



**Oranga Tamariki**  
**Performance Report**  
**Quarter Two 2024/25**  
As at 31 December 2024

# Introduction

The Oranga Tamariki Performance Report describes progress we made during quarter two of the 2024/25 financial year against two key performance areas:

1. **Performance against appropriation measures.** How Oranga Tamariki is performing against measures that relate to our funded functions and activities (page 3 to 7)
2. **Financial performance.** How we are tracking in terms of financial performance and budget expectations (page 7).

This report should be read in conjunction with the **Performance Measures for Ministerial Priorities – Quarter Two 2024/25 Report** that is published separately on the Oranga Tamariki website.

Oranga Tamariki published the Annual Report 2023/2024 in October 2024<sup>1</sup>. The Annual Report includes: report on practice and decision-making for unborn and newborn pēpi who enter care [under section 78](#) of the Oranga Tamariki Act 1989; the Annual Report on compliance with the National Care Standards; and the [Safety of Children in Care Annual report](#).

In quarter two of 2024/25, after agreeing our new Strategic Intentions 2024/25–2029/30<sup>2</sup>, Oranga Tamariki started implementing priority work to improve performance over the rest of the financial year. This priority work is focussed on three themes, which aim to improve performance against Government and Ministerial priorities, statutory functions and other key expectations:

- Delivery on our core purpose
- Culture change
- Getting the basics right.

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<sup>1</sup> Read about our Annual Report at: [www.orangatamariki.govt.nz/about-us/corporate-reports/annual-report/](http://www.orangatamariki.govt.nz/about-us/corporate-reports/annual-report/)

<sup>2</sup> Read about our Strategic Intentions at: [www.orangatamariki.govt.nz/about-us/corporate-reports/statement-of-intent/](http://www.orangatamariki.govt.nz/about-us/corporate-reports/statement-of-intent/)

# Performance against

Our appropriation measures indicate how Oranga Tamariki is performing in delivering the core services and activities we are funded for. We assess this performance against 32 appropriation measures within Vote Oranga Tamariki<sup>3</sup> for 2024/25.

Oranga Tamariki developed a new performance system called Hine Wawata, in conjunction with the Youth Advisory Group, between mid-2023 and mid-2024. This is a key part of our new Oranga Tamariki Strategic Intentions 2024/25 - 2029/30 which updates and replaces our previous organisational impacts, with new performance and outcome indicators.

The table below shows the status of our appropriation measures based on quarter two 2024/25 results, and its comparison with quarter one.

Status of appropriation measures				
	On Track to meet or exceed targets <sup>4</sup>	Monitoring emerging risk	At Risk of not meeting the target	Not reported this quarter
Quarter one 2024/25	8	5	5	14
Quarter two 2024/25	13	2	9	8

Oranga Tamariki has been focusing on the 'At risk' measures to better understand the actions we can take to improve performance. We have also progressed several initiatives that we expect to impact performance over 2024/25, as summarised below.

## Appropriation performance actions and trends

[Appendix One](#) includes the quarter two appropriation measure results with status and commentary and comparisons with quarter one results.

<sup>3</sup> Read about our Vote Oranga Tamariki Estimates at: [Vote Oranga Tamariki - Vol 9 Social Services and Community Sector - The Estimates of Appropriations 2024/25 - Budget 2024](#)

<sup>4</sup>Target equates to agreed budget standards published in the annual Vote Oranga Tamariki (Estimates of Appropriations). Target term is used in this report for consistency with our Ministerial Priorities Report.

## Measures that are now on track after performance improvement

One measure that was at risk, three measures that were being monitored are now on track.

- ***Timeliness of parliamentary question responses provided to the Minister's Office*** *[At risk in quarter one report]*  
We have identified improved ways of working, including clearer lines of accountability, which has improved performance in quarter two.
- ***Timeliness of ministerial OIA requests*** *[Monitoring in quarter one report]*  
We have identified improved ways of working, including clearer lines of accountability, which has improved performance in quarter two.
- ***Children in care placed with siblings*** *[Monitoring in quarter one report]*  
We achieved this measure in quarter two despite challenges like large sibling groups which caregivers struggle to accommodate, tamariki with additional or high needs caused by trauma, behaviour or disability; poverty and lack of suitable housing being barriers to whānau offering to care for tamariki and rangatahi.<sup>5</sup>
- ***All contracted services which achieved or exceeded target for their primary contracted measure*** *[Monitoring in quarter one report]*  
Oranga Tamariki met the target for this measure for quarter two. We made changes to the contracting process, which means we are now contracting the right amounts of services and therefore providers are better able to meet or exceed requirements.

## Performance measures that are (or continue) to be at risk

We have actions underway on the following nine performance measures where we are at risk of not meeting the target (four at risk and five not reported in quarter one report).

- ***Critical or very urgent reports of concern, addressed within operational timeframes***  
This is also a Ministerial priority performance measure. Work is underway to improve social work practice and accuracy of reporting. Detailed commentary is provided in Appendix One page 9 of this report.
- ***Young people held on remand placed within the community***<sup>6</sup>  
While the data shows that we have not hit our 30 percent target, there are some nuances in how this is calculated. Work is continuing on development of an Operating Model for Youth Justice Services, which will include a

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<sup>5</sup> Sometimes placing siblings together is assessed as not being in the interests of all tamariki and plans are made which reflect this and focus upon providing regular opportunities for siblings to see each other without living together.

Graduated Response Model for Residences and Homes as a key aspect. The Graduated Response Model will help us in providing rangatahi with the care they need, where and when they need it, including options that are as close to their own whānau and community as possible.

- ***Supported accommodation places available to young people***

A review of our supported accommodation provision is underway to better understand what is driving utilisation issues and ensure we have the right models of support and accommodation types on offer. We will not meet the measure this year, as we work through a more sustainable plan for 2025/26. With the supplementary funding from the Ministry of Housing and Urban Development (HUD) ending June 2025, we are considering developing a plan for the most effective and sustainable way to fund supported accommodation into the future.

- ***Young people held in police custody over 24 hours***

While this target hasn't been reached, there has been an improvement, down to 205 from the quarter one result of 222.<sup>7</sup> As with last quarter, a larger proportion of young people are being remanded in custody than in previous years, which is a judiciary decision, and impacts our operations. Work to reduce the number of serious and persistent young offenders is what will most impact the number of young people participating in offending behaviors and therefore being arrested. We will continue to look for appropriate care arrangements and operational process improvements for these young people. We anticipate this metric will increase in the short term, as summer 2024/25 was a particularly busy period with a high number of arrests. This has been followed by industrial action in early 2025.

- ***Children in care plans reflect actions to establish, maintain or strengthen connections with members of their family, whānau, and/or family group***

The result for this measure remains statistically consistent with 2023/24 result (85 percent). To improve performance, we are focused on embedding the new Oranga Tamariki Practice Approach, which includes a focus on working in relational ways with tamariki, whānau and others supporting tamariki and their whānau to identify and address their full range of safety and wellbeing needs.

- ***Children in care with a current plan containing actions to address their needs, when those actions will be taken, and by whom***

The result for this measure remains statistically consistent with 2023/24 result (86 percent). We have tightly coupled visits and engagements with tamariki in care, with our responsibilities to keep tamariki plans live and effective. This includes developing and sending out guidance emphasising the benefits of reviewing plans with tamariki and their caregivers/ whānau during visits.

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<sup>7</sup>Note that commentary in the 2024/2025 Quarter one report incorrectly reported 395 young people were held in police custody for more than 24 hours over the last 12 months. The correct result for quarter one was 222.

- ***Children in care with regular engagement with an Oranga Tamariki practitioner<sup>8</sup>***

The result for this measure remains statistically consistent with 2023/24 result (66 percent). We have tightly coupled visits and engagements with tamariki in care, with our responsibilities to keep tamariki plans live and effective. This includes developing and sending out guidance emphasising the benefits of reviewing plans with tamariki and their caregivers/whānau during visits. Regular engagement was supported by use of Whiti to support good planning, mobilised resources to support sites with high workload, guidance supporting quality recording. We anticipate good planning will be further supported by embedding use of the Practice Approach 'organising my practice' tool<sup>9</sup>.

- ***Children in care with quality engagement with an Oranga Tamariki practitioner***

The result for this measure remains statistically consistent with 2023/24 result (84 percent). Quality engagement was supported by use of Whiti to support good planning, mobilised resources to support sites, guidance supporting quality recording. We anticipate good planning will be further supported by embedding use of the Practice Approach 'organising my practice' tool.

- ***Tamariki Māori in care, for more than three months, being supported to establish, maintain or strengthen connections with their marae, hapū or iwi or for whom strong connections are already in place***

This measure was updated in 2023/24 as previously we only measured if whakapapa connections were identified in plans. The measure now focuses on tamariki Māori and measures whether actions to support them to connect with their whakapapa are occurring in practice.

The quarter two result for this measure are from the first round of case file analysis and only reflect one third of all cases to be reviewed this financial year. However, this initial result is statistically consistent with 2023/24 result (42 percent).

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 against the National Care Standards. To improve performance, we are focused on embedding the new Oranga Tamariki Practice Approach (described above), which includes kairaranga a-whānau, which are Māori specialist roles based at Oranga Tamariki sites, supporting social workers to identify and strengthen tamariki connections to whānau, hapū and iwi. Work on a National Care System Action Plan is progressing

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<sup>8</sup>This measure reports on social worker visits to sampled group of children in care from the last 12 months and complements ministerial priorities measure that reports visits to all children in care using structured quantitative data - *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 as at end of Quarter 2..*

<sup>9</sup>Organising my practice tool supports practitioners to organise, plan and review their social work practice, through the domains of the Practice Framework.

and should help improve performance against this and other measures during 2025/26.

## Measures that we are monitoring

We have identified two performance measures that warrant close monitoring:

- ***Under eighteen-year-olds who had a subsequent Youth Justice family group conference (FGC)***

We are achieving this measure. Work is continuing in the preventing serious youth offending space. Since the last quarter, the first two intensive case management teams (ICMT) have been established, and a third is currently being recruited too. For young people who have received Supervision with Residence sentences, strategic action planning continues to improve the support and rehabilitative opportunities provided in youth justice facilities, including programming and professional development for kaimahi.

- ***Children in out of home placement are placed with family / whānau***

This measure is consistent with the previous year but lower than the target. Tamariki and rangatahi who now come into care have higher levels of need which are challenging for whānau to meet. Further investigation is warranted to determine the extent to which decreasing care numbers and associated increased average complexity of the care population is a factor in the falling rates of this measure in recent years.



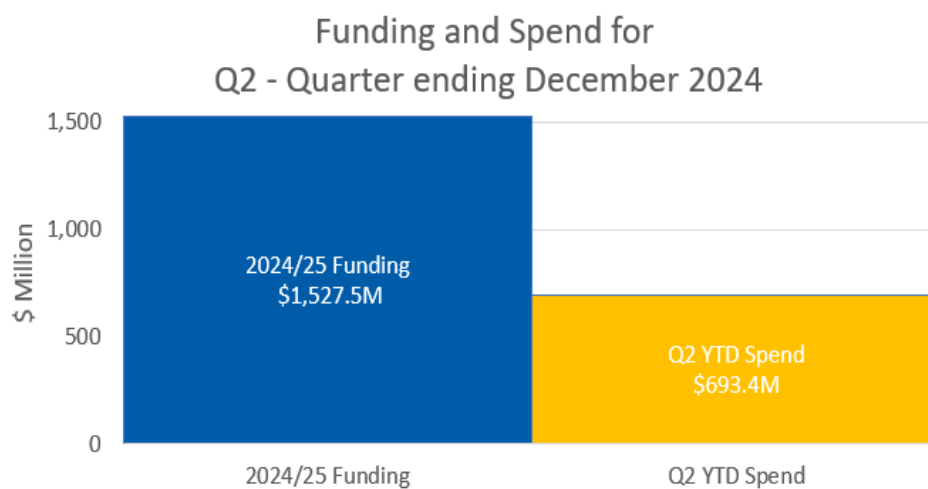
# Financial performance

## Funding summary

The Oranga Tamariki appropriated baseline funding for 2024/25 is **\$1,527.5** million. Funding is allocated across three areas:

- Personnel – 37 percent
- Administration – 16 percent
- Third party children's expenditure – 47 percent

### Oranga Tamariki Expenditure vs Appropriated Funding



## Financial expenditure summary

**Quarter Two expenditure was on track with budgeted expectations.**

The Oranga Tamariki year-to-date expenditure is in line with initial budgeted expectations as at quarter two. Oranga Tamariki has spent **\$693.4 million** as at 31 December 2024 of the total **\$1,527.5** million budget (**45 percent**) for 2024/25 that was allocated for our appropriations as shown in figure above.



## Appendix One: Oranga Tamariki Appropriation Measures reported in Quarter Two 2024/25

Measure	Why is this measure important?	Target	Q1 Result	Q1 Status	Q2 Result	Q2 Status	Commentary
<b>Adoption Services</b>							
The percentage of assessments of suitability to adopt that are completed within 3 months will be at least 90%	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.	90%	98.5%	On track	94%	On track	Regular and close monitoring of the timeframes for completion of assessments has contributed to achieving the target for this measure.
<b>Connection and Advocacy Service</b>							
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.	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.	Achieved VOYCE - Whakarongo Mai •21 connection events plus ongoing social media activities •4 regional hubs with kaiwhakamana in 11 locations •567 new individual advocacy requests		On track	Achieved	On track	VOYCE - Whakarongo Mai continues to promote and support care experienced rangatahi to advocate for systemic changes in the Care and Protection and/or Youth Justice system.  VOYCE - Whakarongo Mai continued to support children and young people with care experience with • 463 new advocacy requests and 24 tuhono/ connection events • released a podcast with 6 episodes detailing the experiences of care experience rangatahi • supported young people to attend and/ or watch the public apology to survivors of abuse in care in November.
<b>Policy Advice and Ministerial Services</b>							
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%	Stopping re-entry to care through effective intensive response is an early but significant step towards breaking cycles of harm.	97%		Not reported		Not reported	Data unavailable for Q2 Report.
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%	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.	95%	86%	Monitoring	95%	On track	Concerted focus has supported and improved result in this area, as well as the delivery of the Ministerial Services team improvement initiatives.
The percentage of ministerial replies completed within twenty working days of receipt by Oranga Tamariki, unless otherwise agreed, will be at least 95%	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.	95%	100%	On track	100%	On track	Concerted focus has supported and improved result in this area, as well as the delivery of the Ministerial Services team improvement initiatives.
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%	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.	95%	82%	At risk	95%	On track	Concerted focus has supported and improved result in this area, as well as the delivery of the Ministerial Services team improvement initiatives.

Prevention and Early Support							
The percentage of all contracted services which achieved or exceeded the target for their primary contracted measure will be at least 75%	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.	75%	63%	Monitoring	77%	On track	Oranga Tamariki met the target for this measure for quarter two. We made changes to the contracting process, which means we are now contracting the right amounts of services and therefore providers are better able to meet or exceed requirements.
The percentage of all service contract funding contracted with Iwi and Māori organisations will be greater than 23%	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.	23%	33%	On track	33%	On track	The percentage of funding with Iwi and Māori organisations was 33 percent, and the total funding invested with iwi and Māori organisation in quarter two was \$165,282,357.
The percentage of critical or very urgent reports of concern, addressed within operational timeframes, will be at least 95%	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 responding in an appropriate timeframe, based on the level of risk identified, to ensure the immediate safety of the child.	95%	89.4%	At risk	86%	At risk	<p>We have not achieved the target for this measure despite the focus put into on improving social work practice and accuracy of reporting during quarter two, including these actions:</p> <ul style="list-style-type: none"> <li>distributing updated data to operational leaders each week, so they can review delivery priorities data and actions, and agree priorities for the coming week,</li> <li>sharing a 'Heatmap' with all National and Regional Commissioners to identify sites in most need of support and enable regional planning,</li> <li>sending guidance to all sites and regions on quality recording of safety and risk screens, including to avoid common recording errors,</li> <li>considering how to better centralise initial intakes at the National Call Centre, including whether only social workers with at least 12 months experience should be able to process intakes and assessments.</li> </ul> <p>Performance against this measure is driven by volumes of reports of concern. We have recorded a significant and ongoing increase in volume of reports of concern in 2024/25 (from July to December) - 20,412 more reports of concern compared to 2023/24. Reports of concern received even surpassed the demand forecasting projections for quarter one and two – we forecasted 23,103 but received 27,170 reports of concern in quarter two. We have also recorded a significant increase in the reports of concern requiring a critical or very urgent response. Comparing the period July - December in 2024 versus 2023, 2024 has seen a 38 percent increase in critical reports of concern, 39 percent increase in very urgent reports of concern and 23 percent increase in overall reports of concern.</p> <p>Sites can find it difficult to respond within operational timeframes when they receive multiple critical and very urgent reports of concern in quick succession. Some areas around the country also continue to struggle to fill social work vacancies due to shortage of qualified social workers in New Zealand.</p> <p>Despite these challenges, in some locations we have improved social worker allocations, safety assessments, visits and engagements to children in care. We have started collating data across a range of measures to better understand performance of various sites including the contributing factors like seasonal trends. A new tool 'Tiaki Oranga' has been launched that helps us understand safety, harm and risk for te tamaiti or rangatahi, and to plan for this.</p>

							<p>The Enterprise Data Analytics Platform (EDAP) was launched on 19 November 2025, to provide a modern, fit-for-purpose in-house data system, without reliance on very old Ministry of Social Development systems. Other initiatives that will support performance include the Frontline Technology Systems Upgrade (FTSU) which will streamline administration and record keeping, improving social worker efficiency.</p> <p>Developing and scaling our Enabling Communities prototypes and Strategic Partnerships, and activating the Oranga Tamariki Action Plan (OTAP), is expected to reduce reports of concern in relevant locations over the medium term.</p>
<b>Statutory Intervention and Transition</b>							
The percentage of siblings in out of home placements, who are placed with at least one sibling, will be at least 73%	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.	73%	72%	Monitoring	75%	On track	Oranga Tamariki met the appropriation measure for siblings in out of home placements, who are placed with at least one sibling despite challenges like caregivers struggling to accommodate large sibling groups, tamariki with additional or high needs; poverty and lack of suitable housing being barriers to whānau offering to care for tamariki and rangatahi.
The percentage of young people held on remand who are placed within the community will be at least 30%	We want to keep rangatahi who have offended close to their support networks, so they can more easily settle back into their community after rehabilitation. More community-based remand options will help rangatahi remain home (with added supports) or within their local community in a bespoke home.	30%	24% (26% < 17 years old)	At risk	22% (24% < 17 years old)	At risk	<p>While the data shows that we have not hit our target, there are some nuances in how this is calculated. For example, whether we include young people on remand who are initially placed in residence by a judge, and later in a remand home in their community. If this group is counted, and Auckland region is considered as one community, 37% of young people were placed within their community in quarter two.</p> <p>Work is continuing to develop an Operating Model for Youth Justice Services, which will include a Graduated Response Model for Residences and Homes as a key aspect. The Graduated Response Model is a type of framework which, in time, will help us in providing rangatahi with the care they need, where and when they need it, including options that are as close to their own whānau and community as possible.</p>
The number of supported accommodation places available to young people, will be at least 150	For rangatahi leaving care, getting into their first flat can be hard. Supported accommodation entitles rangatahi to access safe accommodation up to age 25 with support to increase their knowledge and skills in how to live independently in a safe environment.	150	136	At risk	136	At risk	<p>A review of our supported accommodation provision is underway to better understand what is driving utilisation issues and ensure we have the right models of support and accommodation types on offer. We will not meet the measure this year, as we work through a more sustainable plan for 2025/26.</p> <p>With the supplementary funding from Housing and Urban Development (HUD) ending June 2025, we need to develop a plan for the most effective and sustainable way to fund supported accommodation into the future. The review currently underway is informing our decisions on which service models/housing types are most needed and utilised to inform our 2025/26 plan. It would not be prudent to increase placements numbers whilst this process is underway and funding levels for 2025/26 remain unclear.</p>

## IN-CONFIDENCE

The percentage of eligible young people who are referred for support from a transition support worker will be at least 60%	This target was exceeded for 2023/24 with continued growth in referrals. Targeted efforts and better access to data for sites and regions contributed to this improved result. The proportion of young people being offered a transition support worker is at 74% with the proportion of young people declining a referral to a transition worker reducing over time to 5%	60%	71%	On track	72%	On track	The measure has been exceeded and we continue to see positive progress in increasing the number of young people being offered and taking up this entitlement. The implementation of the Letter of Entitlement and direct contact to social workers, at 15, 16 and 17 years of age should continue to drive increases.
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%	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.	40%	41%	Monitoring	40%	Monitoring	We are achieving this measure. Work is continuing in the preventing serious youth offending space. Since the last quarter, the first two intensive case management teams (ICMT) have been established, and a third is currently being recruited to. For young people who have received Supervision with Residence sentences, strategic action planning continues to improve the support and rehabilitative opportunities provided in youth justice facilities, including programming and professional development for kaimahi.
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	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.	95	121	On track	124	On track	We continue to exceed the measure, with better understanding of this entitlement and the related processes now being embedded in the organisation.
The number of young people, held in police custody for more than 24 hours will be less than 140	We want to ensure that rangatahi spend as little time as possible in police custody after their arrest. Although Police respond in the first instance, we want young people to be redirected to safer placements.	140	222 (18 years old)  173 (<17 years old)	At risk	205 (18 years old)  159 (<17 years old)	At risk	<p>While this measure hasn't been reached, there has been an improvement, down to 205 from quarter one result of 222. Regional data shows, 64% (132 out of 205) young people held in police custody for more than 24 hours were from Te Waipounamu me te Whanganui-a-Tara followed by 19% (39 out of 205) from Central North Island and 17% (34 out of 205) from Tāmaki Makaurau/ Te Tai Tokerau.</p> <p>As with last quarter, a larger proportion of young people are being remanded in custody than in previous years, which is a judiciary decision, and impacts our operations such as bed capacity and demand for transporting. Mahi to reduce the number of serious and persistent young offenders is what will most impact the number of young people participating in offending behaviours and therefore being arrested.</p> <p>We will continue to look for appropriate care arrangements and operational process improvements for these young people. It is worth noting that we anticipate this metric will increase in the short term, as summer 2024/25 was a particularly busy period with a high number of arrests. This has been followed by industrial action in early 2025.</p> <p>The youth justice age was increased to 17 years in 2019, but it was unclear how the more entrenched offending behaviour and more complex needs of 17 years old would impact the use of police cells for detention. The baseline for this measure was established in 2019/20 using information captured within our case management system and adjusted to account for the impact of COVID-19 lockdown. Due to Covid and initiatives taken by Oranga Tamariki fewer young people were held in police custody over 24 hours in the next three years. The numbers spiked in in the last two years reflecting true picture of increase in the maximum age for the youth justice jurisdiction and severe and persistent youth offending. The target for this measure warrants further discussion and we would seek an amendment to a more realistic target during review of our appropriation measures for any recommended changes if needed that is due in 2025.</p>
The percentage of children in out of home placement more than three	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,	58%	49%	Monitoring	50%	Monitoring	This measure is consistent with the previous year but lower than the target. As more focus is put into prevention, it is possible that tamariki and rangatahi who now come into care have higher levels of need which are

## IN-CONFIDENCE

months, who are placed with family/whānau, will be at least 58%	and their safety, wellbeing and best interests are the most important consideration.						challenging for whānau to meet. Further investigation into this area could help determine the extent to which decreasing care numbers and associated increased average complexity of the care population is a factor in the falling rates of this measure in recent years.
The percentage of children in out of home placement who have two or fewer caregivers over the year will be at least 85%	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.	85%	87%	On track	87%	On track	Oranga Tamariki continue to meet the appropriation measure for children in out of home placement who have two or fewer caregivers over the year.
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%	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.	75%	85%	On track	84%	On track	In the last financial year, the Gateway Assessment review was completed as a priority action in the cross-agency Oranga Tamariki Action Plan. The process is currently subject to a redesign. We will review the measure target as this work progresses.
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%	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.	95%	Not applicable	Not reported	81%	At risk	<p>The first round of case file analysis for 2024/25, carried out over October and November 2024, found that 81 percent (189 out of 233) cases sampled had a current plan that contained actions to address the need of the tamaiti to establish, maintain or strengthen connections with members of their family, whanau, and/or family group.</p> <p>The result is slightly lower but remains statistically consistent with the full year result of 85 percent for 2023/24. Note: the margin of error is higher for a single quarter's result than for the annual aggregate result.</p> <p>To improve performance, we are focused on embedding the new Oranga Tamariki Practice Approach, which includes a focus on working in relational ways with tamariki, whānau and others supporting tamariki and their whānau to identify and address their full range of safety and wellbeing needs.</p>
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%	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.	95%	Not applicable	Not reported	88%	At risk	<p>The first round of case file analysis for 2024/25, carried out over October and November 2024, found that 94 percent (221 out of 235) cases sampled had a current plan. Eighty-eight percent (207 out of 235) cases sampled had a current plan that also contained information on actions to be taken to address the needs of the tamaiti, when those actions would be taken, and by whom.</p> <p>The result is slightly higher but remains statistically consistent with the full year result of 86 percent for 2023/24. Note: the margin of error is higher for a single quarter's result than for the annual aggregate result.</p> <p>Tamariki and Whānau Services, Oranga Tamariki tightly coupled visits and engagements with tamariki in care, with our responsibilities to keep tamariki plans live and effective. This focus will continue over quarter three that included developing and sending out guidance emphasising the benefits of reviewing plans with tamariki and thier caregiver's/whanau during visits. We expect good planning will be further supported by embedding use of the Practice Approach 'organising my practice' tool.</p>
The percentage of children in care with regular engagement with an Oranga Tamariki practitioner will be at least 95%	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	95%	Not applicable	Not reported	64%	At risk	The first round of case file analysis for 2024/25, carried out over October and November 2024, found that 64 percent (150 out of 235) cases sampled evidenced regular engagement, i.e., te tamaiti had been visited as per the frequency of visits set out in their assessment or plan, or visited at least

	plan or visited at least once every eight weeks if no visiting frequency was specified.						<p>once every eight weeks if no visiting frequency was specified over the course of the 12 months preceding the case review.</p> <p>A child visited once in every eight weeks equates to around six visits in the 12 months period. For those 36 percent (85 out of 235) tamariki who had not received all planned visits over the course of the preceding 12 months:</p> <ul style="list-style-type: none"> <li>• 22 percent (52 tamariki) were visited at least six times</li> <li>• 10 percent (24 tamariki) were visited at least four times and</li> <li>• four percent (nine tamariki) had less than 4 visits over that period.</li> </ul> <p>The result is slightly lower although statistically still consistent with the full year result of 66 percent for 2023/24. Note: the margin of error is higher for a single quarter's result than for the annual aggregate result.</p> <p>Over quarter two, we found regular engagement was supported by:</p> <ul style="list-style-type: none"> <li>• Using Whiti to support good planning is key. Feedback from sites managing visits to tamariki in care well consistently refer to good planning, usually drawing on regular and consistent use of Whiti.</li> <li>• Some regions, such as Auckland South, have mobilised resources to support sites with visiting sizable backlogs. This approach is more difficult to replicate in smaller and more remote sites.</li> <li>• guidance supporting quality recording and good planning to all sites and regions.</li> </ul> <p>We expect good planning will be further supported by embedding use of the Practice Approach 'organising my practice' tool.</p>
The percentage of children in care with quality engagement with an Oranga Tamariki practitioner will be at least 95%	We want to be confident that our visits to children in care are regularly but also include quality engagement and give the tamaiti the opportunity to safely share any concerns.	95%	Not applicable	Not reported	85%	At risk	<p>The first round of case file analysis for 2024/25, carried out over October and November 2024, found that 85 percent (200 out of 235) cases sampled demonstrated evidence of quality engagement with a social worker over the course of the 12 months preceding the case review.</p> <p>The result is slightly higher but remains statistically consistent with the full year result of 84 percent for 2023/24. Note: the margin of error is higher for a single quarter's result than for the annual aggregate result.</p> <p>Over quarter two, we found quality engagement was supported by:</p> <ul style="list-style-type: none"> <li>• Using Whiti to support good planning is key. Feedback from sites managing visits to tamariki in care well consistently refer to good planning, usually drawing on regular and consistent use of Whiti.</li> <li>• Some regions, such as Auckland South, have mobilised resources to support sites with visiting sizable backlogs. This approach is more difficult to replicate in smaller and more remote sites.</li> <li>• guidance supporting quality recording and good planning</li> </ul> <p>We expect good planning will be further supported by embedding use of the Practice Approach 'organising my practice' tool.</p>
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%	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.	95%	Not applicable	Not reported	39%	At risk	<p>The first round of case file analysis for this financial year, carried out over October and November 2024, found that 39 percent (64 out of the 165) tamariki Māori cases sampled had evidence in recording of casework to address the need of the tamaiti to establish, maintain or strengthen connections with their marae, hapu or iwi (beyond their immediate whanau), or for whom strong connections were already in place.</p>



							<p>The result is slightly lower but remains statistically consistent with the full year result of 42 percent for 2023/24. Note: the margin of error is higher for a single quarter's result than for the annual aggregate result.</p> <p>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 against the National Care Standards. This measure was updated in 2023/24 as previously we only measured if whakapapa connections were identified in plans. This measure now focuses on tamariki Māori and measures whether actions to support them to connect with their whakapapa are occurring in practice.</p> <p>To improve performance, we are focused on embedding the new Oranga Tamariki Practice Approach (described above), which includes kairaranga a-whānau, which are Māori specialist roles based at Oranga Tamariki sites, supporting social workers to identify and strengthen tamariki connections to whānau, hapū and iwi. Work on a National Care System Action Plan is progressing and should help improve performance against this and other measures during 2025/26.</p>
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	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.	Report on	Not applicable	Not reported	Achieved: 23%	On track (No target, just report on)	There is no target for this measure.

Appropriation measures not reported in this report							
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	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.	4	Not applicable	Not reported			Oranga Tamariki has four measures relating to the quality of our policy advice. Oranga Tamariki commissions an annual technical review of our policy advice and surveys our Minister on satisfaction with the policy advice provided. These shared performance measures are used by departments with appropriations for policy advice.
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	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.	3.5	Not applicable	Not reported			
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	We aim to produce high quality policy advice and this measure allows us to monitor how we are performing in this area. From an independent external assessment, we aim for almost all our papers to be above average.	95%	Not applicable	Not reported			
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	We aim to produce high quality policy advice and this measure allows us to monitor how we are performing in this area. From an independent external assessment, we aim for close to half of our papers reviewed to be assessed as high quality.	40%	Not applicable	Not reported			
"Expenditure is in accordance with the Ministry's annual capital asset management and Long-Term Investment Intentions to: - develop our infrastructure	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	Achieved	Not applicable	Not reported			This measure is reported at year-end.



## IN-CONFIDENCE

- develop/enhance our residential spaces to improve the experience and wellbeing of tamariki and rangatahi in our care - upgrade our community sites to ensure they are safe, welcoming and conducive to productive work alongside partners "							
Complete high-level design, and commence detailed design, of the Redress System as agreed by Cabinet by 30 June 2024	We are designing a response to the Abuse in Care Inquiry redress report. Whilst we cannot un-do the abuses experienced, we are working on developing the new redress system to remedy or set-right what we can for the survivors.	Achieved	No longer relevant	Not reported			These two appropriation measures linked to the Crown Response to the Abuse in Care Royal Commission of Inquiry appropriation are no longer relevant to 2024/25. We are developing new measures for this appropriation that will be reported on 2024/25.
Commence co-ordination of the Crown's response to the Royal Commission final report and reporting to the Minister for the Public Service by 30 June 2024		Achieved	No longer relevant	Not reported			