

The proposed Oranga Tamariki Commissioning and Investment Plan

Commissioning and investing in children, young people and families who come to our attention

July 2025

Purpose

The Oranga Tamariki proposed Commissioning and Investment Plan (the Plan) sets a clear and ambitious pathway towards addressing the issues identified in a number of independent external reports including the Auditor-General's report into Oranga Tamariki procurement and contract management practices.

The Plan involves four broad programmes of work:

1. Finish 2024/25 contracting activities and complete extensions to 31 December 2025
2. Refresh OT's commissioning approach
3. Refine the way OT commissions services
4. Rejuvenate the Oranga Tamariki communications and engagement approach.

Three themes of Auditor-General's recommendations

Strategic procurement and planning

Establish a robust, strategic framework for procurement and contract management, addressing the lack of a comprehensive approach identified in the 2024/25 contracting round.

Create a consistent and predictable contracting process, mitigating issues caused by inadequate planning and late decision-making.

Evidence-based decision-making

Address lack of evidence informing decisions and poor documentation, ensuring decisions are transparent and consider impacts on children and the sector.

Contract management and relationship integrity

Overhaul contract management practices, fostering integrity, transparency, and accountability, and rebuilding trust with providers and partners.

Finish 2024/25 contracting and complete extensions to December 2025



Complete 2024/25 contracting round

Current status	Proposed next steps
<p>As at 21 July 2025, of the 554 providers delivering services in the 2024/25 contracting round:</p> <ul style="list-style-type: none"> • 554 (100%) providers have signed contract documentation in place • 3 providers have contract variations with them for signing 	<ul style="list-style-type: none"> • Finalise all outstanding contract documentation with providers

Complete contract extensions to 31 December 2025

Current status	Proposed next steps
<ul style="list-style-type: none"> • Pānui sent to all providers that have contracts and/or services ending on 30 June 2025 advising will be extending them until at least 31 December 2025 • 238 contracts extending services sent to 194 providers for consideration • 199 signed contract extensions returned as at 28 July 2025 	<ul style="list-style-type: none"> • Ensure signed contract documents returned from remaining providers

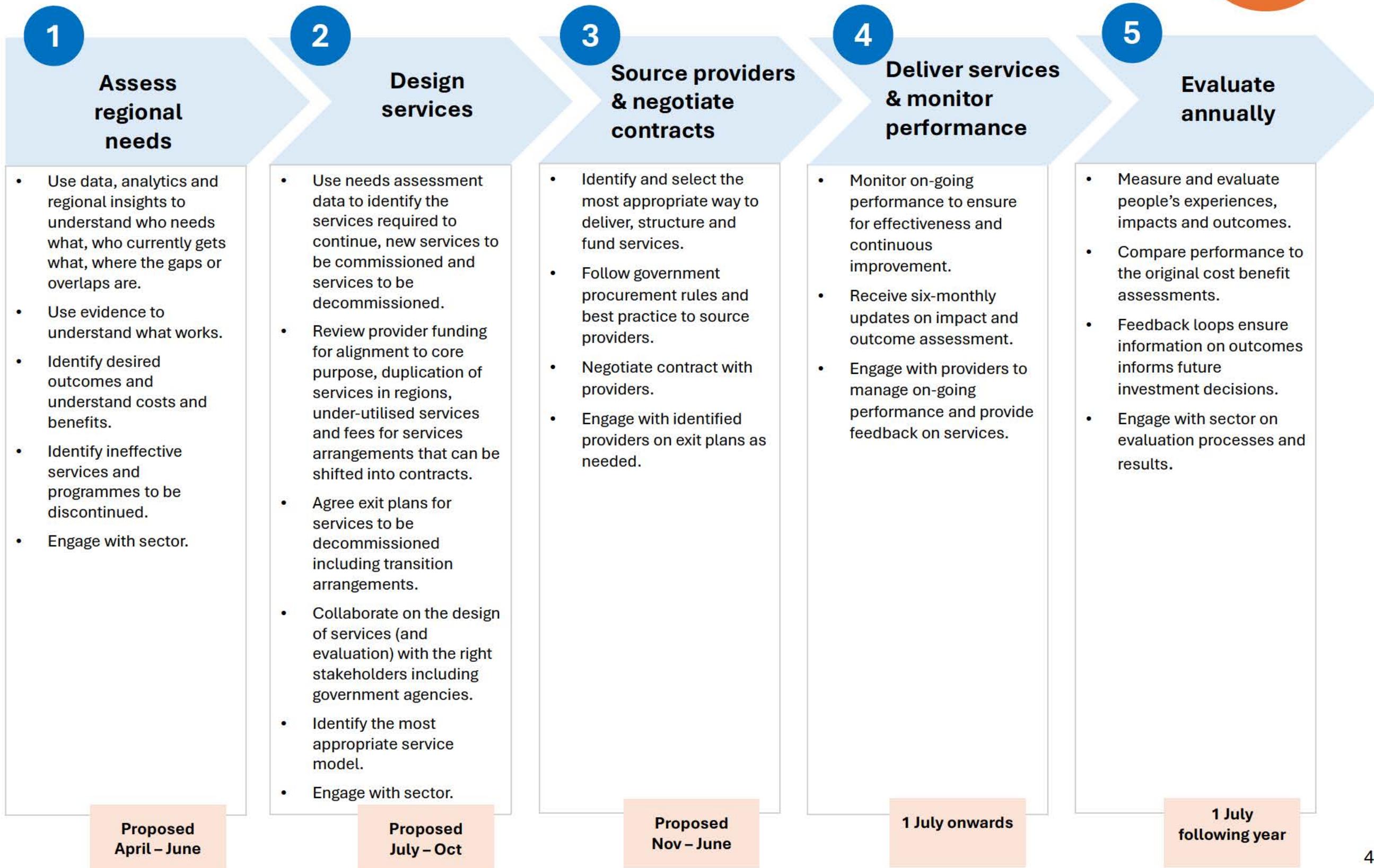
Complete monitoring and initiate evaluation of services

Current status	Proposed next steps
<ul style="list-style-type: none"> • Launched trial of online self-assessment tool to digitise and streamline care provider self-monitoring 	<ul style="list-style-type: none"> • Ensure receipt and review of all provider performance reporting for the year by 30 September 2025 • Initiate planned evaluations by 30 September 2025

Five step process to commission services

Best practice commissioning requires starting the process at least 15 months prior to the services being delivered or decommissioned

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Refresh the OT commissioning approach



OT and SIA jointly report to Cabinet in Q1 FY2025/26 on:

- a) new strategic approach to commissioning
- b) funding requirements beyond 31 December 2025
- c) any programmes or services that may transition to the SIA
- d) a decommissioning plan for services that will see full or expected funding reductions in the year to 30 June 2026

Current status	Proposed next steps
<ul style="list-style-type: none"> • Started Step 1 of commissioning and investment approach – needs assessment • Completed planning for 21 regional engagements to test needs data at regional level 	<ul style="list-style-type: none"> • Test regional needs data in June, July and August 2025 • Continue developing needs assessment material • Identify services required to continue, services to be decommissioned and new services to be commissioned for 1 Jan 2026 to 30 June 2026 by end of July 2025

OT and SIA jointly report to the Ministers for Children and Social Investment by end of Q2 FY 2025/26 that assesses services, funding requirements, service design and options for decommissioning services for the OT 2026/27 contracting cycle

Current status	Proposed next steps
<ul style="list-style-type: none"> • Started Step 1 of commissioning and investment approach – regional needs assessment • Completed planning for 21 regional engagements to test needs data at regional level 	<ul style="list-style-type: none"> • Test regional needs data in June, July and August 2025 • Continue developing needs assessment material • Identify services required to continue, services to be decommissioned and new services to be commissioned for 1 July 2026 to 30 June 2027 by end of October 2025

Initial thinking on possible principles and criteria to guide funding decisions

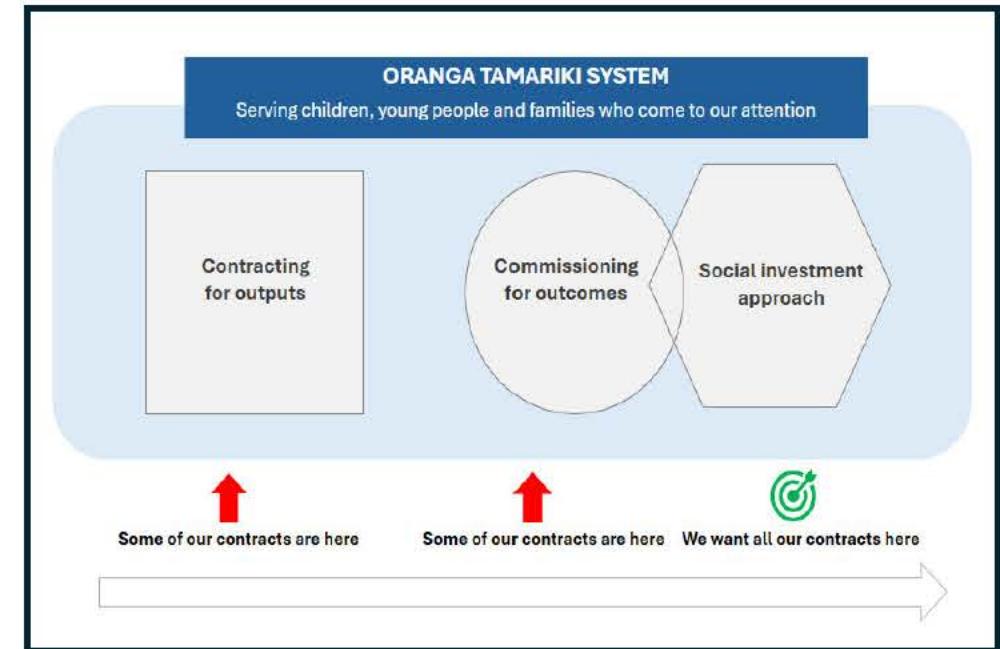
- Services will deliver Oranga Tamariki priorities as directed by Minister
- Services will deliver Oranga Tamariki statutory obligations under the Oranga Tamariki Act 1989 and other legislation
- Services will deliver Oranga Tamariki performance measures as outlined in Hine Wawata
- Services place the interests of children and young people at the centre of decision-making
- Services maximise value and impact for children and young people
- Services support whānau and community responsibility for children
- Regional and national needs for services are carefully balanced

Refine the way OT commissions services



OT will improve its systems and processes including by:

- Mapping current end-to-end commissioning & investment systems and processes and realign
- Reviewing the OT contract framework in collaboration with SIA and government social sector and NZ government procurement office (including service design & procurement processes, T&Cs etc.)
- Refining internal commissioning guidance and support for consistent and better decision-making
- Refreshing approach to contract rotation and implement over following three financial years
- Improving reporting on delivery, insights and outcomes for children



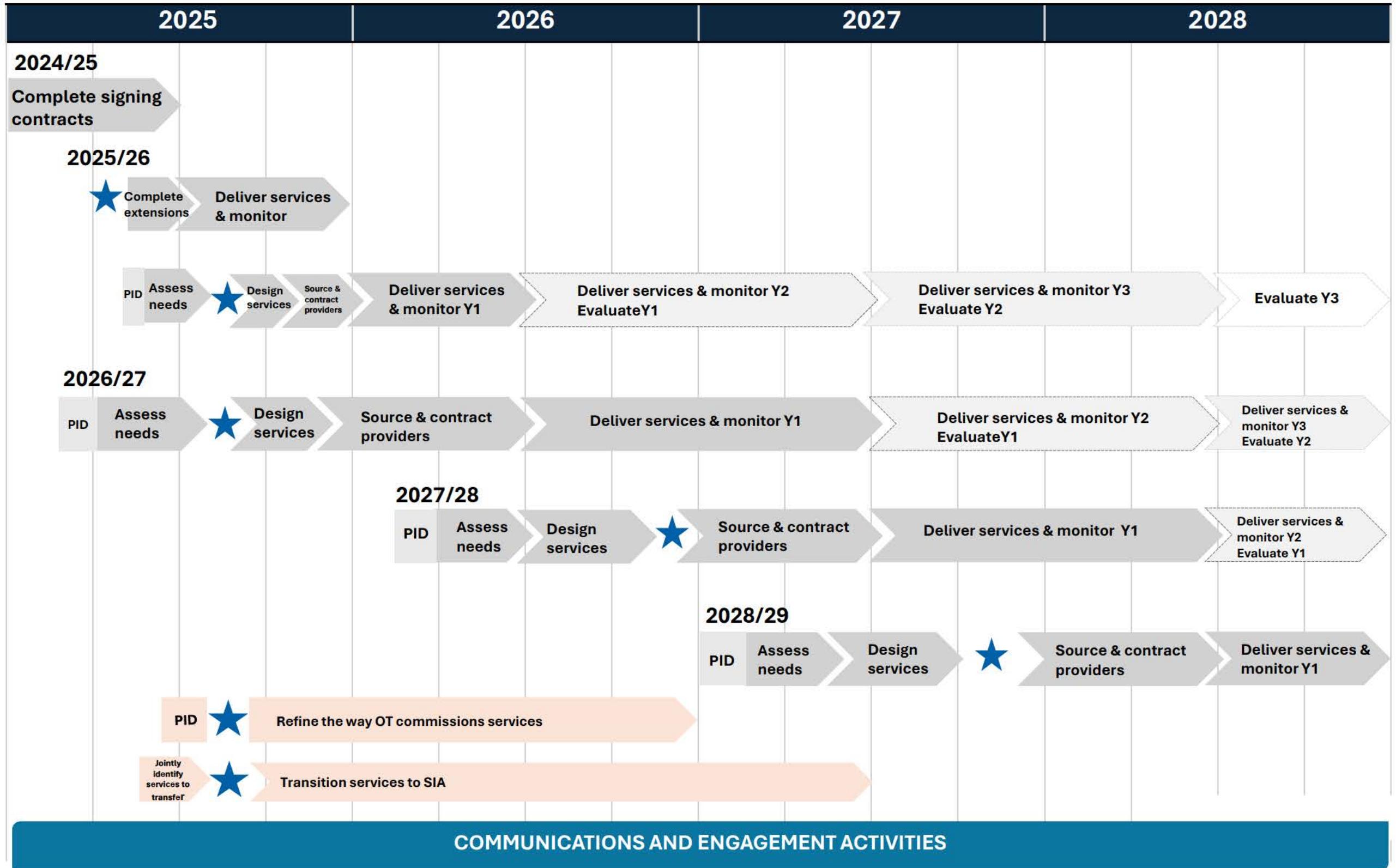
Current status	Proposed next steps
<ul style="list-style-type: none"> • Planning underway to map current OT end-to-end commissioning & investment processes and review processes etc. • OT presented paper on contract framework issues to Social Sector DCE Operations group 	<ul style="list-style-type: none"> • Commence planning to regularise OT commissioning processes and guidance by the end of Q1 FY2025/26 • Testing draft mapping of end-to-end commissioning and investment processes and reviewing processes with regions and externally by the end of Q2 FY2025/26 • Developing standardised business processes with timeframes by the end of Q3 FY2025/26 • Developing guidelines for implementing new approach by the end of Q4 FY2025/26

Rejuvenate communications and engagement

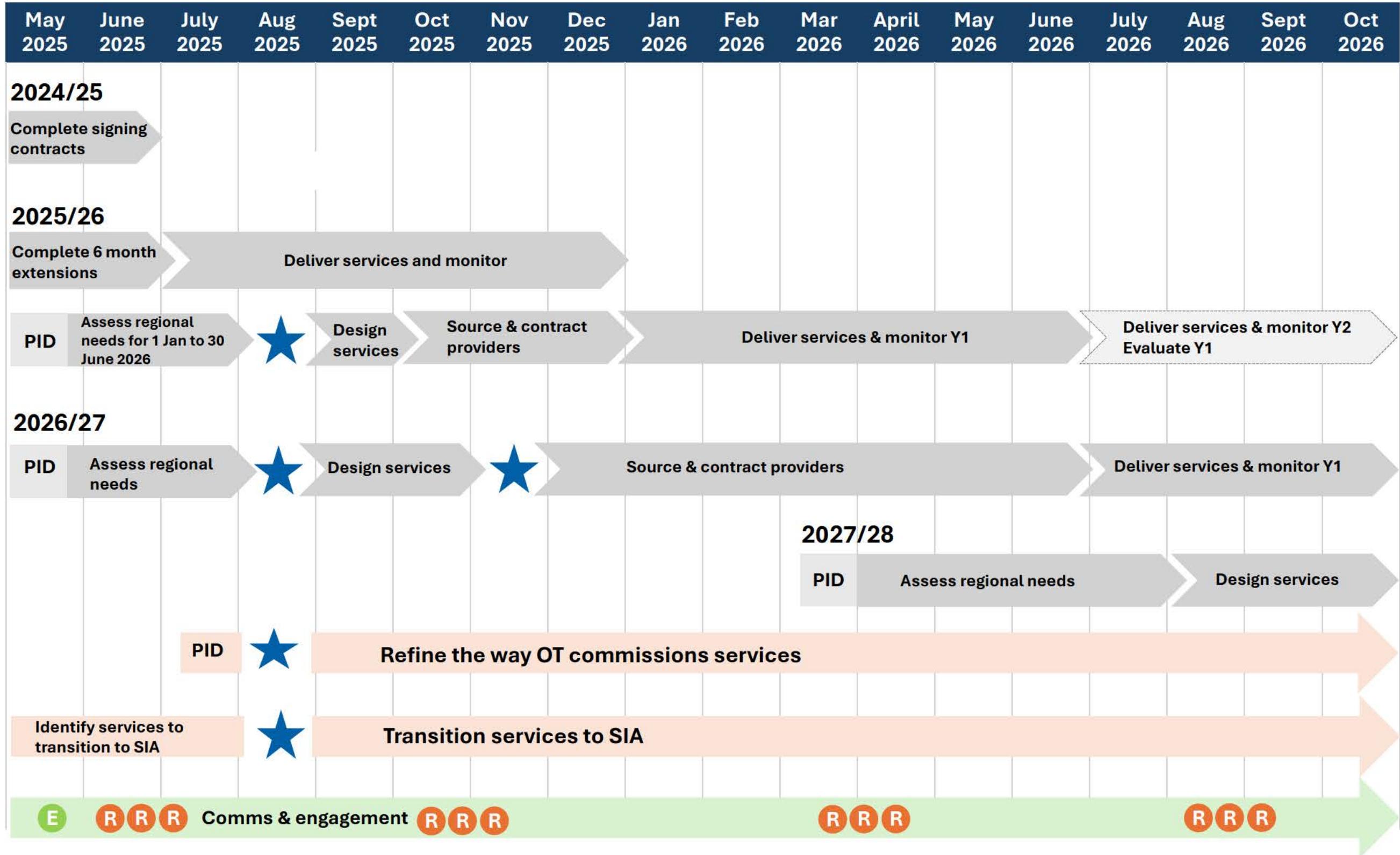
We will develop a comprehensive communications and engagement plan that includes:

- regular pānui / newsletters
- regional engagement meetings across the country [Q1 and Q3]
- online hui for all providers [Q2 and Q4]
- utilising other provider comms channels (e.g. SSPA)
- a comprehensive set of provider Q&As that are regularly updated.

Four-year horizon of key activities



18-month view of key activities



How Oranga Tamariki will measure success

Short term – by September 2025

Activity based measures in place such as:

- Actions completed within specified period
- 100% of contracts signed within timeframes

Effectiveness measures in place such as:

- Less public and provider concern about process, engagement and transparency

Medium term – by June 2026

Effectiveness measures in place by such as:

- The services available reflect the needs of tamariki and whānau
- Tamariki and whānau find services accessible
- Providers and partners feel capable / equipped to deliver services to tamariki and whānau
- Outcomes for tamariki and whānau are achieved
- Central government agencies and NGOs cooperate and coordinate