



Cabinet

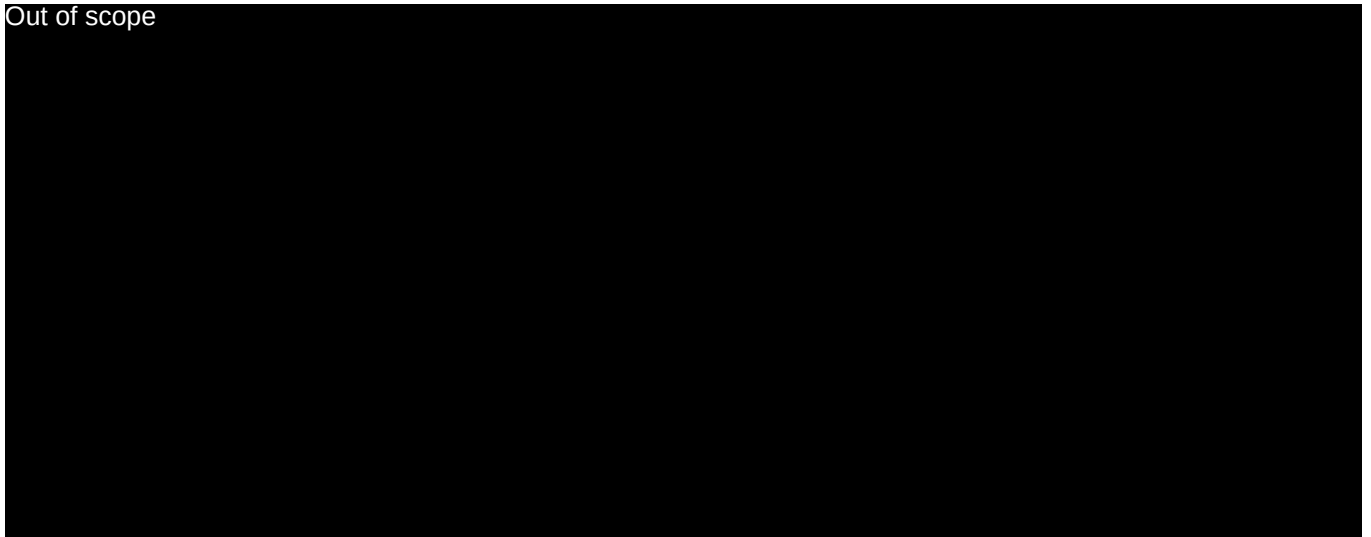
Minute of Decision

This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.

Report of the Cabinet Social Outcomes Committee: Period Ended 4 September 2026

On 7 September 2026, Cabinet made the following decisions on the work of the Cabinet Social Outcomes Committee for the period ended 4 September 2026:

Out of scope

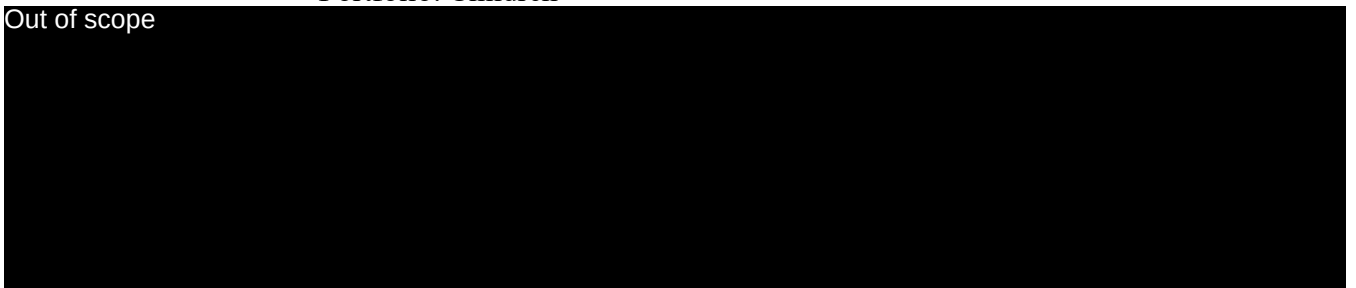


SOU-26-MIN-0070

Oranga Tamariki Ministerial Advisory Board:
Extension of Term
Portfolio: Children

CONFIRMED

Out of scope



Rachel Hayward
Secretary of the Cabinet



Cabinet Social Outcomes Committee

Minute of Decision

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Oranga Tamariki Ministerial Advisory Board: Extension of Term

Portfolio **Children**

On 2 September 2026, the Cabinet Social Outcomes Committee:

- 1 **noted** that in 2023, the Minister for Children established an Oranga Tamariki Ministerial Advisory Board to provide independent advice and assurance on the work of Oranga Tamariki;
- 2 **noted** that, following an extension in December 2022, the term of the previous Oranga Tamariki Ministerial Advisory Board ended on 31 January 2024;
- 3 **noted** that in 2024, the Cabinet Business Committee agreed to the re-establishment of an Oranga Tamariki Ministerial Advisory Board (the Board) for a term beginning on 1 July 2024 and ending 30 September 2026 [CBC-24-MIN-0048];
- 4 **approved** the extension of the current Board term until 30 June 2027;
- 5 **noted** that it is intended that the Board will provide independent advice and assurance to the Minister for Children on the performance of Oranga Tamariki in progressing actions that give effect to the recommendations made in the Te Kahu Aroha report;
- 6 **noted** that the Minister for Children intends to extend the terms of the following members of the Oranga Tamariki Ministerial Advisory Board, expiring on 30 June 2027:
 - 6.1 Tā Mark SOLOMON as the Chair;
 - 6.2 Dame Naida GLAVISH as a member;
 - 6.3 Shannon PAKURA as a member;
 - 6.4 Ruth JONES as a member;
 - 6.5 Alfred (Alf) FILIPAINA as a member;
 - 6.6 Chris GRAVESON as a member;
- 7 **noted** that all expenses relating to the Board and secretariat support function are to be paid through the Independent Advice on Oranga Tamariki appropriation which is currently funded from a reprioritisation within the existing baseline of Oranga Tamariki;

- 8 **approved** the following fiscally neutral adjustment to provide for the extension of the Oranga Tamariki Ministerial Advisory Board, with no impact on the operating balance or net core Crown debt;

Vote Oranga Tamariki Minister for Children	2026/27	2027/28	2028/29	2029/30 & Outyears
Multi Category Expenses and Capital Expenditure: Investing in Children and Young People (MCA) <i>Departmental output Expense:</i> Statutory Intervention and Transition (funded by revenue crown)	(0.300)	-	-	-
<i>Non-departmental output expense:</i> Independent Advice on Oranga Tamariki	0.300	-	-	-

- 9 **agreed** that the changes to the appropriations for 2026/27 above be included in the 2026/27 Supplementary Estimates and that, in the interim, the increase be met from Imprest Supply.

Tom Kelly
Committee Secretary

Present:

Hon David Seymour
Hon Nicola Willis
Hon Chris Bishop
Hon Erica Stanford
Hon Paul Goldsmith
Hon Louise Upston (Chair)
Hon Mark Mitchell
Hon Tama Potaka
Hon Nicole McKee
Hon Casey Costello
Hon Matt Doocey
Hon Penny Simmonds
Hon Scott Simpson
Hon Karen Chhour

Officials present from:

Officials Committee for SOU



Cabinet Social Outcomes Committee

Summary

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Oranga Tamariki Ministerial Advisory Board: Extension of Term

Portfolio	Children
Purpose	This paper seeks agreement to extend the term of the current Oranga Tamariki Ministerial Advisory Board (the Board).
Previous Decisions	In June 2024, CBC agreed to re-establish the Board for a term beginning on 1 July 2024 and expiring on 30 September 2026 [CBC-24-MIN-0048].
Proposal	The Board provides the Minister with independent assurance and advice on the performance of Oranga Tamariki progressing actions that give effect to the recommendations made in Te Kahu Ariha (see paragraph 12). Agreement is sought to extend the terms of current Board members to 30 June 2027. The APH Organisation Form, as well as candidate CV forms outlining the skills and experience of the Chair and members, are attached as Appendix One. The current Terms of Reference are attached as Appendix Two.
Impact Analysis	Not required.
Financial Implications	Extending the term of the Board requires a fiscally neutral adjustment. It is estimated that an additional \$0.300 million will be required to fund the proposed extension. The Minister is seeking to transfer \$0.300 million from the Multi Category Appropriation Investing in Children and Young People (MCA) to the Non-Departmental Output Expense Independent Advice on Oranga Tamariki through a fiscally neutral adjustment.
Legislative Implications	None from this paper.
Timing Matters	None.
Communications	A press statement will be issued.
Consultation	Paper prepared by OT. Treasury was consulted. The Minister indicates that APH and SOU Ministers were consulted.

The Minister for Children recommends that the Committee:

- 1 note that in 2023 the Minister for Children established an Oranga Tamariki Ministerial Advisory Board to provide independent advice and assurance on the work of Oranga Tamariki;
- 2 note that, following an extension in December 2022, the term of the previous Oranga Tamariki Ministerial Advisory Board ended on 31 January 2024;
- 3 note that in 2024, the Cabinet Business Committee agreed to the re-establishment of an Oranga Tamariki Ministerial Advisory Board (the Board) for a term beginning on 1 July 2024 and ending 30 September 2026 [CBC-24-MIN-0048];
- 4 approve the extension of the current Board term until 30 June 2027;
- 5 note that it is intended that the Board will provide independent advice and assurance to the Minister for Children on the performance of Oranga Tamariki in progressing actions that give effect to the recommendations made in the Te Kahu Aroha report;
- 6 note that the Minister for Children intends to extend the terms of the following members of the Oranga Tamariki Ministerial Advisory Board, expiring on 30 June 2027:
 - 6.1 Tā Mark SOLOMON as the Chair;
 - 6.2 Dame Naida GLAVISH as a member;
 - 6.3 Shannon PAKURA as a member;
 - 6.4 Ruth JONES as a member;
 - 6.5 Alfred (Alf) FILIPAINA as a member;
 - 6.6 Chris GRAVESON as a member;
- 7 note that all expenses relating to the Board and secretariat support function are to be paid through the Independent Advice on Oranga Tamariki appropriation which is currently funded from a reprioritisation within the existing baseline of Oranga Tamariki;

- 8 approve the following fiscally neutral adjustment to provide for the extension of the Oranga Tamariki Ministerial Advisory Board, with no impact on the operating balance or net core Crown debt;

Vote Oranga Tamariki Minister for Children	2026/27	2027/28	2028/29	2029/30 & Outyears
Multi Category Expenses and Capital Expenditure: Investing in Children and Young People (MCA) <i>Departmental output Expense:</i> Statutory Intervention and Transition (funded by revenue crown)	(0.300)	-	-	-
<i>Non-departmental output expense:</i> Independent Advice on Oranga Tamariki	0.300	-	-	-

- 9 agree that the changes to the appropriations for 2026/27 above be included in the 2026/27 Supplementary Estimates and that, in the interim, the increase be met from Imprest Supply.

Vivien Meek
Committee Secretary

Hard-copy distribution:
Cabinet Social Outcomes Committee

In Confidence

Office of the Minister for Children

Social Outcomes Committee

SEEKING APPROVAL TO EXTEND THE ORANGA TAMARIKI MINISTERIAL ADVISORY BOARD

Proposal

- 1 This paper seeks agreement to extend the term of the current Oranga Tamariki Ministerial Advisory Board (Board) to provide independent advice and assurance on the performance of Oranga Tamariki—Ministry for Children (Oranga Tamariki) to me as the Minister for Children. It is my intention to extend the appointment of Tā Mark Solomon (as Chair), Dame Naida Glavish, Shannon Pakura, Ruth Jones, Alfred (Alf) Filipaina, and Chris Graveson as members of the Board.

Relation to government priorities

- 2 The Board supports the Government's priority to deliver better public services as the Board's core function is to provide independent advice and assurance to me, the Minister for Children, on the performance of Oranga Tamariki.

Executive Summary

- 3 The Board provides me with independent assurance and advice on the work of Oranga Tamariki. The term of the Board expires on 30 September 2026. This paper seeks agreement to extend the term of the Board to 30 June 2027.
- 4 Extending the term of the Board requires a fiscally neutral adjustment. I seek Cabinet approval of this.

Background

- 5 The previous Minister for Children established a Ministerial Advisory Board in February 2021 to provide independent advice and assurance on the work of Oranga Tamariki with families, whānau, and Māori, including:
 - 5.1 how it is devolving decision-making and actions to Māori for Māori;
 - 5.2 professional social work practice;
 - 5.3 the implementation of operational changes; and
 - 5.4 enhancing organisational culture.
- 6 The previous Board's initial report, *Hipokingia ki te Kahu Aroha Hipokingia ki te Katoa* (Te Kahu Aroha), was provided to the previous Minister for Children in

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July 2021. The report included a list of recommendations for Oranga Tamariki which reflected that:

- 6.1 decision-making and resources need to be shifted to communities, with tamariki and whānau at the centre of the system.
 - 6.2 a new operating model needs to be formed, with better support and training for social workers.
 - 6.3 the power to remove tamariki from their whānau should only be utilised in extreme situations and not as a go-to solution for complex circumstances.
- 7 The previous Government accepted all the recommendation of Te Kahu Aroha and responded through the Oranga Tamariki Future Direction Plan which drew together themes from across Te Kahu Aroha and recommendations from previous reviews and the urgent 2021 Waitangi Tribunal inquiry into Oranga Tamariki - *He Pāharakeke, he Rito Whakakīkinga Whāruarua*.
- 8 In December 2022, the term of the previous Board was extended to 31 January 2024. The extension enabled the Board to continue to provide assurance on the performance of Oranga Tamariki in fulfilling the actions identified in the Future Direction Plan and ensured the organisation could continue to be held to account for its progress.
- 9 In the remainder of its term, the previous Board carried out the following additional reviews:
- 9.1 a review of provision of care in Oranga Tamariki residences (the residences review).
 - 9.2 an addendum report on quality support and service outcomes for disabled children and young people, their whānau, parents and caregivers (the disability review).
 - 9.3 an addendum report on *Improving pathways to achieving Permanency of Care for Children who have been in the Care of the State*. a review into the barriers to children exiting the custody of the Chief Executive of Oranga Tamariki (the children in care review).
- 10 The term of the previous Board ended on 31 January 2024. Oranga Tamariki continued to progress action against the recommendations made in the above reviews.
- 11 The Board was re-established for a term of 1 July 2024 to 30 September 2026. This included the re-appointment of the five previous Board members, and the appointment of one new Board member.
- 12 During this term, the Board has not undertaken any new reviews or reports but has provided advice and assurance to me as Minister for Children on the performance of Oranga Tamariki in progressing actions that give effect to the recommendations made in Te Kahu Aroha. This includes actions related to:

- 12.1 delegation and devolution of decision-making to communities
- 12.2 implementing the Oranga Tamariki strategic direction
- 12.3 strengthening the role of caregivers
- 12.4 professional social work practice
- 12.5 organisational culture.

Analysis

- 13 I am seeking approval to extend the term of the Board to provide me with independent advice and assurance until 30 June 2027.
- 14 Subject to Cabinet approval of this proposal, I will seek approval of the extension of the terms of the current Board members to 30 June 2027. If approved, the six current Board members will continue to provide advice and assurance to me as Minister for Children on a quarterly basis as outlined in paragraph 12 above.
- 15 It is appropriate to continue the appointment of senior, experienced, well-respected members of the community to the Board. Taking into consideration the amount of change experienced by Oranga Tamariki, I believe there is significant value in retaining the knowledge and expertise of the members of the current Board where possible.
- 16 I intend to extend the term of Tā Mark Solomon as Chair of the Board and Dame Naida Glavish, Shannon Pakura, Ruth Jones, Alfred (Alf) Filipaina and Chris Graveson as members of the Board.
- 17 The APH Organisation Form, as well as candidate CV forms outlining the skills and experience of the Chair and members, are attached as Appendix One.
- 18 During the extended term, it is not intended that the Board will undertake any new review or produce new reports, other than provide regular quarterly assurance reporting based on the above objectives.
- 19 The current Terms of Reference, attached as Appendix Two, will remain in place.
- 20 It is intended that secretariat support for the Board will be provided from within Oranga Tamariki. The Terms of Reference outline the objectives and administration of the Board during the proposed extended term in more detail.

Representativeness of appointment

- 21 I am satisfied that extending the appointment terms of the people outlined above as members of the Board will provide an appropriate mix of skills, expertise, and experience to the Board.

Remuneration

- 22 The Board will be remunerated in line with the Cabinet Fees Framework (the Framework), in which the Board falls within Group 4, Level 1. The Board members will be remunerated at \$960 per day, and the Chair at \$1,200 per day on a pro-rated basis for the hours worked on Board business.

Appointment process and consultation

- 23 It is appropriate that the Board is comprised of senior, experienced and well-respected members of the community.
- 24 The Terms of Reference note that, when appointing members, the Minister for Children will take into account their seniority, experience and standing in New Zealand. I am satisfied that extending the appointment of the Chair and members meets this requirement.

Pre-election Considerations

- 25 The extension of the Board members' appointments in the pre-election period has been considered. The appointments are not considered significant as the Board is an advisory group and its term is being extended as the current term ends on 30 September 2026.

Conflicts of interest

- 26 The Terms of Reference state that members will disclose all actual, potential or perceived conflicts of interest to the Minister for Children. An Interest Register for Board members is provided to Oranga Tamariki on a monthly basis to ensure any conflicts of interest are identified in a timely manner.
- 27 I can confirm that appropriate enquiries concerning conflicts of interest have been carried out, and no actual, potential or perceived conflicts of interest have been identified.

Cost-of-living Implications

- 28 This proposal has no cost-of-living implications.

Financial Implications

- 29 All expenses relating to the Board are paid through the Independent Advice on Oranga Tamariki appropriation. This appropriation has a Budget of \$0.485 million in 2026/27.
- 30 I estimate an additional \$0.300 million will be required to fund the proposed extension. I am seeking approval to transfer \$0.300 million from the Multi Category Appropriation Investing in Children and Young People (MCA) to the Non-Departmental Output Expense Independent Advice on Oranga Tamariki through a fiscally neutral adjustment.

Legislative Implications

- 31 This proposal has no legislative implications.

Impact Analysis

Regulatory Impact Statement

32 This proposal has no regulatory implications.

Climate Implications of Policy Assessment

33 This proposal has no climate implications.

Population Implications

34 Extending the term of the Board will provide me with assurance that Oranga Tamariki continues to make sufficient progress in giving effect to the recommendations made in Te Kahu Aroha. This will have a demonstrable impact on outcomes for children and young people in care, one of our most vulnerable groups in New Zealand.

Human Rights

35 This proposal has no human rights implications.

Use of external resources

36 No external resources were used to draft this Cabinet paper.

Consultation

37 The Treasury has been consulted on this proposal.

Communications

38 I intend to issue a press statement once the extension of the current Ministerial Advisory Board has been confirmed.

Proactive Release

39 I intend to proactively release this Cabinet paper once the extended terms of the Board members have been considered by the Committee, and members have been notified.

Recommendations

The Minister for Children recommends that the Committee:

- 1 **note** that the previous Minister for Children established an Oranga Tamariki Ministerial Advisory Board in February 2021 to provide independent advice and assurance on the work of Oranga Tamariki;
- 2 **note** that, following an extension in December 2022, the term of the previous Oranga Tamariki Ministerial Advisory Board ended on 31 January 2024;

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- 3 **note** the re-establishment of an Oranga Tamariki Ministerial Advisory Board for a term beginning on 1 July 2024 and ending 30 September 2026;
- 4 **approve** the extension of the current Oranga Tamariki Ministerial Advisory Board term until 30 June 2027;
- 5 **note** that it is intended that the Oranga Tamariki Ministerial Advisory Board will provide independent advice and assurance to the Minister for Children on the performance of Oranga Tamariki in progressing actions that give effect to the recommendations made in the Te Kahu Aroha report;
- 6 **note** my intention to extend the term of Tā Mark Solomon as Chair of the Oranga Tamariki Ministerial Advisory Board until 30 June 2027;
- 7 **note** my intention to extend the term of Dame Naida Glavish as a member of the Oranga Tamariki Ministerial Advisory Board until 30 June 2027.
- 8 **note** my intention to extend the term of Shannon Pakura as a member of the Oranga Tamariki Ministerial Advisory Board until 30 June 2027;
- 9 **note** my intention to extend the term of Ruth Jones as a member of the Oranga Tamariki Ministerial Advisory Board until 30 June 2027;
- 10 **note** my intention to extend the term of Alfred (Alf) Filipaina as a member of the Oranga Tamariki Ministerial Advisory Board until 30 June 2027;
- 11 **note** my intention to extend the term of Chris Graveson as a member of the Oranga Tamariki Ministerial Advisory Board until 30 June 2027;
- 12 **note** that all expenses relating to the Oranga Tamariki Ministerial Advisory Board and secretariat support function are to be paid through the Independent Advice on Oranga Tamariki appropriation. This is currently funded from a reprioritisation within the existing baseline of Oranga Tamariki;
- 13 **approve** the following fiscally neutral adjustment to provide for the extension of the Oranga Tamariki Ministerial Advisory Board with no impact on the operating balance or net core Crown debt;

	\$m – Increase (decrease)			
Vote Oranga Tamariki Minister for Children	2026/27	2027/28	2028/29	2029/30 & Outyears
Multi Category Expenses and Capital Expenditure: Investing in Children and Young People (MCA) <i>Departmental output Expense:</i> Statutory Intervention and Transition (funded by revenue crown)	(0.300)	-	-	-

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<i>Non-departmental output expense:</i> Independent Advice on Oranga Tamariki	0.300	-	-	-
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- 14 **agree** that the proposed changes to the appropriations for 2026/27 above be included in the 2026/27 Supplementary Estimates and that, in the interim, the increase be met from Imprest Supply.

Authorised for lodgement.

Hon Karen Chhour

Minister for Children

Terms of Reference

Oranga Tamariki Ministerial Advisory Board

DATE JULY 2024

VERSION 0.2

Oranga Tamariki Ministerial Advisory Board

Terms of Reference

Purpose of the Ministerial Advisory Board and Terms of Reference

The Board will provide free and frank advice and assurance to the Minister for Children on the performance of Oranga Tamariki in progressing actions that give effect to the recommendations made in Te Kahu Aroha.

Background

A Ministerial Advisory Board was established by the previous Minister for Children, Hon Kelvin Davis, on 1 February 2021, initially for a period of up to two years, to provide the Minister for Children with independent advice and assurance on the work of Oranga Tamariki. On 12 December 2022, Cabinet agreed to extend the term of the Board until 31 January 2024.

In July 2021 the Board presented the Minister for Children with their initial report, *Hipokingia ki te Kahu Aroha Hipokingia ki te katoa* (Te Kahu Aroha). The Minister for Children accepted all the recommendations from Te Kahu Aroha in August 2021, and Oranga Tamariki initially delivered action in response through the Future Direction Plan (FDP). The Board provided the Minister for Children with quarterly assurance reports regarding the performance of Oranga Tamariki in progressing the actions outlined in the FDP.

In addition, the Board carried out the following reviews for the Minister for Children:

- Review of provision of care in Oranga Tamariki residences (the Residences Review), completed in October 2021
- Addendum report on quality support and service outcomes for tamariki and rangatahi whaikaha, their whānau, parents and caregivers (the Disability Review), completed in August 2022
- Children in Care, to be finalised by February 2024.

In November 2023, Hon Karen Chhour became the Minister for Children. The term of the Board came to an end in January 2024.

Recognising the significant work underway to further realise the change required to fully transform the care and protection and youth justice systems, the Minister for Children subsequently sought Cabinet approval to re-establish a Ministerial Advisory Board to provide independent advice and assurance regarding Oranga Tamariki progress on actions that give effect to the recommendations made in Te Kahu Aroha.

Objectives and Responsibilities

The Board will provide advice and assurance to the Minister for Children on the performance of Oranga Tamariki in progressing actions that give effect to the recommendations made in Te Kahu Aroha. This includes actions related to:

- Delegation and devolution of decision-making to communities
- Implementing the Oranga Tamariki strategic direction
- Strengthening the role of caregivers
- Professional social work practice

- Organisational culture

It is not intended that the Board will undertake any new review or produce new reports, other than assurance reports to the Minister for Children based on the above objectives.

The Minister for Children may seek advice or commission a report from the Board on other matters related to her portfolio at her discretion.

Membership

The Minister for Children will appoint Board members and will designate one member to be the Chair. The Chair will facilitate the relationship between the Board and Oranga Tamariki (via the Secretariat).

When appointing new members, the Minister for Children will consider their seniority, experience and standing in New Zealand.

Administration and meetings

A Memorandum of Understanding between the Board and Oranga Tamariki will be prepared to formalise the working relationship between both parties, to ensure an effective flow of information, and to confirm the expectations on Oranga Tamariki in regard to their engagement with the Board.

Oranga Tamariki will provide for an independent secretariat to support the Board. The secretariat will be made up of up to three members, with additional support provided by Oranga Tamariki as required to facilitate the provision of information to the Board.

The Board will meet regularly and meet with the Minister for Children at least quarterly to report its advice and to discuss any other matters related to their role in providing independent advice and assurance. Members may be invited by the Minister for Children to attend ad hoc meetings, workshops or focus groups consistent with the mandate and objectives of the Board.

The Board will provide the Minister for Children assurance on a quarterly basis their view of the progress made by Oranga Tamariki. Prior to reporting to the Minister for Children, the Board will share their advice with Oranga Tamariki for the purposes of ensuring factual accuracy.

In addition to the Minister for Children and Oranga Tamariki, the Board may have relationships with a range of agencies and non-government organisations. Unless otherwise agreed with Oranga Tamariki, the Board's contact with these groups will be facilitated by Oranga Tamariki and the Minister for Children respectively.

The Board may request information and insights from central Government (e.g. Public Service), children's services providers (e.g. NGOs), and monitoring bodies (Independent Children's Monitor, the Ombudsman, the Children's Commissioner). The requests should be managed via the Secretariat and Oranga Tamariki.

The Board may request information from Māori and Iwi. It is recommended that the insights and information obtained is shared with the Secretariat and Oranga Tamariki in good faith.

The Board will commence on 1 July 2024, and end on 30 September 2026. The Minister for Children may revoke the appointment of the members or disestablish the Board at any time.

A member may, at any time, resign from the Board by providing written notice to the Minister for Children and the Chair.

Contestability of advice

Both the Board and Oranga Tamariki will provide advice to the Minister for Children on the Oranga Tamariki work programme in good faith, and with regards to the interests of the other. Where

appropriate, the Board and Oranga Tamariki will provide the other with copies of relevant advice provided to the Minister for Children.

Conflicts of interest

Members will disclose all actual, potential or perceived conflicts of interest as they relate to these Terms of Reference to the Minister for Children. An Interest Register for Board members will be provided to Oranga Tamariki on a monthly basis to ensure any conflicts of interest are identified and addressed in a timely manner.

Funding and remuneration

Funding and remuneration for the Board will be managed by Oranga Tamariki. The Chair and Members of the Board will be remunerated in accordance with the Cabinet Fees Framework.

Media

Members must refrain from representing the Board or commenting on the advice of the Board to the media.

The Chair may seek agreement from the Minister for Children for the Board to release media statements on any matter related to these Terms of Reference.

Confidentiality

For the Board to operate effectively, members must maintain the confidentiality of the Board, including maintaining confidentiality of matters discussed at meetings, and any information or documents provided to the Board. These confidentiality requirements do not apply to material that is already in the public domain.

When the Board needs to release material or discuss the workings or advice of the Board to facilitate engagement with iwi and stakeholders, the Chair will seek permission from the Minister for Children.

All information provided to the Board will be treated as official information under the Official Information Act 1982 and, subject to the requirements of the Act, may be released to the public if there are no grounds for withholding it.

Next Review of Terms of Reference

The terms of reference will be reviewed annually, with the next review scheduled to be completed by March 2025.