of an offence while in care and protection, or youth justice custody.
- Providing financial support at the discretion of local sites, to enable victims to participate in a Youth Justice family group conference. This can include petrol vouchers, or a 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, and play therapy.
- Establishing with the victim if they wish to be informed of the family group conference 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 2024 to 30 June 2025

| | |
|---|--------------|
| Total victims | |
| Victims consulted | 6,705 |
| Victims unable to be consulted | 210 |
| Victim consultation not recorded | 891 |
| Victims required to be consulted | 7,806 |

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

11 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)

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 Family Group Conference (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 891 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).

Number and type of complaints

There were six complaints from victims lodged with Feedback and Complaints during 2024/25.¹² The complaints related to Youth Justice FGCs were about communication and agreed outcomes not being completed.

Oranga Tamariki policy 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 constructive way.

12 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.

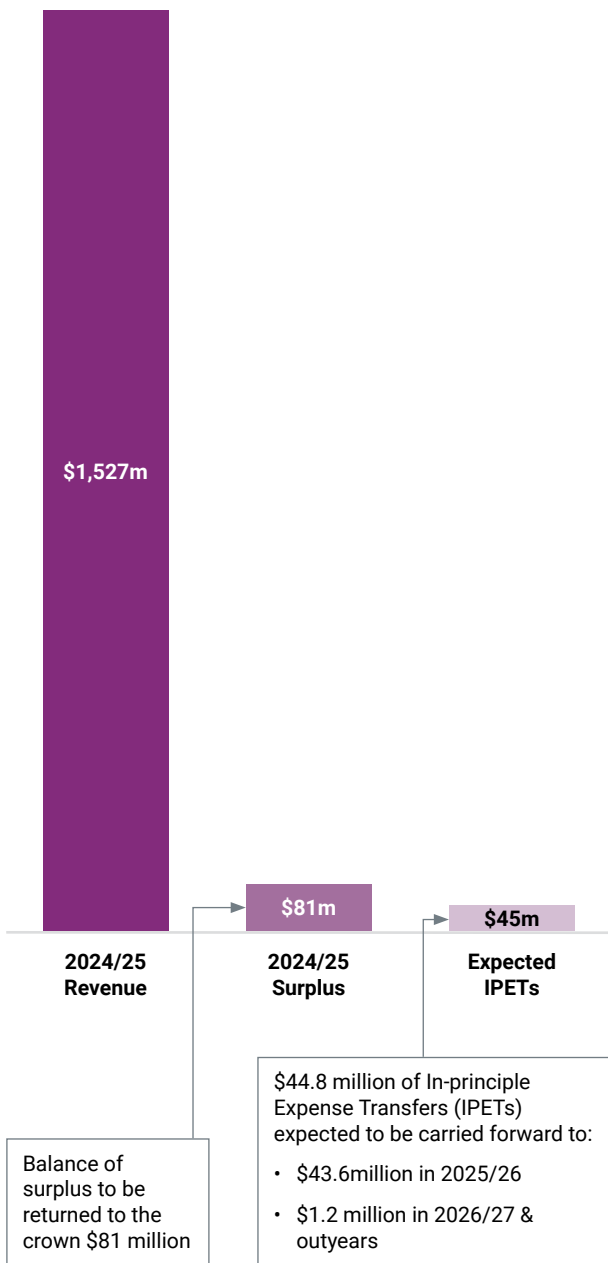
Financial Commentary

This section of the annual report provides a commentary on the Oranga Tamariki 2024/25 financial results and a view of our forecast financial plans for 2025/26.

This commentary compares financial performance for the year with:

- The previous financial year, 2023/24
- The 2024/25 budget set in May 2024 as part of the Government's Budget 2024. This is referred to as **Unaudited Budget**
- The 2025/26 budget set in May 2025 as part of the Government's Budget 2025. This is referred to as **Unaudited Forecast**.

2024/25 Operating Results



2024/25 Departmental Results

The Oranga Tamariki departmental activities are funded through four appropriations within Vote Oranga Tamariki.

In 2024/25 our revenue consists of:

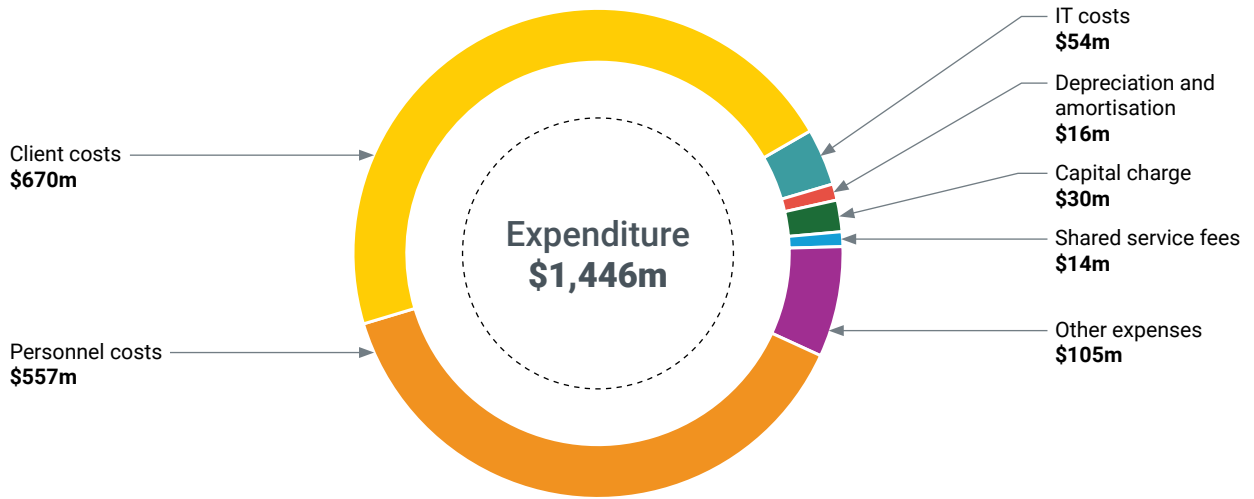
- \$1,513.3 million of Revenue Crown,
- \$7.6 million of Department revenue, and
- \$6.1 million of Other revenue.

Our total revenue was \$1,527 million and our expenditure \$1,446 million. We have incurred a net surplus of \$81 million (2024: \$8 million surplus).

Our revenue has decreased by \$45.4 million compared to the prior year. This was largely driven by reductions:

- from the Government's baseline savings exercise of \$45 million,
- to the net impact of providing for the cost of change of \$46.8 million, and
- the transfer of the Crown Response Unit (Office) to the Public Service Commission in November 2024 with an impact of reducing revenue by \$11.6 million.

How we spend the Funding we received for our operations



| | Actual 2021 \$000 | Actual 2022 \$000 | Actual 2023 \$000 | Actual 2024 \$000 | Actual 2025 \$000 | Unaudited Budget 2025 \$000 | Unaudited Forecast 2026 \$000 |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------------------|-------------------------------|
| Personnel costs | 494,473 | 528,663 | 542,060 | 599,912 | 556,743 | 530,850 | 588,767 |
| IT costs | 44,317 | 44,141 | 58,988 | 55,225 | 54,367 | 53,220 | 59,123 |
| Depreciation and amortisation | 8,508 | 8,597 | 9,309 | 11,199 | 15,553 | 26,801 | 15,938 |
| Capital charge | 12,158 | 20,021 | 26,698 | 28,896 | 30,123 | 18,364 | 24,827 |
| Shared services fees | 56,351 | 19,186 | 15,971 | 16,387 | 14,087 | 11,725 | 11,725 |
| Client costs | 592,612 | 666,837 | 663,579 | 725,100 | 669,705 | 653,131 | 706,739 |
| Other expenses | 85,095 | 118,829 | 102,004 | 127,956 | 105,596 | 227,470 | 155,120 |
| | 1,293,514 | 1,406,274 | 1,418,609 | 1,564,675 | 1,446,174 | 1,521,561 | 1,562,239 |

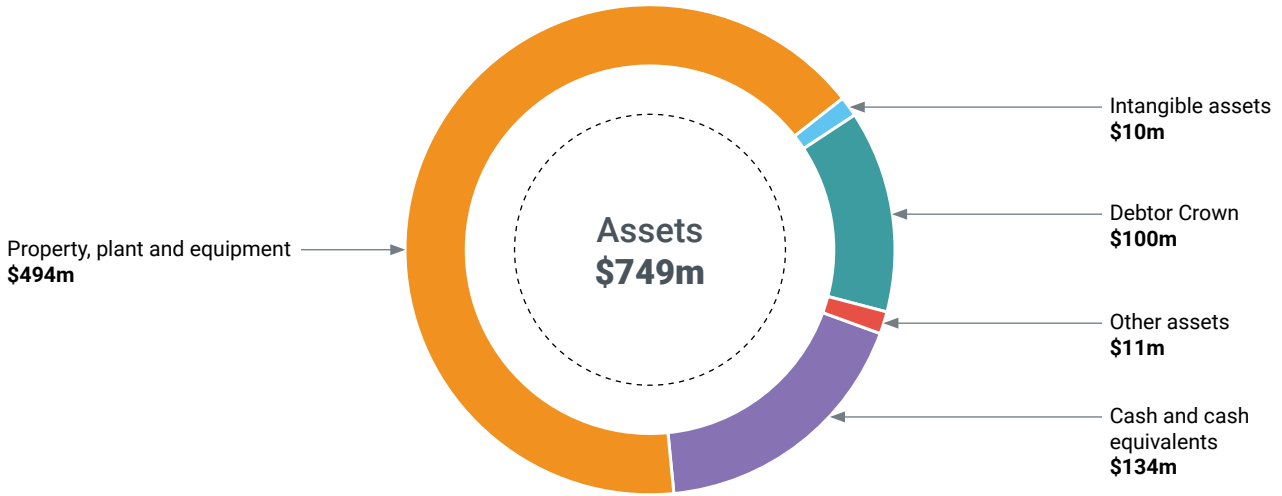
In 2024/25 we spent \$1,446 million in departmental operating expense, \$119 million less than 2023/24 and \$75 million less than the 2024/25 Budget.

The reduction in spend compared to 2023/24 is mainly due to a \$55 million reduction in spend for client costs, and \$43 million reduction in Personnel costs. These are in line with expected baseline savings as well as reduced expenditure levels during the organisational change. Client costs

(46%) and Personnel costs (39%) make up most of our expenditure (85%) and this is in line with expenditure trends in 2023/24.

The overall reduction in expenditure compared to budget primarily reflects lower spending during the first half of the year, as the organisation adjusted to its new structure. Expenditure returned to expected levels in the second half of the year.

The Departmental Assets we manage to support our Operations



| | Actual 2021 \$000 | Actual 2022 \$000 | Actual 2023 \$000 | Actual 2024 \$000 | Actual 2025 \$000 | Unaudited Budget 2025 \$000 | Unaudited Forecast 2026 \$000 |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------------------|-------------------------------|
| Cash and cash equivalents | 147,702 | 132,212 | 147,619 | 187,102 | 133,642 | 20,282 | 98,677 |
| Property, plant and equipment | 396,888 | 482,427 | 498,526 | 501,487 | 493,979 | 521,586 | 517,670 |
| Intangible assets | 14,571 | 8,292 | 13,300 | 8,836 | 10,567 | 8,829 | 20,761 |
| Debtor Crown | - | 58,529 | 58,529 | 87,279 | 100,528 | 58,529 | 40,529 |
| Other assets | 23,161 | 19,313 | 14,491 | 17,676 | 10,608 | 12,870 | 12,870 |
| | 582,322 | 700,773 | 732,465 | 802,380 | 749,324 | 622,096 | 690,507 |

Oranga Tamariki manages \$749 million of departmental assets. Property, plant and equipment represent two-thirds of our assets. Our property portfolio consists of Community Homes, Supported Accommodation, Care and Protection Residences and Youth Justice facilities which house children and young people with varying needs.

The 2024/25 cash and cash equivalents variance of \$113 million (actual \$134 million compared with the budgeted \$20 million). This is due to the \$81 million underspend for the year and timing of the June payments schedule which will be processed in early in the following financial year.

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 2025 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 2026 and its operations for the year ending on that date.



Andrew Bridgman

Acting Secretary for Children/Chief Executive
Oranga Tamariki

30 September 2025

Independent Auditor's Report

To the readers of Oranga Tamariki – Ministry for Children's annual report for the year ended 30 June 2025

The Auditor-General is the auditor of Oranga Tamariki – Ministry for Children (the Ministry). 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 annual financial statements of the Ministry that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2025, the statement of comprehensive revenue and expenses, 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 on pages 41 to 65.
- The end-of-year performance information for appropriations of the Ministry for the year ended 30 June 2025 on pages 16 to 26 and 74 to 100.
- The statements of expenses and capital expenditure of the Ministry for the year ended 30 June 2025 on pages 70 to 72.
- The schedules of non-departmental activities which are managed by the Ministry on behalf of the Crown on pages 66 to 69 that comprise:
 - the schedules of assets; liabilities; commitments; and contingent liabilities and assets as at 30 June 2025;
 - the schedules of expenses and revenue for the year ended 30 June 2025; and
 - the notes to the schedules that include accounting policies and other explanatory information.
- The statement of trust monies which are managed by the Ministry for the year ended 30 June 2025 on page 47.

Opinion

In our opinion:

- The annual financial statements of the Ministry:
 - fairly present, in all material respects:
 - its financial position as at 30 June 2025; and
 - 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 end-of-year performance information for appropriations of the Ministry:
 - provides an appropriate and meaningful basis to enable readers to assess what have been achieved with the appropriations as determined in accordance with generally accepted accounting practice in New Zealand;
 - fairly presents, in all material respects:
 - what have been achieved with the appropriations; and
 - the actual expenses or capital expenditure incurred in relation to the appropriations 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 in accordance with Public Benefit Entity Reporting Standards.
- The statements of expenses and capital expenditure of the Ministry have been prepared, 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 the Ministry on behalf of the Crown have been prepared, in all material respects, in accordance with the Treasury Instructions 2024. The schedules comprise:
 - the assets, liabilities, commitments, and contingent liabilities and assets as at 30 June 2025; and
 - the expenses and revenue for the year ended 30 June 2025.

- The statement of trust monies which are managed by the Ministry for the year ended 30 June 2025 has been prepared, in all material respects, in accordance with the Treasury Instructions 2024.

Our audit was completed on 30 September 2025. 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 Acting 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, the International Standards on Auditing (New Zealand), and New Zealand Auditing Standard 1 (Revised): The Audit of Service Performance Information 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 Acting Chief Executive for the audited information

The Acting Chief Executive is responsible on behalf of the Ministry for preparing the:

- Annual financial statements that fairly present the financial position, financial performance, and cash flows of the Ministry, and that comply with generally accepted accounting practice in New Zealand.
- End-of-year performance information for appropriations of the Ministry that:
 - provides an appropriate and meaningful basis to enable readers to assess what have been achieved with the appropriations; determined in accordance with generally accepted accounting practice in New Zealand;
 - fairly presents what have been achieved with the appropriations;
 - fairly presents the actual expenses or capital expenditure incurred in relation to the appropriations 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.

- Statements of expenses and capital expenditure of the Ministry, that are prepared in accordance with section 45A of the Public Finance Act 1989.
- Schedules of non-departmental activities, prepared in accordance with the Treasury Instructions 2024, of the activities managed by the Ministry on behalf of the Crown.
- Statement of trust monies which are managed by the Ministry in accordance with the Treasury Instructions 2024.

The Acting Chief Executive is responsible for such internal control as he 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 Acting Chief Executive is responsible on behalf of the Ministry for assessing the ability of the Ministry's ability to continue as a going concern.

The Acting 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 the Ministry's Strategic Intentions 2024/25 – 2029/30 and Estimates of Appropriations for the Ministry for the year ending 30 June 2025. For the forecast financial information for the year ending 30 June 2026, our procedures were limited to checking to the best estimate financial forecast information based on the Budget Economic Fiscal Update for the year ending 30 June 2026.

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 internal control of the Ministry.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Acting Chief Executive.
- We evaluate, by reference to generally accepted accounting practice in New Zealand, whether the end-of-year performance information for appropriations of the Ministry:
 - provides an appropriate and meaningful basis to enable readers to assess what have been achieved with the appropriations; and
 - fairly presents what have been achieved with the appropriations.
- We evaluate whether the statements of expenses and capital expenditure, schedules of non-departmental activities, and statement of trust monies have been prepared in accordance with legislative requirements.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Acting Chief Executive.
- 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 Acting 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 Acting Chief Executive is responsible for the other information. The other information comprises all of the 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 the Ministry 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) issued by the New Zealand Auditing and Assurance Standards Board.

The Auditor-General, as an Officer of Parliament, is constitutionally and operationally independent of the Government, and of public entities such as the Ministry. Prior to commencing his role as Auditor-General on 3 July 2025, the Auditor-General Grant Taylor, was chair of the Risk and Assurance Committee of the Ministry. Therefore, the Deputy Auditor-General deals with all matters relating to the Ministry.

Other than in our capacity as auditor, we have no other relationship with, or interests, in the Ministry.



Julian Tan
Audit New Zealand

On behalf of the Auditor-General
Wellington, New Zealand

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

Statement of Comprehensive Revenue and Expense

FOR THE YEAR ENDED 30 JUNE 2025

| Actual 2024 | | Actual 2025 | Unaudited Budget 2025 | Unaudited Forecast 2026 |
|---|--|------------------|-----------------------------|-------------------------------|
| \$000 | Notes | \$000 | \$000 | \$000 |
| Revenue | | | | |
| 1,555,559 | Revenue Crown | 1,513,266 | 1,509,115 | 1,551,093 |
| 8,527 | Department revenue | 7,670 | 7,022 | 5,722 |
| 8,394 | Other revenue | 2 | 6,130 | 5,424 |
| 1,572,480 | Total revenue | 1,527,066 | 1,521,561 | 1,562,239 |
| Expenses | | | | |
| 599,912 | Personnel costs | 3 | 556,743 | 530,850 |
| 11,199 | Depreciation and amortisation expense | 10, 11 | 15,553 | 26,801 |
| 28,896 | Capital charge | 4 | 30,123 | 18,364 |
| 924,668 | Other expenses | 5 | 843,755 | 945,546 |
| 1,564,675 | Total expenses | 1,446,174 | 1,521,561 | 1,562,239 |
| 7,805 | Net operating surplus/(deficit) | 80,892 | - | - |
| Remeasurements | | | | |
| 195 | Unrealised (loss)/gain in fair value in discount rates for retiring and long service leave | (178) | - | - |
| 195 | Total remeasurements | (178) | - | - |
| 8,000 | Net surplus/(deficit) | 80,714 | - | - |
| Other comprehensive revenue and expense | | | | |
| Item that will not be reclassified to net surplus/(deficit) | | | | |
| (3,580) | Gain/(loss) on property revaluations | - | - | - |
| (3,580) | Total other comprehensive revenue and expense | - | - | - |
| 4,420 | Total comprehensive revenue and expense | 80,714 | - | - |

Explanations of significant variances against the original 2024/25 budget are provided in Note 20. The accompanying notes form part of these financial statements.

Statement of Financial Position

AS AT 30 JUNE 2025

| Actual 2024 | | Notes | Actual 2025 | Unaudited Budget 2025 | Unaudited Forecast 2026 |
|--------------------------------|--------------------------------------|-------|----------------|-----------------------------|-------------------------------|
| \$000 | | | \$000 | \$000 | \$000 |
| Equity | | | | | |
| 345,638 | Taxpayers' funds | 16 | 232,438 | 232,438 | 260,272 |
| 256,825 | Property revaluation reserve | 16 | 256,825 | 260,405 | 256,825 |
| 602,463 | Total equity | | 489,263 | 492,843 | 517,097 |
| Assets | | | | | |
| Current assets | | | | | |
| 187,102 | Cash and cash equivalents | 7 | 133,642 | 20,282 | 98,677 |
| 5,382 | Receivables | 8 | 2,876 | 4,097 | 4,097 |
| 12,294 | Prepayments | | 7,732 | 8,773 | 8,773 |
| 87,279 | Debtor Crown | 9 | 100,528 | 58,529 | 40,529 |
| 292,057 | Total current assets | | 244,778 | 91,681 | 152,076 |
| Non-current assets | | | | | |
| 501,487 | Property, plant and equipment | 10 | 493,979 | 521,586 | 517,670 |
| 8,836 | Intangible assets | 11 | 10,567 | 8,829 | 20,761 |
| 510,323 | Total non-current assets | | 504,546 | 530,415 | 538,431 |
| 802,380 | Total assets | | 749,324 | 622,096 | 690,507 |
| Liabilities | | | | | |
| Current liabilities | | | | | |
| 89,488 | Payable and accruals | 12 | 98,482 | 50,293 | 83,296 |
| 8,000 | Return of operating surplus | 13 | 80,714 | 3,494 | 14,648 |
| 64,850 | Employee entitlements | 15 | 56,055 | 57,078 | 57,078 |
| 23,079 | Provisions | 14 | 9,509 | 4,302 | 4,302 |
| 185,417 | Total current liabilities | | 244,760 | 115,167 | 159,324 |
| Non-current liabilities | | | | | |
| 14,500 | Employee entitlements | 15 | 13,457 | 14,086 | 14,086 |
| - | Provisions | 14 | 1,844 | - | - |
| 14,500 | Total non-current liabilities | | 15,301 | 14,086 | 14,086 |
| 199,917 | Total liabilities | | 260,061 | 129,253 | 173,410 |
| 602,463 | Net assets | | 489,263 | 492,843 | 517,097 |

Explanations of significant variances against the original 2024/25 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 2025

| Actual 2024 | | Actual 2025 | Unaudited Budget 2025 | Unaudited Forecast 2026 |
|---------------------------|--|----------------|-----------------------------|-------------------------------|
| \$000 | Notes | \$000 | \$000 | \$000 |
| 577,451 | Balance at 1 July | 602,463 | 606,043 | 503,911 |
| 4,420 | Total comprehensive revenue and expense | 80,714 | 3,494 | - |
| Owner transactions | | | | |
| (8,000) | Return of operating surplus to the Crown | (80,714) | (3,494) | - |
| 28,592 | Capital injections | 1,000 | 1,000 | 13,186 |
| - | Capital withdrawal | (114,200) | (114,200) | - |
| 602,463 | Balance at 30 June | 489,263 | 492,843 | 517,097 |

Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2025

| Actual 2024 | | Actual 2025 | Unaudited Budget 2025 | Unaudited Forecast 2026 |
|---|--|------------------|-----------------------------|-------------------------------|
| \$000 | | \$000 | \$000 | \$000 |
| Cash flows from operating activities | | | | |
| 1,526,809 | Receipts from revenue Crown | 1,500,017 | 1,509,115 | 1,611,093 |
| 15,620 | Receipts from other revenue | 16,306 | 12,446 | 11,146 |
| (907,210) | Payments to suppliers | (822,898) | (899,077) | (930,292) |
| (571,261) | Payments to employees | (583,227) | (587,402) | (581,265) |
| (28,896) | Payments for capital charge | (30,123) | (18,364) | (24,827) |
| 5,262 | Goods and services tax (net) | (2,559) | - | - |
| 40,324 | Net cash flow from operating activities | 77,516 | 16,718 | 85,855 |
| Cash flows from investing activities | | | | |
| (17,355) | Purchase of property, plant and equipment | (6,689) | (15,800) | (27,986) |
| (7,925) | Purchase of intangible assets | (3,087) | (10,000) | (10,000) |
| (25,280) | Net cash flow from investing activities | (9,776) | (25,800) | (37,986) |
| Cash flows from financing activities | | | | |
| 27,932 | Capital injections | 1,000 | 1,000 | 13,186 |
| - | Capital withdrawal | (114,200) | (114,200) | - |
| (3,493) | Return of operating surplus | (8,000) | - | - |
| 24,439 | Net cash flow from financing activities | (121,200) | (113,200) | 13,186 |
| 39,483 | Net (decrease)/increase in cash | (53,460) | (122,282) | 61,055 |
| 147,619 | Cash at the beginning of the period | 187,102 | 142,564 | 37,622 |
| 187,102 | Cash at the end of the period | 133,642 | 20,282 | 98,677 |

Explanations of significant variances against the original 2024/25 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 2025

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

| Actual 2024 | | Notes | Actual 2025 \$000 | Unaudited Budget 2025 \$000 | Unaudited Forecast 2026 \$000 |
|--|---|-------|-------------------------|--------------------------------------|--|
| 8,000 | Net surplus/(deficit) | | 80,714 | - | - |
| Add/(less) non-cash items | | | | | |
| 10,953 | Depreciation and impairment expenses on property, plant and equipment | 10 | 14,197 | 20,733 | 13,870 |
| 12,924 | Amortisation and impairment expenses on intangible assets | 11 | 1,356 | 6,068 | 2,068 |
| 23,877 | Total non-cash items | | 15,553 | 26,801 | 15,938 |
| Add/(less) movements in statement of financial position items | | | | | |
| (28,416) | (Increase)/decrease in receivables | | (10,743) | - | 60,000 |
| (3,519) | (Increase)/decrease in prepayments | | 4,562 | - | - |
| 13,143 | Increase/(decrease) in payable and accruals | | 8,994 | (10,083) | 9,917 |
| 8,186 | Increase/(decrease) in employee entitlements | | (9,838) | - | - |
| 19,053 | Increase/(decrease) in provisions | | (11,726) | - | - |
| 8,447 | Total net movement in statement of financial position items | | (18,751) | (10,083) | 69,917 |
| 40,324 | Net cash flow from operating activities | | 77,516 | 16,718 | 85,855 |

Explanations of significant variances against the original 2024/25 budget are provided in Note 20. The accompanying notes form part of these financial statements.

Statement of Commitment

AS AT 30 JUNE 2025

| Actual 2024 \$000 | | Actual 2025 \$000 |
|---|---|----------------------------------|
| Operating leases as lessee The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows: | | |
| 21,957 | Not later than one year | 22,934 |
| 29,223 | Later than one year and not later than five years | 28,565 |
| 2,324 | Later than five years | 4,836 |
| 53,504 | Total non-cancellable leases | 56,335 |
| 53,504 | Total commitments | 56,335 |

Capital Commitments

The Ministry has no capital commitments (2024: 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 16 months to 4 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 3 to 10 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 2025

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 2024 \$000 | | Actual 2025 \$000 |
|----------------------------------|-------------------------------------|----------------------------------|
| 240 | Personal grievances | 285 |
| 240 | Total contingent liabilities | 285 |

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 18 personal grievance claims (2024: 28 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 (2024: nil).

Statement of Trust Monies

FOR THE YEAR ENDED 30 JUNE 2025

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 2025 are not included in the financial statements for Oranga Tamariki—Ministry for Children.

| Actual 2024 \$000 | | Actual 2025 \$000 |
|----------------------------------|---------------------------|----------------------------------|
| William Wallace Trust | | |
| 563 | Balance at 1 July | 552 |
| (42) | Distributions | (37) |
| 31 | Revenue | 30 |
| 552 | Balance at 30 June | 545 |
| Custody Trust | | |
| 51 | Balance at 1 July | 54 |
| - | Distributions | (12) |
| 3 | Revenue | 2 |
| 54 | Balance at 30 June | 44 |

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 page 47.

The financial statements for the year ended 30 June 2025 were authorised for issue by the Chief Executive of Oranga Tamariki—Ministry for Children on 30 September 2025.

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 PBE Tier 1 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

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 are effective for reporting periods beginning on or after 1 January 2024. 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.

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 2025 budget figures are for the year ended 30 June 2025. They are consistent with the best estimate financial forecast information for Oranga Tamariki—Ministry for Children submitted to the Treasury for the Budget Economic and Fiscal Update (BEFU) for the year ended 30 June 2025.

The 2026 forecast figures are for the year ending 30 June 2026 which are consistent with the best estimate financial forecast information submitted to the Treasury for the BEFU for the year ending 30 June 2026.

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 2026 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 11 April 2025.

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 2026 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 2025/26 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 11 April 2025, 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 2024/25 was used as the opening position for the 2025/26 forecasts.

The actual financial results achieved for 30 June 2026 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 2024 \$000 | | Actual 2025 \$000 |
|----------------------------------|----------------------------|----------------------------------|
| 8,394 | Other recoveries | 6,130 |
| 8,394 | Total other revenue | 6,130 |

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 2024 \$000 | | Actual 2025 \$000 |
|----------------------------------|--|----------------------------------|
| 552,132 | Salaries and wages | 535,793 |
| 2,065 | Increase/(decrease) in employee entitlements | (2,497) |
| 15,584 | Employer contributions to defined contribution plans | 15,453 |
| 30,131 | Other | 7,994 |
| 599,912 | Total personnel costs | 556,743 |

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 2025 was 5% (2024: 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 2024 \$000 | | Actual 2025 \$000 |
|----------------------------------|--|----------------------------------|
| 544 | Audit fees ¹³ | 539 |
| 44,089 | Rental, leasing and occupancy costs | 44,638 |
| 7 | Bad debts written off | 57 |
| 720 | Impairment of receivables | 1,094 |
| 322,689 | Client financial plan costs ¹⁴ | 314,811 |
| 402,411 | Non-specific client costs ¹⁵ | 354,894 |
| 9,925 | Office operating expenses | 9,079 |
| 55,225 | IT related operating expenses | 54,367 |
| 5,344 | Travel expenses | 3,796 |
| 21,008 | Consultancy and contractors' fee | 11,370 |
| 12,420 | Professional fees | 12,139 |
| 16,387 | Shared service fees | 14,087 |
| 12,678 | Impairment expenses on property, plant and equipment and intangible assets | - |
| 21,221 | Other operating expenses | 22,884 |
| 924,668 | Total operating costs | 843,755 |

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 (2024: nil).

13 Audit fees includes statutory audit fees only. There were no other services provided by Audit New Zealand.

14 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.

15 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 2024 \$000 | | Actual 2025 \$000 |
|----------------------------------|--|----------------------------------|
| 187,102 | Cash at bank and on hand | 133,642 |
| 187,102 | Total cash and cash equivalents | 133,642 |

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 2025 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 2024 \$000 | | Actual 2025 \$000 |
|---|--|----------------------------------|
| Trade and other receivables | | |
| 6,355 | Debtors (Gross) | 4,943 |
| (973) | Less allowance for credit loss | (2,067) |
| 5,382 | Net debtors | 2,876 |
| 5,382 | Receivables from exchange transactions | 2,876 |
| 5,382 | Total debtors and other receivables | 2,876 |
| The movement in the allowance for credit loss is as follows: | | |
| 252 | Balance at 1 July | 973 |
| 721 | Additional/reduction of credit loss made during the year | 1,094 |
| 973 | Balance at end of the year | 2,067 |

The allowance for credit losses is detailed below:

| | As at 30 June 2024 | | | | As at 30 June 2025 | | | |
|--|--------------------|--|--------------|--------------------------------------|--------------------|--|--------------|--------------------------------------|
| | 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 | 4,558 | - | 4,558 | - | 2,727 | (7) | 2,720 | 0.14 |
| Past due 1–30 days | 21 | - | 21 | - | 22 | - | 22 | - |
| Past due 31–60 days | 92 | - | 92 | - | 14 | (9) | 5 | 0.18 |
| Past due 61–90 days | 94 | - | 94 | - | 631 | (588) | 43 | 11.90 |
| Past due >91 days | 1,590 | (973) | 617 | 15.31 | 1,549 | (1,463) | 86 | 29.60 |
| Total gross carrying amount | 6,355 | (973) | 5,382 | 15.31 | 4,943 | (2,067) | 2,876 | 41.82 |

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 2025 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 2025 Oranga Tamariki—Ministry for Children had no debtors deemed insolvent (2024: nil). All receivables more than 30 days in age are considered to be past due.

Note 9: Debtor Crown

Debtor Crown represents cash yet to be drawn down from the Treasury. As at 30 June 2025, Debtor Crown was \$100.528m (2024: \$87.279m).

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 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 and 1 July 2024 | 197,318 | 272,031 | 8,301 | 4,532 | 31,918 | 1,742 | 681 | 516,523 |
| Additions | - | 2,925 | 776 | 301 | 1,393 | - | 205 | 5,600 |
| Work in progress movement | - | 1,319 | 4 | - | (136) | - | (98) | 1,089 |
| Balance at 30 June 2025 | 197,318 | 276,275 | 9,081 | 4,833 | 33,175 | 1,742 | 788 | 523,212 |

Accumulated depreciation and impairment losses

| | | | | | | | | |
|--|----------|--------------|--------------|--------------|---------------|------------|------------|---------------|
| Balance at 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 and 1 July 2024 | - | - | 1,374 | 823 | 12,277 | 428 | 134 | 15,036 |
| Depreciation expense | - | 5,081 | 1,434 | 942 | 6,336 | 290 | 114 | 14,197 |
| Balance at 30 June 2025 | - | 5,081 | 2,808 | 1,765 | 18,613 | 718 | 248 | 29,233 |

Carrying amounts

| | | | | | | | | |
|---------------------------------|----------------|----------------|--------------|--------------|---------------|--------------|------------|----------------|
| At 1 July 2023 | 221,956 | 250,238 | 3,148 | 3,751 | 17,543 | 1,600 | 290 | 498,526 |
| At 30 June 2024 and 1 July 2024 | 197,318 | 272,031 | 6,927 | 3,709 | 19,641 | 1,314 | 547 | 501,487 |
| At 30 June 2025 | 197,318 | 271,194 | 6,273 | 3,068 | 14,562 | 1,024 | 540 | 493,979 |

As at 30 June 2025 buildings in the course of construction total \$3.931m (2024: \$2.612m), furniture and fittings in the course of construction total \$0.272m (2024: \$0.268m), computer equipment in the course of construction total \$nil (2024: \$nil), Motor Vehicles in the course of construction total \$nil (2024: \$nil), Plant & Equipment in the course of construction total \$0.073m (2024: \$0.171m) and Leasehold Improvement \$0.013m (2024: \$0.149m). 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

The last full revaluation of land and buildings owned by Oranga Tamariki—Ministry for Children was completed in 2023/24.

For 2024/25, a desktop valuation was completed by an independent registered valuer Hayden Doody from CBRE as at 30 June 2025. The valuations are in compliance with Public Benefit Entity International Public Sector Accounting Standards (IPSAS). The valuation confirmed that the carrying values of revalued items are not materially different from fair value.

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 centres 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 2023 | 23,875 |
| Additions | 1,999 |
| Work in progress movement | (6,217) |
| Balance at 30 June 2024 and 1 July 2024 | 19,657 |
| Additions | 10,048 |
| Work in progress movement | (6,961) |
| Balance at 30 June 2025 | 22,744 |

Accumulated amortisation and impairment losses

| | |
|--|---------------|
| Balance at 1 July 2023 | 10,575 |
| Amortisation expense | 246 |
| Balance at 30 June 2024 and 1 July 2024 | 10,821 |
| Amortisation expense | 1,356 |
| Balance at 30 June 2025 | 12,177 |

Carrying amounts

| | |
|---------------------------------|---------------|
| At 1 July 2023 | 13,300 |
| At 30 June 2024 and 1 July 2024 | 8,836 |
| At 30 June 2025 | 10,567 |

The total amount of intangibles in the course of construction is \$0.122m (2024: \$7.083m).

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

Oranga Tamariki—Ministry for Children has recognised an impairment loss of nil for the current year (2024: \$12.112m) for internally developed software.

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 2024 \$000 | | Actual 2025 \$000 |
|--|--|-------------------------|
| Payables and deferred revenue under exchange transactions | | |
| 9,245 | Creditors | 12,201 |
| 66,316 | Accrued expenses | 74,913 |
| 75,561 | Total payables and deferred revenue under exchange transactions | 87,114 |
| Payables and deferred revenue under non-exchange transactions | | |
| 13,927 | GST payable | 11,368 |
| 89,488 | Total payables and accruals | 98,482 |

Accounting policy

Short-term payables are recorded at the amount payable.

Note 13: Return of operating surplus

| Actual 2024 \$000 | | Actual 2025 \$000 |
|-------------------------|--|-------------------------|
| 8,000 | Net surplus/(deficit) | 80,714 |
| 8,000 | Total return of operating surplus | 80,714 |

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

Note 14: Provisions

Breakdown of provisions and further information

| Actual 2024 \$000 | | Actual 2025 \$000 |
|----------------------------------|----------------------------------|----------------------------------|
| Current liabilities | | |
| 4,701 | ACC | 4,183 |
| 17,500 | Restructure provision | - |
| - | Lease make-good provision | 4,047 |
| 878 | Other provisions | 1,279 |
| 23,079 | Total current portion | 9,509 |
| Non-current liabilities | | |
| - | Lease make-good provision | 1,844 |
| - | Total non-current portion | 1,844 |
| 23,079 | Total provisions | 11,353 |

Movements for each class of provision are as follows:

| | ACC \$000 | Restructuring \$000 | Lease make-good \$000 | Other \$000 | Total \$000 |
|-----------------------------------|----------------------|--------------------------------|--------------------------------------|------------------------|------------------------|
| Balance as at 1 July 2024 | 4,701 | 17,500 | - | 878 | 23,079 |
| Additional Provisions Made | 1,077 | - | 5,891 | 401 | 7,369 |
| Amounts Used | (1,388) | (15,995) | - | - | (17,383) |
| Unused Amounts Reversed | (207) | (1,505) | - | - | (1,712) |
| Balance as at 30 June 2025 | 4,183 | - | 5,891 | 1,279 | 11,353 |

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.

The Ministry has recognised a restructuring provision of \$nil (2024: \$17.500m). The organisational restructure relating to the provision recognised in 2024 has been completed.

Lease make-good provision

The Ministry is required at the expiry of some of its leases to make-good any damage caused during the lease term. This includes the removal of fixtures and fittings from leased properties, and the reinstatement of leased motor vehicles to their agreed return condition.

The Ministry has recognised a make-good provision of \$5.891m. This includes \$3.892m for leased properties and \$1.999m for leased motor vehicles. The timing of any future lease reinstatement work is up to 6 years in the future.

In some cases, the Ministry has the option to renew these leases, which may change the timing of the expected cash outflows to make-good the premises or the motor vehicles.

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 2024 \$000 | | Actual 2025 \$000 |
|----------------------------------|--------------------------------------|----------------------------------|
| Current liabilities | | |
| 11,079 | Retirement and long service leave | 9,644 |
| 53,771 | Provision for annual leave | 46,411 |
| 64,850 | Total current portion | 56,055 |
| Non-current liabilities | | |
| 14,500 | Retirement and long service leave | 13,457 |
| 14,500 | Total non-current portion | 13,457 |
| 79,350 | Total employment entitlements | 69,512 |

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 Chris Sissons from Melville Jessup Weaver valued the retiring and long service leave as at 30 June 2025.

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 2024 | | | Employee Entitlement Variables | As at 30 June 2025 | | |
|--------------------|--------|--------|--------------------------------|--------------------|--------|--------|
| 2025 % | 2026 % | 2027 % | | 2026 % | 2027 % | 2028 % |
| 5.30 | 4.49 | 5.11 | Discount rates | 3.14 | 3.47 | 5.58 |
| 3.33 | 3.33 | 3.33 | Salary inflation | 2.20 | 2.00 | 2.00 |

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

| Movements | Actual 2025 \$000 | Salary + 1% 2025 \$000 | Salary - 1% 2025 \$000 | Discount + 1% 2025 \$000 | Discount - 1% 2025 \$000 |
|-----------|-------------------|------------------------|------------------------|--------------------------|--------------------------|
| Total | 23,101 | 654 | (591) | (572) | 642 |

Note 16: Equity

| Actual 2024 \$000 | | Actual 2025 \$000 |
|---|--|----------------------------------|
| Taxpayers' funds | | |
| 317,046 | Balance at 1 July | 345,638 |
| 8,000 | Surplus/(deficit) | 80,714 |
| 28,592 | Capital contribution | 1,000 |
| - | Capital withdrawal | (114,200) |
| (8,000) | Repayment of surplus | (80,714) |
| 345,638 | Balance at 30 June | 232,438 |
| Property revaluation reserves | | |
| 260,405 | Balance at 1 July | 256,825 |
| (3,580) | Revaluation movement | - |
| 256,825 | Balance at 30 June | 256,825 |
| Property revaluation reserves consists of: | | |
| 141,931 | Land revaluation reserve | 141,931 |
| 114,894 | Building revaluation reserve | 114,894 |
| 256,825 | Total property revaluation reserves | 256,825 |
| 602,463 | Total equity | 489,263 |

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.

Capital withdrawal

The capital withdrawal of \$114.200m (2024: nil) was to return to the Crown unspent capital funding identified as no longer in line with Government priorities as part of the capital pipeline review. The returned capital funding were previously received for Youth Justice Community-Based New Builds \$72.000m, Frontline Workplace Upgrades \$25.900m, and Specialist Group Homes Development \$16.300m.

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 favourable 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 8 members of the senior management team (2024: Chief Executive and 12 members of the senior management team).

| Actual 2024 \$000 | | Actual 2025 \$000 |
|----------------------------------|---|----------------------------------|
| 4,372 | Leadership team, including the Chief Executive remuneration | 3,473 |

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 balance 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 2024 \$000 | | Actual 2025 \$000 |
|---|---|----------------------------------|
| Loans and receivables | | |
| 187,102 | Cash and cash equivalents | 133,642 |
| 92,661 | Receivables (excluding prepayments) | 103,404 |
| 279,763 | Total loans and receivables | 237,046 |
| Financial liabilities measured at amortised cost | | |
| 75,561 | Payables and accruals (excluding taxes payable) | 87,114 |
| 75,561 | Total financial liabilities measured at amortised cost | 87,114 |

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 2024 \$000 | | Actual 2025 \$000 |
|-------------------------------------|---|----------------------------------|
| Creditors and other payables | | |
| 75,561 | Less than six months | 87,114 |
| 75,561 | Total creditors and other payables | 87,114 |

Note 20: Explanations of major variances against budget

Explanations for major variances from the estimated figures in the Forecast Financial Statements 2024/25 are as follows:

| | Notes | Actual 2025 \$000 | Unaudited Budget 2025 \$000 | Variance 2025 \$000 |
|---|-------|-------------------------|--------------------------------------|---------------------------|
| Statement of Comprehensive Revenue and Expense | | | | |
| Expenses | | | | |
| Other expenses | a | 843,755 | 945,546 | (101,791) |
| Statement of Financial Position | | | | |
| Assets | | | | |
| Cash and cash equivalents | b | 133,642 | 20,282 | 113,360 |
| Debtor Crown | b | 100,528 | 58,529 | 41,999 |
| Liabilities | | | | |
| Payables and accruals | c | 98,482 | 50,293 | 48,189 |
| Return of operating surplus | d | 80,714 | 3,494 | 77,220 |
| Statement of Cash Flows | | | | |
| Cash flows from operating activities | | | | |
| Payments to suppliers | e | (822,898) | (899,077) | 76,179 |

- a. Other operating expenses variance to budget mainly due to the lower spending during the first half of the year as the organisation adjusted to its new structure, resulted in an overall lower spending.
- b. Cash and cash equivalents, and Debtor Crown variance to budget reflects the higher than budgeted payables and accruals balance and the operating surplus for the year.
- c. Payable and accrual balance is higher than budgeted due to the timing of payments.
- d. Return of operating surplus variance to budget reflects the operating surplus for the year as a result of underspending in operating expenses, as explained in Note 20a.
- e. Payments to suppliers variance to budget mainly relates to timing of payables to be settled in the next financial year and the overall lower than budgeted expenditure for the year.

Non-Departmental Statements and Schedules

FOR THE YEAR ENDED 30 JUNE 2025

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 (nil) that Oranga Tamariki—Ministry for Children manages on behalf of the Crown.

Schedule of Non-Departmental Expenses

FOR THE YEAR ENDED 30 JUNE 2025

| Actual 2024 | | Actual 2025 | Unaudited Budget 2025 |
|------------------------|--|------------------------|--------------------------------------|
| \$000 | | \$000 | \$000 |
| 7,045 | Non-departmental output expenses | 7,366 | 6,378 |
| 987 | GST input tax | 965 | 243 |
| 8,032 | Total non-departmental expenses | 8,331 | 6,621 |

Explanations of significant variances against the original 2024/25 budget are provided in Note 2

Schedule of Non-Departmental Assets

AS AT 30 JUNE 2025

| Actual 2024 | | Actual 2025 | Unaudited Budget 2025 |
|------------------------|-----------------------------|------------------------|--------------------------------------|
| \$000 | | \$000 | \$000 |
| Current assets | | | |
| 10,034 | Cash and cash equivalents | 271 | 9,800 |
| 10,034 | Total current assets | 271 | 9,800 |

Explanations of significant variances against the original 2024/25 budget are provided in Note 2

Schedule of Non-Departmental Liabilities

AS AT 30 JUNE 2025

| Actual 2024 | | Actual 2025 | Unaudited Budget 2025 |
|----------------------------|--|------------------------|--------------------------------------|
| \$000 | | \$000 | \$000 |
| Current liabilities | | | |
| - | Accruals – other than government departments | 100 | 329 |
| - | Total non-departmental liabilities | 100 | 329 |

Explanations of significant variances against the original 2024/25 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 2025.

Schedule of Non-Departmental Commitments

AS AT 30 JUNE 2025

Oranga Tamariki—Ministry for Children on behalf of the Crown has no commitments (2024: nil).

Schedule of Non-Departmental Contingent Liabilities and Contingent Assets

AS AT 30 JUNE 2025

Unquantifiable contingent liabilities

Oranga Tamariki—Ministry for Children on behalf of the Crown has no unquantifiable contingent liabilities (2024: nil).

Quantifiable contingent liabilities

There are no quantifiable cases lodged against Oranga Tamariki—Ministry for Children that remain unresolved (2024: nil).

Contingent assets

Oranga Tamariki—Ministry for Children on behalf of the Crown has no contingent assets (2024: nil).

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 2025.

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 2025. 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 2025.

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

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 are effective for reporting periods beginning on or after 1 January 2024. 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 2025 budget figures are for the year ended 30 June 2025, which are consistent with the best estimate financial information submitted to the Treasury for the BEFU for the year ended 30 June 2025.

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

Non-departmental output expenses variance to budget due to the re-establishment of the Oranga Tamariki Ministerial Advisory Board to provide independent advice and assurance to the Minister for Children on the performance of Oranga Tamariki.

Schedule of assets and liabilities

Cash and cash equivalents variance to budget due to unused cash of \$10.034 million being returned to the Crown bank account managed by the Treasury's Debt Management Office.

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 2025 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 2025

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 2025. They are prepared on a GST exclusive basis.

| Expenditure including Remeasure-ments | Appropriation title | Expenditure including Remeasure-ments | Remeasure-ments ¹⁶ | Expenditure excluding Remeasure-ments | Main Estimates | Appropriation voted ¹⁷ | Main Estimates | Location of end-of-year performance information ¹⁸ |
|--|---|---------------------------------------|-------------------------------|---------------------------------------|------------------|-----------------------------------|------------------|---|
| 2024 \$000 | | 2025 \$000 | 2025 \$000 | 2025 \$000 | 2025 \$000 | 2025 \$000 | 2026 \$000 | |
| Vote Oranga Tamariki Departmental output expenses | | | | | | | | |
| 11,363 | Adoption Services | 10,412 | 3 | 10,409 | 10,560 | 10,671 | 10,978 | 1 |
| 14,427 | Crown Response to the Abuse in Care Royal Commission of Inquiry and establishment of a new redress system for abuse survivors ¹⁹ | 7,162 | - | 7,162 | 11,525 | 7,254 | - | 1 |
| 25,790 | Total departmental output expenses (excluding MCA) | 17,574 | 3 | 17,571 | 22,085 | 17,925 | 10,978 | |
| Departmental capital expenditure | | | | | | | | |
| 25,280 | Oranga Tamariki—Ministry for Children Capital Expenditure PLA | 9,776 | - | 9,776 | 24,800 | 24,800 | 37,986 | 1 |
| 25,280 | Total departmental capital expenditure | 9,776 | - | 9,776 | 24,800 | 24,800 | 37,986 | |
| Non-departmental output expenses | | | | | | | | |
| 6,336 | Connection and Advocacy Service | 6,378 | - | 6,378 | 6,378 | 6,378 | 4,000 | 1 |
| - | Independent Advice on Oranga Tamariki | 988 | - | 988 | - | 1,015 | 1,044 | 2 |
| 6,336 | Total non-departmental output expenses (excluding MCA and MYA) | 7,366 | - | 7,366 | 6,378 | 7,393 | 5,044 | |
| Multi-category appropriations | | | | | | | | |
| Investing in Children and Young People MCA | | | | | | | | |
| Departmental output expenses | | | | | | | | |
| 23,117 | Intensive Response | 9,644 | 1 | 9,643 | 13,460 | 13,494 | 13,460 | 1 |
| 10,379 | Policy Advice and Ministerial Services | 10,456 | 2 | 10,454 | 9,996 | 10,019 | 9,924 | 1 |
| 456,465 | Prevention and Early Support | 432,755 | 48 | 432,707 | 457,256 | 458,228 | 470,449 | 1 |
| 1,048,729 | Statutory Intervention and Transition | 975,923 | 124 | 975,799 | 1,018,764 | 1,027,616 | 1,056,060 | 1 |
| Redress for Abuse in Care MCA | | | | | | | | |
| Departmental output expenses | | | | | | | | |
| - | Delivering redress for abuse in care | - | - | - | - | - | 1,368 | N/A |
| Non-Departmental Output Expenses | | | | | | | | |
| - | Support Services | - | - | - | - | - | 405 | N/A |
| Non-Departmental Other Expenses | | | | | | | | |
| - | Redress Payments | - | - | - | - | - | 1,493 | N/A |
| 1,538,690 | Total multi-category appropriations | 1,428,778 | 175 | 1,428,603 | 1,499,476 | 1,509,357 | 1,553,159 | |
| Multi-year appropriations | | | | | | | | |
| Non-departmental output expenses | | | | | | | | |
| 709 | Independent Advice on Oranga Tamariki | - | - | - | - | - | - | N/A |
| 709 | Total multi-year appropriations | - | - | - | - | - | - | |
| 1,596,805 | Total annual, permanent and multi-year appropriations | 1,463,494 | 178 | 1,463,316 | 1,552,739 | 1,559,475 | 1,607,167 | |

16 The remeasurement adjustment to departmental output expense appropriations relates to movement in the retirement and long service leave provision due to changes in discount rates. Oranga Tamariki—Ministry for Children is appropriated for expenditure excluding remeasurements.

17 These are the appropriations from the Supplementary Estimates, adjusted for any transfers under section 26A of the Public Finance Act.

18 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.

19 The responsibility for matters relating to the redress system for survivors of abuse in State and faith-based care has transferred from Vote Oranga Tamariki to Vote Public Service.

Transfers under section 26A of the Public Finance Act

There were no transfers made under section 26A of the Public Finance Act (2024: nil).

Statement of Expenses and Capital Expenditure incurred without, or in excess of, appropriation or other authority

FOR THE YEAR ENDED 30 JUNE 2025

Expenses and capital expenditure approved under section 26B of the Public Finance Act – nil (2024: nil)

Expenses and capital expenditure incurred in excess of appropriation – nil (2024: nil)

Statement of Departmental Capital Injections

FOR THE YEAR ENDED 30 JUNE 2025

| Actual capital injections 2024 \$000 | | Actual capital injections 2025 \$000 | Approved appropriation 2025 \$000 |
|---|---------------------------------------|---|--|
| Vote Oranga Tamariki | | | |
| 28,592 | Oranga Tamariki—Ministry for Children | 1,000 | 1,000 |

Statement of Departmental Capital Injections without, or in excess of, authority

FOR THE YEAR ENDED 30 JUNE 2025

Oranga Tamariki—Ministry for Children has not received any capital injections during the year without, or in excess of, authority (2024: nil).

Reconciliation between total appropriations for Departmental expenses and the Departmental Statement of Comprehensive Revenue and Expenses

| Actual 2024 \$000 | | Actual 2025 \$000 |
|----------------------------------|--|----------------------------------|
| 1,564,675 | Total expenses in Departmental Statement of Comprehensive Revenue and Expenses | 1,446,174 |
| (195) | Remeasurements | 178 |
| 1,564,480 | Total appropriations for Departmental expenses | 1,446,352 |

Reconciliation between total appropriations for Non-departmental expenses and the Schedule of Non-departmental Expenses

| Actual 2024 \$000 | | Actual 2025 \$000 |
|----------------------------------|---|----------------------------------|
| 8,032 | Total expenses in Schedule of Non-departmental Expenses | 8,331 |
| (987) | GST input tax | (965) |
| 7,045 | Total appropriations for Non-departmental expenses | 7,366 |

Reconciliation to total annual, permanent and multi-year appropriations

| Actual 2024 \$000 | | Actual 2025 \$000 |
|----------------------------------|--|----------------------------------|
| 1,564,480 | Total appropriations for Departmental expenses | 1,446,352 |
| 25,280 | Total appropriations for Departmental capital expenditure | 9,776 |
| 7,045 | Total appropriations for Non-departmental expenses | 7,366 |
| 1,596,805 | Total annual, permanent and multi-year appropriations | 1,463,494 |

Part 2: Additional Reporting

Our Performance System

We measure our performance by the progress we are making against our impacts set out in Hine Wawata – our Performance System (see pages 78 to 100) and achievement of our appropriation measures.

The impact measures we reported last year have now been replaced with new outcome and performance measures, to reflect our new Strategic Intentions. A list of removed impact measures can be found in Appendix 3.

This is the first year we are reporting against our new performance system – Hine Wawata. Hine Wawata connects 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. Full details of our outcome and performance measures, including the data source and key assumptions are disclosed in Appendix 2.

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 2025 on pages 16-30.

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 outcomes we are contributing to in the long-term, and key areas of performance we can monitor on regular basis – which demonstrates progress in achieving the Oranga Tamariki vision, purpose, and strategy. See our outcome measures on pages 78-100.
- Appropriation measures – which demonstrates effectiveness of the activities for which we receive funding to invest in and deliver. See our appropriation measures on pages 16-30.

For more information on what we deliver under these appropriations, and the associated performance measures, please refer to the Appropriation Measures section from page 16 and in Appendix 2.

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 four years is displayed.

Performance measures were selected through consultation with subject matter experts.

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 continuously improve 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.
- Financial Recording.
- HR Recording.
- 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 2024/25 is 705, providing a sufficient level of sample to produce estimates at the 95 percent confidence level with a margin of error of ± 3.4 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 four 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 2025 responses at the time this Annual Report is published.

Te Tohu o Te Ora – the national survey of tamariki in care

- Formative research: this year included new questions about expressing identity, support to achieve goals, feelings of safety where they live, and two places to type directly into the survey in their own words. These questions were cognitively tested with tamariki and rangatahi
- Pilot: Pilot of the survey (round 1) was conducted with 1 region to test the new questions, safety disclosure protocol, survey page in Whiti, Qualtrics dashboards, and overall year 3 delivery approach. Due to a technical issue the pilot was stopped after 4 weeks.
- Mode: Census approach, nationwide, digital survey offered on designated survey laptops.
- Delivery mechanism: Offered to tamariki and rangatahi by site-based kaimahi (i.e., social worker, youth worker).
- Frequency: Regular survey (2024/2025 was the third time the survey was run)—referred to as year 3.
- Survey period: Delivered over a nine-month fieldwork period.
 - Round 1 (pilot): September 2024 to October 2024 (1 regions)
 - Round 2: April to May 2025 (all 8 regions)

Whānau Experiences survey – Ka Rere Ngā Wheako

- 389 participants (of a potential 2242) took part in the 2025 pilot Whānau Survey. Contact details for these participants were sourced from the CYRAS (Oranga Tamariki) database. Respondents provided a response on a 1-5 scale (1 = very dissatisfied, 5 = very satisfied) and were offered four open text questions. Respondents who chose a rating of 4 or 5 on the scale are considered to have been satisfied or very satisfied.

- Pilot: This project is considered a pilot to test the engagement approach and survey questions. We will refine the content and approach for the next wave based on the findings.
- Delivery Mechanism: Offered via email direct to the participants based on contact details held in CYRAS.
- Frequency: Annual, once refined.
- Survey period: Delivered over a three-week period from July to August
- Survey population: All family and whānau who have had contact with Oranga Tamariki in the last 12 months (from date of survey) regarding a tamariki or rangatahi that is/or has been in the care of Oranga Tamariki

Partners and Providers Survey

- 251 participants (of a potential 536) took part in the 2025 pilot Partner Survey. Contact details for these participants were sourced from the internal Commissioning and Investment team. Respondents provided a response on a 1-6 scale (1 = strongly disagree, 6 = strongly agree, or 1 = very dissatisfied, 6 = very satisfied) and were offered four open text questions. Respondents who chose a rating of 5 or 6 on the scale are considered to have agreed (satisfied) or strongly agreed (very satisfied).
- Pilot: This project is considered a pilot to test this engagement approach and
- survey questions. We will refine the content based on the findings from this project.
- Delivery mechanism: Online digital tool (Qualtrics), offered via email direct to the participants based on contact details provided by the Commissioning and Investment team.
- Frequency: Annual, once refined
- Survey period: Delivered over a two-week period from July to August
- Survey population: All leaders of an Oranga Tamariki care partner providing services for children in care.

Figure 3: Hine Wawata – our performance system

| Hine Wawata Reference | | | |
|---|---|--|--|
| What do we want to achieve? | | How will we know? | |
| Ngā Wawata – Outcomes for tamariki & whānau | | | |
| Mana Tamariki – Confident Children | Tamariki can be tamariki | Tamariki are provided safe environments | Tamariki feel safe |
| | | Tamariki are comfortable to be themselves | Tamariki feel they can be themselves |
| | Tamariki chart their own futures | Tamariki influence the decisions made about them | Tamariki feel they have a say in their life |
| | | Tamariki grow into empowered young adults | Tamariki feel capable |
| Mana Whānau – Empowered Whānau | Whānau are whānau for generations | Whānau are supported and connected on their journeys | Whānau feel supported |
| | | Whānau develop the tools they need | Whānau feel they're developing useful skills |
| | Partners and providers safeguard their future | Partners and providers experience genuine partnership | Partners and providers feel respected |
| | | Partners and providers deliver the services tamariki & whānau need | Partners and providers feel capable/ equipped to deliver the services to tamariki & whānau |
| Mana Hāpori – Thriving Communities | Tamariki experience better outcomes | Tamariki experience personalised support | Tamariki feel supported |
| | | Tamariki are prepared for their life journey | Tamariki feel prepared for life |
| | Communities are looking after their own | Tamariki find their communities | Tamariki feel they have supportive relationships outside of home |
| | | Tamariki feel they belong in their communities | Tamariki feel they have somewhere they belong |

| Hine Wawata Reference | | |
|--|--|--|
| What do we want to achieve? | | How will we know? |
| He Ringaringa Mōu – Our performance | | |
| Practice Protects | Safety is paramount: We work relationally, inclusively and restoratively with tamariki & whānau, taking action together every time we are concerned about their safety or wellbeing | Response to tamariki safety is timely |
| | | Safety is a priority throughout the care experiences of te tamaiti |
| | Oranga is a journey: So tamariki-whānau-oranga and it's potential is protected | Tamariki have strong relationships with those that matter to them |
| | | Tamariki and whānau are supported to actively engage in the practice process |
| Partnerships Deliver | Partnership-led: We build strong locally-led partnerships with iwi Māori, community groups and service providers enabled by a nationally-coordinated Children's System | Tamariki needs are understood |
| | | Tamariki and whānau perspective are central at all decision-making |
| | | Oranga Tamariki works in partnership |
| | Generationally-focused: So tamariki and whānau can access the right supports and services they need, when they need them, for long as they need them | Tamariki and whānau are supported to actively engage in the practice process |
| | | National agencies cooperate & coordinate |
| | | Tamariki and whānau are connected |
| | | Whānau placements are stable |
| | | Services available reflect the needs of tamariki & whānau |
| System Prevents | Prevention every time: We prevent the escalation of involvement for all tamariki and rangatahi that come to our notice, including those in care, custody, or offending | Whānau find the services accessible |
| | | Escalation to statutory response is reduced |
| | Prevention every where: So that every opportunity is used to prevent and address harm | Oranga Tamariki has the right response the first time |
| | | Less rangatahi offend |
| | | Oranga Tamariki does no further harm to tamariki & whānau |

Hine Wawata – Our Performance System

What's changed?

This year marks a shift in how we report on progress, guided by the strategic direction of Hine Wawata – the Oranga Tamariki performance system. Central to this is Ngā Wawata, a new suite of outcomes co-designed with the care-experienced Youth Advisory

Group. These outcomes reflect a child-centred view of social work and partnered response, grounded in the aspirations of tamariki and rangatahi for a better future. We also report on organisational performance through He Ringaringa Mōu, ensuring that our internal efforts are clearly connected to the experiences and outcomes of tamariki and rangatahi.

| Strategic Shift | | Hine Wawata The performance system | |
|-----------------|---|--|--|
| | | He Ringaringa Mōu Organisational performance | Ngā Wawata Outcomes for tamariki and rangatahi |
| Shift 1 | Whakapakari Kaimahi – Enable our people | Practice Protects | Mana Tamariki – Confident Children |
| Shift 2 | Mana Ōrite – Enable partners | Partners & Providers Deliver | Mana Whānau – Empowered Families |
| Shift 3 | Rato Pūnaha – Lead the system | The System Prevents | Mana Hāpori – Thriving Communities |

What is Hine Wawata?



Hine Wawata is the name given to the Oranga Tamariki performance system, as published in our Strategic Intentions 2025–2029.

Centring on the aspirations of tamariki and rangatahi, Hine Wawata comprises two interconnected components:

- The prized core **Ngā Wawata** – the outcomes of tamariki and rangatahi
- The cradle of service **He Ringaringa Mōu** – the three interwoven statutory functions that express the performance of Oranga Tamariki and the Children's System

Applying Hine Wawata – the Oranga Tamariki performance system

In this report, we look at how well we're delivering on our three interwoven statutory functions as depicted by the whetū (stars) of He Ringaringa Mōu:

- **Practice Protects** – we protect tamariki and rangatahi through the delivery of quality social work practice for tamariki, rangatahi, their whānau and their victims
- **Partners & Providers Deliver** – through partnerships, we enable better, faster, and more sustainable local support sooner for tamariki and their whānau

- **The System Prevents** – we lead and guide the wider children's system to provide integrated services to tamariki, rangatahi and their whānau, preventing the need for statutory intervention and escalation
- We also explore how our performance of these functions contribute to Ngā Wawata – the outcomes of tamariki and rangatahi, as shaped by the Youth Advisory Group:
- **Mana Tamariki** – Confident Children
- **Mana Whānau** – Empowered Families
- **Mana Hāpori** – Thriving Communities

Methodology

In our Strategic Intentions 2025-2029, we published our Hine Wawata performance system. We describe our objectives and how we will measure our progress.

We've applied Stacey Barr's PuMP methodology to develop the results and measures of Hine Wawata. You can find out more about Stacey and the PuMP methodology²⁰.

Hine Wawata²¹ – the performance system has multiple layers. Whilst all statutory functions influence and contribute to all outcomes – Ngā Wawata, some connections are stronger than others. To support understanding, we prioritise reporting on those close relationships – but it's important to note they aren't exclusive.

All outcome and performance measures reported in this section are being reported for the first time in this years Annual Report, unless otherwise specified.

Why are these our outcomes?

In government, outcomes are often framed as longterm aspirations. While that approach has value, for tamariki and rangatahi in care the need is immediate. Guided by the voices of the Youth Advisory Group, Ngā Wawata charts a pathway from meeting the immediate needs, through to the supports that sustain wellbeing, to the futures tamariki and rangatahi envision for themselves. We already know enough to act – and we have a responsibility to do so.

Our outcomes are based on responses to three surveys

- 1. Te Tohu o Te Ora – the national survey of tamariki in care**
- 2. The Whānau Experiences Survey – Ka Rere Ngā Wheako**
- 3. The Partners and Providers Survey**

Responses to questions in Te Tohu o te Ora are based on two different four point response scales:

- Yes definitely, Yes I think so, No not really, No not at all. We report a combined proportion for those who responded "Yes, definitely" or "Yes, I think so." We also separate these responses into their respective responses of "Yes, definitely" and "Yes, I think so."

- All of the time, Most of the time, Not much of the time, Never. We report a combined proportion for those who responded "All of the time" or "Most of the time." We also separate these responses into their respective responses of "All of the time" and "Most of the time."

Responses to questions in the Whānau Experiences Survey are based on a five point response scale: Very satisfied, Satisfied, Mixed feelings, Dissatisfied, Very dissatisfied. We report a combined proportion for those who reported they were Very satisfied or Satisfied. We separately report on the proportion of those who responded they have Mixed feelings.

Responses to questions in the Partners and Providers Survey are based on a six point response scale: Strongly agree, Agree, Slightly agree, Slightly disagree, Disagree, Strongly disagree. We report a combined proportion for those who reported they Strongly Agree or Agree. We separately report on the proportion of those who responded they Slightly agree.



20 Pump Academy – <https://pump.academy/pump/>

21 Disclaimer: Oranga Tamariki claims no ownership of any te ao Māori concepts, methodologies, or approaches that have contributed to the design of Hine Wawata. We have incorporated He Ara Waiora with the support of Dr Sasha McMeeking, as well as te ao Māori concepts (including Puao-te-ata-tu) as experienced by the diverse membership of the Youth Advisory Group. To date, no iwi Māori organisations, including Strategic Partners, have been involved in the development of Hine Wawata. Grounded by a Māori-led project team, we respectfully hope that Hine Wawata sets out our commitment to a future where all tamariki, supported by their whānau and Hāpori (communities), are flourishing in their own self-led futures.

Our performance – baselining against indicators

He Ringaringa Mōu – organisational performance

Practice Protects

43%

Safety is paramount

of Tiaki Oranga (safety assessments) are completed on time.
We respond to **86%** of critical and very urgent ROCs on time

71%

Oranga is a journey

of tamariki have an allocated social worker

Partnerships Deliver

509

Partnership-led

Contracted service providers

49%

Generationally-focussed

of tamariki in family/whānau placements

The System Prevents

119

Prevention every time

Entries into care per month

41%

Prevention every where

Tamariki and rangatahi renotified within 12 months of a report of concern where no further action was required or we referred them to a partner

Ngā Wawata – Outcomes for tamariki and rangatahi

Mana Tamariki – Confident Children

96%

Tamariki are provided safe environments

said they feel safe where they live now

86%

Tamariki feel comfortable to be themselves

said they find it easy to express their identity

81%

Tamariki influence the decisions made about them

said they usually have a say in the important decisions made about them

67%

Tamariki grow into empowered young adults

said they think they will have a good life when they get older

Mana Whānau – Empowered Families

32%

Whānau are supported & connected on their journeys

were satisfied with the way Oranga Tamariki involved them in the plan

29%

Whānau are developing the tools they need

were satisfied that the services and supports have helped them

43%

Partners & providers experience genuine partnership

agree and strongly agree that Oranga Tamariki value their partnership

89%

Partners & providers deliver the services tamariki & whānau need

agree and strongly agree that they have the skills and knowledge to provide care that meets the needs of the tamariki and rangatahi they support

Mana Hāpori – Thriving Communities

90%

Tamariki experience personalised support

said they are supported to achieve their goals

82%

Tamariki are prepared for their life journey

said Oranga Tamariki makes things better for them

89%

Tamariki find their communities

said they have a friend or friends they can talk to about anything

89%

Tamariki feel they belong

said they feel they have somewhere they belong



- Good result
- Result to be monitored and improved
- We need to improve this result

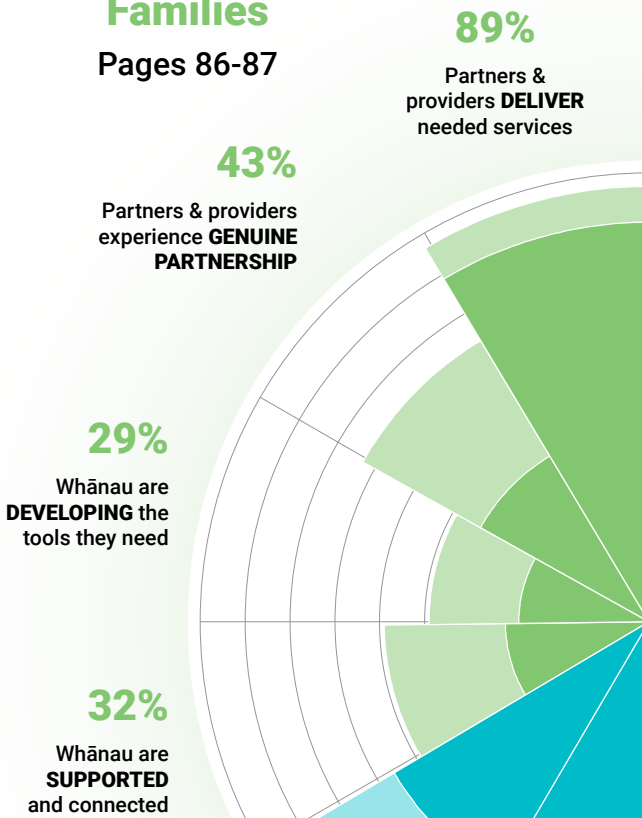
Ngā Wawata – Outcomes for tamariki and rangatahi

The graph below shows us where we're doing well. The darker sections represent a definitively positive result. The lighter sections represent a tempered response. The table overleaf provides this breakdown.

MANA WHĀNAU

Empowered Families

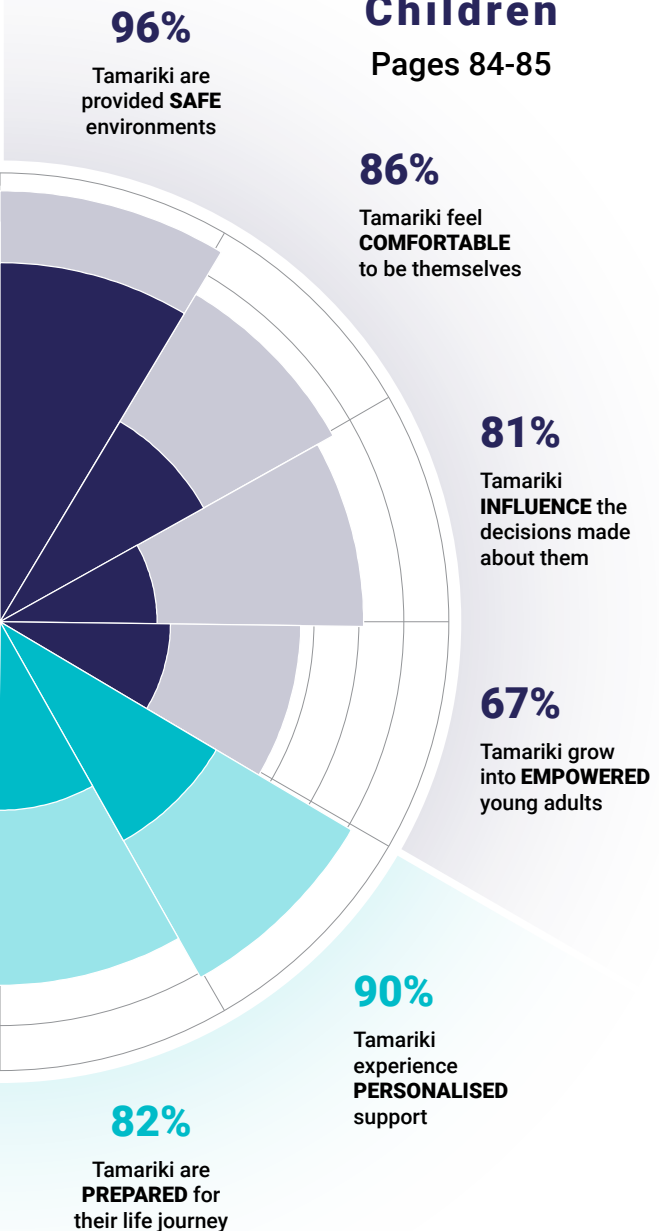
Pages 86-87



MANA TAMARIKI

Confident Children

Pages 84-85



MANA HĀPORI

Thriving Communities

Pages 88-89

| Ngā Wawata – Outcome | Combined Result | Breakdown of Result |
|--|---|---|
| Tamariki are provided safe environments | 96% of tamariki & rangatahi said they feel safe | 80% of tamariki & rangatahi said they definitely feel safe where they live now 16% of tamariki & rangatahi said they think they feel safe where they live now |
| Tamariki are comfortable to be themselves | 86% of tamariki & rangatahi find it easy to express their identity | 52% of tamariki & rangatahi said it is definitely easy to express their identity 34% of tamariki & rangatahi said they think it is easy to express their identity |
| Tamariki influence the decisions made about them | 81% of tamariki & rangatahi said they usually have a say in the important decisions made about them | 35% of tamariki & rangatahi said they have a say in the important decisions made about them all of the time 46% of tamariki & rangatahi said they have a say in the important decisions made about them most of the time |
| Tamariki grow into empowered young adults | 67% of tamariki & rangatahi think they will have a good life when they get older | 38% of tamariki & rangatahi said they definitely think they will have a good life when they get older 29% of tamariki & rangatahi said they think they will have a good life when they get older |
| Whānau are supported and connected on their journey | 32% of whānau said they were satisfied with the way Oranga Tamariki involved them in the plan ²² | 32% of whānau said they were satisfied with the way Oranga Tamariki involved them in the plan 27% of whānau had mixed feelings about the way Oranga Tamariki involved them in the plan |
| Whānau develop the tools they need | 29% of whānau said they were satisfied that the services and supports have helped them ²³ | 29% of whānau said they were satisfied & very satisfied that the services and supports have helped them 20% of whānau said had mixed feelings that the services and supports have helped them |
| Partners & providers experience genuine respect | 73% of partners and providers agree that Oranga Tamariki values their partnership | 43% of partners & providers said they agree & strongly agree that Oranga Tamariki values their partnership 30% of partners & providers said they slightly agree that Oranga Tamariki values their partnership |
| Partners & providers deliver the services tamariki & whānau need | 96% of partners and providers agree that they have the skills and knowledge to provide care that meets the needs of the tamariki & rangatahi they support | 89% of partners & providers said they agree & strongly agree they have the skills and knowledge to provide care that meets the needs of the tamariki & rangatahi they support 7% of partners & providers said they slightly agree that have the skills and knowledge to provide care that meets the needs of the tamariki & rangatahi they support |
| Tamariki find their communities | 89% of tamariki & rangatahi said they have a friend or friends they can talk to about anything | 68% of tamariki & rangatahi said they definitely have a friend or friends they can talk to about anything 21% of tamariki & rangatahi said they think they have a friend or friends they can talk to about anything |
| Tamariki feel they belong | 89% of tamariki & rangatahi said they have somewhere they belong | 66% of tamariki & rangatahi said they definitely have somewhere they belong 23% of tamariki & rangatahi said they think they have somewhere they belong |
| Tamariki experience personalised support | 90% of tamariki & rangatahi said they feel supported to achieve their goals | 56% of tamariki & rangatahi said they definitely felt supported to achieve their goals 34% of tamariki & rangatahi said they think they felt supported to achieve their goals |
| Tamariki are prepared for their life journey | 82% of tamariki & rangatahi said Oranga Tamariki makes things better for them | 42% of tamariki & rangatahi said Oranga Tamariki definitely makes things better for them 40% of tamariki & rangatahi said they think Oranga Tamariki makes things better for them |

22, 23 This is not a combined measure due to the nature of the responses from the survey.

Tamariki can be tamariki

All quotes in this section are from the Oranga Tamariki Youth Advisory Group.
See Appendix 2: Performance Measure Methodology for more details on these measures.

Tamariki are provided safe environments

| New Measure: Percentage of tamariki & rangatahi who said they ²⁴ | 2024/25 |
|---|---------|
| feel safe where they live now | 96% |
| definitely feel safe where they live now | 80% |
| think they feel safe where they live now | 16% |



"The people, places & behaviours we allow tamariki to interact with are physically, mentally, spiritually and emotionally safe. There is also a principle of do no further harm."

| New Complementary Measures | 2024/25 |
|--|---------|
| Percentage of tamariki and young people who definitely feel settled where they live now | 69% |
| Percentage of tamariki who feel they can definitely talk to their social worker about their worries | 48% |

Tamariki are comfortable to be themselves

| New Measure: Percentage of tamariki & rangatahi who said ²⁵ | 2024/25 |
|--|---------|
| it is easy to express their identity | 86% |
| it is definitely easy to express their identity | 52% |
| they think it is easy to express their identity | 34% |

"Tamariki should also feel safe to find and express themselves, their likes, dislikes, emotions & challenges in a healthy manner without fear of punishment or reprimand or being negatively treated/responded to."



| New Complementary Measures | 2024/25 |
|---|---------|
| Percentage of tamariki and rangatahi who report the adults they live with now look after them well all of the time | 80% |
| Percentage of tamariki who definitely feel accepted for who they are by the adults they live with now | 75% |

Put simply, kids should be able to just be kids. They deserve to be safe and to express themselves without fear, to simply be them. This outcome realises that when tamariki and rangatahi are provided with environments that help them feel safe, they are able to build the comfort to be their authentic selves, freeing them to be who they naturally are without fear.

Why is this measure important? How does Oranga Tamariki influence these outcomes?

We have a fundamental duty to ensure that the tamariki and rangatahi who come to our attention are provided safe environments. The traumas and harms associated with statutory intervention must reduce, enabling a future that is decided by them, not for them. We know we've helped when tamariki & rangatahi say they feel safe where they live, and that it is easy for them to express their identity.

How are we progressing?

Feeling safe is one of the most foundational rights every tamaiti is entitled to and most tamariki and rangatahi (96%) said they feel safe where they live now. This finding reflects positively on the care environments they live in today, as well as the thoughtful decisions made to support their wellbeing along the way. Fewer tamariki and rangatahi (69%), however, felt settled where they live now, a contrast to the relative stability of tamariki and rangatahi placements (more than 86% of tamariki and rangatahi have had the same caregiver over the past 12 months).

The link between the home environment and comfort is also clear, with most tamariki and rangatahi (80%) saying the adults they live with now look after them well all of the time, and most tamariki and rangatahi (75%) saying they definitely feel accepted by the adults they live with.

24, 25 Site-based kaimahi offered the survey to 46% of eligible tamariki and rangatahi (10-17-year-olds who have been in care for at least 31 days, but not those in a Youth Justice residence). Of those who were offered the survey, the vast majority agreed to take part, resulting in a response rate of 94% among those who were offered the survey.

Tamariki chart their own futures

All quotes in this section are from the Oranga Tamariki Youth Advisory Group.

See Appendix 2: Performance Measure Methodology for more details on these measures.

Tamariki influence the decisions made about them

| New Measure: Percentage of tamariki & rangatahi who said they ²⁶ | 2024/25 |
|---|---------|
| usually have a say in the important decisions made about them | 81% |
| have a say in the important decisions made about them all of the time | 35% |
| have a say in the important decisions made about them most of the time | 46% |



"Tamariki are informed of their options and rights enabling them to have a say in their own lives. It means they have access to their own information when requested and are listened to when decisions are made that impact their lives."

Tamariki grow into empowered young adults

| New Measure: Percentage of tamariki & rangatahi who said they ²⁷ | 2024/25 |
|---|---------|
| will have a good life when they get older | 67% |
| definitely think they will have a good life when they get older | 38% |
| think they will have a good life when they get older | 29% |

"The ability to have a say and make choices for your life helps to foster self-confidence and independence as they grow into young adults. They feel sure of their abilities, ideas and qualities."



Tamariki and rangatahi are born with inherent mana and bring their own unique voices, perspectives, and strengths. This outcome is about supporting them to grow a strong sense of self-belief and confidence that they carry into adulthood. When they're empowered to make positive choices and develop their autonomy, they're better equipped to shape bright, self-determined futures.

Why is this measure important? How does Oranga Tamariki influence these outcomes?

In every interaction, Oranga Tamariki has a responsibility to ensure tamariki and rangatahi are genuinely included in, and kept informed about, decisions affecting their care. When this is done consistently and with care, it helps them feel heard, understood, and influential – laying the foundation for them to grow into confident, empowered young adults who can chart their own futures. We know we've helped when tamariki and rangatahi tell us they've had a say in the important decisions made about them, and when they say they think they will have a good life when they get older.

How are we progressing?

Most tamariki and rangatahi (81%) said they have a say in the important decisions made about them. A third of those tamariki and rangatahi (35%) said it was consistently ("All of the time"). Similarly, two-thirds of tamariki and rangatahi (67%) thought they would have a good life when they get older. Fewer (38%) were confident enough to say they definitely think they will have a good life when they get older.

26, 27 Site-based kaimahi offered the survey to 46% of eligible tamariki and rangatahi (10-17-year-olds who have been in care for at least 31 days, but not those in a Youth Justice residence). Of those who were offered the survey, the vast majority agreed to take part, resulting in a response rate of 94% among those who were offered the survey.

Whānau are whānau for generations

All quotes in this section are from the Oranga Tamariki Youth Advisory Group.

See Appendix 2: Performance Measure Methodology for more details on these measures.

Whānau are supported & connected on their journeys

| | |
|--|----------------|
| New Measure: Percentage of whānau who said they²⁸ | 2024/25 |
| were satisfied & very satisfied with the way Oranga Tamariki involved them in the plan | 32% |
| had mixed feelings about the way Oranga Tamariki involved them in the plan | 27% |



"Oranga Tamariki walk alongside whānau, listening & helping them to navigate the system, to access the supports they need and ensuring their preferences are accounted for in decision-making."

| New Complementary Measures 2024/25 | Family/Whānau | Whānau Caregivers | Non-Whānau Caregivers |
|---|---------------|-------------------|-----------------------|
| Percentage of whānau/caregivers who were very satisfied with the way Oranga Tamariki respected and listened to their knowledge of the child's or children's individual needs | 14% | 80% | 79% |
| Percentage of whānau/caregivers who were very satisfied with the way Oranga Tamariki did what they said they would do in the plan | 10% | 73% | 76% |

Whānau develop the tools they need

| | |
|---|----------------|
| New Measure: Percentage of whānau who said they²⁹ | 2024/25 |
| were satisfied & very satisfied that the services and supports have helped them | 29% |
| had mixed feelings that the services and supports have helped them | 20% |

"Helping parents & whānau learn, develop & build more skills, techniques, and approaches that they value so they're able to meet any challenges that the future may hold."



| New Complementary Measures 2024/25 | Family/Whānau | Whānau Caregivers | Non-Whānau Caregivers |
|--|---------------|-------------------|-----------------------|
| Percentage of whānau/caregivers who were very satisfied or satisfied with the way things have improved because of Oranga Tamariki involvement | 27% | 73% | 76% |

Many families and whānau who engage with Oranga Tamariki carry deep histories of intergenerational involvement, highlighting the importance of nurturing whānau wellbeing across generations with compassion and care. Tamariki and rangatahi have told us that if whānau resilience is strengthened, then the likelihood of Oranga Tamariki involvement decreases, and the outcomes for future generations of tamariki improve. This outcome acknowledges that families and whānau must be enabled to build their intergenerational whānau wellbeing.

Why is this measure important? How does Oranga Tamariki influence these outcomes?

The Oranga Tamariki Act 1989 sets out the critical role families and whānau play in relation to the care and wellbeing of their tamariki. Our role is to ensure families and whānau fulfil those roles to the best of their collective abilities, by ensuring they are

supported and connected to be whānau, and develop the skills and supports they need to be supportive, resilient families for their tamariki. We know this is achieved when they say they're satisfied with the way they've been involved in their plan, and that the services and supports provided have helped them.

How are things progressing?

The majority of non-caregiving whānau have expressed dissatisfaction in the majority of the questions put to them. In particular, 15% of whānau said they were very satisfied with the way Oranga Tamariki involved them in their plan, and less (10%) said they were very satisfied that the services and supports have helped them.

Caregivers, whether whānau or not, have described their involvement more positively.

Partners and providers safeguard their futures

All quotes in this section are from the Oranga Tamariki Youth Advisory Group.
See Appendix 2: Performance Measure Methodology for more details on these measures.

Partners & providers experience genuine partnership

| New Measure: Percentage of partners & providers who said they ³⁰ | 2024/25 |
|---|---------|
| agree & strongly agree that Oranga Tamariki values their partnership | 43% |
| slightly agree that Oranga Tamariki values their partnership | 30% |



"Partners are valued and we treat each other with mutual respect. We share aspirations, decision-making and co-operate. We acknowledge their wealth of knowledge, skills and experience."

| New Complementary Measures | 2024/25 |
|---|---------|
| Percentage of partners and providers who strongly agree that Oranga Tamariki provided critical information we need about the child or young person to effectively carry out our mahi | 4% |
| Percentage of partners and providers who strongly agree that they could rely on Oranga Tamariki to follow through on its commitments | 8% |
| Percentage of partners and providers who strongly agree that Oranga Tamariki demonstrates respect for our role and contributions to the tamariki in care | 11% |

Partners & providers deliver the services tamariki & whānau need

| New Measure: Percentage of partners & providers who said they ³¹ | 2024/25 |
|---|---------|
| agree & strongly agree they have the skills and knowledge to provide care that meets the needs of the tamariki & rangatahi they support | 89% |
| slightly agree they have the skills and knowledge to provide care that meets the needs of the tamariki & rangatahi they support | 7% |

"Partners and providers are positioned, supported, and equipped to effectively deliver their services to the tamariki & whānau in their communities."



| New Complementary Measures | 2024/25 |
|---|---------|
| Percentage of partners and providers who strongly agree that they regularly reflect on our practice to strengthen the quality and meaning of the care we provide | 54% |

Local leadership is best-placed to support the tamariki, rangatahi and whānau within their own communities. When services and supports are locally-led and thoughtfully decentralised, those who need them most will benefit. This outcome recognises the power of partnership – when communities are thriving, they are actively safeguarding their own futures, and those of tamariki and rangatahi for generations to come.

Why is this measure important? How does Oranga Tamariki influence these outcomes?

Oranga Tamariki recognises that we cannot deliver the solutions tamariki and rangatahi need on our own. Contracting service providers and partnering with communities is an important

step, but true partnership means ensuring the relationship is reciprocal and centred on the wellbeing of tamariki and rangatahi. We'll know we're succeeding when partners, providers and communities tell us they feel Oranga Tamariki values the partnership, and that they have the skills and knowledge to meet the needs of the tamariki and rangatahi they support.

How are things progressing?

Partners and providers are confident in their own capacity, but less so in Oranga Tamariki.

Tamariki experience better life outcomes

All quotes in this section are from the Oranga Tamariki Youth Advisory Group.
See Appendix 2: Performance Measure Methodology for more details on these measures.

Tamariki experience personalised support

| New Measure: Percentage of tamariki & rangatahi who said they ³² | 2024/25 |
|---|---------|
| felt supported to achieve the goals | 90% |
| definitely felt supported to achieve their goals | 56% |
| think they felt supported to achieve their goals | 34% |



“Oranga Tamariki understands that the needs of each tamaiti is unique, and we ensure the delivery of restorative services and supports makes things better for them.”

| New Complementary Measures | 2024/25 |
|---|---------|
| Percentage of tamariki & rangatahi who say their social worker does what they say they will do | 89% |
| Percentage of whānau caregivers who say they have seen or received a copy of the child’s All About Me Plan | 52% |
| Percentage of non-whānau caregivers who say they have seen or received a copy of the child’s All About Me Plan | 66% |

Tamariki are prepared for their life journey

| New Measure: Percentage of tamariki & rangatahi who said ³³ | 2024/25 |
|--|---------|
| Oranga Tamariki makes things better for them | 82% |
| Oranga Tamariki definitely makes things better for them | 42% |
| they think Oranga Tamariki makes things better for them | 40% |



“Tamariki know about, are to access, and gain the support and skills they need and want, so they are prepared for the future.”

Rangatahi have shared with us that each child’s best future is unique – shaped by the distinct needs, dreams, and pathways of te tamaiti. When tamariki are well-supported and their needs are met, they’re better equipped to step confidently into those futures – futures that may break cycles of involvement with Oranga Tamariki. This outcome honours the individual needs of all tamariki and rangatahi, supporting them to navigate their journeys and empowering them to live lives that feel right for them.

Why is this measure important? How does Oranga Tamariki influence these outcomes?

Many tamariki and rangatahi who come to our attention are in need of support – whether it’s around safety, wellbeing, learning, or other areas that matter to them and their whānau. Oranga Tamariki has a responsibility to do its utmost to ensure those

needs are met. We know we’ve done this well when tamariki and rangatahi tell us they feel supported to meet their goals, and that Oranga Tamariki has made things better for them.

How are things progressing?

Most tamariki and rangatahi (91%) tell us they feel supported to achieve their goals, and many (81%) say Oranga Tamariki has made things better for them. This positive feedback also extends to their social workers, with 89% saying their social worker does what they say they will do.

32, 33 Site-based kaimahi offered the survey to 46% of eligible tamariki and rangatahi (10-17-year-olds who have been in care for at least 31 days, but not those in a Youth Justice residence). Of those who were offered the survey, the vast majority agreed to take part, resulting in a response rate of 94% among those who were offered the survey.

Communities are looking after their own

All quotes in this section are from the Oranga Tamariki Youth Advisory Group.
See Appendix 2: Performance Measure Methodology for more details on these measures.

Tamariki find their communities

| New Measure: Percentage of tamariki & rangatahi who said they ³⁴ | 2024/25 |
|---|---------|
| have a friend or friends they can talk to about anything | 89% |
| definitely have a friend or friends they can talk to about anything | 68% |
| think they have a friend or friends they can talk to about anything | 21% |



“Wider communities play an important protective & supportive role for tamariki & their whānau. We need to ensure those relationships & connections to communities are developed & actively promoted, so a tamaiti can be safe & well amongst their broader support networks.”

| New Complementary Measures | 2024/25 |
|--|---------|
| Percentage of tamariki & rangatahi who said they get to keep in touch with birth family/whānau as much as they would like | 77% |
| Percentage of tamariki & rangatahi who have opportunities to learn about their culture | 77% |
| Percentage of tamariki & rangatahi who say they know their ancestry (whakapapa) | 54% |

Tamariki feel they belong in their communities

| New Measure: Percentage of tamariki & rangatahi who said they ³⁵ | 2024/25 |
|---|---------|
| have somewhere they belong | 89% |
| definitely have somewhere they belong | 66% |
| think they have somewhere they belong | 23% |

“Well-connected community groups are supporting their people, and providing spaces, to ensure tamariki feel a sense of support & belonging.”



| New Complementary Measures | 2024/25 |
|--|---------|
| Percentage of tamariki & rangatahi who have people in their life who love them no matter what | 98% |

Communities carry a deep sense of social responsibility to nurture and support tamariki, rangatahi, and their whānau. When these support networks are strong and responsive, Oranga Tamariki intervention may not be needed. But this is only possible when tamariki and rangatahi have communities they can connect with and be safe in – places to grow, belong, and be seen. This outcome recognises the vital role communities play in the safety and wellbeing of tamariki and rangatahi.

Why is this measure important? How does Oranga Tamariki influence these outcomes?

Oranga Tamariki has a responsibility to support tamariki and rangatahi to find the places and spaces where they feel connected – with people they trust, and in communities where

they feel safe, valued, and a true sense of belonging. We know we’re getting this right when tamariki and rangatahi tell us they have friends they can talk to about anything, and that they feel they have a place where they truly belong


How are things progressing?

Most tamariki and rangatahi said they have a friend or friends they can talk to about anything (89%) and most said they feel they have somewhere they belong (89%). This is complemented with most saying they have people who love them no matter what (98%), and many saying they get to keep in touch with their birth family/whānau as much as they like (77%) and learn about their culture (77%).

34, 35 Site-based kaimahi offered the survey to 46% of eligible tamariki and rangatahi (10-17-year-olds who have been in care for at least 31 days, but not those in a Youth Justice residence). Of those who were offered the survey, the vast majority agreed to take part, resulting in a response rate of 94% among those who were offered the survey.

Progress against our strategic shifts

Technical guidance



How to interpret our performance

Each performance analysis outlined in the table above similarly adopts a consistent layout to aid comprehension.

- Theme** – The performance headline of the page
- Description** – The thinking and rationale that underpins the theme above
- Primary performance measure** – The performance measure that sits at the beginning of the logic and is a measure that Oranga Tamariki and the Children's System can influence. This measure should be monitored frequently (ie. monthly) as it provides early indication of the performance impacts to come.

xMR chart

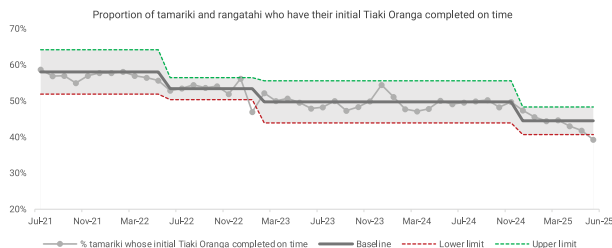
- Measurement approach** – How we've calculated the measure (all key assumptions can be found in Appendix 2).

How to read an xMR chart*

The xMR chart is the preferred KPI visualisation tool of the PuMP methodology. xMR graphs focus on displaying the difference between natural random variation, and real change.

xMR charts leverage the mean value (x) of the moving range (MR) to establish a performance **baseline**. This baseline is more accurate than the typically used 'most recent value' and it is the baseline that is compared to a desired performance target. **When the baseline changes, it's indicative of real change.**

xMR charts also operate within a **range** which highlights if performance is within expected patterns of variation, or if real change (good or bad) is emerging. **The wider the range, the more volatile the performance. The tighter the range, the more stable the performance.**



In the example above, we can see the performance improved in May 2024. Whilst there was some drops in performance in late 2024, performance remained within the expected performance range.

* xMR stands for average moving range.

Key Terminology

What is a Tiaki Oranga

In February 2025, Oranga Tamariki introduced a new tool, Tiaki Oranga, used to understand current safety, harm and risk following a report of concern, a youth justice referral or an application for caregiving or adoption. Tiaki Oranga replaced our previous Safety and Risk Screen. It can also be used to understand ongoing safety (including offending), to build and deepen understanding, and to support safety planning throughout our work with tamariki, rangatahi and whānau.

Tiaki Oranga supports kaimahi to understand the different views of tiaki (safety) and what is impacting on the oranga of tamariki and whānau. It asks kaimahi to show what the tiaki for each child looks like, and what that means, using the dimensions of oranga. It also encourages kaimahi to consider tiakaitanga and what protection from harm is in place, the action required, and who is undertaking that action. Understanding this supports kaimahi in remaining focused on the wider oranga frame and considering the different dimensions as potential sources of safety or protections.

We have been hearing from sites that Tiaki Oranga is helping them to draw more attention to safety and supporting us to lift the depth of the analysis we are undertaking in relation to safety and risk.



Whakapakari Kaimahi – Enable our people

We deliver a high-performing, highly trusted statutory care and protection and youth justice agency.



This shift focuses on ensuring we have highly trusted, competent and confident professionals operating in a statutory environment. This recognises there are services that Oranga Tamariki kaimahi will continue to provide, and this is where our workforce, systems and processes must be the best they can be to serve Aotearoa with world-leading social work practice

Our delivery priorities for Whakapakari Kaimahi for 2024/25 have included significant improvements to our practice.

Oranga Tamariki has been subject to many reviews and inquiries, all of which provide crucial learnings and opportunities for improvement. These learnings influence not only how we improve our practice, but also how we focus and prioritise these changes. This ensures we are focusing on the most crucial work while we navigate a year of change.

The practice improvements have focused on:

- Supporting our kaimahi as we embed the new ways of working by implementing practice improvement tools, resources, training, monitoring and quality assurance.
- Improving capability and safety of kaimahi in youth justice residences and community homes.
- Improving how we monitor and focus our practice against the National Care Standards.

Our delivery priorities have also focused on our internal operations and structure.

This has included driving a high-performance culture with a leadership focus on performance, risk and financial management, diversity and inclusion, health, safety, and wellbeing. We have improved our change management, focusing on understanding and managing impacts and benefits for our frontline kaimahi. Further work has occurred to improve our governance and external advisory group support, including the Risk and Assurance Committee, Ministerial Advisory Board, Youth Advisory Group, Disability Advisory Group, the Pacific Panel and the Rainbow Advisory Group.

We established our fourth Youth Advisory Group and have begun work to establish our first Rainbow Advisory Group, to ensure we have strong insight into the needs and experiences of rangatahi with lived experience of Oranga Tamariki services and systems. We have continued work with our Disability and Pacific advisory groups who have advised on strengthening services for disabled tamariki, rangatahi, and their parents and caregivers, and working alongside Pacific providers and communities to strengthen their role in supporting Pacific children and families.

Practice Protects



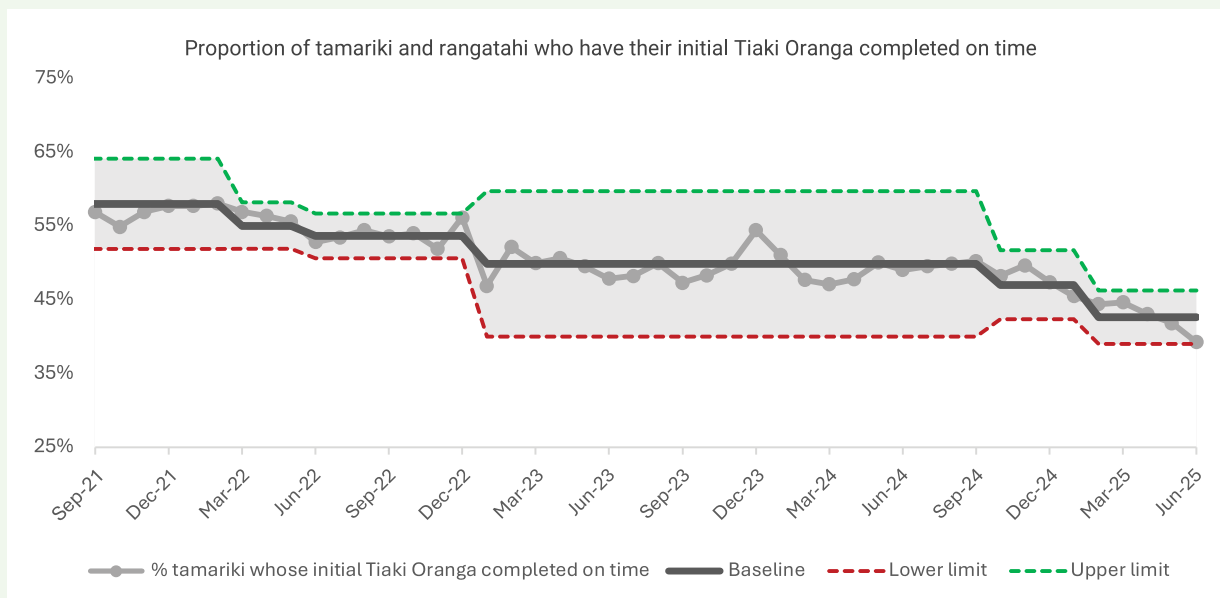
Safety is paramount

We work relationally, inclusively & restoratively with tamariki & whānau to take action together to protect te tamaiti every time we are concerned about their safety or wellbeing.

Our role: We complete all Tiaki Oranga on time

Why does this matter?

When a concern is raised about te tamaiti, assessing tamaiti safety as quickly and effectively as possible is the principle responsibility of Oranga Tamariki. This is why our primary measure focuses on all initial Tiaki Oranga – it is our first interaction with te tamaiti and it sets the trajectory for tamaiti safety and oranga.



| Response to tamaiti safety is timely | | 2024 | 2025 |
|---|---|------|------|
| PP1.0 | New Measure: Percentage of tamariki and rangatahi who have their initial Tiaki Oranga completed on time | 50% | 43% |
| <i>Desired trend: This value getting as close to 100% as possible</i> | | | |

How have we performed?

As at 30 June 2025, the overall timely completion rate for Tiaki Oranga reports was 43%. Over 80% of critical and very urgent reports – the most critical of cases – were completed on time.

We are seeing better and clearer responsiveness to tamaiti and rangatahi safety in social worker practice with safety needs addressed in most cases (90%) and the social workers carrying out agreed to follow-up actions most of the time (88%).

Measurement approach

When Oranga Tamariki receives a report of concern and further action is required, a response timeframe is assigned. We calculate the proportion of these where an initial Tiaki Oranga was completed within the assigned timeframe. Further assumptions can be found in Appendix 2.



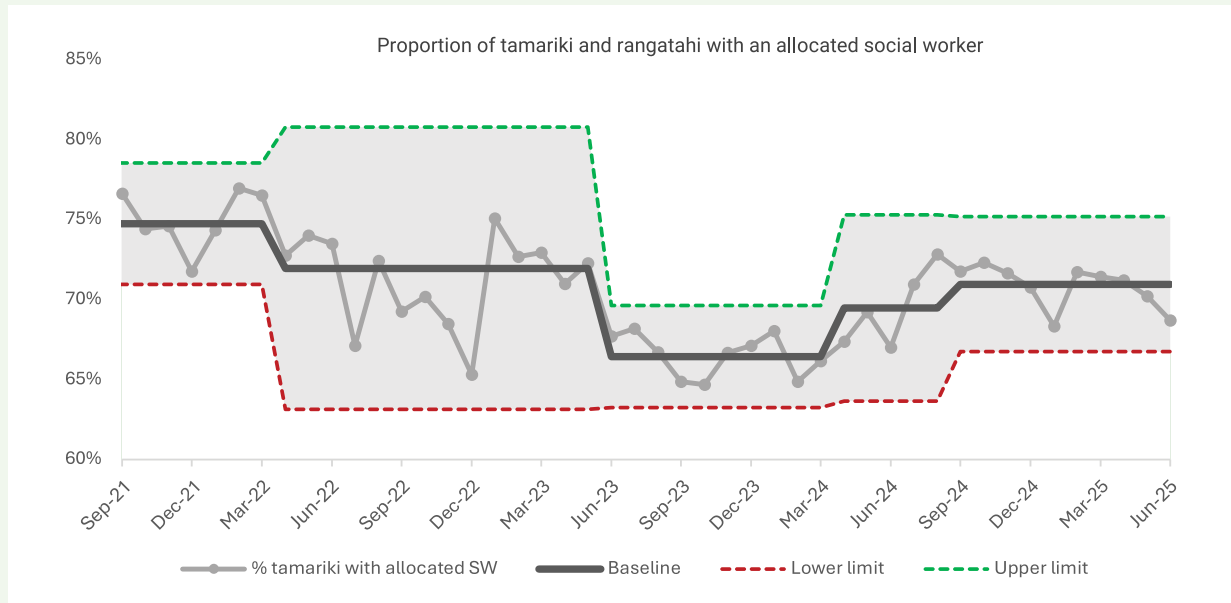
Oranga is a journey

So tamariki-whānau oranga and its potential is protected

Our role: We ensure every tamaiti has an allocated social worker

Why does this matter?

To truly support an oranga-focussed journey and protect its potential, Oranga Tamariki must ensure every tamaiti has strong relationships with those that matter to them – starting with ensuring they have an allocated social worker. A social worker plays a vital role in helping te tamaiti stay connected to the people who matter to them, actively participate in their practice journey, have their needs understood and perspectives understood and central to all decision-making and changes.



| Tamariki have strong relationships with those that matter to them | | 2024 | 2025 |
|---|--|------|------|
| PP2.0 | New Measure: Proportion of tamariki and rangatahi with an allocated social worker <i>Desired trend: this value getting as close to 100% as possible</i> | 69% | 71% |

How have we performed?

Seven in ten tamariki and rangatahi (or 71%) had an allocated social worker as at 30 June 2025. This is on par with the same time last year and an improvement on 2024 (69%).

It is clear that the quality of social work being carried out is high – tamariki experience quality engagement, their needs are well-understood and their perspectives are well-considered in decision-making; however it is the regularity of care (via social worker visits) that requires attention. This – and the allocation of social workers – are an interrelated and known area of improvement aiming to be addressed through our progress on workforce management.

Measurement approach

This is measured as at 30 June 2025. We report the proportion of tamariki and rangatahi where a report of concern has been received where further action was required, who have a key social work allocated to them. Further assumptions can be found in Appendix 2.



Mana Ōrite – Enable Our Partners

An enabler and coordinator for Māori and communities



This shift is informed by many reviews from: Pūao te āta tū (daybreak): The Report of the Ministerial Advisory Committee on a Māori Perspective for the Department of Social Welfare (1986), 'WAI 2915' – He Pāharakeke, he Rito Whakakīkinga Whāruarua: Waitangi Tribunal Inquiry (2021), and 'Te Kahu Aroha' – Hipokingia ki te Kahu Aroha Hipokingia ki te Katoa: Ministerial Advisory Board Report (2021).

Our delivery priorities for Mana Ōrite for 2024/25 have focused on enhancements to how we commission, and contract, services.

The work has included:

- Alignment of national and regional investment priorities.
- Changes to contracting, to align service volumes more closely to regional need, eliminate the duplication of services, and improve alignment to our core purpose.
- We have initiated work to ensure service pricing is fit-for-purpose, with more consistent service costing.

We have looked for opportunities to join-up supports for children where we can.

We participate in multiple government fora to ensure greater alignment on procurement practices, contracts terms and conditions. We are

actively exploring opportunities for inter-agency collaboration in service procurement and integrated contracting of future services for children. We are also actively improving engagement with the sector, through direct engagement and more regular communications, to improve our understanding of the needs of children, young people and families across communities, and inform our future service commissioning.

We have also focused on supporting locally led innovation by enabling communities.

We have done this by supporting selected partners to redesign and reimagine what care and protection looks like for their children, young people and families. Through this we have been enabling collective learning around how we safely decentralise and delegate parts of our care and protection system, which we intend to build into our 'business as usual' through further operating model refinements.

Partnerships deliver



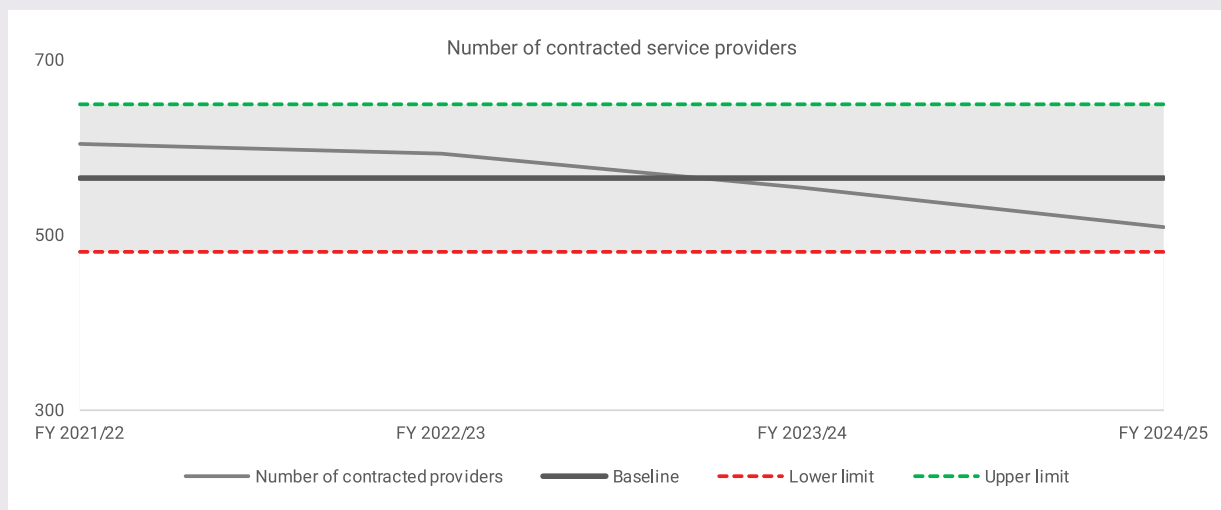
Partnership-led

We build strong locally-led partnerships with iwi Māori, community groups and service providers enabled by a nationally-coordinated Children’s System

Our role: We have sufficient service providers in the community

Why does this matter?

Community service providers are often best placed to deliver the supports and services that tamariki and rangatahi need. Our role begins with ensuring there are enough service providers – including iwi Māori and community groups – to deliver locally led responses. Without this collective of providers and communities, partnership is not possible.



| Oranga Tamariki works in partnership | | 2024 | 2025 |
|--------------------------------------|---|------|------|
| PD1.0 | New Measure: Number of contracted service providers <i>Desired trend: This staying within our expected range</i> | 554 | 509 |

How have we performed?

The number of contracted service providers has reduced since last year, but is still within the range we would expect.

Measurement approach

We count the number of service providers we contract to meet the needs of tamariki and rangatahi in the community. Further assumptions can be found in Appendix 2.



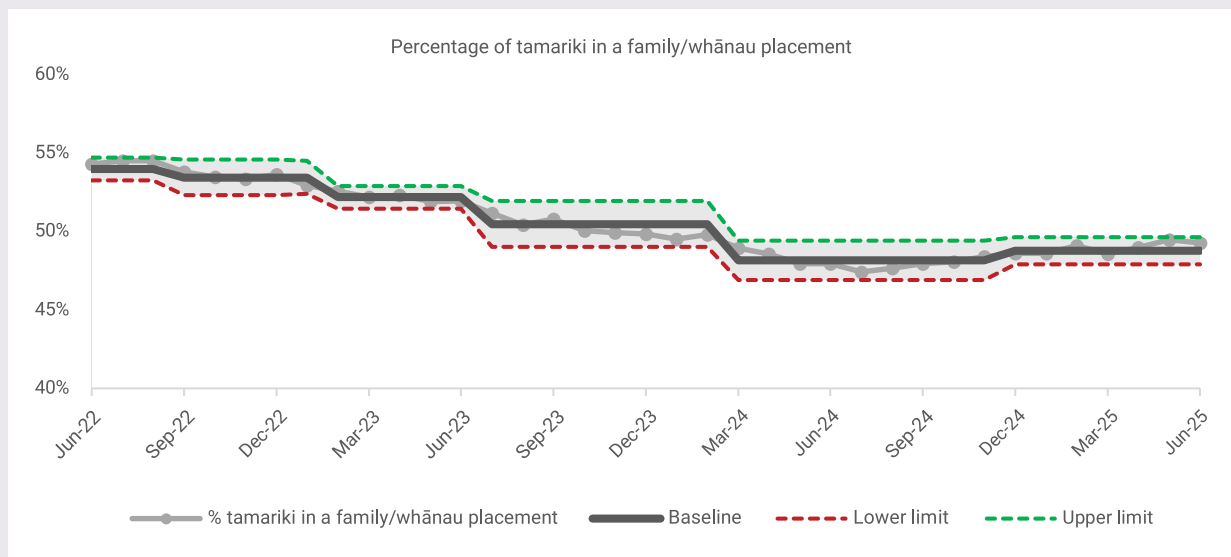
Generationally-focussed

So tamariki and whānau can access the right supports and services they need, when they need them, for long as they need them

Our role: We keep tamariki and whānau connected

Why does this matter?

When safe and appropriate, Oranga Tamariki must keep tamariki and their whānau connected. This includes – but is not limited to – tamariki remaining in the care of their whānau, living with their siblings and – in the context of Youth Justice – within reasonable travelling distance of their whānau and/or their iwi/community. When tamariki are connected to their whānau/community, their intergenerational wellbeing is almost always better.



| Tamariki and whānau are connected | | 2024 | 2025 |
|-----------------------------------|--|------|------|
| PD2.0 | New Measure: Percentage of tamariki in out of home placement who are in a family/whānau placement <i>Desired trend: This trending up – we are able to keep more tamariki living with their whānau</i> | 48% | 49% |

How have we performed?

Around half the tamariki and rangatahi in care are connected to their whānau in placements (49%).

Almost three-quarters of tamariki in care who have siblings who are also in care, are placed with at least one of their siblings.

Measurement approach

When tamariki and rangatahi are in the care of Oranga Tamariki, one placement option is for them to be placed with a member of their family or whānau – a 'family/whānau placement'. We count the proportion of children who are in an out of home care placement, and report the proportion who are in a family/whānau placement. Further assumptions can be found in Appendix 2.



Rato Pūnaha – Lead the system

We lead and drive the wider Children’s System.



Oranga Tamariki has a unique role as the lead advisor across government to advocate for the wellbeing of children, young people and their families. This means coordinating agencies, organisations, communities, and individuals to collectively improve outcomes. At a local and regional level, this means we will work alongside our iwi-Māori, community groups and service providers to drive coordinated responses across the social services that work for children, young people and families.

Our delivery priorities for Rato Pūnaha for 2024/25 have focused on reducing serious and persistent youth offending.

This has included:

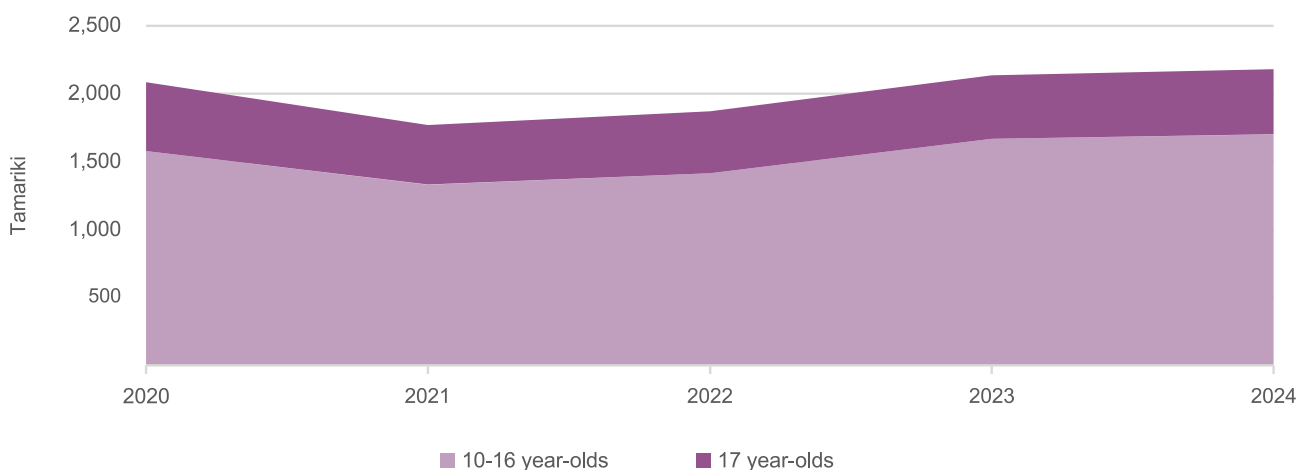
- **Extending Fast Track**, an intervention across government, iwi, and community organisations to provide early and intensive wraparound support for children, young people and their families, with referrals to community organisations when they offend.
- **Establishing effective intensive responses to serious youth offending**, building off the military style academy pilot that provides a rehabilitative, trauma informed, and intensive case-management approach, helping rangatahi transition back to communities.

• Improving the operations and safety of youth justice residences and community homes.

This includes adequately maintaining aging residential facilities that have had limited capital investment in recent years, working towards increasing capacity through smaller, modern, fit-for-purpose builds within communities.

Justice data shows youth offending has increased since 2021³⁶. There has also been an increase in the average number of charges per tamariki, particularly for 10-16 year olds, growing from 5.7 charges in 2020 to 7.7 charges in 2024. However, we have seen a decrease in youth offending for 2025/24.

Number of tamariki charged for an offence, by calendar year



36 The number of children and young people with finalised charges in any court from <https://www.justice.govt.nz/justice-sector-policy/research-data/justice-statistics/data-tables/#cyp>

We have also looked for opportunities to activate the new Oranga Tamariki Action Plan at local and national levels.

We have driven delivery by narrowing focus onto improving key health, education and housing outcomes for children and young people in care. This has also included improving data and information sharing across these areas. The 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. We are now working off that foundation with partner agencies to plan longer term change across the Children's System.

Another delivery priority for the organisation has been focused on how we respond, work with, and learn from others around us.

This has included:

- Responding to the Dame Karen Poutasi review of the Children's System, to improve how the system prevents, recognises, reports, responds to, and reviews child abuse.
- Contributing to the Child and Youth Wellbeing Strategy by focusing on supporting children's first 2000 days and reducing child harm and material hardship.
- Supporting the Centre for Family Violence and Sexual Violence Prevention to develop and implement 'Breaking the Cycle of Violence: A Five Year Action Plan.'
- Working with and supporting the Social Investment Agency to set up and administer its new Social Investment Fund, taking steps to improve our own contracting functions, in response to the Office of the Auditor General review.

System prevents

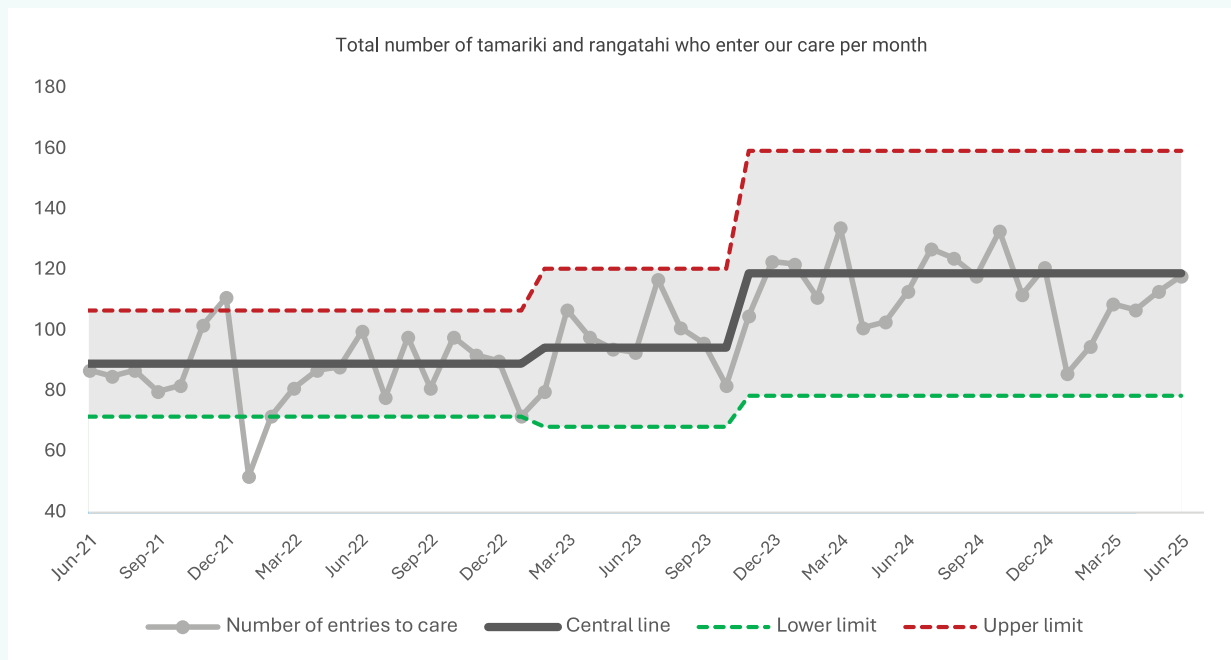


Prevention every time

We prevent the escalation of involvement for all tamariki and rangatahi that come to our notice, including those in care, custody, or offending

Our role: We reduce the escalation of tamariki into care

Tamariki who come to our attention often face serious safety or wellbeing concerns and it is vital that they receive the right support. However, that support does not always require statutory intervention as community-led responses are increasingly better placed to step in to care for tamariki and rangatahi. Oranga Tamariki's role should be reserved for the most complex of cases, where statutory powers are truly required, and supporting those responses that are better placed. Prevention begins with reducing the number of tamariki who enter the statutory system in the first place.



| Escalation to statutory response is reduced | | 2024 | 2025 |
|---|---|------|------|
| SP1.0 | New Measure: Number of tamariki and rangatahi who enter care per month <i>Desired trend: this trending down – meaning we are reducing the escalation of tamariki into statutory care</i> | 119 | 119 |

How have we performed?

As at 30 June 2025, a baseline of 119 tamariki and rangatahi entered statutory care on a monthly basis. This number of tamariki and rangatahi entering per month has remained within expected limits over the 2024/25 year.

Measurement approach

We count the number of tamariki and rangatahi who enter the care of Oranga Tamariki. Further assumptions can be found in Appendix 2.



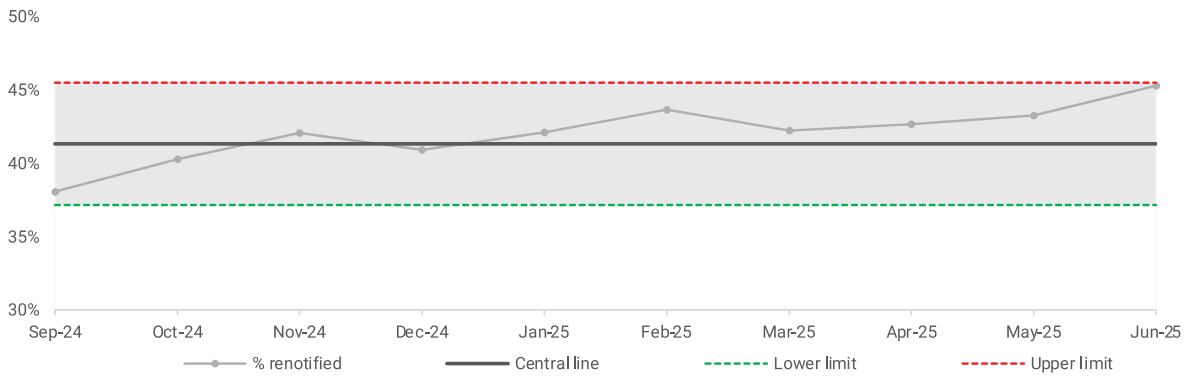
Prevention every where

So that every opportunity is used to prevent and address harm

Our role: We use every opportunity to prevent and address harm

Oranga Tamariki alone cannot prevent harm to tamariki and rangatahi. We are part of a wider Children’s System, that works together to prevent and address harm. We do our very best to respond to safety concerns as they arise. This includes having the right response the first time. For this reason, we monitor the proportion of tamariki and rangatahi who are renotified after a report of concern where no further action was required, or support was referred to partners.

Proportion of tamariki and rangatahi renotified within 12 months of a Report of Concern where no further action was required, or support was referred to partners.



| Escalation to statutory response is reduced | | 2024 | 2025 |
|---|---|-------------|------|
| SP2.0 | <p>New Measure: Proportion of tamariki and rangatahi renotified within 12 months of a Report of Concern where no further action was required, or support was referred to partners.</p> <p><i>Desired trend: this trending down – meaning we are preventing further harm to tamariki at the earliest opportunity</i></p> | New measure | 41% |

How have we performed?

Around 4 in 10 tamariki and rangatahi are renotified to Oranga Tamariki within 12 months of a Report of Concern where no further action was required, or support was referred to partners.

Measurement approach

We count the number of tamariki and rangatahi who came to our attention via a Report of Concern where no further action was required or we referred them to partners for further support. Of those we count the number that had another report of concern within 12 months, and report the proportion. Further assumptions can be found in Appendix 2.

Care Reports

Our care reports highlight where we are doing well at keeping children safe, and where we need to improve. They form part of our public reporting obligations and focus on areas of practice that require ongoing improvement.

The three reports are:

Compliance with National Care Standards

The National Care Standards set out the standard of care that all tamariki in care should expect to receive. This report sets out the findings of our self-monitoring of practice with tamariki in Oranga Tamariki care for the 2024/25 year. The report is focused on generating timely and actionable insights to drive improvements in our performance in an effective and meaningful way.

Section 78 Entry to Care Practice Insights

This is our first report on practice and decision-making for tamariki who enter care under section 78 of the Oranga Tamariki. Previous reports have focused on monitoring practice with the specific cohort of unborn and newborn pēpi (under 30 days old). This year, monitoring has expanded to cover entry to care practice and decision-making for tamariki of all age groups, including unborn and newborn pēpi.

Safety of Children in Care

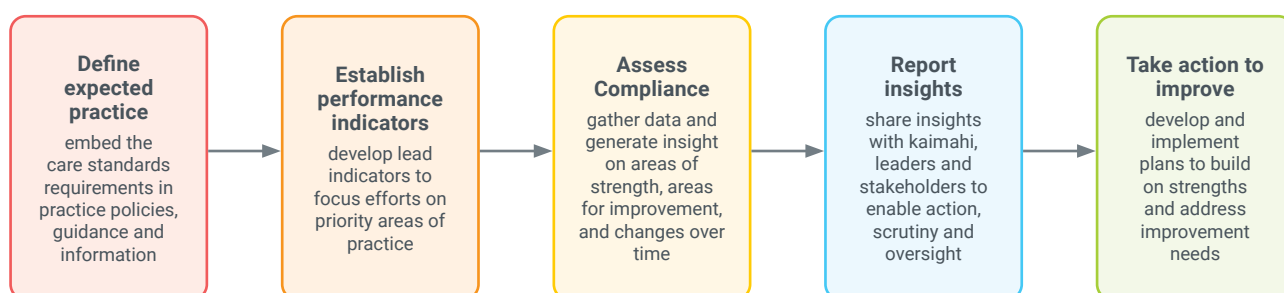
Ensuring the safety and wellbeing of children in care is a core responsibility of Oranga Tamariki. Since 2019, we have remained dedicated to routinely monitoring and publicly reporting findings related to abuse in care. This report presents data about harm experienced by children in the care of Oranga Tamariki for the 2024/25 year. Public reporting enables open and transparent accountability within the children's system and ensures practice learnings are implemented, keeping children visible and at the centre of our work.

Compliance with National Care Standards

The National Care Standards (and Related Matters) Regulations 2018 (the Care Standards) set out the standard of care that all tamariki 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 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



We continue to strengthen and mature our self-monitoring approach, including incorporating feedback from Aroturuki Tamariki. While sample-based manual case file analysis remains a critical source of information for assessing compliance with the National Care Standards, our ongoing focus is on enhancing the use of structured data. This includes improving our data systems to better monitor how effectively key process-focused aspects of the Care Standards are being delivered across the population of tamariki in care and caregivers.

The primary data sources used to inform this report include:

- structured data from our case management systems, which provide information at the population level for all tamariki in care and help us understand **whether or not something was done** (e.g. for each tamaiti, 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**
- other information from our internal Care Standards monitoring, including monitoring by Practice Leaders.

This report sets out the findings of our self-monitoring of practice with tamariki in Oranga Tamariki care for the 2024/25 year. The report focusses predominantly on the continued monitoring of 21 lead indicators across the Care Standards. Following the release of the Aroturuki Mokopuna Experiences of Care in Aotearoa: 2023/24 report in March 2025, Oranga Tamariki undertook to focus on a subset of these lead indicators in more depth, with an improvement plan particularly focussed on areas of that report. In particular, we acknowledge feedback from the Monitor that they would welcome more evidence that the Care Standards-related needs of a tamaiti were not only identified in an assessment or plan, but that the plan had led to actions to meet those needs. While it is too early to see significant evidence of improvements in these areas of focus, this report provides an overview of the approach taken and, where possible, early indicators of change.

Lead indicators

We continue to use the 21 lead indicators established in 2023/24 as a framework for assessing our performance against the Care Standards. These indicators are intentionally focused on the foundational elements of practice that, when done well, position us strongly to meet both our regulatory obligations and the needs and expectations of tamariki in care. They reflect what tamariki have told us matters most to them, and align closely with our core Practice Standards.

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% and above)
- Most of the time (70% – 89%)
- More than half of the time (50% – 69%)
- Some of the time (30% – 49%)
- Occasionally (10% – 29%)
- Almost never (less than 10%).

Trajectory of compliance

Based on the calculated margin of error for each result to determine whether a statistically significant change has occurred, when comparing 2024/25 results with 2023/24 results, compliance has:

- Increased
- Demonstrated no significant change
- Decreased.

Lift in performance largely maintained across the lead indicators

Last year, we reported an improvement in performance for one indicator, no statistically significant change for most indicators (with the lift in performance from 2022/23 largely maintained across seven indicators), and a decrease in performance for three indicators. This year, we can report that we have largely continued to maintain

the previous lift in performance across the lead indicators, with most indicators showing no statistically significant change in the past year, two indicators showing an improvement in performance, and two indicators showing a decrease on the previous year's results. Sixteen of the lead indicators have been achieved 'most of the time' or better. Only seven lead indicators were evidenced less than 80% of the time, and two of these are those which have significantly improved since last year.

We continue to see strong evidence of many of the areas of care set out in the Care Standards in case work recording, including plans such as the court plan, however further work continues to be required to ensure that the Assessment Record and All About Me Plan for the tamaiti are the primary places in which this information is stored.

Areas of strength are that almost all tamariki continue to have their safety needs and education needs identified and then addressed in their plan, and to have opportunities for play and experiences appropriate to their interests and development. While still an ongoing opportunity for development, it is encouraging that there has been an increase in the percentage of tamariki Māori for whom there was evidence of connections with their marae, hapū or iwi, from 42% in 2023/24 to 49% in 2024/25. There was also an increase in the number of Oranga Tamariki caregivers with a current support plan that set out actions to be taken to meet their needs and enable them to provide quality care, from 67% to 75%.

The change in assessment reports in March 2025, with the longstanding Tuituia assessment replaced by the new Assessment Report, may have impacted on the percentage of tamariki for whom there was a current needs assessment that assessed both immediate and long-term needs. This measure decreased from 90% in 2023/24 to 86% in 2024/25. Ongoing support is being provided to social workers with respect to use of the Assessment Report. The number of caregivers either fully or provisionally approved at the time tamariki were placed with them³⁷ also decreased from 80% to 64% (although almost all caregivers in our sample were fully approved at the time of review). This lead indicator is primarily influenced by the number of whānau offering care for their tamariki over the review period, with tamariki being placed with whānau while we carry out our caregiver assessment processes.

37 We note that this question is only asked if the tamaiti was placed with the caregiver during the review period.

Three-year summary of performance against lead indicators

| Lead indicators 2024/25 | 2025 | 2024 | 2023 | Indication of compliance | Trajectory of compliance |
|---|------|------|------|----------------------------|--------------------------|
| 1. Tamariki have a current assessment of both their immediate and long-term needs | 86% | 90% | 91% | Most of the time | Decreased |
| 2. Tamariki have a current plan that contains actions to address those needs, when those actions will be taken, and by whom | 86% | 86% | 87% | Most of the time | No significant change |
| 3. The safety needs of tamariki are identified and addressed in their plan | 90% | 92% | 94% | 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% | 85% | 86% | Most of the time | No significant change |
| 5. The identity and cultural needs of tamariki are identified and addressed in their plan | 64% | 65% | 67% | More than half of the time | No significant change |
| 6. The health needs of tamariki are identified and addressed in their plan | 86% | 88% | 87% | Most of the time | No significant change |
| 7. The education needs of tamariki are identified and addressed in their plan | 92% | 90% | 92% | Achieving compliance | No significant change |
| 8. Family/whānau views have been identified and considered | 80% | 80% | 84% | Most of the time | No significant change |
| 9. Other professionals have been consulted with, and their views considered | 85% | 88% | 89% | Most of the time | No significant change |
| 10. Tamariki have received regular visits over the preceding 12 months | 66% | 66% | 65% | More than half of the time | No significant change |
| 11. Tamariki have received quality engagement | 86% | 84% | 88% | Most of the time | No significant change |
| 12. Tamariki Māori are being supported to establish, maintain, or strengthen connections with their marae, hapū or iwi | 49% | 42% | 52% | Some of the time | Increased |
| 13. For tamariki with a disability, their disability-related needs have been identified and appropriate services and supports are in place | 84% | 88% | 92% | Most of the time | No significant change |
| 14. Tamariki have opportunities for play and experiences that are appropriate to their interests and development | 90% | 92% | 90% | Achieving compliance | No significant change |
| 15. There is evidence the social worker is carrying out the actions agreed to in the tamariki plan | 88% | 86% | 87% | 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 | 64% | 80% | 67%* | More than half of the time | Decreased |
| 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 | 75% | 67% | 61% | Most of the time | Increased |
| 18. There is evidence the caregiver social worker is carrying out the actions agreed to in the caregiver support plan | 77% | 75% | 79% | Most of the time | No significant change |
| 19. Tamariki views have been identified and considered | 86% | 84% | 86% | 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 | 84% | 82% | 85% | Most of the time | No significant change |
| 21. For rangatahi transitioning to adulthood, planning has occurred to support a successful transition | 66% | 68% | N/A | More than half of the time | No significant change |

*Due to a change in data source for this lead indicator, the 2023 result is not fully comparable with results from 2024 and 2025.

Tamariki and Whānau Services plan to support compliance with the Care Standards

In March 2025, in response to the Aroturuki Tamariki *Experiences of Care in Aotearoa: 2023/24* report,³⁸ Tamariki and Whānau Services developed a plan to improve the experiences of tamariki in care (the TaWS plan). The TaWS plan identified priority areas to support compliance with the Care Standards, focused on aspects of practice highlighted by Aroturuki Tamariki as requiring improvement. The priority areas included:

- visits to tamariki in care and, specifically, in Return Home placements
- ensuring tamariki in care have an up-to-date assessment report and All About Me Plan, and that their All About Me Plan includes actions to support connections to their family/whānau, hapū, iwi and family group
- Transition to Adulthood planning for eligible rangatahi
- visits to caregivers by their caregiver social worker, and caregiver approvals
- accurate recording of key records in CYRAS (i.e. GP/Primary Health Organisation)
- reducing peer-to-peer harm in residences.

The work has involved Practice Leaders championing, supporting and monitoring practice to meet Care Standards at sites, weekly planning and support sessions with Practice Leaders and key National Office functions, and the collation and sharing of data and information to support the work.

While it is still too early to fully assess the impact of the TaWS plan on compliance in priority areas, early signs are promising. Notably, our third round of Care Standards case file analysis for 2024/25 (conducted in May and June 2025) shows significant improvements in the following indicators:

- tamariki visited in accordance with assessed frequency: increased from 62% (Rounds 1 and 2 combined) to 75% in Round 3
- tamariki with a current Assessment Report/ Tuituia: increased from 35% (Rounds 1 and 2 combined) to 44% in Round 3.

There are also early indications of improved engagement in return home visits and in assessing life skills for rangatahi transitioning to adulthood. These insights come from both Round 3 results and ongoing monitoring by Practice Leaders. However, as they are based on small sample sizes, we are interpreting them with caution.

A more comprehensive understanding of the TaWS plan's impact on compliance is expected following the completion of the first round of Care Standards case file analysis for 2025/26, scheduled for September 2025.

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 tamariki who enter care under section 78 of the Oranga Tamariki Act 1989, reinforces that this new approach continues to be embedded in aspects of practice with tamariki and whānau.

The following sections summarise our insights across the five key areas of the Care Standards. These insights draw on all available internal measures from a range of data sources, providing a clear picture of our progress in meeting the practice 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?

Needs Assessments

In March 2025, the Assessment Report was introduced as the organisation's new assessment tool (replacing the Tuituia Assessment). The Assessment Report reflects the organisation's new assessment approach, which sees assessment comprised of 80% building and deepening our understanding of tamariki and whānau oranga, and 20% articulating social worker understanding in the report. Kaimahi have been reminded that the Care Standards require a regular needs assessment to be completed at a minimum of every six months³⁹ or whenever circumstances change, and guidance has been created to support kaimahi to meet the requirements of a Care Standards needs assessment for tamariki in care. The Assessment Report has been well received by kaimahi, but we recognise that this is a significant change in assessment practice and it will take a focus on continuous improvement to reach the expected quality (which includes the use of practice models, tools and resources in day-to-day practice).

For almost all tamariki in care, there was evidence of some form of needs assessment

In 2024/25, there was evidence of some form of current needs assessment for 93% of tamariki in care, down from 98% in 2023/24. Some of this decrease can be explained by the natural decline in the use of the Tuituia Assessment in the months before it was retired from use, and the new Assessment Report released. In Round 3 of our Care Standards case file analysis, completed after the Assessment Report was released, we saw an increase in the number of tamariki with a current Assessment Report/Tuituia (from 35% in combined Rounds 1 and 2 to 44% in Round 3).

Despite the low levels of Assessment Report/Tuituia completion, most tamariki had some form of current needs assessment that included an analysis of their immediate and long-term needs. However, there was a decrease this year in the number of assessments that assessed specific elements of safety needs (the nature and effect of harm, and resilience and protective factors); physical health needs; play, recreation and community needs; and, for tamariki Māori, the need to strengthen connections with marae, hapū or iwi.

To support the use of the Assessment Report, the Ministry has designed guidance in the form of a practice resource that overlays the Care Standards with the domains of wellbeing for tamariki. As social workers become more confident in our practice approach, we expect that the number of Assessment Reports that meet the areas of need required by the Care Standards will increase.

Plans

For almost all tamariki in care, there was evidence of some form of plan, however more work is required to ensure the consistent use of the All About Me Plan as the primary planning tool for tamariki in care

In 2024/25, there was evidence of some form of current plan (All About Me Plan or other working plan such as a court plan) for 95% of tamariki in care (consistent with 96% in 2023/24). However, only 43% of current All About Me Plans were created or reviewed in the six months prior to the case review. In one out of five of those cases (20%), the Assessment Report/Tuituia was updated at the same time, to inform the All About Me Plan.

The number of All About Me Plans or other plans that set out actions to address the range of needs required by the Care Standards remained consistent with 2023/24.

Fifty-two percent 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% of those cases (consistent with 2023/24 results). For 88% of tamariki, there was evidence in casework that the social worker was carrying out their actions as set out in the plan (consistent with 86% in 2023/24 – Lead Indicator 15).

Ensuring tamariki in care have an up-to-date assessment report and All About Me Plan is a key priority area in the TaWS plan to support compliance with the Care Standards. In addition, significant work is progressing to develop a new digital All About Me Plan, which will support social workers to ensure these plans are used on an ongoing basis to support meeting the needs of tamariki in care. The first phase of the platform procurement process is underway, with delivery timeframes for releases of functionality to occur throughout 2026 and 2027.

39 As, under Regulation 15, reassessment is tied to the review of the tamaiti plan, required to be reviewed once every six months under Regulation 22.

Addressing needs in assessments and plans

Health Needs – for most tamariki, their physical health needs were identified and addressed

Our self-monitoring found that, for 86% of tamariki, health needs were identified and addressed in their plan (Lead Indicator 6), consistent with 2023/24 findings. Physical health needs were most likely to be assessed, with evidence found for 86% of tamariki. Ninety-one percent of tamariki plans contained actions to address physical health needs (consistent with 93% in 2023/24).

For 67% of tamariki, there was evidence that their mental health needs had been sufficiently assessed where applicable. The percentage of plans that contained actions to address mental health needs remained consistent with the previous reporting period (71% in 2023/24 and again in 2024/25).

Disability-Related Needs – for most tamariki with a disability, there was evidence that appropriate services and supports were in place to address their disability-related needs

For 30% of tamariki, there was evidence of a diagnosed disability or disabilities. Of those tamariki with an identified disability and a current assessment, our self-monitoring found evidence that their disability-related needs had been considered in the assessment in 80% of cases (consistent with 83% in 2023/24). For those tamariki with a current plan, there was evidence that their disability-related needs had been addressed in the plan in 74% of cases (consistent with 67% of cases in 2023/24).⁴⁰

Overall, for 84% of tamariki, there was evidence that appropriate services and supports were put in place to address their disability-related needs, consistent with 88% in 2023/24 (Lead Indicator 13). In 82% of cases, there was also evidence of appropriate services and supports for those caregivers caring for tamariki with an identified disability (consistent with 85% in 2023/24).

Education Needs – for almost all tamariki, their education or training-related needs were identified and addressed

For 92% of tamariki, there was evidence that their education or training-related needs had been assessed, consistent with our previous reporting

period. For 92% of tamariki, there was evidence that these needs were reflected in their plans (consistent with 90% in 2023/24). Ninety-two percent of tamariki had their education or training-related needs both assessed and then addressed in their plan (Lead Indicator 7).

Our monitoring found that, for 30% of tamariki, there was some form of education issue that arose during the review period that needed to be addressed. In most cases (77%), there was evidence that the social worker took sufficient steps, including consultation with others, to address those issues.

Consulting and Engaging with Others – the views of professionals were evident in more tamariki plans this year

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. However, there was an increase this year in the number of plans in which professionals' views were evident (from 68% in 2023/24 to 75% in 2024/25).

Results for the Lead Indicators that consider consultation and views gathered across assessments and plans (Lead Indicator 8 for whānau or family, Lead Indicator 9 for professionals, and Lead Indicator 19 for tamariki) remained consistent with 2023/24.

In 60% of cases, there was evidence that, over the review period, we had provided regular updates on the progress and development of the tamaiti to their family/whānau/family group (and, in a further 36% of cases, there was evidence of some updates provided but these were not considered sufficiently regular in the circumstances of the case).⁴¹

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 tamariki, continue to remain key opportunity areas in practice, evidenced in only a small number of cases reviewed as part of our self-monitoring. We are confident that our practice for

40 We note that, because of the smaller number of cases to which the disability questions are applicable, the margin of error is higher, meaning results are not reliable to claim a statistically significant change.

41 We note there was a change in the way this question was asked in 2024/25 so results are not comparable with previous years.

working effectively with Māori is improving and there are encouraging results, however there are areas that require some clarification of practice expectations. These are set out more fully under *Practice with tamariki and whānau Māori* below.

Visits to Tamariki in Care – while there was evidence of quality engagement for most tamariki, ensuring that visits occur regularly and consistently remains an area for improvement

To monitor compliance with the National Care Standards, we use two lead indicators focused on engagement with tamariki in care over a 12-month period: **regularity of engagement**, based on the recorded frequency of visits (or 8-weekly if no frequency is set), and **quality of engagement** (regardless of how often visits occur).

In addition to these lead indicators, Oranga Tamariki also tracks a broader performance measure: the percentage of tamariki in care who received at least one visit in the past eight weeks. This is based on operational data from CYRAS and applies to all tamariki in care. As at 30 June 2025, 96% of tamariki had a recorded visit within that timeframe.

The key difference between our Lead Indicator 10 on regular engagement and the 'visit in past 8 weeks' measure is that the lead indicator draws from sample-based case file analysis and reflects visit practice over a full year, rather than providing a snapshot in time. The Care Standards require that tamariki in care are visited regularly – in our Care Standards case file analysis, we look for evidence of regular visits over the 12-month review period. This measure is a very high standard and will not be met if a single visit over the 12 months was missed or late. We believe this is a standard that should be maintained given that regularly visiting tamariki is a foundation of good social work practice and essential for building a strong, trusting relationship.

Over the course of the preceding 12 months, regular engagement was evidenced for 66% of tamariki.⁴² This has remained consistent over the past three years. However, in our most recent round of case file analysis, we observed an increase in the percentage of tamariki in care who were visited in accordance with their assessed frequency (from 62% in combined Rounds 1 and 2 to 75% in Round 3). This improvement may be an early indication that the implementation of the TaWS plan is beginning to have a positive impact on regular engagement with tamariki in care.

Where our review indicated that tamariki had not received regular engagement in the preceding 12 months, we also sought to understand the reasons for this and establish the extent to which engagement had occurred. While the standard of 'regular engagement' may not have been met in these cases, there was evidence that most tamariki had a number of social work visits over the 12 months. Of those tamariki that had not received regular engagement as defined above, we found that 59% had been visited at least six times over the 12-month period (with 88% having been visited at least four times). In 16% of those cases, there was documented evidence of reasons outside of the social worker's control that prevented planned visits taking place, such as transience of tamariki and their carers, and situations where tamariki were unexpectedly absent for planned visits.

Again this year, for most tamariki (86%), there was evidence of quality engagement with an Oranga Tamariki practitioner over the preceding 12-month period (this was 84% in 2023/24 – 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 61% of tamariki – as in previous years, this was much more likely to be recorded in plans than in assessments.

Our most recent survey of tamariki in care shows that many have positive relationships with their social workers. Forty-seven percent of tamariki said their social worker does what they say they will do *all of the time*, and a further 43 percent said their social worker does what they say they will do *most of the time*. Almost half of tamariki (48%) felt they could *definitely* talk to their social worker about their worries, while a further 32% responded with *"I think so."*

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

42 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.

them maintain whānau connections and to meet their culture, belonging and identity needs; 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 Connections with Family or Whānau – For almost all tamariki in care, the need to establish, maintain or strengthen family or whānau connection was identified and addressed in their plan

Our self-monitoring in 2024/25 showed that the practice gains previously reported around supporting tamariki connection with their family or whānau have been maintained and practice continues to be strong in this space. For almost all tamariki whose cases were reviewed (99.5%), connections with their immediate family, whānau or family group were identified (this was also 99% in 2023/24).

For 88% of tamariki with a current assessment, the need to establish, maintain or strengthen their connection with their family or whānau was identified in the assessment and, for 90% of tamariki with a current plan, this need was addressed in the plan. Eighty-five percent of tamariki had the need identified and addressed in their plan (consistent with previous years' reporting – Lead Indicator 4).

For 99% of tamariki with a current plan, that plan contained details of contact arrangements with members of their immediate family, whānau or family group. For 87% of tamariki, there was evidence that they were being supported for contact with their immediate family, whānau or family group to occur.

In our latest survey of tamariki experiences in care, 52% of tamariki said they *definitely* get to keep in touch with their birth family/whānau as much as they would like to, while a further 25% responded with "Yes, I think so". 66% percent of tamariki also said they definitely have a place where they feel they belong, with a further 23% responding with "Yes, I think so". More than half of tamariki (52%) said they definitely find it easy to express their identity, while 34% responded with "I think so."

This year, our monitoring of practice with tamariki who enter care under a section 78 order found high levels of support services being offered or provided to parent(s) and/or whānau (with the aim of preventing the removal of tamariki from their care), and high rates of whānau searching to provide every opportunity for tamariki to be cared for within their whānau, hapū or iwi.

Practice with Tamariki and Whānau Māori

For most tamariki Māori, there is evidence of strong practice to support connections with whānau; however, there remains an opportunity to strengthen practice in supporting connections with marae, hapū and iwi

Section 13 principles and policy settings require social workers to have regard to mana tamaiti, whakapapa, and the whanaungatanga responsibilities of whānau, hapū, and iwi. 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. We note the recent Aroturuki Tamariki *Outcomes for Tamariki and Rangatahi Māori and their Whānau in the Oranga Tamariki System* report, and our agreement that outcomes for tamariki Māori and their whānau in the Oranga Tamariki system needs to be improved. We also note that Oranga Tamariki has a significant amount of work underway to improve our practice and response to tamariki and whānau Māori, including the consolidation of our Māori-centred practice paradigm.

In 2024/25, as part of our self-monitoring of practice against the Care Standards obligations, we reviewed the quality of practice for 483 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 Māori we work with.

While our self-monitoring has found evidence of strong practice in most cases to support tamariki Māori connections with their whānau, there remains an opportunity to strengthen practice in supporting connections with their marae, hapū or iwi. We found:

- for almost all tamariki Māori whose cases were reviewed (99%), members of their immediate whānau had been identified by their social worker
- for 86% of tamariki Māori with a current assessment, their need to establish, maintain or strengthen connection with their whānau was identified in that assessment and, for 88% of tamariki Māori with a current plan, this need was addressed in the plan
- for 76% of tamariki Māori, there was evidence that their 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, or there may have been evidence of our supporting the tamaiti to travel with their whānau to attend events of significance to them)

- for 49% of tamariki Māori, there was evidence that they were being supported to establish, maintain, or strengthen connections with their marae, hapū or iwi (a significant increase from 42% in 2023/24 – Lead Indicator 12)
- for 98% of tamariki Māori with a current plan, the plan contained details on contact arrangements with members of their immediate whānau. For 85% of tamariki Māori whose cases were reviewed, there was evidence that they were being supported for contact with their immediate whānau or family group to occur
- in only 2% of cases, the plan contained contact arrangements for tamariki with key people from their marae, hapū or iwi (outside of their immediate whānau or family group)
- for 88% of tamariki Māori with a current assessment and/or plan, there was evidence that their social worker had identified and considered their views in their assessment or plan and, in 78% of cases, there was evidence that the social worker had considered the views of their whānau
- in 59% of cases, there was evidence that, over the review period, the social worker had provided regular updates on the progress and development of the tamaiti to their whānau⁴³
- in 28% of cases for tamariki Māori, the tamaiti had moved to a new care arrangement during the review period. Forty-six 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 87% of cases with an expected care transition, there was evidence in recording of sufficient planning to support a successful transition. During that planning, there was evidence that the social worker had consulted with the tamaiti in 81% of cases, with their whānau in 77% of cases, and with their caregiver (or residence manager) in 88% of applicable cases.

Our latest report on our monitoring of practice with tamariki who entered care under a section 78 order found evidence of whānau searching for all cases of tamariki Māori reviewed (with the most evidenced approaches being the development of genograms, and discussions with parents and whānau to explore whānau narratives and identify people with whom to engage). In nearly all cases, iwi

affiliations were recorded and, in a quarter of cases, a kairaranga ā-whānau or other cultural advisor was engaged to support whānau searching efforts. The absence of these cultural supports in the remaining cases is not necessarily of concern as, if there were kaimahi Māori allocated to the case, they may well have already held cultural expertise and not required extra support.

As noted under *Consulting and engaging with others* above, engagement with hapū and iwi is limited. We have anecdotal evidence from our case file analysis of social workers applying our *Whakamana te tamaiti* practice standard with excellent outcomes, however often without the involvement of hapū or iwi. When whānau have been enabled or empowered to enact their kaitiakitanga responsibilities, we see outcomes for whānau that have strengthened mana tamaiti, whakapapa and whanaungatanga. There are practical considerations for sites in consulting on assessments and plans for all tamariki Māori with those people *representing* hapū and iwi (rather than being a member of their hapū and iwi), and similar practical considerations for our case file analysis in determining whether those consultations have taken place. In some cases, it may be that supporting whānau in mana-enhancing relational practice is sufficient to enable them to draw on their own resources for the safe care of their tamaiti without hapū or iwi supports. However, tamariki Māori in non-kin care arrangements still require their best interests to be looked after through consultation with representatives from their hapū or iwi. Work is underway to consider whether we continue to monitor levels of consultation with hapū and iwi – based on evidence in reviewed cases, we can see that tamariki placed with whānau may not require hapū and iwi views to be captured in their assessments and plans.

Part 3: Caregiver and care placement assessment and support

What is required?

Under Part 3 of the Care Standards, every caregiver is entitled to an assessment and a 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

43 We note there was a change in the way this question was asked in 2024/25 so results are not comparable with previous years.

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. Tamariki and Whānau Services have had a particular focus on caregiver social workers having a clear understanding of expectations, support, and monitoring to ensure we meet our responsibilities to caregivers. As part of this focus, we have completed training around expectations and standards for caregiver support plans, with further support and coaching in place as needed.

What happened over the review period and how has practice changed?

Caregiver Assessment and Approval – most tamariki are placed with approved caregivers but timely assessments remain a key focus

Fifty-four percent of tamariki whose cases were reviewed as part of our self-monitoring in 2024/25 were placed with an Oranga Tamariki caregiver at the time the review was completed. While current caregivers were fully approved in almost all cases (97%) at the time of our review, in those 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 in 64% (a decrease from 80% in 2023/24 but consistent with 67% in 2022/23)⁴⁴ – Lead Indicator 16).

While a review of the caregiver approval was carried out in almost all cases (where required) during the review period, ensuring these are completed in a timely manner remains an ongoing area for improvement. Structured data evidenced that 65% of required reviews of caregiver approvals were completed within the required timeframe in 2024/25 (consistent with 65% in 2023/24).

Caregiver Support – the number of caregivers with a plan that sets out actions to meet their needs has increased

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 2024/25 found that, in 95% of cases where tamariki were placed with a caregiver, there was evidence of a current caregiver support plan. Overall, 75% of caregivers had plans that set out the actions to be taken to meet their needs in order to enable them to provide quality care (a significant increase from 67% in 2023/24 and 61% in 2022/23 – Lead Indicator 17).

Ninety-six percent of caregiver support plans specified the frequency of visits to the caregiver by their caregiver social worker. In 53% of cases, there was evidence that the caregiver social worker had carried out those visits at the frequency set out in the plan, a significant increase on 41% in 2023/24. While 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 77% of cases, there was evidence that the caregiver social worker was carrying out the actions agreed to in the caregiver support plan (Lead Indicator 18). Ensuring that caregiver support plans fully reflect the needs of tamariki, address any needs for respite care, and set out specific actions that the caregiver social worker will take to support the caregiver to meet tamaiti needs remain improvement opportunities in support planning.

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 are entitled to under the Care Standards, being supported to speak up if they are 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.

44 Note the source data for this measure changed in 2023/24 from operational oversight using the 'Quality Practice Tool' to case file analysis, which provides more rigorous data for monitoring and reporting.

What happened over the review period and how has practice changed?

Supporting Tamariki to have a Voice and Contribute to their Care Experience – in most cases, tamariki views have been identified and considered

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 74% of current written assessments and 64% of current written plans evidenced the wishes and aspirations of the tamariki (as far as was reasonably practicable, given their age and development).

Overall, in 86% of cases there was evidence that tamariki views had been identified and considered (Lead Indicator 19).

In our latest survey of tamariki experiences in care, 81% of tamariki said they have a say in important decisions about their lives either all (35%) or most (46%) of the time.

Ensuring the Safety of Tamariki in Care – more caregiver support plans are being reviewed and updated to better meet the needs of tamariki

Ensuring the safety of tamariki and rangatahi in our care is a critical priority for Oranga Tamariki and one of the Minister for Children's four key focus areas. 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 can improve our practice to prevent future harm. The detailed findings of this work are included in the Oranga Tamariki Annual Report.

In our latest survey of tamariki experiences in care, nearly all tamariki (96%) responded "Yes, definitely" (80%) or "Yes, I think so" (16%) to the question 'Do you feel safe where you live now?'.

Regulation 69 of the Care Standards sets out several required actions when concerns about harm to tamariki in care are raised. This year, the findings from the Safety of Children in Care (SOCIC) work identified progress in key compliance areas. Eighty-one percent of caregivers with support plans in place had those plans reviewed following an allegation of harm, regardless of who the alleged perpetrator was. This was a 12% increase from the previous year and shows that, most of the time, caregiver support plans are being updated to better meet the needs of tamariki and reduce the risk of harm.

For 91% of tamariki, care plans were reviewed to reflect the assessment that occurred, the outcome, and the supports in place. This indicates that social workers are almost always updating plans in response to alleged harm. In addition, 89% of tamariki had supports implemented to address the impact of the harm and reduce the likelihood of further harm occurring.

Tiaki Oranga is our new tool that helps us to understand and plan for safety needs, harm, and risk to tamariki. It replaced our safety and risk screen in March 2025. This tool can be used throughout our practice continuum, elevates the voices of tamariki and their whānau, and contextualises the needs, harm, and risk within an oranga framing. The completion of Tiaki Oranga (safety screens), assessments, and investigations within the expected timeframes requires focused attention. Seventy-four percent of safety screens were completed on time, a slight decrease from 2024. Twenty-seven percent of assessments were completed within the required timeframe. In some instances, additional time was required due to the complexity of the case or the need for further engagement with caregivers.

Social workers are required to inform tamariki of the outcome of an assessment or investigation and record this in CYRAS. In 2025, 32% of tamariki were informed of the outcome. Improving communication of outcomes with all key individuals, including tamariki, their parents and caregivers, remains a key area for improvement.

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 – for most expected transitions, consultation and planning occurred to support a successful transition

In 28% of cases reviewed as part of our self-monitoring in 2024/25, the tamariki moved to a new care arrangement during the review period.

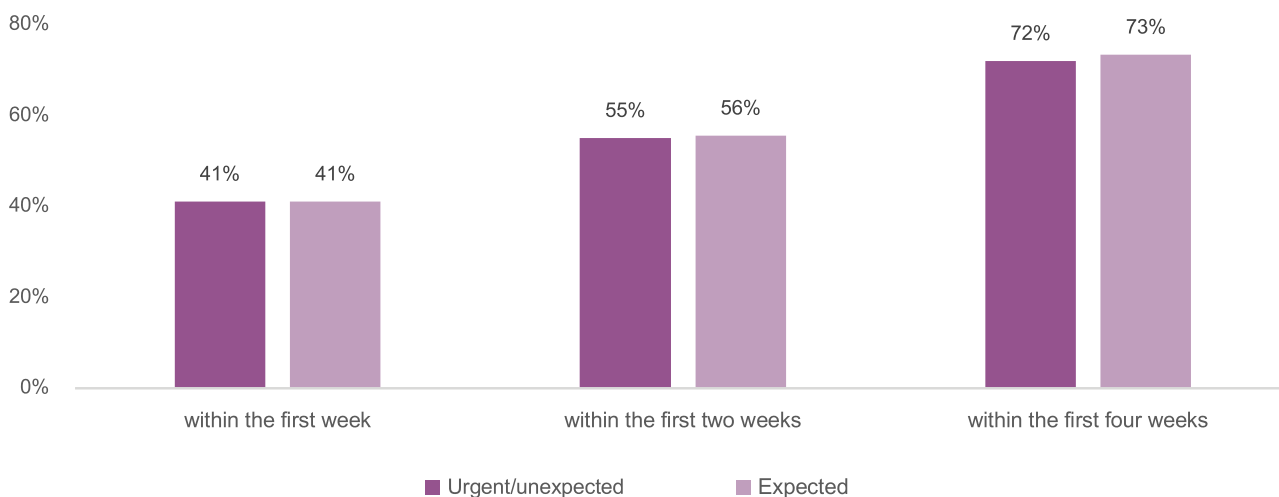
This included when a tamaiti transitioned between caregivers, transitioned into, between, or out of a residence, or transitioned home or to a permanent care arrangement.

In 47% of cases where there was a care transition, Oranga Tamariki was aware of that transition in advance – an ‘expected transition’ (i.e., an expected, proactive and pre-organised change). In 53% of cases, the transition was unexpected or more urgent – an ‘unexpected transition’ (e.g., for safety reasons, or situations where a rangatahi ‘voted with their feet’ and chose to return themselves home). This was consistent with our findings on care transitions in 2023/24.

In 84% of cases with an expected transition, there was evidence that planning had occurred to support it to be successful (Lead Indicator 20) and, in 87% of those cases, there was evidence of consultation with family or whānau as part of the transition planning process. Ensuring the right planning as soon as practicable in the case of unexpected care transitions remains a particular area for improvement, identified in 51% of cases with an unexpected transition.

After the transition had occurred, our self-monitoring found that 41% of children⁴⁵ were visited by their social worker within the first week of the transition, and 73% were visited within four weeks. Visits to tamariki in the case of unexpected transitions occurred at a relatively similar level – see graph below.

After the transition, the first visit by the social worker occurred:

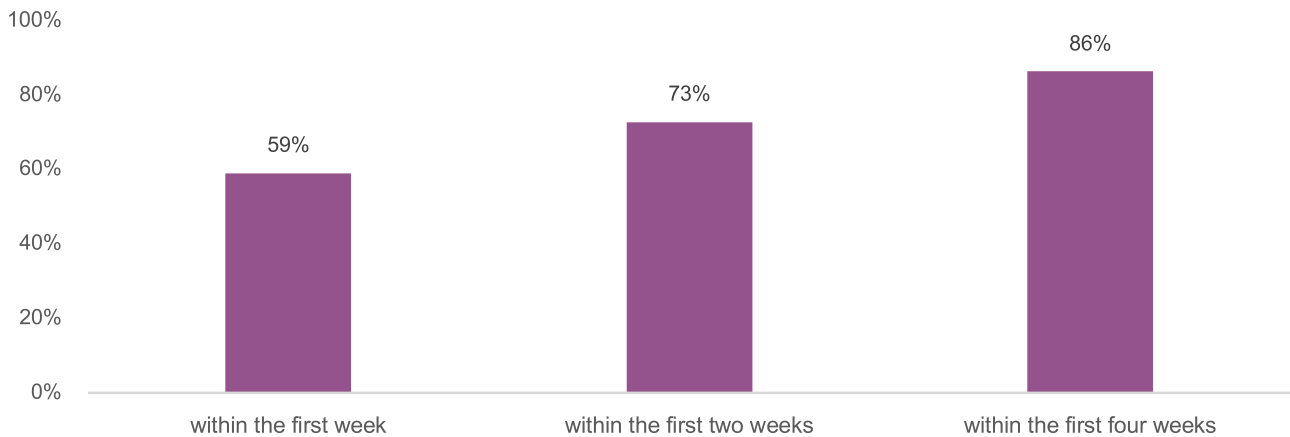


Twenty-three percent of the care transitions in the review period were returns home. For those tamariki that returned home, there was evidence that they were visited by a social worker every week for at least the first month, or as per the agreed frequency based on their assessed need in their return home placement,

in 36% of cases. Fifty-nine percent of tamariki who returned home received a social work visit within the first week of their return, and 86% were visited at least once within the first four weeks (we note that this is higher than the percentage of tamariki visited in the first four weeks for all care transitions (73%)).

45 Excluding those tamariki who transitioned to permanent care and no longer required a visit.

After the return home, the first visit by the social worker occurred:



There were some indications of increased engagement in return home visits in the cases reviewed during May and June 2025. However, due to the small sample size, this improvement was not statistically significant. A more robust understanding of the TaWS plan's impact on compliance is expected following the completion of the first round of Care Standards case file analysis for 2025/26, scheduled for September 2025.

Transitions to Adulthood – there are opportunities to strengthen planning for rangatahi transitioning to adulthood, including ensuring plans are informed by a life skills assessment

To be eligible for transition support services, rangatahi need to be in 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.

Overall, 25% of rangatahi in care whose cases were reviewed were eligible for transition to adulthood services support. In 66% of these cases there was evidence of planning activity occurring to support a successful transition (Lead Indicator 21). 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. Overall, there was evidence of a life skills assessment in 11% of cases reviewed – this remains an area for improvement. For 19% of eligible rangatahi, the

transition planning was in the form of a formal plan; around a fifth of those formal plans were informed by a life skills assessment.

In 57% 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 half 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. We note that it can be particularly challenging to find evidence of some of these requirements in case recording, and it is likely that more information, advice, and support for rangatahi is being provided than evidenced by monitoring.

Strengthening planning for rangatahi transitioning to adulthood is a priority area in the TaWS plan developed in response to the Aroturuki Tamariki Experiences of Care in Aotearoa: 2023/24 report. Oranga Tamariki Transition Support Services kaimahi have completed several workshops with site Practice Leaders to provide them with support and knowledge about our transition responsibilities and resources available in the community. Practice Leaders have also recently reviewed a sample of cases of eligible rangatahi from their site using the Transition to Adulthood Quality Practice Tool, and results have been shared with key internal partners, including Practice Leaders and Transition Support Services kaimahi.

Our overall performance

Last year, Oranga Tamariki assessed ourselves as being partially compliant across the full range of Care Standards. For 2024/25, we would again assess ourselves as partially compliant overall. In 2023/24, most of our 21 lead indicators remained stable and improvements in performance from 2022/23 were largely maintained. This year, during a period of significant change for Oranga Tamariki, most of those improvements have again been maintained. However, we have yet to see the gains needed to improve our overall assessment of compliance.

Within our current environment, we have continued to embed our practice approach, with the introduction of new tools, resources and models. We anticipate these will improve the quality of needs assessments for tamariki in care through the coming year. It is positive to note we have improved our practice with connecting tamariki Māori with their marae, hapū, and iwi. Our planning with caregivers has also improved, to ensure they have their needs met to support them to provide quality care for tamariki.

Across the year, Oranga Tamariki has made focused efforts in areas directly related to the Care Standards, including improving caregiver experiences, introducing a new assessment approach, and embedding our Practice Framework to support relational, inclusive and restorative practice with tamariki and whānau.

Targeted work on the priority areas in response to published Experiences in Care report began in earnest in the final quarter of this reporting period. The impact of this work is yet to be seen within our Care Standards results although, as this report notes, there is room for cautious optimism that some improvements have been made.

Section 78 Entry to Care Practice Insights

This appendix presents our first report on practice and decision-making for tamariki who enter care under section 78 of the Oranga Tamariki Act 1989. Previous reports have focussed on monitoring practice with the specific cohort of unborn and newborn pēpi (under 30 days old). This year, monitoring has expanded to cover entry to care practice and decision-making for tamariki of all age groups, including 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').

As part of this report, the Ombudsman recommended that Oranga Tamariki audit section 78 orders and report publicly on compliance with statutory requirements relating to 'without notice' orders for newborn pēpi.

Since 2020, the Office of the Chief Social Worker/ Professional Practice Group within Oranga Tamariki has routinely analysed practice for all pēpi under 30 days old placed in custody under section 78. This year, as part of our work to strengthen our self-monitoring, the scope has been expanded to include entry to care practice and decision-making for tamariki of all age groups, while continuing to include a representative sample of unborn and newborn pēpi.

This appendix reports findings from our review of practice for tamariki who entered care under a section 78 order during the five-month period from 1 October 2024 to 28 February 2025. It covers practice over the period from July 2024 (three months prior to tamariki entering care), through to March 2025 (one month following care entry).

Overview of Section 78 Volumes Annually for all Tamariki

The number of tamariki entering care remains significantly lower than when Oranga Tamariki was established in 2017.

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 Oranga Tamariki custody.⁴⁶

The focus of the Ombudsman's report and this case file analysis is section 78 custody orders, where immediate concerns for safety and wellbeing allow the Court to place tamariki in the care of Oranga Tamariki. These custody orders can be applied for in two ways:

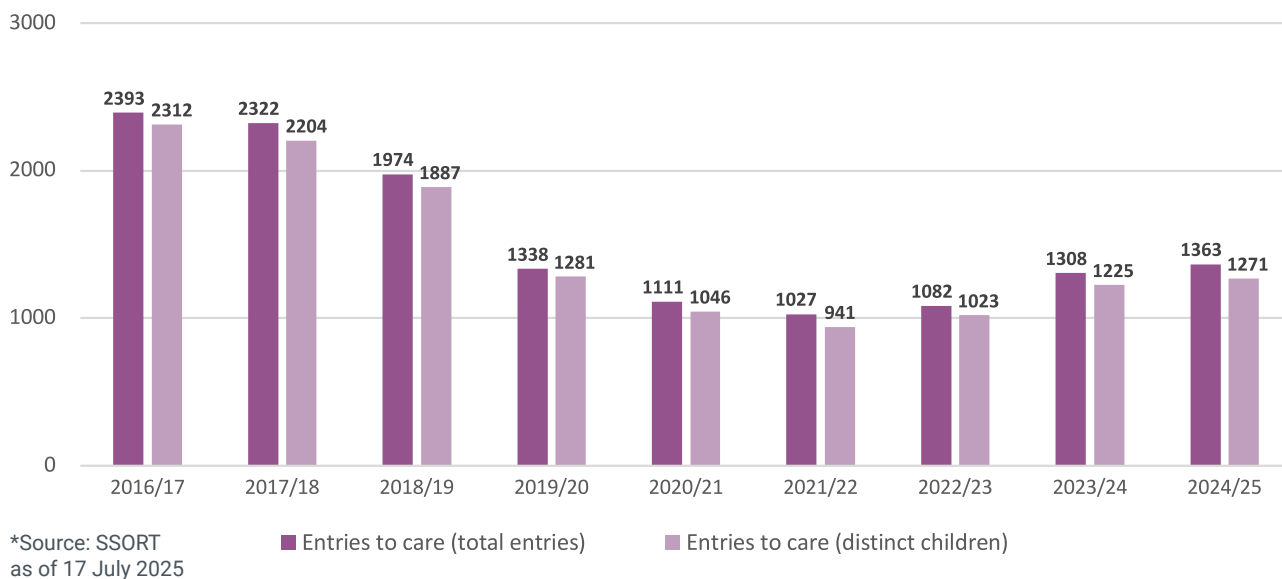
- 'with notice', where the application is served on the parent(s) before it is granted by the Court
- 'without notice', where parent(s) are not informed of the application before it is granted by the Court.

Figure 1 provides an overview of the total number of tamariki who entered care under all order types, by financial year, from 2016/17 to 2024/25.⁴⁷ It shows the total number of distinct children entering care each year declined from 2016/17 to 2021/22, followed by a gradual increase from 2022/23 to 2023/24. This year, volumes have remained relatively consistent with 2023/24 levels. Entries to care remain significantly lower than when Oranga Tamariki was first established.

46 Read more information about when children go into care at: <http://www.orangatamariki.govt.nz/children-in-our-care/when-does-a-child-go-into-care/>

47 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).

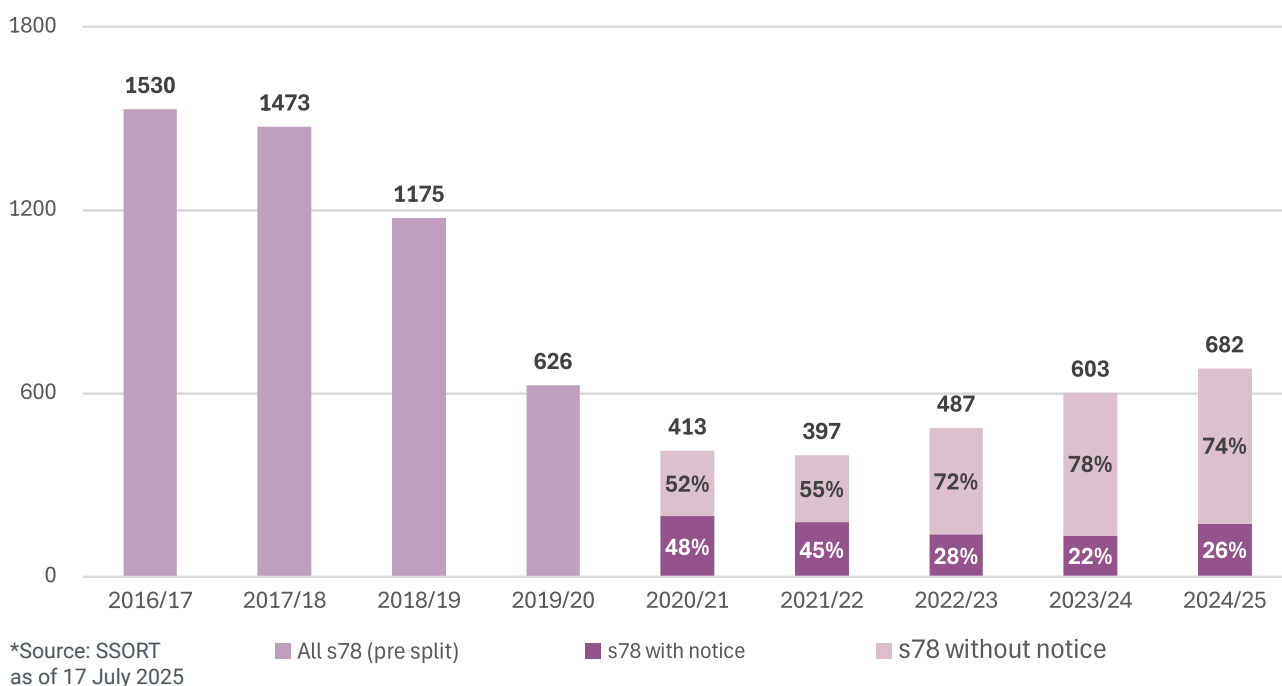
Figure 1: Annual number of entries to care (all order types) for tamariki, 2016/17 – 2024/25



The number of section 78 orders shows a similar trend to overall care entries, with an annual decline in the number of orders granted for tamariki between 2016/17 and 2021/22 (Figure 2). Since 2022/23 section 78 order volumes have shown some increase, although remain significantly

lower than 2016/17. This is consistent with the understanding that in certain situations, section 78 orders are still a necessary measure to ensure the safety of tamariki when other interventions have been exhausted.

Figure 2: Annual number of section 78 orders for tamariki, 2016/17 – 2024/25



Level of Oranga Tamariki Demand

As shown in Figure 2, a total of 682 section 78 orders were granted⁴⁸ over the 2024/25 financial year. Over the same period:

- safety concerns regarding 62,981 distinct tamariki were reported to Oranga Tamariki and 34,364 distinct tamariki were referred for assessment
- for 4,728 distinct tamariki, care and protection concerns resulted in Oranga Tamariki convening a family group conference with whānau
- there were 1,271 instances where custody orders were sought to bring a tamaiti into care, of which 446 entered care under a section 78 order. The remaining tamariki entered custody under either a warrant (s39, s40, s42 or s48), a temporary care agreement (s139 or s140) or a s101 custody order
- tamariki Māori were overrepresented at all stages of interaction with Oranga Tamariki.

A recent analysis⁴⁹ by Oranga Tamariki identified a 34.5% increase in reports of concern for tamariki in 2024 from the previous year. The analysis found the increase in 2024 was largely attributed to broader social and economic pressures on families, suggesting a potential rise in actual harm and wellbeing concerns for tamariki. Further analysis is needed to understand the impact of this trend across all Oranga Tamariki interventions and to inform future responses.

Analysis of Practice

To support our ongoing work to understand practice and decision-making for tamariki, case file analysis was completed for a sample of tamariki who entered care under a section 78 order between 1 October 2024 and 28 February 2025. Our analysis was informed by several key sources of evidence including:

- structured data analysis – analysing key volumes of entry to care data nationally
- case file analysis – a manual review of casework to provide a deeper view of the quality of practice and decision-making when a section 78 custody order is granted

- site engagement – direct engagement with kaimahi (staff) to gather broader contextual information on factors impacting practice.

The case file analysis was a desk-based exercise focused on information recorded in the case file record for tamariki in the Oranga Tamariki case management system, CYRAS. The analysis focussed on understanding how well practice met core practice policy and practice standard requirements, including:

- **assessment practice:** engagement with tamariki and whānau to build our understanding about the reported harm and the safety and protection that exists within the whānau
- **early work with whānau:** the use of hui ā-whānau, family meetings and family group conferences to seek solutions and build safety
- **addressing safety needs:** how we worked with parents and whānau to address identified safety needs and provide supports to enable them to safely care for their tamaiti
- **the decision-making process to apply for custody:** the nature of the consultation and decision-making between practitioners within Oranga Tamariki, and with partners and professionals from other agencies
- **the immediate work supporting the tamaiti and whānau following the section 78 order:** the extent whānau were supported to care for the tamaiti when a section 78 order was granted, planning to support the removal process when needed, support for the tamaiti and parents following the removal, including work with newborn pēpi.

The review period for each case included the three months before the section 78 application and up to four weeks after the tamariki entered custody. In many cases, urgent safety concerns meant the time between receiving a report of concern and applying for custody was shorter than three months, as immediate action was needed to secure the safety of the tamaiti.

48 Note tamariki can be subject to more than one custody order in a year so total entries are greater than distinct children counts.

49 Understanding the increase in reports of concern | Oranga Tamariki – Ministry for Children

Profile of the Cases Reviewed

A total of 274 section 78 orders for distinct tamariki were granted over the review period 1 October 2024 to 28 February 2025. This review considered practice for a sample of 158 of these tamariki as set out in Table 1 below.

Table 1: Section 78 orders in review broken down by ethnicity and application type

| | Māori | NZE/Other | Māori/Pacific | Pacific | Total |
|--------------------|----------|-----------|---------------|---------|-------|
| Tamariki in sample | 64% | 24% | 9% | 3% | 100% |
| With notice | 20 (57%) | 7 (20%) | 7 (20%) | 1 (3%) | 35 |
| Without notice | 81 (66%) | 31 (25%) | 8 (7%) | 3 (2%) | 123 |

* Note table identifies primary ethnicity

Almost all tamariki who entered care were known to Oranga Tamariki prior to the report of concern that led to the care entry

A review of the history for the tamariki who entered care over the period of our analysis showed high rates of prior whānau involvement with Oranga Tamariki. Only 12% of cases involved tamariki with no previous engagement with Oranga Tamariki, or tamariki who were unborn at the time of review.

In 38% of cases, the mother of the tamaiti was in Oranga Tamariki care at the time of our review or had previously been in Oranga Tamariki care. Twenty-three percent of fathers were also care-experienced.

Most whānau participated in family group conferences to develop safe care plans, but urgent risk often meant the tamaiti had to be brought into care quickly

Reviewers were asked to identify the highest level of Oranga Tamariki intervention with the tamaiti and their whānau in the three months prior to the section 78 application:

- In 25% of cases, a report of concern had been received and a child and family assessment was underway to determine whether the tamaiti was in need of care and protection.

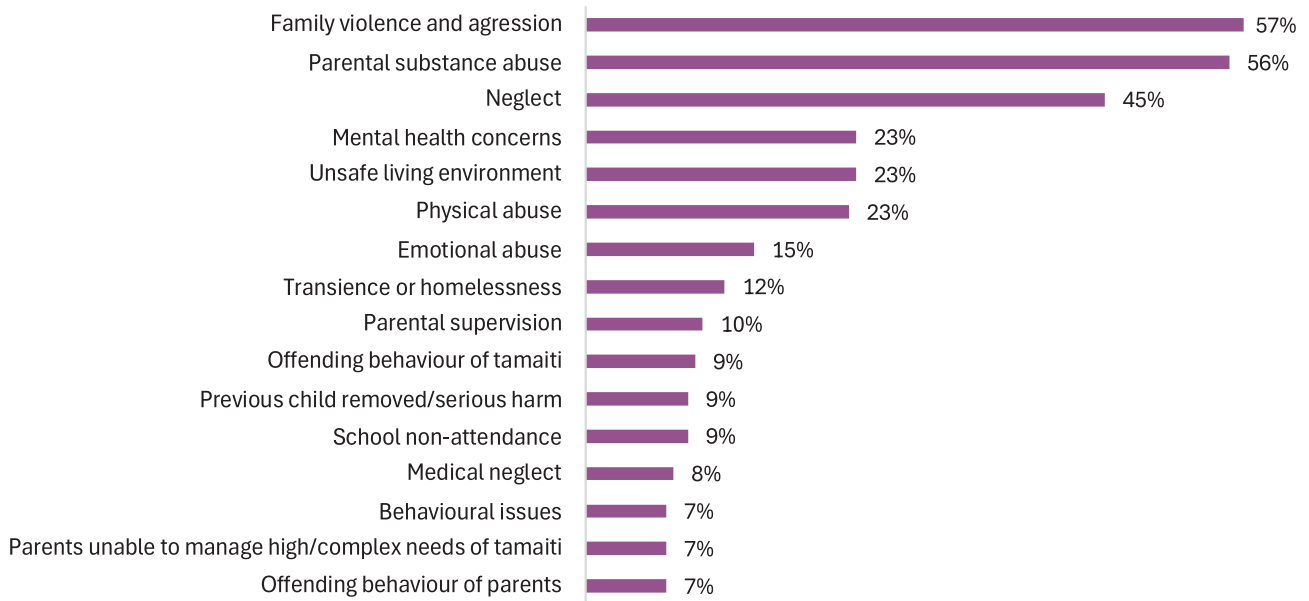
- In 17% of cases, the social worker had referred to a family group conference that had not yet been held.
- In 41% of cases, the tamaiti was being supported under an active family group conference plan or a s91/92 support order.
- In 17% of cases, a family group conference had been held, but no plan agreed upon.

In 35% of cases, the tamaiti was already in the care of Oranga Tamariki when the section 78 order was granted. Among these cases, 71% of tamariki entered care under an emergency warrant, reflecting the need for urgent action to ensure their safety. The remaining tamaiti first entered care under a section 139 or 140 care agreement.

All cases were complex in nature with most having three or more risk factors leading to the custody order

All cases were complex in nature, with serious risk of harm present. In 81% of cases, three or more risk factors were identified in the custody application as impacting parenting. Figure 3 shows the most common risk factors identified in the custody application were family violence, parental substance abuse and neglect.

Figure 3: Risk factors identified in the section 78 custody application



*risk factors with percentages of 5% or less have been suppressed from this graph

Concerns involving parental substance abuse, parental mental health, and inter-generational trauma often impacted the ability of kaimahi to meaningfully engage with parents and/or whānau to address the concerns, connect with supports, and build safety within the whānau.

Summary of Insights

In many cases social workers had less than three months between the report of concern and applying for custody. This was because urgent action was needed to keep the tamaiti safe. In that context, the review identified strong evidence of the required practice in the following areas:

- There were high levels of engagement with tamariki, whānau, and professionals to inform our understanding of the risk of harm or actual harm that led to the application to bring the tamaiti into care.
- In most cases, whānau were engaged in a formal mechanism to discuss the concerns and create safety prior to the section 78 application.
- In nearly all cases, there was evidence of whānau searching to support the tamaiti to be cared for safely within their whānau, and many tamariki remained in whānau care following the section 78 order.

- In nearly all cases, there was evidence of safety discussions or planning.
- In most cases, there was evidence of support services being offered or already in place to support the tamaiti to be safely cared for within their whānau.
- Consultation with professionals to inform assessments and decisions was well evidenced.

The review identified the following areas of practice that require a focus:

- While engagement with the tamaiti was evident in most cases, relationship building to understand the needs of the tamaiti prior to and following them entering care could be strengthened.
- Greater focus is needed to ensure that information gathered to inform understanding of risk and harm is clearly recorded in a written assessment prior to the section 78 application.
- Oversight mechanisms to support decision-making including supervision, child and family case consults, and without notice manager approval forms need to be better evidenced in case records.
- While more focus is needed to ensure parents with disabilities are connected to support services tailored to their needs, custody applications consistently identified multiple risk factors, and most did not identify the disability as a factor in the decision to seek custody.

- There is an opportunity to strengthen the recording of supports provided to parents following the section 78 order, including contact arrangements and discussions around breastfeeding rights.

Findings

This section explains what social workers are expected to do before and after deciding to bring a tamaiti into care under a section 78 order. It also looks at how well these expectations were followed and factors that influenced practice.

Assessment Practice: Building Our Understanding About the Reported Harm and the Safety and Protection that Exists for the Tamaiti Within Their Whānau

What is required?

Assessment is a continual and collaborative process used to build understanding about the harm, risk, safety and protection that exists for the tamaiti within their whānau. All assessment work must be planned and guided by our relational process and informed by our interactions and engagement with tamariki, their whānau and the key people supporting them.

A written assessment is required to analyse known information and inform decision-making throughout the continuum of our involvement with tamariki, including when we receive a report of concern, when there are care and protection concerns leading to a referral to a family group conference, and when a decision is made to seek a custody order for a tamaiti.

What happened over the review period?

There were high levels of engagement with whānau and professionals to inform our understanding of the risk and/or harm that led to the decision to apply for custody

There was evidence of one or more visits with the tamaiti in the three months preceding the section 78 application in 80% of cases, and with the parent or caregiver in 84% of cases. In another 8% of cases, visits to the home were attempted, but didn't result in engagement. While there were high numbers of visits, engagement was often focussed on parent(s) and whānau, to discuss concerns and build safety. The quality of engagement with tamariki could be strengthened to support building relationships and understanding needs.

In the remaining cases, there were a range of reasons visits did not happen. These included difficulty engaging with whānau, limited time between the report of concern and urgent action being taken to ensure the safety of the tamaiti, the tamaiti moving into informal care with whānau outside the area, and other professionals already visiting and sharing information with the social worker.

In almost all cases (96%), there was evidence that professionals supporting the tamaiti and whānau were consulted to inform the assessment and decision-making. Most consultation occurred with health professionals, schools/daycare/kōhanga, Police, social service providers, iwi and Kaupapa Māori social service providers, and family violence professionals.

For tamariki Māori, iwi social services, marae-based services or Kaupapa Māori services were consulted in 34% of cases. Kairaranga ā-whānau or other cultural advisors were consulted in 25% of cases. Reviewers were unable to determine from recording how many of the broader kaimahi supporting parents and whānau were also kaimahi Māori.

Many whānau Māori in the review were not connected with iwi or kaupapa Māori services prior to the section 78 order. Engagement often depended on location, service availability and whether whānau were able or willing to seek support.

While engagement with whānau and professionals to inform our assessment was well evidenced, recording the written assessment requires strengthening.

In half of the cases reviewed (51%), there was evidence of a written assessment setting out the known information about the harm (or risk of harm) recorded for the tamaiti. In most of these cases, reviewers noted that a written assessment had been completed early in the assessment phase, but this was often not updated prior to the decision to apply for custody. Reviewers noted that information about harm (or the risk of harm) for the tamaiti was most likely to be analysed and recorded in the affidavit provided to the Family Court in support of the section 78 application.

The high number of urgent section 78 orders (77% of cases) and emergency warrants (25% of cases), together with the small number of section 78 applications made by professionals outside of Oranga Tamariki, impacted social workers' ability to update written assessments within the timeframes

available to them given their primary focus on taking immediate action to keep tamariki safe.

The review period occurred prior to the implementation of the new orange-framed assessment tool, which is designed to enhance professional reasoning and analytical depth in written assessments. Future reviews will closely examine whether the introduction of this tool contributes to improved quality and rigour in reporting.

Early Work with Whānau to Support Whānau Engagement and Decision-making

What is required?

Practice guidance underlines the importance of early whānau engagement and encourages the use of hui ā-whānau across the different levels of intervention to ensure whānau understand concerns and have early opportunities to create safety for their tamaiti.

When a social worker believes a tamaiti is in need of care or protection, during or on completion of a child and family assessment,⁵⁰ they are required by legislation to make a referral to a care and protection coordinator who is responsible for convening a family group conference.⁵¹

A family group conference is a formal meeting in which Oranga Tamariki, whānau and other professionals work together to develop a plan to provide support and ensure the tamaiti is safe and well cared for, ideally within their whānau.

Applications for custody can be made prior to a family group conference if safety for the tamaiti cannot be secured in the interim, however best practice is for a family group conference to be held prior to a section 78 application wherever possible.

What happened over the review period?

Most whānau were engaged in a formal process to create safety

Whānau were engaged in a formal process prior to the section 78 application in 80% of cases. That whānau engagement occurred through a hui ā-whānau or family meeting in 19% of cases, through a family group conference in 37% of cases, and through both a hui ā-whānau or family meeting and a family group conference in 25% of cases.

Further investigation into the remaining 20% of cases found that in nearly all, there was evidence of attempts to engage whānau through a formal process (such as referrals to family group conferences that had not yet occurred, or invitations to hold a hui ā-whānau or family meeting), or whānau had been engaged informally as part of a relational process, or the immediate safety of the tamaiti had required urgent action, resulting in their being brought into care under an emergency warrant.

Of the 118 cases of tamariki Māori reviewed, in 81% there was evidence that whānau were engaged in a formal process to discuss the concerns and create safety for the tamaiti prior to the section 78 application.

Working with Whānau to Address Safety Needs and Support Whānau Care

What is required?

Assessing safety risks while supporting care within whānau, hapū, and iwi networks requires open conversations about harm and protection. Building strong relationships with parents and whānau takes time and effort and can be impacted by prior involvement with Oranga Tamariki and the urgency of the situation.

Effective safety planning involves working with whānau to create clear actions that protect tamariki and, when done well, such planning can prevent the need for care. This process should include other professionals and, for tamariki Māori, may involve support from iwi, Māori partners, and NGOs using restorative, Māori-led approaches.

When tamariki need urgent care, social workers must explore all options for whānau care. This includes whānau searching, whakapapa tracing with kairaranga ā-whānau, and using hui ā-whānau, family meetings, and family group conferences to share concerns, support whānau involvement, and develop safety plans.

When working with parents with a disability, guidance outlines the importance of considering how disability needs are being or could be met, and collaborating with the relevant disability services. If parents are not engaged with specialist support, referrals should be made with their consent to ensure appropriate supports are in place.

50 As defined by s14(1) of the Act.

51 Under s18(1) of the Act.

What happened over the review period?

High levels of safety planning occurred

In almost all cases (92%), there was evidence that the social worker had worked with parents and whānau to try and develop plans for the safe care of the tamaiti, either through discussions or hui, the development of a written safety plan, or a family group conference plan.

Further investigation into the cases in which there was no evidence of safety discussions or plans prior to the section 78 application found that parents and/or whānau had been unwilling to engage in safety planning, or the rangatahi was primarily being supported under a Youth Justice intervention or in a Youth Justice residence, or immediate action was needed to secure the safety of the tamaiti.

Whānau searching was evidenced in nearly all cases

There was evidence of whānau searching in all but one case reviewed. In the one case in which there was no recorded evidence of whānau searching in the review period, it was evident that discussions had previously occurred with the parents and there was no wider family available to support the care of the tamaiti.

The most frequently evidenced approaches to whānau searching involved the development of genograms to

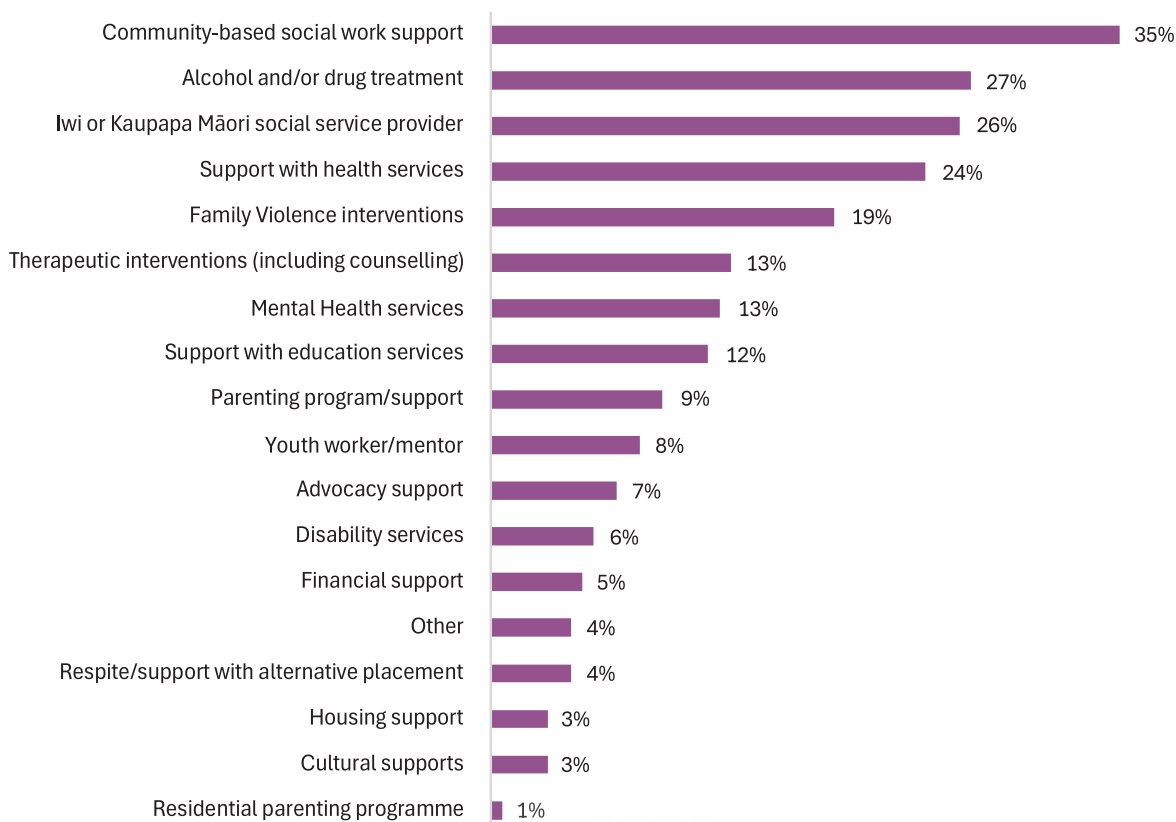
understand who was in the whānau, and discussions with parents and whānau to explore whānau narratives and identify people with whom to engage.

Iwi affiliations were recorded in 92% of cases for tamariki Māori, and a kairaranga ā-whānau or another cultural advisor supported whānau searching efforts in 26% of cases.

Support services were provided to parents and whānau in most cases

In 73% of cases, reviewers found evidence that support services were provided to parent(s) and/or whānau to address the concerns and attempt to prevent the need for the tamaiti to enter care. In a further 23% of cases, social workers were either unable to engage meaningfully with the parents or whānau to put support services in place, or support services had been offered and declined. The remaining cases involved tamariki who were either receiving support through Youth Justice interventions, or were cases in which an early decision had been made that returning the tamaiti to their primary caregiver was unsafe. In these instances, the focus shifted to identifying a safe whānau placement. Figure 4 sets out the types of support services provided to the tamariki and their whānau.

Figure 4: Support services provided with a focus on supporting the tamaiti to be cared for safely within their whānau (% of cases where support service was provided)



In a number of cases, the high level of parental substance abuse (56% of cases) and mental health concerns (23% of cases) impacted on meaningful engagement with services to address the concerns, which then led to the need to secure a custody order.

While more focus is needed to ensure parents with disabilities are connected to support services tailored to their needs, custody applications consistently identified multiple risk factors, and most did not identify the disability as a factor in the decision to seek custody.

The review considered practice involving parents with a disability to understand how their disability needs were being, or could be met, and the support to connect these parents with the relevant services where required.

In all cases where a parent had an identified disability, the disability was not the primary concern leading to the custody application. Instead, the applications cited multiple risk factors contributing to the decision.

The mother of the tamaiti had an identified learning or cognitive disability in 13% of cases and the father of the tamaiti had an identified cognitive or neurocognitive disability in 4% of cases. In most cases (73%) where parents had an identified disability, there was evidence that action was taken to address those needs, or that supports were already in place or not required.

In the remaining cases where no evidence of action was found, assessments had often been undertaken to better understand the parent's capacity. However, supports were not in place prior to emergency action being taken to secure the safety of the tamaiti. In some instances, the parent with the identified disability did not have legal care of the tamaiti, and the custody application was unrelated to their disability.

Most tamariki remained in the care of whānau, this was higher for tamariki Māori

At the time the custody order was made, 63% of tamariki remained in the care of parent(s), whānau or iwi. This was higher for tamariki Māori at 70%. In many of these cases, the tamaiti was already being cared for by whānau under an informal agreement and the rationale for the custody order was to provide legal security for the placement when parent(s) were not adhering to the agreed safety plan.

In the remaining 37% of cases, following custody, tamariki were placed with non-kin caregivers, in family or group homes, with contracted partner agencies, or in residential care. Approximately half of these tamariki (28) were already in care when the section 78 order was granted, either due to urgent safety concerns requiring an emergency warrant, or because their parent had consented to a temporary care agreement under section 139 or 140.⁵² These non-kin placements occurred either because safe whānau care options had been explored but no caregivers found, or because the tamaiti needed a specialist placement to meet their specific needs.

Mechanisms to Ensure Appropriate Decision-making by Oranga Tamariki Practitioners

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 relational and inclusive decision-making.

The Child and Family Consult

The Child and Family Consult is a tool that supports social workers to structure their thinking and consider indicators of risk, danger and harm alongside indicators of safety and strengths when making decisions. The consult tool supports decision-making at any point in the social work assessment and must be used when removal from home is considered.

Supervision

Effective supervision is a critical part of ensuring good outcomes for tamariki and whānau. Supervision has a range of functions and can occur in a range of ways. One key function is one-to-one case-management discussions which focus on upholding the rights and promoting the safety and oranga of tamariki and whānau by ensuring statutory duties and ethical and professional responsibilities are understood and followed. These discussions 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.

52 Read more about our legal statuses for custody guardianship or placement at: [Legal statuses for custody, guardianship or placement | Practice Centre | Oranga Tamariki](#)

Oranga Tamariki policy stipulates how often an individual practitioner must receive professional supervision. 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 and the needs of the staff involved. Supervision that involves case-related decisions must be recorded on CYRAS.

Working in partnership

Social workers need to build effective and collaborative relationships with other professionals and recognise the unique knowledge they hold and contribution that they make to maintaining the safety of tamariki. By sharing information with other professionals, 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 in which 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. A section 78 'without notice' application must be approved by the Site Manager, and the decision endorsed by the site's Practice Leader and Regional Litigation Manager.

What happened over the review period?

While a consultation process to support shared decision-making occurred in most cases, there is opportunity to strengthen the recording of consults using the Child and Family Consult tool

In 79% of cases, there was evidence of a consultation process to support shared decision-making to apply for the custody order. In approximately half of these cases, the consult had not been recorded using the Child and Family Consult tool. In a further 7% of cases, there was evidence of the consult tool being used earlier within the review period to support critical thinking and decision-making.

Recording decisions made during supervision needs strengthening

There was evidence that 1:1 line management supervision was recorded in case work in 60% of cases and evidence that the social worker had consulted with their supervisor to support the decision to apply for custody in 75% of cases. Previous reviews of supervision practice have identified an inconsistent approach to the recording of 1:1 supervision, with many supervision notes being recorded outside of CYRAS (which is appropriate where those notes relate to the individual practitioner, rather than decision-making with respect to a tamaiti). Further work is required to ensure that any case-related decisions are documented in CYRAS.

High levels of professional consultation and inclusive decision making was evidenced

As noted earlier, in most cases (96%) there was evidence that professionals supporting the tamaiti and whānau were consulted to inform the assessment. In 92% of cases, there was evidence of those professionals being included in decision-making. While there was evidence of engagement with professionals in nearly all cases, reviewers noted that, in some cases, the depth of consultation could have been strengthened.

A high proportion (70%) of the section 78 applications reviewed were made by the social worker on a without notice basis to the Family Court. The review noted that parents and whānau were being given opportunities to develop and implement alternative plans to retain the safe care of their tamaiti without the need for custody orders. When the alternative plan developed for the safe care of the tamaiti within whānau was not adhered to by parent(s), this often meant that an urgent order was needed to assure the immediate safety of the tamaiti, often within an existing informal whānau placement.

In a further 23% of cases, the section 78 application was made on a with notice basis and the remaining applications were made by professionals external to Oranga Tamariki on a without notice basis.

While the required approval for a without notice application was granted in all cases, the recording of this approval requires strengthening

In 77% of the without notice applications made by Oranga Tamariki,⁵³ the required approval had been granted by the Site Manager, endorsed by the Practice Leader and Regional Litigation Manager, and uploaded to CYRAS. Further investigation into the 23% of cases without recorded approval identified that the correct approvals had been granted prior to the application, but the approval forms had either not been completed or uploaded to CYRAS at the time of our review. Follow-up with sites has occurred to ensure the approval forms have been uploaded to CYRAS.

Support for the Tamaiti and Parents Where Removal is Required

What is required?

In some cases where a section 78 order has been granted, parents continue to provide day-to-day care for the tamaiti or the order enables whānau to provide care while parents engage in supports to address the concerns impacting on their ability to provide safe care.

In other cases, the order requires the tamaiti to be removed from their parents and whānau. This must be carefully planned, with practitioners providing support to the tamaiti and their whānau to reduce the impact of trauma.

To minimise the impact of trauma, efforts are made to preserve existing relationships with parents, whānau, and community supports. When removal occurs, safe and appropriate contact arrangements must be established to help the tamaiti maintain these important connections.

When a newborn pēpi enters care, 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.

What happened over the review period?

One third of tamariki were placed in non-whānau care after custody. Most had plans to support the transition and their new care arrangements helped reduce disruption and maintain stability in their daily lives.

As previously noted, at the time the section 78 order was made, 61% of tamariki remained in the care of their parent(s) and/or whānau, and a further 2% were placed with iwi caregivers. Of the 37% of tamariki who did not remain with parents or whānau, just under half were already in care under an emergency warrant or temporary care agreement and did not have a change in care following the section 78 order.

In the remaining cases, the tamaiti was removed from their parent(s) or whānau at the time the section 78 order was granted. Of these 30 removals, 67% showed evidence of planning to support the care transition. Where plans were not recorded, urgent action had been required to secure the safety of the tamaiti, limiting the ability to plan, and/or practice was focussed on securing an appropriate placement for the tamaiti.

In the 58 cases in which tamariki did not remain with their parent(s) or whānau, 69% were placed in care arrangements that allowed them to stay in the same town or community, continue attending their usual school, and remain enrolled with their doctor. These efforts aimed to minimise disruption and maintain continuity in the daily life of the tamaiti.

While most cases evidenced engagement between the social worker and the tamaiti and parents after custody, there are opportunities to strengthen this engagement

Where the tamaiti did not remain in parents' care, there was evidence of engagement or attempts to engage with parents in the first month following custody to keep them informed about the care of the tamaiti in 91% of cases. Reviewers noted that, while engagement did occur, the quality of that engagement could have been strengthened in some instances.

Contact between tamariki and their parent(s) was recorded within the first four weeks of entering care in 65% of cases. In a further 13%, the case record for the tamaiti made reference to contact plans, however it was unclear from recording whether contact had taken place. In the remaining 23% of cases, no contact was recorded. Approximately half of these tamariki were in whānau placements and, in some of these cases, whānau were managing the contact arrangements between the parent(s) and tamaiti. In the remaining cases, contact did not occur for a range of reasons, including unsuccessful attempts

53 In a small number of cases, the section 78 application was made by a professional external to Oranga Tamariki.

to engage parents to organise contact, refusal of contact by the tamaiti or rangatahi, or concerns about contact occurring safely.

The social worker visited the tamaiti within four weeks of entry to care in 70% of cases. In those cases in which visits were not evidenced, reviewers noted that reasons included the tamaiti being settled in a whānau placement prior to the custody order, difficulties in the social worker visiting due to the tamaiti being placed with whānau or in a specialist placement out of area, or the tamaiti absconding or being admitted to hospital (pēpi).

Practice with newborn pēpi

While the review focused on practice for all tamariki entering care under a section 78 order, it also considered practice specific to newborn pēpi immediately following custody. There are specific practice considerations when newborn pēpi are brought into care. Where it is safe to do so, practice should support opportunities for bonding and attachment between pēpi and their parents, including enabling the mother to breastfeed. The review monitored all cases where a newborn pēpi under 30 days entered care to understand how well these practice expectations were met.

There were a total of 29 pēpi under 30 days old who entered care over the review period. Parental substance abuse and mental health concerns were significant risk factors in the decision to apply for custody, present in 72% and 48% of cases respectively (in comparison to 56% and 23% for all aged tamariki in the review). Approximately half of the pēpi had older siblings that were also in the care of Oranga Tamariki for similar concerns.

The percentage of pēpi remaining in whānau care remains relatively stable

Fifty-two percent of newborn pēpi remained in the care of their parent(s) and/or whānau following the granting of custody, which is relatively consistent with the previous review's finding of 58%. The remaining 48% were transitioned to non-kin caregivers, either because safe whānau care options had been explored but no suitable caregivers were identified, or because urgent action was required to ensure the safety of pēpi. In some instances, whānau were already caring for the older siblings of pēpi and were unable to take on the care of another child.

Transition plans for pēpi to move to non-kin caregivers were in place for 86% of cases, with all transitions occurring within hospital settings. Most pēpi were born with additional health needs, requiring extended stays in neonatal intensive care units to monitor their wellbeing prior to discharge. This often allowed parents additional time with their pēpi in hospital before the transition in care. In cases where no planning had occurred, emergency action was necessary to ensure the safety of the newborn pēpi.

Opportunities for bonding and attachment to occur were provided in nearly all cases

Of the cases in which pēpi entered care at birth and did not remain with parents, 88% showed evidence that opportunities were given for parent(s) to have skin-to-skin contact, bonding and attachment. In the remaining cases, it was deemed unsafe for the pēpi, or the parents had left the hospital. Practice in this area remains consistent with findings from our 2023/24 review, which identified evidence of bonding and attachment opportunities in 92% of cases involving unborn and newborn pēpi.

Documentation of breastfeeding discussions could be improved

Of the cases in which pēpi did not stay in their mother's care, in 52% there was evidence that the mother's wishes regarding breastfeeding pēpi were discussed. This is largely consistent with the previous year's review findings that found discussions occurred in 48% of cases. In cases where the mother's wishes in regard to breastfeeding was not evidenced, common factors included concerns about the safety of breastmilk due to maternal substance use, limited engagement with the mother prior to birth, or clear indications that the mother did not intend to parent pēpi.

Reviewers noted an inconsistent approach to the recording of information about the mother's intention to breastfeed and of clear plans to enable this to occur. There continue to be opportunities to strengthen both recording and practice in this area.

Concluding Summary

Following a rapid decline in section 78 custody applications between 2016/17 and 2021/22, the past three years have seen an increase in the number of section 78 orders, however, numbers remain significantly lower than when Oranga Tamariki was established in 2017.

This quality assurance work highlights several areas with high levels of practice compliance, particularly with respect to engagement with tamariki, whānau, and professionals to build and deepen understanding of risk and harm. Most cases also evidenced safety planning, the provision of support services to increase safety for tamariki, consultation with professionals and evidence of whānau searching to support the tamaiti to be cared for within their whānau. There are also opportunities to improve the quality of practice and strengthen compliance in certain areas to meet practice expectations.

Routine monitoring of practice for all aged tamariki entering care under a section 78 order is now embedded as part of Oranga Tamariki quality assurance activities. Future annual reports will continue to track progress against compliance with key practice and policy requirements.

Safety of Children in Care

Introduction

Ensuring the safety and wellbeing of children in care is a core responsibility of Oranga Tamariki. While most children experience safe and supportive environments in care, we acknowledge that harm caused by abuse can and does still occur. Any instance of harm is unacceptable and can have lasting impacts on tamariki and their whānau.

We are committed to understanding when and how harm happens so we can strengthen safety and mitigate risk. Since 2019 we have remained dedicated to routinely monitoring and publicly reporting findings related to abuse⁵⁴ in care. This ongoing practice enables open and transparent accountability within the children's system and ensures practice learnings are implemented, keeping children visible and at the centre of our work.

Acknowledgement

We would like to acknowledge the children and young people whose voices remain strong in this space, reminding us of the importance of honest and sometimes challenging conversations to ensure the best outcomes for them. Their courage continues to guide our work. In telling their stories, we aim to reflect what is known while upholding their right to privacy and dignity. This work is undertaken with deep awareness of the findings and ongoing reflections from the Royal Commission of Inquiry into Abuse in Care, which has further highlighted the need for transparency, accountability, and a commitment to meaningful change to ensure the safety of children in care.

Guide to this Appendix Report

This report is written in three sections:

- Section One relates to an overview of the data we have monitored over the year.
- Section Two provides more detailed data about harm to children in care.

- Section Three provides a more nuanced analysis of the data by considering the four main placement types that children live in and providing insights about what the data is telling us.

Context

This appendix report presents data about harm experienced by children in the care of Oranga Tamariki during the 2025 tax year. (1 April 2024 – 31 March 2025).

As at 31 March 2024, there were 4,025 children and young people in care and protection custody and 164 in youth justice custody, a total of 4,189 children in care.

Reporting Period Adjustment and Historical Data Recalculation

In 2024 the reporting period was changed to align with the tax year to ensure data could be included in the Oranga Tamariki Annual Report. As a result, data and trends from 2024 onward are not directly comparable with earlier reports. Recalculated findings for previous years using the new reporting period were included in the 2024 report.

This report provides detailed information on:

- The overall number of individual children who experienced harm
- The number of children who have experienced each type of harm
- The total number of findings for each type of harm
- The child's living arrangement at the time of harm
- Whether harm occurred inside or outside the placement
- The person alleged to have caused the harm⁵⁵
- Key characteristics of the people who were alleged to cause the harm.

54 See pages 130 to 131 for definitions of abuse from the Oranga Tamariki practice centre.

55 See page 148 for classification of people alleged to have caused the harm.

Methodology:

- Case file analysis was completed for all children in care between 1 April 2024 – 31 March 2025 who had a report of concern entered, leading to an assessment or investigation and a finding entered.
- 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

Placement Context

Following an overview of collation of data over time about all types of harm, irrespective of where harm has occurred, findings are presented across four broad placement⁵⁶ types:

- Return/remain home
- Family placement
- Non-family placement
- Residence

Presenting the data in this way supports a deeper and more nuanced understanding of the environments where harm can occur and reflects the complexity that can arise in different care settings. By focusing on context and patterns we aim to support meaningful learning and improvement, rather than assigning blame, and ensure that the voices of tamariki remain central to how we interpret and respond to harm.

This appendix should be read in conjunction with the Oranga Tamariki Annual Report. While this appendix outlines specific initiatives aimed at improving practice quality and the safety of children in care across placement types, the Oranga Tamariki Annual Report provides a broader overview of the organisation's work to enhance outcomes for tamariki and whānau.

Definitions of abuse from the Oranga Tamariki Practice Centre 2025

- **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.

56 See page 148 for Definitions of placement types.

- **Emotional abuse** occurs when the mental health and social and/or emotional functioning and development of te tamaiti 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.

Ensuring the safety and wellbeing of children in care through Regulation 69

Regulation 69 of the National Care Standards requires that Oranga Tamariki must respond promptly and consistently to any allegation of abuse or neglect involving a child in care. Allegations can be raised by anyone, including the child themselves, and are entered as a report of concern to ensure a consistent social work response. Social workers assess each case, engage with the child and others involved to determine whether harm has occurred, mitigate ongoing risks, and provide appropriate support. Where necessary, children are moved to alternative placements.

Outcomes for the person alleged to have caused harm vary depending on the situation. Some face criminal charges while in other cases a reassessment may be undertaken to determine ongoing suitability to provide care. Support for children is tailored to their needs, ranging from counselling to stabilising care arrangements. A summary of Oranga Tamariki's social work practice responses is included in the Annual Report on Compliance with the National Care Standards Regulations 2024/25, with further detail provided to oversight bodies such as Aroturuki Tamariki – Independent Children's Monitor and the Ombudsman.

Section One

What the data tells us about harm for all children in care

This section outlines the total number of children who experienced harm, as well as the number of substantiated findings of harm during the reporting period. It also provides the demographic profile of

the overall care population and insights into the characteristics of children who experienced harm.

Key Insights

The following key insights have been noted this year:

- A decrease in physical harm findings from the previous year. Physical harm remains the most common type of harm experienced.
- A decrease in harm in placements with family/whānau caregivers. This reflects the lowest recorded number of children experiencing harm in this placement type over the last seven years.
- A decrease in findings of harm within residential placements. This is the first time we are reporting a decline in harm in this placement type.
- A reduction in harm by staff, Child and Family Support Services (CFSS) and Oranga Tamariki staff.
- An increase in harm in return/remain home placements when children have been returned to the care of their parent.
- An increase in findings of sexual harm occurring within the community by non-related adults.

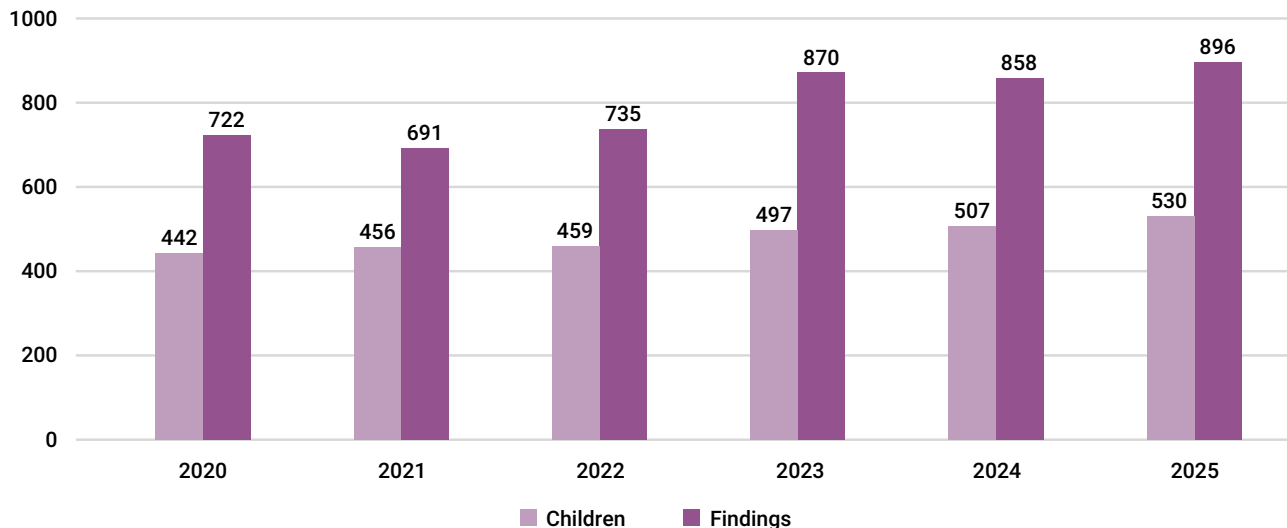
During this reporting period, 530 children experienced harm. This represents an increase of 23 children compared to the previous 12 month period. The proportion of children in care who experienced harm rose slightly this year and there was an increase in the total number of findings. These increases have occurred against a backdrop of the number of children in care broadly stabilising over the last three years following a significant period of reduction since reporting began. This reporting year, there has been an approximately 3% decrease in children in care since March. Despite the fluctuations in care numbers, reporting since 2021 has shown that both the proportion of children and overall findings have continued to show a marginal increase.

More consistent formal reporting and identification of harm in care has contributed to an increase in findings. In the first safety of children in care annual report⁵⁷ it was anticipated that the findings data was likely to increase over time as a result of better adherence to the process for recording of harm to raise its visibility, improvements in practice that

would strengthen relationships with children and increase the likelihood of disclosures and legislative changes that were likely to lead to an older care population. We have seen evidence in our case reviews that all these factors have contributed to

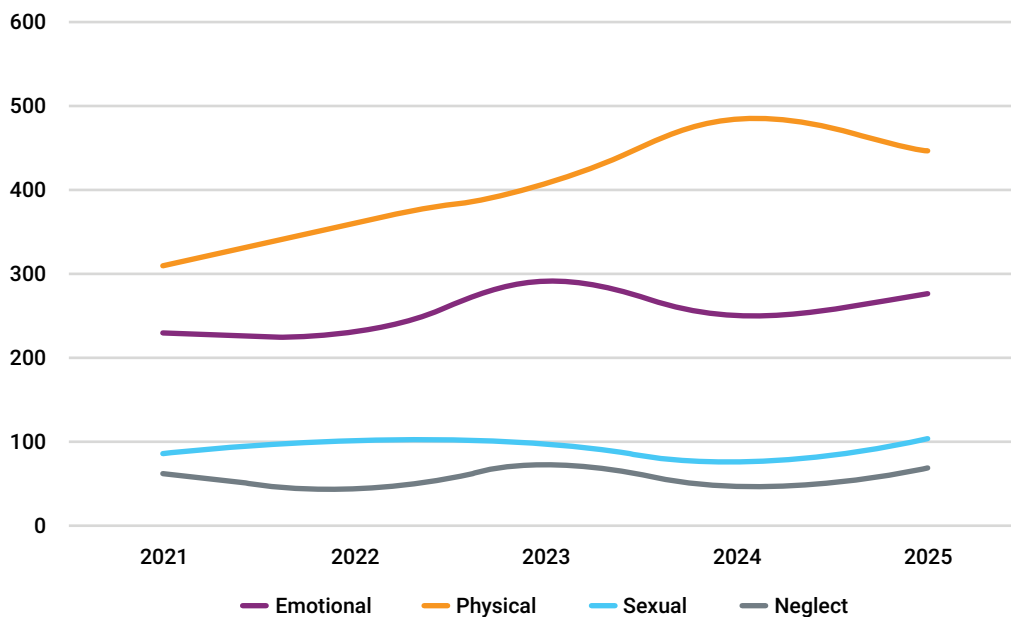
the upward trend in the findings of harm for children in care for this reporting period. Nevertheless any upward trend in the proportion of children experiencing harm remains a matter of concern and warrants continued attention.

Total children harmed and findings of harm by Tax Year (12 months to 31 March)



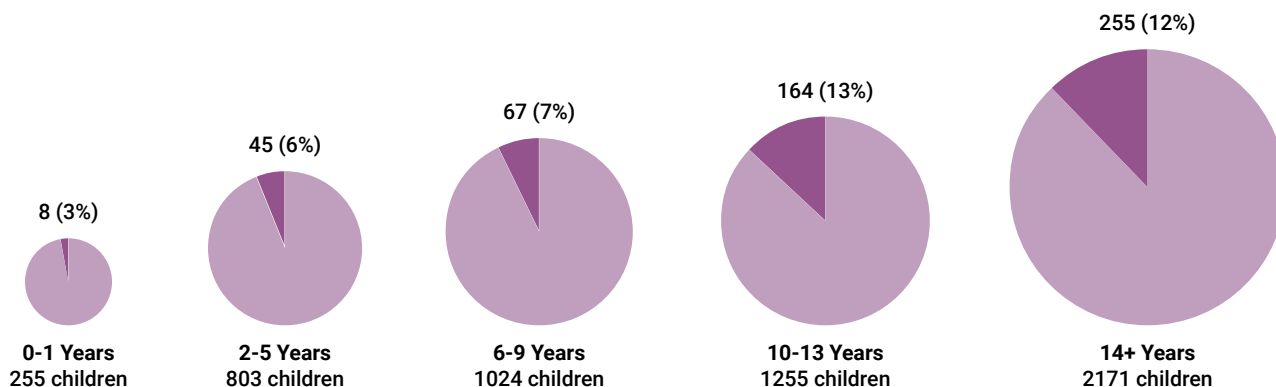
This year, there has been a 4% increase in recorded findings of harm for children in care. This rise may be due to a combination of factors, including improved incident reporting, a larger and more complex care population, more consistent responses to incidents, and the possibility of an actual increase in abuse.

Type of harm finding by Tax Year (12 months to 31 March)



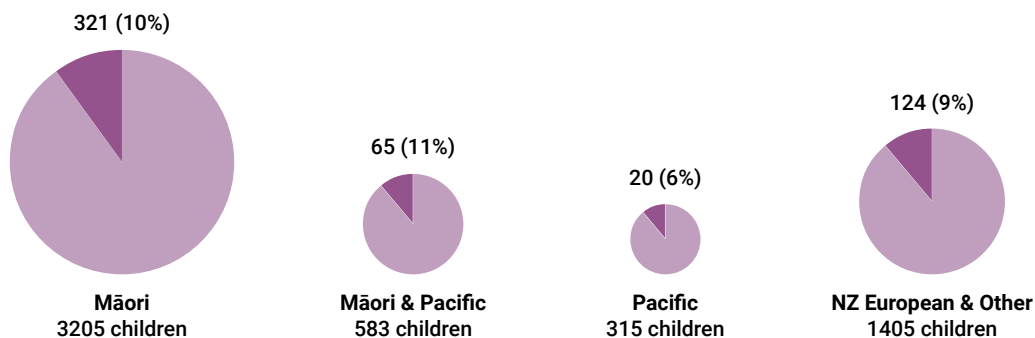
Physical harm findings decreased from the previous year (from 485 to 447 findings, a 8% decrease), after an increasing trend in the rates of findings of physical abuse overall since 2021. While there was an increase in emotional abuse, sexual abuse and neglect findings this year from 2024, the number of findings for those types of harm this year are more similar to what has been reported in earlier years.

Age of children harmed – Tax Year 2025 (12 months to 31 March)⁵⁸



The proportion of harm experienced by children in the older age group has incrementally increased each year since reporting began. This year 12% of the children in care population aged 14+ years experienced harm, which is consistent with the previous year. Seventy-eight percent of findings of harm for children in care are for children aged 10 years and over, with rates of harm for young children (five years and under) remaining low.

Ethnicity of children harmed – Tax Year 2025 (12 months to 31 March)

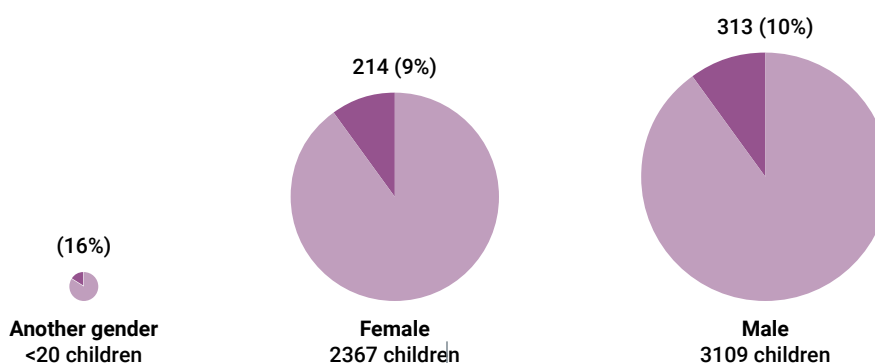


There was a drop in the proportion of harm experienced by Pacific children in care – from 11% in 2024 to 6% in 2025. The rates for other ethnic groups showed little change in the proportion of harm compared to the previous year. The proportion of Māori children in care who experienced harm stayed the same at 10%.

The number of findings of harm for tamariki Māori decreased slightly from 542 findings in 2024 to 518 this reporting period, but this needs to be viewed in the context of their higher representation in the care population.

⁵⁸ Please note that the sum of children harmed in each category can be greater than the overall counts of all children due to a child appearing across different categories during the review period. The number of children represent the total number of children in care over the 12 month period ending 31 March, rather than at a single point in time.

Gender of children harmed – Tax Year 2025 (12 months to 31 March)⁵⁹



The proportion of findings of harm among girls and boys in care this year was similar, at 9% and 10% respectively. However, children who identify with another gender experienced harm at a notably higher rate of 16%.

We have reported about children in care who identify with another gender, rather than as male or female, since our 2023 report. 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 the cases of a small number of children with another gender⁶⁰ who had nine findings of harm made for them in this reporting period. The population of children who identify with another gender is small and the actual number of children harmed is suppressed as it was less than five, but the number of findings show that there is an additional vulnerability to further harm for this group of children.

The emerging pattern of particular vulnerability for this group of children that we have seen in the last 3 years highlights the importance of ongoing attention and tailored support to ensure their safety and wellbeing. The data validates the findings from the Making Ourselves Visible⁶¹ report which acknowledged the challenges and risks for this cohort and provides recommendations which we are implementing.

Oranga Tamariki has progressed setting up a Rainbow Advisory Group to inform the organisation's work with takatāpui and rainbow young people. Other work regarding the safety of takatāpui and rainbow rangatahi in care includes developing practice guidance and support for social workers and frontline kaimahi, promoting rainbow organisations and resources for kaimahi to use in their work with takatāpui and rainbow rangatahi and ensuring the needs of takatāpui and rainbow rangatahi are factored into the upgrade of the Oranga Tamariki frontline technology systems.

Section Two

Collation of data about all types of harm, irrespective of where it has occurred, informs a better understanding of the safety of children in care.

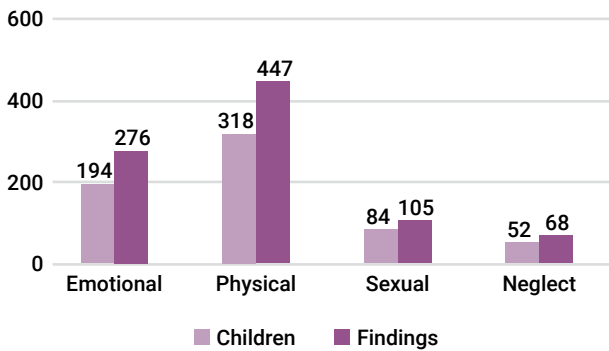
This section takes a deeper look at harm experienced by children in care. It discusses insights into the types of harm experienced, the people believed responsible for causing this harm and other contextual factors.

⁵⁹ Due to counts less than five, data has been suppressed for confidentiality.

⁶⁰ We acknowledge that not all young people will identify with the gendered language used in this report (e.g., girls, boys, and children with another gender). We also recognise that young people who identify as transgender may not always be captured under the 'another gender' category, as they may identify as male or female. Additionally, the data has limitations as it only includes rangatahi who have disclosed their rainbow identities during the reporting period.

⁶¹ [Making Ourselves Visible: the experiences of takatāpui and rainbow rangatahi in care.](#)

Total children harmed and findings of harm by type of harm – Tax Year 2025 (12 months to 31 March)



The patterns in the number of findings by types of harm have remained consistent over the past five years of reporting, with physical abuse being the most common type of harm experienced, followed by emotional abuse, sexual abuse and neglect.

In this reporting period, 10% of all children in care had a recorded finding of abuse.

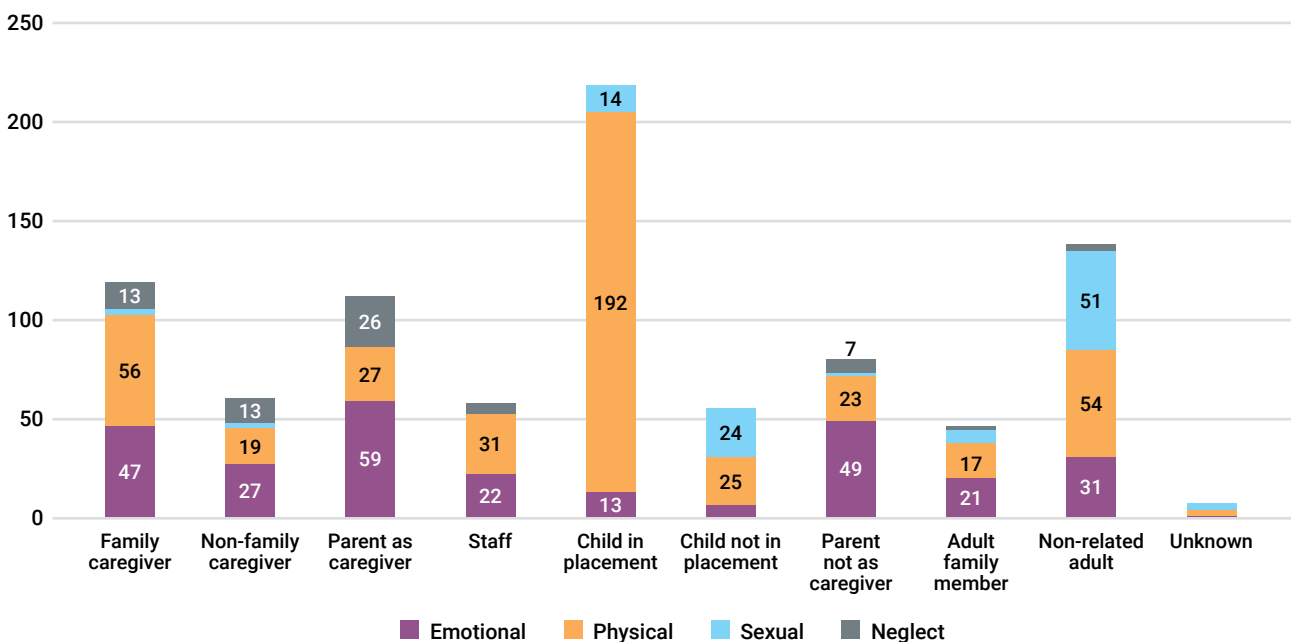
This includes⁶²:

- **3.5%** with findings of emotional abuse
- **5.8%** with findings of physical abuse
- **1.5%** with findings of sexual abuse
- **0.9%** with findings of neglect

Physical harm findings decreased from the previous year (from 485 to 447 findings – a 9% decrease), after an increasing trend in the rates of findings of physical abuse overall from 2021. As in previous years, physical harm was experienced more by males than females (310 findings for males and 133 findings for females). The decrease in physical abuse harm was largely reflective of a drop in physical incidents occurring within residences, which are primarily populated by males.

While there was an increase in emotional abuse, sexual abuse and neglect findings this year from 2024, the number of findings for those types of harm this year are more similar to what has been reported in earlier years. Sexual harm findings continue to be significantly higher for females than males (83 findings for females and 21 findings for males), with 92% of all sexual harm findings involving someone who was not responsible for providing care and the harm often occurring outside the care environment. In contrast, neglect findings were slightly more common among males than females this year.

Type of harm by person alleged to have caused the harm – Tax Year 2025 (12 months to 31 March)



⁶² Please note that the sum of harm findings by type may exceed the total proportion of children affected because a single child can have more than one finding of harm from the same incident. Reporting is based on distinct children, while findings reflect each individual type of harm identified.

Overall, the single group of individuals causing the most harm to children in care continue to be other children in placement (219 findings), followed by adults who are not related to the child (138 findings).

The main groups of people who are alleged to have caused the majority of harm by placement type are other child in placement in a residence (18%), parent as caregiver in return/remain home placement (13%), family/whānau caregiver in a family placement (13%) and non-family caregiver and non-related adult in non-family placement – each at 7% of findings.

Disability

It is estimated that children with diagnosed disabilities⁶³ made up 30% of the care population in FY2024-25⁶⁴. In 2024, 216 children who had a finding or harm were identified to have a disability, and this increased to 245 this year. Similar to the previous year, non-family and residential placements had the highest proportion of children identified with a diagnosed disability, with 63% and 56% of children respectively who were harmed having an identified disability in these placement groups.

Work to deliver on the Oranga Tamariki Disability Strategy will strengthen our ability to support and respond to tamariki and rangatahi with disabilities through increased disability competency among our workforce, increased understanding of disability and disability needs and improved support for caregivers caring for disabled tamariki and rangatahi. In recognition of the estimated high prevalence of FASD amongst tamariki and rangatahi involved with Oranga Tamariki, we have also committed to deliver FASD learning resources to social workers and caregivers as key actions within the cross-government *Fetal Alcohol Spectrum Disorder (FASD) Action Plan 2025 – 2028*.

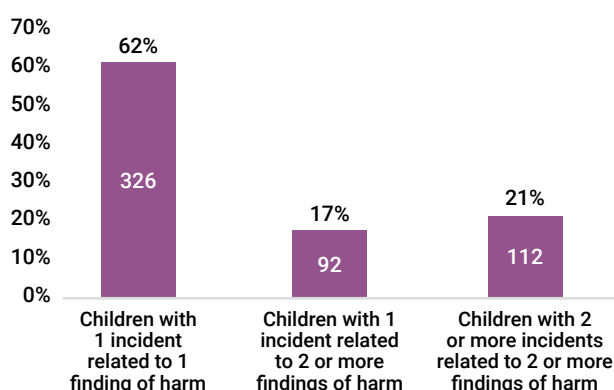
Recency of Harm

Our data indicates that most of the harm reported in this period is harm that is current, although we do know that some disclosures did relate to harm that was more historic in nature. The majority of findings are made by social workers within a three month timeframe of the alleged incident occurring. Only 5% of findings were made 12 or more months after the alleged incident. The longer timeframes may reflect a range of factors including disclosures of

historical harm, the time it takes for children to feel safe enough to disclose harm once an assessment begins, the need for appropriate supports to be in place, and at times, delays in system response. This prompt response in recognising and responding appropriately to harm provides the opportunity for a restorative response to further trauma.

Recurrence of Harm

Percentage of children harmed by frequency of harm – Tax Year 2025 (12 months to 31 March)



We 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. Whilst most children continue to experience a single type of harm from one event, there has been an increase in the proportion of children experiencing multiple incidents of harm.

These patterns highlight the importance of deepening our understanding of the circumstances that contribute to repeat harm whilst in care and strengthening efforts to prevent it across the children's system.

63 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/

64 Annual report on compliance with the National Care Standards Regulations – 2024/25, Oranga Tamariki

Section Three

Understanding harm and safety across the range of care arrangements

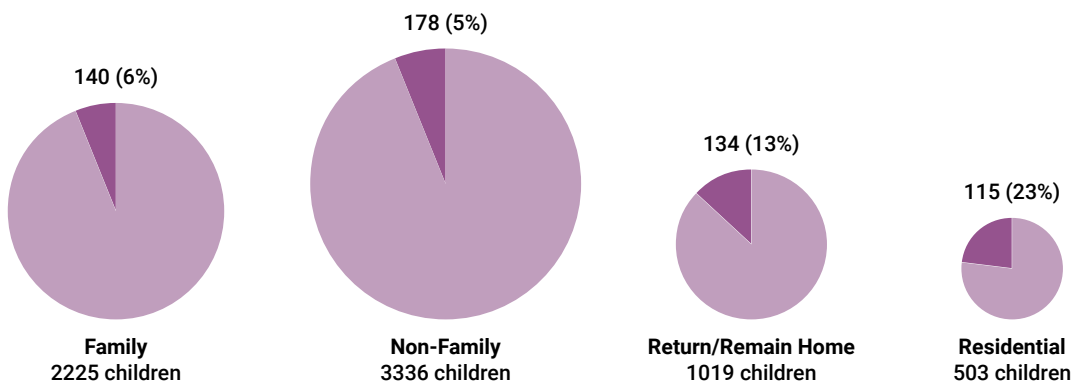
This section provides an overview of the different care arrangements, the children involved, and types of harm experienced, irrespective of where the harm occurred. We will look at data about who causes harm to children in care and consider each of the placement types in turn to understand the patterns of abuse and consider ways in which future safety can be enhanced.

Once children enter care different types of care arrangements 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, policies and practices that promote children to live 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.

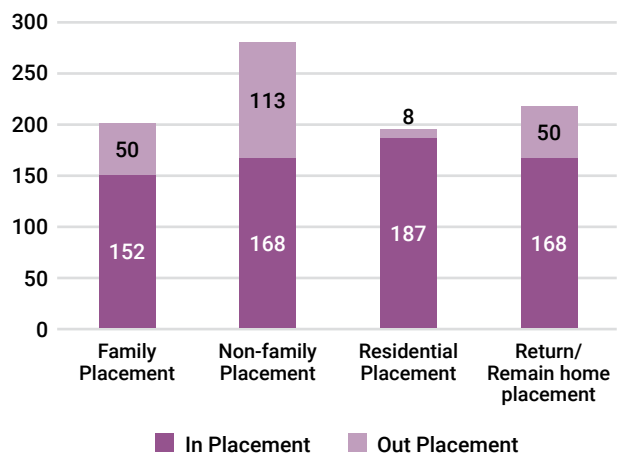
Most children experience safe and supportive environments in care. In our latest survey results of tamariki experiences in care, 80% of children (who responded to the safety question) said 'yes, definitely' to feeling safe where they live now, 16% said 'yes, I think so', 3% said 'no, not really', and 1% said 'no, not at all'.⁶⁵

Number of children harmed by placement type – Tax Year 2025 (12 months to 31 March)



During 2025 most children in care were living in family or non-family placements. 6% of children in a family placement and 5% of children in a non-family placement experienced harm. A greater proportion of the children and young people living in return/remain home and residential placements experienced harm (13% and 23% respectively). The placement type does not necessarily reference where the harm took place or the person who caused it, but refers to where the child was living when harm occurred. Although fewer children live in return/remain home and residence placements, the incidence of harm was disproportionately higher in those placement types.

Findings of harm for in or out of placement – Tax Year 2025 (12 months to 31 March)



65 Te Tohu o te Ora has a process to respond to any safety or wellbeing disclosures that tamariki may make in the survey (known as the Safety Disclosure Protocol).

Not all harm to a child in care is caused by the person responsible for their care. Approximately 61% of findings were as a result of a child being hurt by another child or young person either within or outside their placement, a parent or whānau member who was not responsible for the care of the child or an adult who was not either related or responsible for their care. Thirty nine percent of findings were caused by a caregiver, parent providing care or staff member.

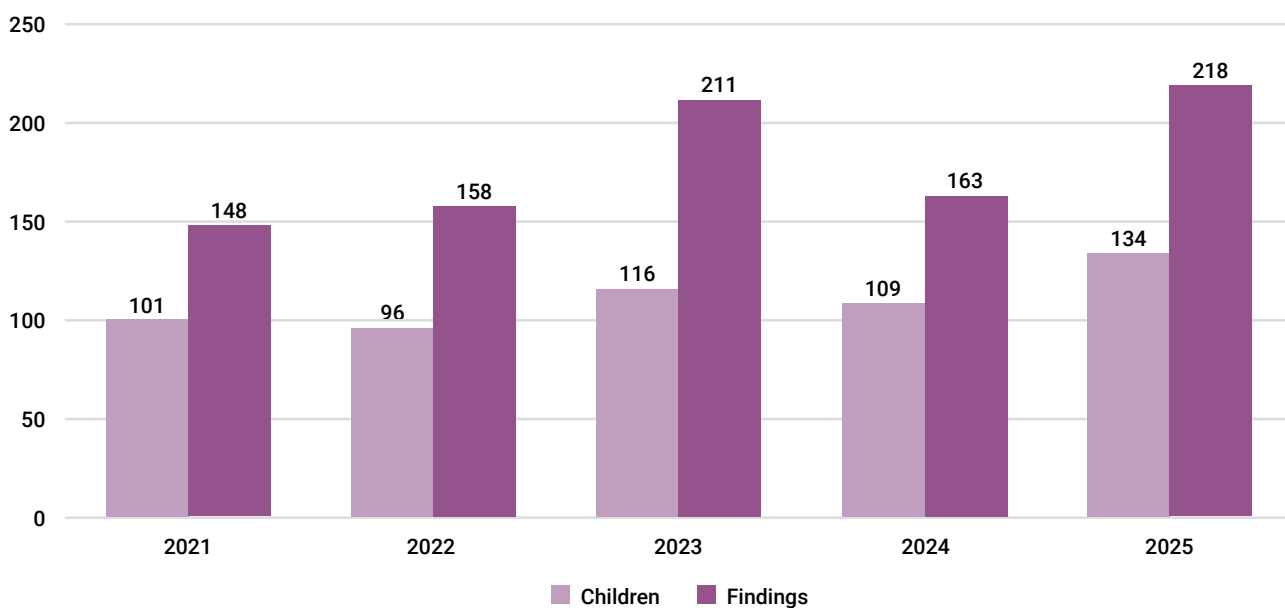
As in previous years, children were more likely to experience harm within their placement than outside of it with 75% of findings occurring in the child's placement across all placement types. However, children and young people placed in residences experienced most of the harm within the residence and for those in non-family placements,

40% of harm occurred outside of the actual placement.

Return/Remain Home Placement

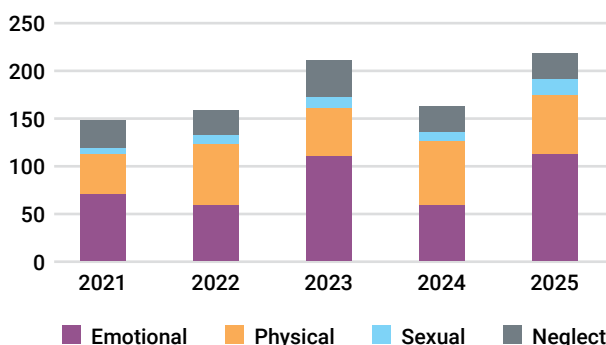
Return/remain home placement describes arrangements where children are in the legal custody of the Chief Executive but return to, or remain in, the care of their immediate family (usually parents). These placements are most often used where we are supporting the reunification of a family, while still maintaining legal custody. It is acknowledged that not all return home placements are planned, and at times older children may make an unplanned return home. Oranga Tamariki is committed to ensuring that all transitions are safe and carefully supported.

Total children harmed and findings of harm in return/remain home placement by Tax Year (12 months to 31 March)



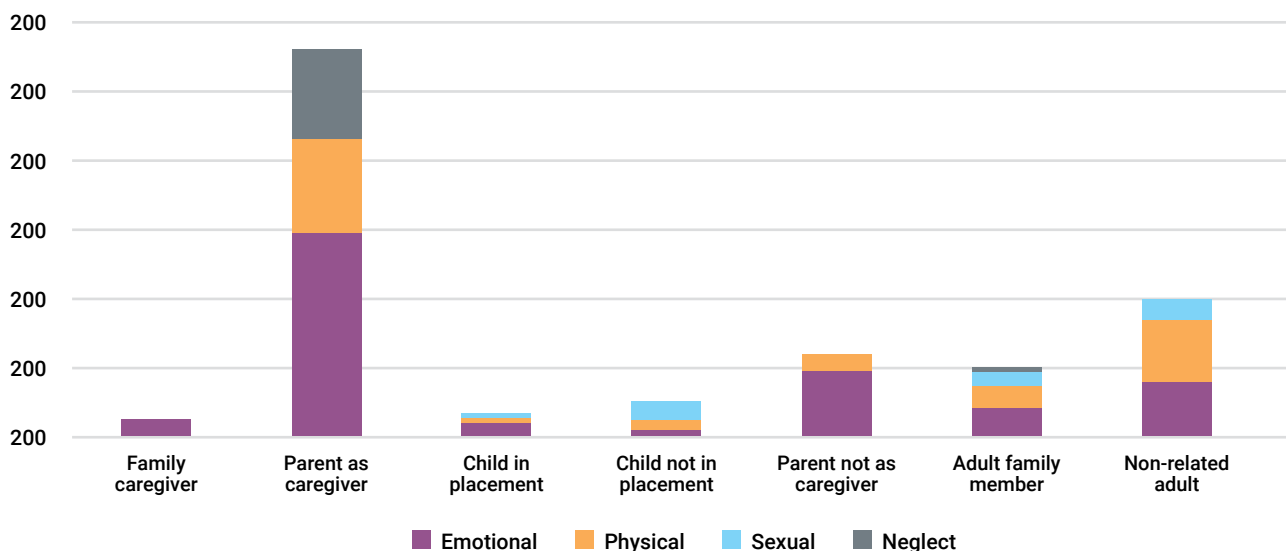
One hundred and thirty four children and young people in return/remain home placements had 218 findings of harm recorded in this reporting period. This represents a 23% increase in children harmed in return home placements compared to 2024 and accounts for 24% of all harm findings this year. Findings for children in return/remain home placements have varied over the past five years and this year there was a higher rate of children harmed and numbers of findings than what we have seen previously, with emotional abuse being the predominant form of harm identified in this placement.

Type of harm occurring for return/remain home placement by Tax Year (12 months to 31 March)



Findings of emotional harm experienced by children living in return/remain home placements have increased to 113 (compared to 58 findings in 2024). Whilst this is a significant increase from the previous year, it is more consistent with the emotional abuse findings in 2023 (111 findings). Rates of physical and sexual abuse and neglect have remained similar to previous years.

Findings of harm by person alleged to cause the harm in return/remain home placement by type of harm – Tax Year 2025 (12 months to 31 March)



Children in return/remain home placements have consistently experienced a proportionally higher rate of harm than in family or non-family placements

While harm in all care settings was caused by a variety of individuals, most harm in this placement type occurred within the placement itself (168 findings), with the parent as caregiver responsible for most of the harm (112 findings). The remaining fifty findings related to harm that occurred outside of the placement, consisting of physical, emotional and sexual harm.

In 2025, there were 59 findings of emotional harm, 27 findings of physical harm and 26 findings of neglect by the parent as the caregiver. There were no findings of sexual abuse 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.

There were 38 findings of harm for children aged 5 years and under who have returned home, compared with 22 findings in 2024. Whilst the rate of harm for this age group continues to be generally low, they have not featured at this level in our monitoring in previous years. The nature of the harm is predominantly emotional harm.

Emotional harm was primarily driven by exposure to negative actions and behaviours from the parents, or adults within their home environment. The nature of the harm was often due to family violence, substance abuse, and mental health issues meaning the parent’s capacity to care was impacted. We know that often issues parents were addressing that led to the child coming into the custody of the chief executive and findings may indicate reoccurrence of concerns where previous intervention and support (including from agencies other than Oranga Tamariki) may have already occurred or may have been needed in a more enduring way. There were instances of emotional harm findings being identified in conjunction with another type of harm, such as recognition of the emotional impact the experiences of neglect or physical harm by a parent had on a child. The 5 years and under age group is particularly vulnerable due to their developmental stage, dependence on adults, and limited capacity to articulate concerns.

Physical harm findings were slightly lower than reported last year (62 findings in 2025 compared to 68 in 2024), however remain relatively consistent with previous reporting periods. There were 27 findings of physical abuse by parent as caregiver, and 18 findings by non-related adult.

Physical abuse was experienced mostly by children aged 10 years and over. When children experienced physical abuse from parents as caregiver it was mostly in the form of slaps to the face and head, punches and kicks to the body and some resulted in bruises or marks being visible. There were situations where the parent struggled to respond appropriately to the child's presenting behaviours and needs, and instead responded with violence.

Children who experienced physical abuse by non-related adults included relationships with older male adults who punched them, hit them with objects resulting in marks or injuries. Other situations included attempts to protect their parents during family harm incidents.

There were 16 findings of sexual abuse, with this predominantly occurring outside the placement. The main alleged perpetrators of sexual abuse were non-related adults, children not in placement, and adult family members.

Neglect rates have remained consistent in return home placements over the seven years of reporting about the safety of children in care and suggest these families may still experience challenges in accessing the full range of social and economic supports needed to enable them to meet the needs of their children.

Improving outcomes through enhanced return home guidance and monitoring

In most cases, children and young people want to remain in the care of their parents or usual caregivers, and a safe return home is the desired outcome. A return home is appropriate when the reasons for entering care have been addressed or are being effectively managed and monitored through a robust support plan. While Oranga Tamariki does not require parents to undergo caregiver assessments in the same way as approved Oranga Tamariki caregivers, return home decisions must be underpinned by an updated assessment and a clear plan, with assurance that the child or young person will be safe.

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.

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, but in many cases this support does need to be long term and enduring to ensure safety over time. This often includes support that is required not just by Oranga Tamariki but also by other agencies.

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.

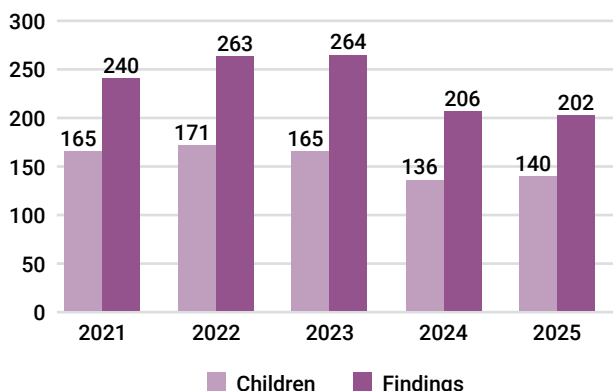
In March 2025 policy updates were made to incorporate new practice tools, integrate Te Puna Oranga⁶⁶ and reinforce the use of practice models and resources to strengthen decision-making to improve outcomes for children returning home. The update also included a mandate for social workers to conduct weekly visits during the first four weeks of a return home placement. These visits are being monitored and reported on by site practice leaders as part of the care standards action plan. Ongoing work as part of the Oranga Tamariki System Action Plan is needed to support children and families to receive the full range of support that they need.

Family Placement

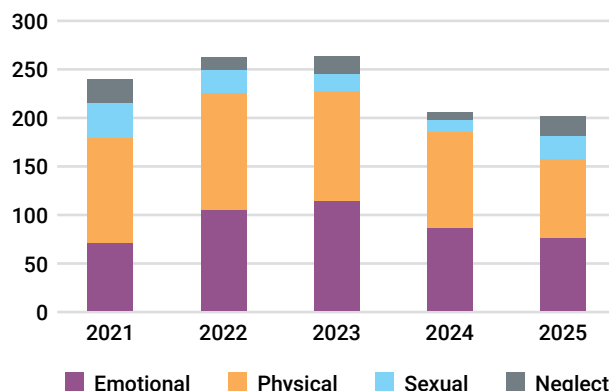
Family placement describes an out-of-home placement where a child who has been brought into the custody of the Chief Executive is supported to live with a member of their family or whānau as their caregiver. These caregivers should have been assessed and approved by Oranga Tamariki to provide care to the child and are entitled to receive support in line with the National Care Standards.

66 Te Puna Oranga is a holistic practice framework used to guide assessments and support planning for tamariki and rangatahi.

Number of children harmed and findings of harm in family placement by Tax Year (12 months to 31 March)



Type of harm occurring for family placement by findings by Tax Year (12 months to 31 March)



There has been a decreasing trend in the rates of harm for children in family placements in the last three years

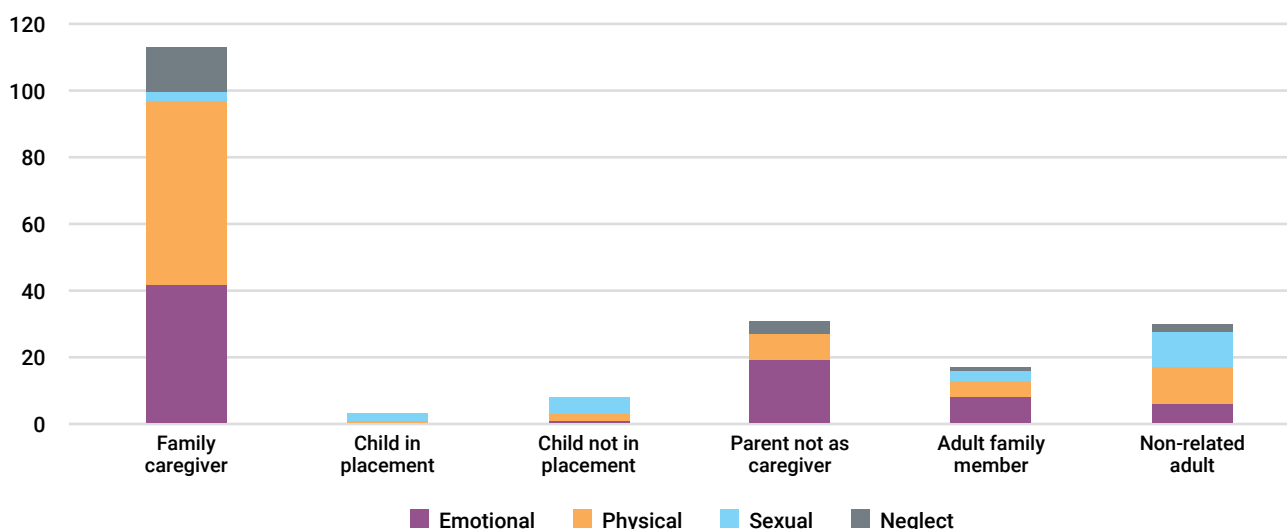
This year we have seen a further decline both in the number of children harmed and findings of harm in family placements, with this year having the lowest numbers of harm for this placement type since we began reporting. Much of the harm occurred within the family placement (152 findings), but a quarter of the harm occurred outside of the placement, which was a higher proportion than the year before.

140 children and young people in family placements had 202 findings of harm recorded in this reporting period. For children aged 2-5 years we saw a similar increase to what we saw in the return home placement type, with more younger children having findings made, although overall these numbers continue to remain low.

There was a decrease in emotional abuse (86 to 76) and physical abuse (100 to 82) findings compared to the previous year despite these types of harm continuing to account for the majority of findings in family placements. Physical abuse findings reported in family placement were the lowest since 2020 and were still mostly caused by the whānau/family caregiver.

Both sexual abuse and neglect findings have returned to similar rates as what we have seen in previous years after a drop in findings in 2024. Neglect findings related to a range of diverse situations that were having a negative impact on the child's developmental, emotional or physical oranga.

Findings of harm by person alleged to cause the harm in family placement – Tax Year 2025 (12 months to 31 March)



Like return/remain home, in this placement type, the person responsible for the child's care caused most incidents of harm. This year, whānau/family caregivers were responsible for 56% of all findings of harm in family placements, with 42 findings of emotional harm, 55 findings of physical harm (10 less than the 2024), 13 findings of neglect and three findings of sexual abuse.

Whānau/family caregivers often provide care to sibling groups and have a commitment to keeping children in a family together. This can place additional strain on caregivers and in some situations where harm had occurred we noted that caregivers, most often grandparents, were struggling to meet the needs of the children they were caring for and did not appear to have enough support in place. This was particularly evident with grandparents and preadolescent rangatahi where the caregiver would respond to challenging behaviour in a physically harmful way. We also saw a few situations where a full assessment and approval had not been completed for whānau/family caregivers, or concerns had already been raised about the caregiver in relation to previous care arrangements, and then further harm has occurred.

Harm caused by a parent who was not the child's caregiver increased to 31 findings in 2025 for children who were living in a family placement. This harm often happened in the whānau/family caregiver's home during an unplanned visit by the parent. When children experienced emotional harm from a parent who was not their caregiver it usually related to them being exposed to family harm and violence between their parent and parent's partner. When they experienced physical abuse from their parent who was not their caregiver, it was in the form of punches and slaps.

Almost all of the sexual abuse incidents in this care type was caused by someone other than the whānau caregiver. Sexual abuse occurred across a wide range of situations and perpetrators, with non-related adults being responsible for the majority of the harm when children were living in family placements. These non-related adults included people known to the caregiver, as well as unknown adults in the community. Just over 60% of the sexual abuse occurred outside of the placement.

Despite the reduction in harm, we have continued to look for ways to promote safety and wellbeing and to keep responding to concerns for children at the earliest opportunity.

There have been a number of improvements and changes made to promote safety and support in the caregiving environment at both an operational and practice level.

Practice and policy updates have been completed to ensure better provision of support to caregivers and to strengthen safety assurance processes. A practice note on the rights and responsibilities of caregivers has been created and the higher foster care allowance policy has been reviewed creating a considered approach to assisting caregivers to support the needs of the tamariki they are caring for.

There has been greater adherence to the allegations of harm policy when the allegation is in relation to a caregiver, including a lead out of presentations at sites about this process, which helps ensure safety is a focal point. Collaboration between social work teams has been strongly messaged across the organisation with a series of drop in sessions so that the ora of tamariki is forefront while also preserving the mana and ora of caregivers and their whānau.

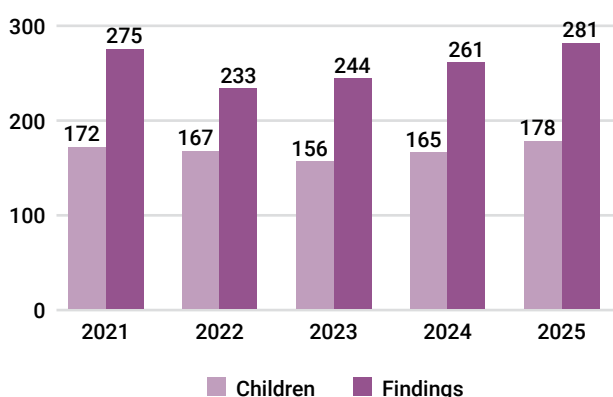
Operational data is going directly to the newly created regional commissioners, ensuring consistent accountability for safety and key deliverables such as visits to caregivers and caregiver support plans are completed as part of our organisational commitment to being resolute about safety.

The provisional approval policy has been reviewed and updated to align with the operational delegations and is now more flexible, meaning more provisional assessments can be considered so children are living safely with whānau at the earliest opportunity. Unapproved placements are monitored at a regional level in order to reduce the number of unapproved placements.

Non-Family Placement

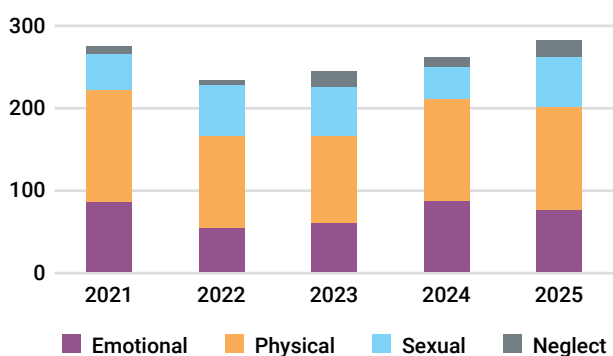
Non-family placement describes an out-of-home placement where a child has been brought into the custody of the Chief Executive and supported to live in one of a number of care arrangements, including with a non-whānau/non-family caregiver, in a group home, in an arrangement provided by a child and family support service, or in an independent living arrangement where appropriate for older young people.⁶⁷

Total children harmed and findings or harm in non-family placement by Tax Year (12 months to 31 March)



There is a consistent trend of more harm being experienced in the older 14+ age group in non-family placements. This year saw an increase in harm in the 10-13 age group. 178 children and young people in non-family placements had 281 findings of harm in this reporting period.

Type of harm occurring for non-family placement by Tax Year (12 months to 31 March)



There has been a reduction of emotional harm in the non-family placement this year and a return to the previous levels of sexual abuse findings after a reduction in sexual harm last year.

There has been an increase in findings of sexual harm in the community

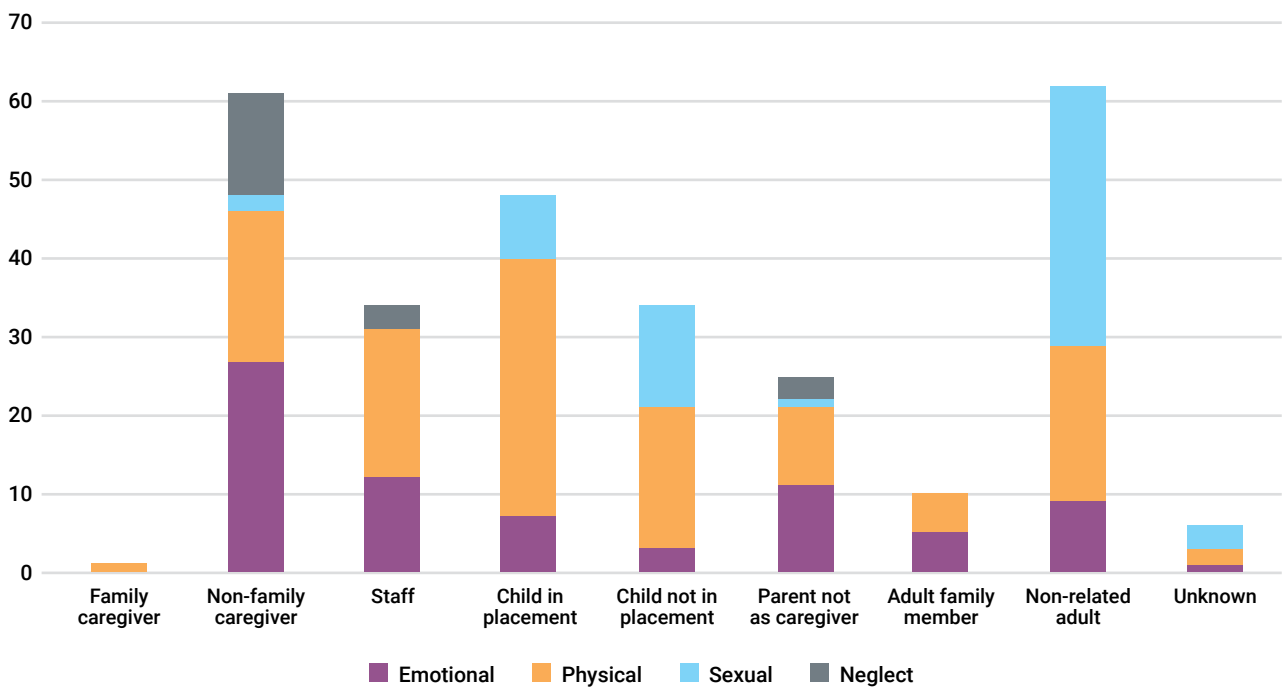
A greater proportion of the harm experienced in non-family placements occurred out of the placement (40%) when compared with other placement types. Non-related adults were the most common perpetrators of the harm experienced outside of the placement (49 findings), with 33 of the findings related specifically to sexual harm. Sexual harm is mostly experienced by older children (14+), reflecting a consistent pattern seen in previous years.

Most non-related adults were unknown to the child or young person and the harm occurred when they were missing from their placement. Often, the young person had used alcohol or drugs, sometimes supplied and coerced by the perpetrator of harm and were more vulnerable due to intoxication. Some perpetrators used the child for the purposes of prostitution. There were instances where non-related adults had established a relationship with the child or someone close to them prior to the harm occurring, including the non-related adult seeking out the young person through social media and/or being known to Police for sexual offending.

Ensuring the prevention of sexual harm in the community is a shared responsibility that extends beyond the care system. Whilst this harm has been reported because a child is in care, this harm has not occurred within their placement or by the person providing care. Responding to the increase in harm will require a co-ordinated response across communities, agencies and individuals to ensure children are safe in the communities they live in.

67 See page 148 for detailed definitions of types of non-family placements.

Findings of harm by person alleged to cause the harm in non-family placement – Tax Year 2025 (12 months to 31 March)



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 was caused by non-related adults (62 findings), followed by non-family caregiver (61 findings) and then child in placement (48 findings).

We need to continue to understand the risks that exist in the group home setting to improve safety and oranga for this placement cohort

Fifty one percent of the harm occurring in non-family placements was in a group home setting. 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 provided 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.

There were 48 findings of harm by another child in placement for non-family placements (7 more

than 2024), with the majority of these findings being made for children who were living in a group home. Again, this harm was predominantly physical in nature, with some instances of sexual and emotional abuse.

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. There has been a 28% decrease for findings of harm by staff in non-family placements since 2024.

There were 30 children and young people who had 34 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 findings were in group home care arrangements. When harm occurred by staff in group home settings, this predominantly reflected actions by staff employed by a wide variety of care partners.

The nature of the physical harm was often staff responding to heightened behavioural incidents with physical intervention rather than supportive strategies. Neglect findings related to medical needs that were not adequately addressed or lapses in operational processes. Whilst these omissions were often unintentional, the findings reflect the impact on the child’s experience.

When harm is alleged against a care provider staff member, Oranga Tamariki leads the investigation and determines the outcome. Afterward, the care provider conducts their own internal review of the staff member.

Strengthening Practice to support safe and responsive homes

To enhance safety and wellbeing for tamariki and rangatahi in Oranga Tamariki-led care and protection and youth justice group homes, we are strengthening workforce capability, improving system oversight, and deepening our understanding of current practice. A key initiative is the development of a Community Homes Workforce Development Framework, aligned with our Model of Care, with funding secured to deliver a range of safety and wellbeing training to support safe, responsive practice.

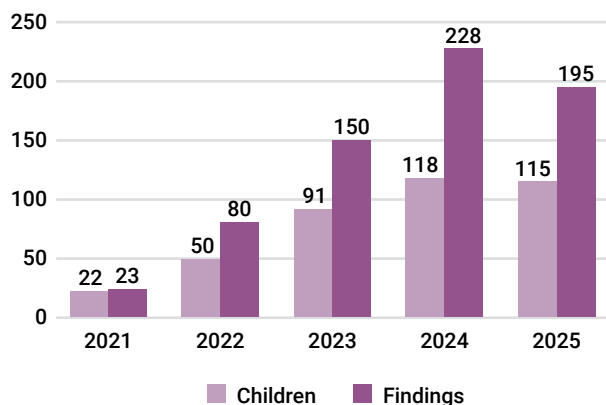
We are mapping homes, systems, and needs to ensure services are fit for purpose, with a strong focus on health, safety, and escalation processes. This includes improved access to devices for reporting and escalation. At a systems level, we are partnering to develop a dashboard that enhances visibility of placements and supports data-informed decision making, while also addressing barriers to data quality and access. To strengthen provider-led Homes, our Communities and Investment Team has developed a digital self-assessment tool as part of our Quality Assurance process. Improvements are also being made to how we design care responses, provide support, and develop contracts and agreements with partners.

Further work to increase assurance, oversight and support of caregivers and group home care settings is being planned as part of funding by Government to increase the safety of care in response to the Royal Abuse in Care inquiry.

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.

Number of children harmed and findings of harm in residential placement by Tax Year (12 months to 31 March)



In this reporting period, the number of both children and young people and of findings in residence have shown a decline for the first time

There was a 14% decrease in findings of harm from 2024. 115 children and young people in residential placements had 195 findings of harm in this reporting period. Twenty-three percent of children and young people in residences had a finding of harm.

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.

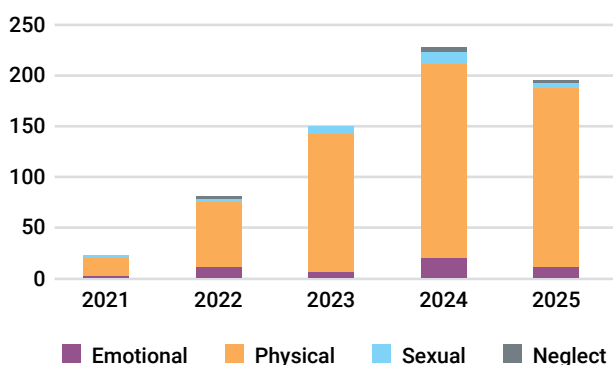
Since the raising of the age in 2019, young adults up to their 20th birthday can be placed in Youth Justice residences on remand or to serve custodial sentences. This has resulted in an older cohort within the residences in recent years and a different set of challenges in maintaining a safe environment for both young people and staff.

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.

We do know that a disproportionate amount of young people in our residences have some form of diagnosed disability. This can create a tension in meeting the individual needs of young people with neurodisabilities such as ADHD or FASD in a highly structured environment that is restrictive in nature. Fifty-six percent of the children and young people with findings of harm in residence were known to have a disability.

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. When a finding of harm relates to a staff member an HR process is followed alongside a social work assessment, and in some cases this has resulted in termination of employment.

Type of harm occurring for residential placement by Tax Year (12 months to 31 March)



Harm experienced in residence is mostly physical in nature and is mostly caused by other children and young people in placement

Physical harm findings have decreased from the previous year in residences by 8% (192 to 176 in 2025) and overall findings have decreased from 2024 to 2025 in residences by 14% (228 to 195 in 2025).

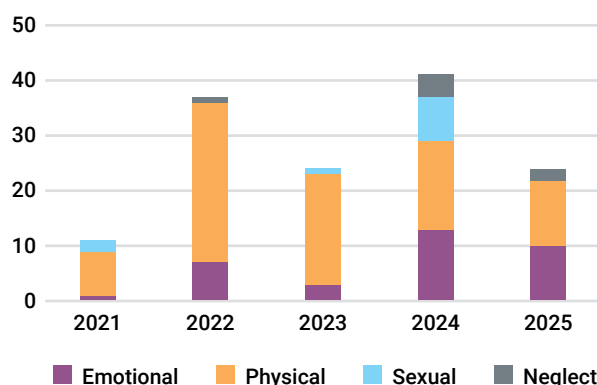
Physical abuse in the residence setting covers a range of situations and injuries. The ‘peer to peer’ fights that occur in the residences do not meet the definition of physical abuse and are excluded from this data. However, direct assaults by one young person on another are considered. There were 13 less findings for physical harm caused by other young people in residence this year.

The nature of physical harm caused by other children or young people in residence mostly related to unprovoked and unexpected assaults by one child or young person to another, usually involving multiple punches, and sometimes kicks, to the target’s head. Occasionally some of the assaults were targeted group attacks and in a few isolated incidents there was an assault involving some form of implement. Medical attention was routinely provided as required, particularly in a proactive way to check for signs of concussion. Very occasionally a young person required an offsite hospital assessment or treatment.

Ninety percent of the harm experienced in residences in this reporting period was physical in nature, with the remaining harm relating to emotional abuse and a very small number of sexual abuse and neglect findings.

This year’s data indicates that 83% of the harm experienced was caused by other children in the placement and 12% was caused by staff.

Findings of harm by staff alleged to have caused the harm in residential placement by Tax year (12 months to 31 March)



There has been a decrease in harm by staff in residence

Physical harm by staff mostly occurred in our youth justice residences and usually occurred in the context of staff using excessive force when responding to the verbal or physical behaviour of rangatahi, including several incidents where rangatahi were slapped to the back of the head by staff. 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 findings by staff related to young people experiencing verbal threats, inappropriate use of force and bullying behaviour from a very small number of staff. Last year we reported sexual abuse findings against staff, mostly in relation to staff members exposing young people to sexually explicit online material or inappropriate conversations. There were no sexual abuse findings made against staff in residences this year.

There has been a significant programme of change across our residences, and we believe that our strengthened systems and clear focus on safety will support a reduction of harm in residences

Oranga Tamariki has had 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.

We continue to see reports of concern being used routinely for any incidents of harm in residences, and this practice is supported by the Standard Operating Procedures. We can feel confident that when harm occurs in the residences, regardless of who has caused it, is more consistently being reported and assessed by a social worker to correctly understand the experience and support the reduction of harm in residences.

Our organisational restructure in October 2024 resulted in the establishment of a management structure tasked with re-focussing the delivery of its core business – running safe, efficient, and effective residences and homes. This included a team that focus on key areas such as training, assessments and programming.

Changes to the oversight of incidents involving harm have occurred as a result, with greater visibility of the relevant information. New opportunities to circulate learnings have been utilised, including increased use of debriefs, national Residence Manager hui, and daily operational standups.

Frontline leadership training is being rolled out across secure residences to ensure teams have the support and specialist knowledge needed for these spaces.

Refreshed delivery of the induction programme (Te Waharoa) for staff has been introduced in our youth justice residences, which increases opportunities to combine theoretical with experiential learning and has a strong focus on proactive behaviour management.

Other improvements in residences that support the safety and wellbeing of kaimahi and rangatahi are being trialled and have seen promising early results. These include a pilot of a new ways of recruiting and rosters for staff and a pilot of a programming approach, that includes school holidays.

A programme of work for the Professionalisation of the Residential Care Workforce has commenced as part of Budget 25 and is expected to build further on the work to date to promote enhanced safety through a confident and capable workforce.

Using insights to strengthen collaborative practice and reduce harm to children in care

There are clear insights that 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 providers of care for children, whoever 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. Caregivers and care staff need to be well supported in their roles. 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.

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, so we need to further strengthen our ability to respond to children with disabilities and meaningfully support 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.

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. Given the amount of harm that we know occurs in our communities, a systemic approach is all the more important.

Additional Information

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.

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.

- **Interim Placement** refers to a temporary care arrangement used on rare occasions when standard placement options are unavailable. This may include arrangements such as accommodation in a motel or other setting to ensure the immediate safety and support of a child.
- **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.



Appendices

Appendix 1: Non-Departmental Appropriations

Connection and Advocacy Service

Scope

This appropriation is limited to supporting an independent connection and advocacy service for children and young people in statutory care.

Purpose

This appropriation is intended to achieve reduced isolation for children and young people in care by connecting them with each other, promoting their individual and collective voice and building their leadership.

Financial information

| Actual 2024 \$000 | Financial performance (figures are GST exclusive) | Actual 2025 \$000 | Main Estimates 2025 \$000 | Supplementary Estimates 2025 \$000 | Main Estimates 2026 \$000 |
|-------------------------|--|-------------------------|------------------------------------|---|------------------------------------|
| 6,336 | Total Expenditure | 6,378 | 6,378 | 6,378 | 4,000 |

Performance Measures and Standards

| A4.1 | Standard | 23/24 Actual | 24/25 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 | Achieved | 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) supported children and young people with care experience with 2492 new advocacy requests and 100 connection events. VOYCE continued to seek advice and insight from their four regional youth councils. Care-experienced young people involved with VOYCE provided written submissions on several bills, including Oversight of Oranga Tamariki System Legislation Amendment Bill and Response to Abuse in Care Legislation Amendment Bill, and contributed to a podcast on VOYCE's 6 Promises. | | | |

Independent advice on Oranga Tamariki

Scope

This appropriation is limited to independent advice and assurance to the Minister for Children.

Purpose

This appropriation is intended to provide quality and timely independent advice and assurance to the Minister for Children on the performance of Oranga Tamariki.

Performance Measures and Standards

An exemption was granted as the appropriation is one from which resources will be provided to a person or entity other than a department, a functional chief executive, an Office of Parliament, or a Crown entity under s15D(2)(b)(iii) of the Public Finance Act, and the amount of this annual appropriation for a non departmental other expense is less than \$5 million.

Appendix 2: Performance measure methodology

PBE FRS 48 requires contextual information, including the methodology used for the measure, to be reported. This section details any judgements made in selecting, measuring, aggregating, and presenting information for performance measures.

| Measure | Type | Data source | Reporting frequency | Key assumptions (financial year added ⁶⁸) |
|--|-----------------------|---------------|---------------------|--|
| A1.1 The percentage of assessments of suitability to adopt that are completed within 3 months will be at least 90% | Appropriation measure | Adoption team | Quarterly | <p>This measure tracks the timeliness of assessments made by the adoption team to assess the suitability of parents looking to either:</p> <ul style="list-style-type: none"> • adopt in New Zealand • adopt a child from overseas • adopt a child born via surrogacy. <p>The assessment involves an application, assessment interviews, check of police reports and our child protection database. From this, a social worker will make an assessment against set criteria.</p> <p>(2021, with target changed from 95% to 90% in 2021)</p> |
| A2.1 Coordinate the delivery of the public apology and concurrent events for survivors of abuse in care on 12 November 2024 | Appropriation measure | Response team | Annually | <p>Apology delivered</p> <p>(2025)</p> |
| A3.1 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% | Appropriation measure | CYRAS | Quarterly | <p>Intensive response services are focused on providing wrap-around and more intensive support for children and whānau in specific locations. They were first rolled out at four sites: Christchurch East, Tokoroa, Horowhenua, and Ōtāhuhu. As the programme has grown, we have partnered with iwi, Māori, and community providers to co-design and implement solutions that meet the specific needs of local whānau. Currently, there are eight sites offering intensive response services.</p> <p>(2020, with a wording and target change in 2024)</p> |
| A3.2 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 | Appropriation measure | Survey | Annually | <p>Agencies with a policy appropriation are required to include in their Estimates a ministerial satisfaction score and report their actual performance in their next annual report, using the Ministerial Policy Satisfaction Survey.</p> <p>The survey is designed by The Policy Project (within DPMC).</p> <p>The final score is based on a weighted average of general satisfaction, quality of policy advice, overall trust, and overall confidence.</p> <p>(2020)</p> |

68 Financial year added refers to the first annual report a measure was reported in. Subsequent changes noted excludes small wording changes (such as replace "will be no less than" with "will be at least").

| Measure | Type | Data source | Reporting frequency | Key assumptions (financial year added ⁶⁸) |
|--|-----------------------|------------------|---------------------|--|
| A3.3 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 | Appropriation measure | NZIER assessment | Annually | <p>The Policy Quality Framework is a set of standards and characteristics designed to guide the development and assessment of high-quality policy advice. It provides a common framework for all government agencies with a policy function to ensure consistent and robust advice.</p> <p>The framework is designed by The Policy Project, and focuses on four key areas: Context, Analysis, Advice, and Action.</p> <p>An independent review of a sample of our policy papers against the framework is done by NZIER.</p> <p>(2020)</p> |
| A3.4 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% | Appropriation measure | Ministerial team | Quarterly | <p>We aim to respond to Official Information Requests (OIAs) within 15 working days, noting that we must make a decision about whether we will release the information requested and communicate it to the requester 'as soon as reasonably practicable' and no later than 20 working days after the request is received.</p> <p>For a different time limit, an extension needs to be communicated to the person who requested the information.</p> <p>(2018, with target changed from 95-100% to 95% in 2024)</p> |
| A3.5 The percentage of ministerial replies completed within twenty working days of receipt by Oranga Tamariki, unless otherwise agreed, will be at least 95% | Appropriation measure | Ministerial team | Quarterly | <p>Ministerial replies are official written responses to inquiries, questions, or requests for information from the public, Parliament, or other entities. This measure excludes OIA requests, and Parliamentary questions, as they are reported separately.</p> <p>The Minister's office typically requests responses back within an average of 8 working days.</p> <p>(2018, with target changed from 95-100% to 95% in 2024)</p> |
| A3.6 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% | Appropriation measure | Ministerial team | Quarterly | <p>Parliamentary questions include oral questions raised directly in the Chamber, and written questions that must be responded to within a set time frame. This measure only tracks written questions.</p> <p>Oral questions are lodged on the morning of the day the question is to be asked. If the answer is expected to be long, or require analysis, it can be transferred to a written question.</p> <p>Written questions must be responded to within 6 working days.</p> <p>(2018, with target changed from 95-100% to 95% in 2024)</p> |

| Measure | Type | Data source | Reporting frequency | Key assumptions (financial year added ⁶⁸) |
|---|---|----------------------------|---------------------|--|
| A3.7 The percentage of all contracted services which achieved or exceeded the target for their primary contracted measure will be at least 75% | Appropriation measure | Contract management system | Quarterly | Each partner provider contract has a primary measure target that is tracked in our contract management system based on partner reporting. This measure can be impacted by late partner reporting, which will be showing as the target not being met until there is reporting provided to show otherwise. (2018) |
| A3.8 The percentage of all service contract funding contracted with Iwi and Māori organisations will be greater than 23% | Appropriation measure | Contract management system | Quarterly | All service contract funding includes active contracts at the time of reporting only. Iwi and Māori organisations are identified by the organisation themselves, plus those known to be a Māori organisation as identified on the NZBN Register. This measure was also used as a mana tamaiti indicator to show we were working closely with iwi and Māori organisations to meet our obligations under s7AA (repealed 8 April 2025). (2020) |
| A3.9 The percentage of critical or very urgent reports of concern, addressed within operational timeframes, will be at least 95% | Appropriation measure and Government target | CYRAS | Quarterly | Reports of concern can be made via phone or email and are processed by our National Contact Centre. Critical reports of concern must be responded to within 24 hours. Very urgent reports of concern must be responded to within 48 hours. (2018, with separate measures for 'critical' and 'very urgent' reports of concern merged in 2020, and target updated from 95-100% to 95%) |
| A3.10 Report on the percentage of children to exit out of home placement in the last eighteen months, who subsequently require an out of home placement | Appropriation measure | CYRAS | Quarterly | This measure is based on the children who have exited an out-of-home placement. These placements can be short term care, emergency care, respite care, or family home care. Our case management system is used to report the number of children who had another out-of-home placement if they exited out-of-home care in the last 18 months. If a child has another out-of-home placement after 19+ months of exiting care, they are not counted in this measure. (2020) |
| A3.11 The number of supported accommodation places available to young people, will be at least 150 | Appropriation measure | Transition team | Quarterly | Supported accommodation places refers to the number of supported accommodation placements that are contracted and available to provide housing and support to young people transitioning from care or youth justice to adulthood. (2020, with wording and target change in 2022) |

| Measure | Type | Data source | Reporting frequency | Key assumptions (financial year added ⁶⁸) |
|---|-----------------------|-------------|---------------------|--|
| A3.12 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 | Appropriation measure | CYRAS | Quarterly | <p>Young people in our care have an entitlement to return to or remain living with a caregiver until the age of 21, even if they have previously chosen not to do so. We support the young person to negotiate a Living Arrangement Agreement between them and their caregiver, and provide financial assistance to meet the reasonable costs of the living arrangement, plus support them to apply for all universal financial assistance that they are entitled to or potentially eligible for through other agencies.</p> <p>The decision to return or remain sits entirely with the young person. Our target reflects the funding available to provide this service.</p> <p>(2020, with wording and target change in 2024)</p> |
| A3.13 The number of young people, held in police custody for more than 24 hours will be less than 140 | Appropriation measure | Police data | Quarterly | <p>Following an arrest and before a Youth Court hearing, young people are held in police custody until they are released into care arrangements arranged by their social worker, including moving into the care of their whānau or family, in the community, or in a youth justice residence.</p> <p>When 12 and 13-year-olds are charge with an offence, they may be held in police custody no longer than 24 hours while waiting for a court appearance.</p> <p>A Youth Court may order a young person (aged 14 to 17) to be detained in police custody pending their hearing if the young person is likely to abscond or be violent, and we do not have space as a youth justice residence to detain the young person in safe custody.</p> <p>(2019, with wording change in 2020)</p> |
| A3.14 The percentage of children in care with quality engagement with an Oranga Tamariki practitioner will be at least 95% | Appropriation measure | CFA | Quarterly | <p>Quality engagement is defined as well planned and well engaged visits by social workers. This is worked out from a sample of cases that are reviewed for evidence of quality engagement. The same sample is used for A3.15 and A3.19.</p> <p>(2020, split into two measures in 2024)</p> |
| A3.15 The percentage of children in care with regular engagement with an Oranga Tamariki practitioner will be at least 95% | Appropriation measure | CFA | Quarterly | <p>Regular engagement is defined as te tamaiti being 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. This is worked out from a sample of cases that are reviewed for evidence of regular engagement. The same sample is used for A3.14 and A3.19.</p> <p>(2020, split into two measures in 2024)</p> |

| Measure | Type | Data source | Reporting frequency | Key assumptions (financial year added ⁶⁸) |
|--|-----------------------|-------------|---------------------|---|
| A3.16 The percentage of children in out of home placement more than three months, who are placed with family/ whānau, will be at least 58% | Appropriation measure | CYRAS | Quarterly | <p>These placements can be short term care, emergency care, respite care, family home care, or a permanent placement. These can either be a:</p> <ul style="list-style-type: none"> family placement with a member of their wider family, whānau, hapū, or iwi who have been assessed and approved as caregivers, or non-family placement with unrelated caregivers who have been assessed and approved, including NGO support services and family/group homes. <p>(2020)</p> |
| A3.17 The percentage of children in out of home placement, who have had two or fewer caregivers over the year, will be at least 85% | Appropriation measure | CYRAS | Quarterly | <p>These placements can be short term care, emergency care, respite care, family home care, or a permanent placement.</p> <p>This measure monitors if there have been fewer than two placements in a year, noting this measure is intended to track regular disruption to a child in our care. The threshold of two caregivers is intended to exclude any initial short-term care before a longer-term arrangement can be made.</p> <p>(2020, reframed in 2024)</p> |
| A3.18 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% | Appropriation measure | CYRAS | Quarterly | <p>A gateway assessment is an interagency process that helps to clarify and identify ways to address the health and education needs of children and young people we work with. It consists of</p> <ul style="list-style-type: none"> gathering health, education and wellbeing information for te tamaiti or young person an assessment with a medical practitioner an interagency plan to follow up on identified needs. <p>We make a gateway assessment referral:</p> <ul style="list-style-type: none"> when a referral for a care and protection family group conference is made, or following it if appropriate within 10 working days of entering our care, or for children or young people already in our care if we think it would be beneficial. <p>(2020)</p> |
| A3.19 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% | Appropriation measure | CFA | Quarterly | <p>This measure was spun off from measure A3.23 below to focus on all children and their family connections.</p> <p>It is measured through a review of a sample of tamariki case. This review looks to see if there is a current plan, and that it contains actions to address the need of the tamariki to establish, maintain or strengthen connections with members of their family, whānau, and/or family group.</p> <p>(2024)</p> |

| Measure | Type | Data source | Reporting frequency | Key assumptions (financial year added ⁶⁸) |
|---|-----------------------|-------------|---------------------|---|
| A3.20 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% | Appropriation measure | CFA | Quarterly | This measure includes there both being a current plan in place, and that the plan has clear actions. This is worked out from a sample of cases that are reviewed for evidence of an actionable plan being in place. The same sample is used for A3.14 and A3.15. (2020, reframed in 2024) |
| A3.21 The percentage of eligible young people who are referred for support from a transition support worker will be at least 60% | Appropriation measure | CYRAS | Quarterly | There are a range of transition support services for young people between 15 to 25 years old, include support from a transition worker who works with young people to teach them the skills needed for adulthood. Referrals can be made by a social worker or can be requested by a young person through our National Contact Centre. (2020, reframed in 2022, with target changed from 55-65% to 60% in 2024) |
| A3.22 The percentage of siblings in out of home placements, who are placed with at least one sibling, will be at least 73% | Appropriation measure | CYRAS | Quarterly | These placements can be short term care, emergency care, respite care, family home care, or a permanent placement. This measure is based on the number of siblings in care together with at least one other sibling. This includes full, half, and step siblings, and excludes cousins or non-familial connections. (2018, with wordings and target change in 2020) |
| A3.23 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% | Appropriation measure | CFA | Quarterly | This measure was also used as a mana tamaiti indicator to show we were meeting our obligations to support identity and belonging under s7AA (repealed 8 April 2025). It is measured through a review of a sample of tamariki Māori cases. The review looks for evidence of casework to address the need of the tamaiti to establish, maintain or strengthen connections with their marae, hapu or iwi (beyond their immediate whānau), or for whom strong connections were already in place. (2022) |
| A3.24 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% | Appropriation measure | CYRAS | Quarterly | If a young person (aged 10 to under 18) breaks the law, they will be referred to the youth justice system, and a youth justice family group conference (YJ FGC) will be arranged by a Youth Justice coordinator. These structured sessions give the young person, with their whānau, victims, and professionals a chance to help find solutions when they have offended. Repeat YJ FGCs are an indication of repeat offending. (2018, stopped in 2019, reintroduced in 2020 with new wording) |

| Measure | Type | Data source | Reporting frequency | Key assumptions (financial year added ⁶⁸) |
|---|-----------------------|--------------|---------------------|--|
| A3.25 The percentage of young people held on remand who are placed within their community will be at least 30% | Appropriation measure | CYRAS | Quarterly | <p>This measure refers to community based remand homes as an alternative to youth justice residences.</p> <p>Community is determined by staying within their region. Regions include Te Tai Tokerau, Auckland, Waikato, Bay of Plenty, Taranaki-Manawatū, East Coast, Wellington, Upper South, Canterbury, and Lower South.</p> <p>(2020, with target increased from 18% to 30% in 2024)</p> |
| <p>4.1 Expenditure is in accordance with the Ministry's annual capital asset management and Long-Term Investment Intentions to:</p> <ul style="list-style-type: none"> • develop our infrastructure • develop/enhance our residential spaces to improve the experience and wellbeing of children and young people in our care • upgrade our community sites to ensure they are safe, welcoming and conducive to productive work alongside partners | Appropriation measure | Finance team | Annually | <p>This measure is either achieved or not achieved. If the measure is not achieved, this indicates that either:</p> <ul style="list-style-type: none"> • there has not been the planned level of capital expenditure made • there has been a significant amount of expenditure against the intentions set out in the capital asset management plan or long term plan. <p>This measure should be read alongside the asset performance measures, which show specific expectations from our key assets</p> <p>(2021, with listed intentions updated in 2024)</p> |
| NDOE. 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 | Appropriation measure | VOYCE | Quarterly | <p>Contracting measurables include connecting with the care community, establishing geographical service coverage, building rangatahi leadership, and advocacy (individual and systemic).</p> <p>VOYCE's full annual reports are available on their website: https://voyce.org.nz/reports-and-publications/</p> <p>(2021)</p> |
| A 15% reduction in the total number of children and young people with serious and persistent offending behaviour | Government target | Justice data | Quarterly | <p>This measure is related to the new Young Serious Offender (YSO) declaration, where a YSO is defined as:</p> <ul style="list-style-type: none"> • the young person being aged between 14-17 years old at the time of offending • the young person having 2 or more eligible offences (punishable by at least 10 years' imprisonment or more), proven in court where the offences are clearly two separate, unrelated incidents, and • the Youth Court is satisfied on reasonable grounds that the young person is likely to reoffend and previous interventions have been unsuccessful. <p>Data for this measure comes from the courts and is provided to Oranga Tamariki by the Ministry of Justice.</p> <p>(2025)</p> |

| Measure | Type | Data source | Reporting frequency | Key assumptions (financial year added ⁶⁸) |
|--|-------------------|---|---------------------|--|
| The percentage of children in care who have been visited by their social worker at least once in the last eight weeks to ensure their ongoing safety and wellbeing | Government target | CYRAS | Quarterly | <p>Visits happening at least every 8 weeks is measured based on visit dates reported by social workers in our case management system, CYRAS. This measure excludes children who have been in care for less than 8 weeks.</p> <p>This measure is similar to A3.15 which applies a stricter threshold, as an appropriate frequency may be more than 8-weekly, and a sampled case is counted as not having regular engagement if a visit is missed.</p> <p>(2025)</p> |
| <p>Results of a rolling survey of Oranga Tamariki caregivers:</p> <p>1) The percentage of caregivers satisfied with support from their social worker</p> <p>2) The percentage of caregivers who are satisfied with overall support from Oranga Tamariki</p> <p>3) The percentage of caregivers who would recommend becoming a caregiver to their family and friends</p> <p>4) The percentage of caregivers who are thinking about stopping being a caregiver</p> | Government target | Survey | Annually | <p>The latest Oranga Tamariki Caregiver Survey was completed in October 2024.</p> <p>A total of 665 out of 1,868 Oranga Tamariki active caregivers participated in the survey giving an estimated total active caregiver population participation rate of 36%. An active caregiver is an Oranga Tamariki-approved caregiver with a child placement in the past 12 months.</p> <p>This is a decrease from the 2023 response rate of 47% (1,164 out of 2,467) by eligible caregivers invited to participate in the survey. A caregiver was eligible if they had a child in their care at the time of the survey or within the last 24 months and had valid contact details saved.</p> <p>(2025)</p> |
| The proportion of complaints audited that were handled in a way that fully met Oranga Tamariki standards | Government target | Complaints, Compliments and Suggestions | Quarterly | <p>Complaints include those received through our online form, at a local office, over the phone, or in writing. Oranga Tamariki invites feedback or complaints on decisions made, actions taken or not taken, how people have been treated, and the standard of service provided.</p> <p>Our process is to acknowledge the complaint by phone or email, and provide a reference number. We do our best to resolve complaints as soon as possible, and will provide a timeframe. We try to make a decision within 35 working days, with complex issues where we may need to work with others taking longer. We then talk with the complainant about the outcome of our review, and they can ask to be kept up to date on the actions we take.</p> <p>Our complaints process is unable to consider decisions made by the Court, and we do not handle complaints about organisation we have approved to deliver care and protection services. Matters about a child's safety or wellbeing, or abuse that occurred in care are referred to separate processes.</p> <p>(2025)</p> |

| Measure | Type | Data source | Reporting frequency | Key assumptions (financial year added ⁶⁸) |
|---|---------------------------|-------------------|---------------------|---|
| Secure residences functionality: Percentage of owned buildings that have maintained their annual Building Warrant of Fitness where required | Asset performance measure | BWOF | Annually | There are nine secure residences used for Youth Justice or Care and Protection placements. Residences are purpose-built facilities with a restriction on leaving and have a 'secure unit' to where a child or young person can be detained if legislative provisions are met. All secure residences are required to have a BWOF. (2025) |
| Secure residences condition: Percentage of facilities at a moderate or better condition (condition 3 and better) using NAMS condition grading system. | Asset performance measure | Contracted report | Once every 3 years | The NZ Asset Management Support (NAMS) condition grading recommended by The Treasury provides guidance on assessing the condition of assets. The condition grade for each of the building across nine secure facilities has been independently assessed by Aurecon. (2025) |
| Secure residences condition: Percentage of buildings that are not earthquake prone (less than 34% NBS) from Initial Seismic Assessment (ISAs) | Asset performance measure | Contracted report | Annually | A building with a New Building Standard (NBS) rating of less than 67% is deemed to be an earthquake risk. The NBS rating for each of the nine residences is independently assessed by WSP. (2025) |
| Workplaces condition: Percentage of leased spaces/ buildings that have NBS rating of at least 67% (yellow book lens) | Asset performance measure | Contracted report | Annually | A building with a New Building Standard (NBS) rating of less than 67% is deemed to be an earthquake risk. The NBS rating for each of our 88 offices is independently assessed by WSP. (2025) |
| Fleet utilisation: Passenger vehicle usage | Asset performance measure | Custom Fleet | Annually | Passenger vehicle usage is measured in terms of use of the department's vehicles by staff or frontline core services during business hours. (2025) |
| ICT functionality: Percentage critical ICT system availability measured against agreed targets | Asset performance measure | Spark | Annually | The percentage critical ICT system availability is measured against agreed targets, measured monthly and aggregated to a full year. Critical ICT systems are made up of tier 0, 1, and 2 services: <ul style="list-style-type: none"> • Tier 0 – dependency critical systems that require continuous availability or there will be a severe impact to the business, with 24/7 support every day of the year. These include Network, Entra IA, and Zscaler. • Tier 1 – mission critical systems used to provide tamariki and youth services with external customers and direct users, with 24/7 support every day of the year. These include CYRAS, FMIS, HRIS, and Genesys PureCloud. • Tier 2 – business critical services, with 24/7 support on working days. These include CGIS, CCS, and EDAP. (2025) |

| Measure | Type | Data source | Reporting frequency | Key assumptions (financial year added ⁶⁸) |
|---|---------------------------|--|---------------------|---|
| ICT condition: Percentage of Information Technology priority one incidents resolved within agreed timeframes | Asset performance measure | Spark | Annually | Service level agreements set out timeframes by which incidents must be resolved. These timeframes vary by the priority of each incident: <ul style="list-style-type: none"> • Priority 1 – a total failure of the primary function of a core service, or a major security breach, or a high impact environmental incident (such as an earthquake, fire, or gas leak). An incident response is required in 15 minutes, with communication updates every 30 minutes, and incident response in 2 hours. (2025) |
| ICT condition: Percentage of all Information Technology incidents restored within service level agreement timeframes | Asset performance measure | Spark | Annually | In addition to the timeliness of responses to priority 1 incidents, this measure also considers priority 2 to 4 to track the condition of all ICT systems. <ul style="list-style-type: none"> • Priority 2 – a partial failure or the primary function of a core service, or a critical failure with an acceptable workaround in place. An incident response is required in 30 minutes, with communication updates every (business) hour, and incident response in 4 hours. • Priority 3 – issue affecting a single user, or inhibited performance of non-Core Business Services • Priority 4 – non-urgent incidents or Service Requests Priority 3 and 4 incident timeframes are scheduled at a time agreed with the User. (2025) |
| ICT utilisation: Percentage of laptop workstation devices in use | Asset performance measure | Spark | Annually | Usage is based on all deployed devices, less devices pending repair or available but not assigned to a user. This is worked out for each month from May 2024 to May 2025, and averaged to give the full year result. (2025) |
| Children can be children: Percentage of children and young people in care aged 10-17 who said they definitely feel safe where they live now | Outcome measure | Te Tohu o te Ora – the national survey of children in care | Annually | See 'Our performance' section (2025) |
| Children can be children: Percentage of children and young people in care aged 10-17 who said they definitely find it easy to express their identity | Outcome measure | Te Tohu o te Ora – the national survey of children in care | Annually | See 'Our performance' section (2025) |
| Children chart their futures: Percentage of children and young people in care aged 10-17 who said they have a say in the important decisions made about them all of the time | Outcome measure | Te Tohu o te Ora – the national survey of children in care | Annually | See 'Our performance' section (2025) |

| Measure | Type | Data source | Reporting frequency | Key assumptions (financial year added ⁶⁸) |
|---|---------------------|--|---------------------|--|
| Children chart their futures: Percentage of children and young people in care aged 10-17 who said they definitely feel they will have a good life when they get older | Outcome measure | Te Tohu o te Ora – the national survey of children in care | Annually | See 'Our performance' section (2025) |
| Whānau are whānau for generations: Percentage of whānau surveyed who said they were satisfied & very satisfied with the way Oranga Tamariki involved them in the plan | Outcome measure | Whānau Experience Survey – Ka Rere Ngā Wheako | Annually | See 'Our performance' section (2025) |
| Whānau are whānau for generations: Percentage of whānau surveyed who said they were satisfied & very satisfied that the services and supports have helped them | Outcome measure | Whānau Experience Survey – Ka Rere Ngā Wheako | Annually | See 'Our performance' section (2025) |
| Partners & providers safeguard their future: Percentage of partners and providers who agree & strongly agree that Oranga Tamariki values their partnership | Outcome measure | Partners & Providers Survey | Annually | See 'Our performance' section (2025) |
| Partners & providers safeguard their future: Percentage of partners and providers who agree & strongly agree they have the skills and knowledge to provide care that meets the needs of the children & young people they support | Outcome measure | Partners & Providers Survey | Annually | See 'Our performance' section (2025) |
| Children experience better life outcomes: Percentage of children and young people in care aged 10-17 who said they definitely feel supported to achieve their goals | Outcome measure | Te Tohu o te Ora – the national survey of children in care | Annually | See 'Our performance' section (2025) |
| Children experience better life outcomes: Percentage of children and young people in care aged 10-17 who say Oranga Tamariki definitely makes things better for them | Outcome measure | Te Tohu o te Ora – the national survey of children in care | Annually | See 'Our performance' section (2025) |
| Communities look after their own: Percentage of children and young people in care aged 10-17 who say they definitely have a friend or friends they can talk to about anything | Outcome measure | Te Tohu o te Ora – the national survey of children in care | Annually | See 'Our performance' section (2025) |
| Communities look after their own: Percentage of children and young people in care aged 10-17 who said they definitely feel they have somewhere they belong | Outcome measure | Te Tohu o te Ora – the national survey of children in care | Annually | See 'Our performance' section (2025) |
| Safety is paramount: Percentage of children and young people who have their initial Tiaki Oranga completed on time | Performance measure | CYRAS | Quarterly | When Oranga Tamariki receives a report of concern and further action is required, a response timeframe is assigned. We calculate the proportion of these where an initial Tiaki Oranga was completed within the assigned timeframe. This data is based on Social Worker recording and the results for later months can vary in the next reporting. (2025) |

| Measure | Type | Data source | Reporting frequency | Key assumptions (financial year added ⁶⁸) |
|--|---------------------|----------------------------|---------------------|--|
| Oranga is a journey: Percentage of children and young people who have an allocated social worker | Performance measure | CYRAS | Quarterly | This data is based the number of children recorded in CYRAS as having a key social worker allocated to them from intake phase. It is measured as at the date the end of each month. The annual result is as at 30 June 2025. (2025) |
| Partnership-led: Number of contracted service providers | Performance measure | Commissioning & Investment | Quarterly | We count the number of contracted service providers providing services to Oranga Tamariki as at the end of the financial year. (2025) |
| Generationally-focussed: Percentage of children and young people in care in an out of home placement who are in a family/whānau placement | Performance measure | CYRAS | Quarterly | When children and young people are in the care of Oranga Tamariki, one placement option is for them to be placed with a member of their family or whānau – a 'family/whānau placement'. We count the proportion of children who are in an out of home care placement, and report the proportion who are in a family/whānau placement This data is based on Social Worker recording and the results for later months can vary in the next reporting (2025) |
| Prevention every time: Number of children and young people who enter care per month | Performance measure | CYRAS | Quarterly | An entry to care is when a legal order is granted in the Family Court, resulting in the tamaiti being placed into the care of Oranga Tamariki. This data is based on Social Worker recording and the results for later months can vary in the next reporting (2025) |
| Prevention everywhere: Proportion of children and young people renotified within 12 months of a Report of Concern where no further action was required, or support was referred to partners | Performance measure | CYRAS | Quarterly | We count the number of children and young people who came to our attention via a Report of Concern where no further action was required or we referred them to partners for further support. Of those we count the number that had another report of concern within 12 months, and report the proportion This data is based on Social Worker recording and the results for later months can vary in the next reporting (2025) |

Appendix 3: Removed impact measures

We have replaced the impact measures reported on in 2023/24 with our Hine Wawata outcome and performance measures.

Last year our impact measures were:

Impact 1: Fewer children, young people and whānau need statutory services

Measure 1.1 Proportion of New Zealand children not under assessment, engagement with or care with Oranga Tamariki

Measure 1.2 Proportion of New Zealand children not linked to a Police family harm investigation during period of interest

Measure 1.3 Proportion of New Zealand children who are well in two or more Child Wellbeing Domains

Impact 2: Tamariki and rangatahi Māori are safe and secure under the protection of whānau, hapū and iwi

Measure 2.1 Proportion of investigations for tamariki Māori that had at least one hui-ā-whānau record

Measure 2.2 Count of Māori specialist positions (headcount) in the organisation

Measure 2.3 Proportion of investment in Māori/Iwi organisations

Impact 3: Whānau resilience is strengthened to care for children and young people

Measure 3.1 Proportion of those who exited 18 months ago and have not re-entered by the period

Measure 3.2 Proportion of spending on Early and Intensive Intervention and Prevention out of overall spending

Measure 3.3. Proportion of those who were in a return/remain placement three months ago and have either remained steady or exit care by the period.

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

Impact 4: Children and young people in care or custody are safe, recovering and flourishing

Measure 4.1 Number of distinct children who experienced harm while in care

Measure 4.2 Re-engagement for those with Youth Justice history

Measure 4.3 Proportion of children and young people surveyed in Te Tohu o te Ora who feel they have somewhere they belong

Measure 4.4 Proportion of surveyed caregivers who thing Oranga Tamariki prepared them well or very well to care for their child/ren when they first came to them

Measure 4.5 Proportion of caregivers fully or provisionally approved prior to children being placed with them.

Impact 5: Improved equity for Māori, Pacific and Disabled children and young people

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

Measure 5.2 Proportion of tamariki Māori in society relative to the proportion of tamariki Māori in care or custody

Measure 5.3 Proportion of Pacific children in society relative to the proportion of Pacific children in care or custody

Impact 6: Children, young people, whānau and victims of youth offending feel listened to, valued and understood

Measure 6.1 Proportion of children surveyed in Te Tohu o te Ora who feel they get to have a say in important decisions about their life

Measure 6.2 Proportion of case files reviewed that showed the child or young person's views were identified and considered in decision making





ORANGA TAMARIKI
Ministry for Children

Te Kāwanatanga o Aotearoa
New Zealand Government