



# Performance Measures for Ministerial Priorities Quarter Three 2024/25

As at 31 March 2025

# Executive Summary

## Introduction

This report describes progress Oranga Tamariki made against Government and Ministerial priorities during quarter three of the 2024/25 financial year. This report should be read in conjunction with the **Oranga Tamariki Performance Report – Quarter Three 2024/25** that is published separately on the Oranga Tamariki website.

## ***Our priorities for 2024/25***

The Minister for Children identified four key priorities for Oranga Tamariki to ensure we remain focused on our core purpose.

1. Ensuring the safety of children and young people (pages 4 to 10)
2. Supporting caregivers (pages 10 to 12)
3. Addressing child and youth offending (pages 13 and 14)
4. Improving complaint management and practice (page 15).

### **We continue to perform well in key areas of child safety**

During quarter three, 95 percent of tamariki and rangatahi in care (3,810 out of 4,025) were visited by their social workers at least once in the past eight weeks (consistent with our strong performance financial year). This reflects our continued commitment to ensuring the safety and wellbeing of tamariki through best practice by having regular and meaningful social worker engagements, and improvements to the tools available to our frontline. We have successfully launched the Child Protection Investigation Unit, a new independent function to ensure tamariki safety is paramount.

We continue to see a decline in performance in the time it takes us to respond to critical and very urgent reports of concern. While we continue to look for ways to improve this important measure, volumes of reports of concern have been significantly higher in 2024/25.

### **Oranga Tamariki continues to strengthen caregiver support**

We are strengthening caregiver support through refreshed policies, and practice improvements, the launch of the National Care Standards Action Plan, online training modules, and establishment of a panel to capture caregiver voices with a focus on improving caregiver experiences and enhancing performance.

### **Our performance against Government Target 3 – Reduced Child and Youth Offending remains positive**

Our quarter three report highlights progress in implementing Fast-Track and our continued work with the Military-style Academy pilot.

### **We have improved the quality of our complaints management**

This quarter reflects an overall improvement from the beginning of the year in the quality of our complaints management. We are confident that our end-of-year results will reflect a significant improvement in complaint management for the year overall.

## Key results against Ministerial Priorities:

Measure	Target	Q1 2024/25 Result & Status	Q2 2024/25 Result & Status	Q3 2024/25 Result & Status
<b>Ensuring the safety of children and young people</b>				
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.	Minimum 1 visit every 8 weeks	95% On track	96% On track	95% On track
The percentage of critical or very urgent reports of concern, addressed within operational timeframes, will be at least 95% <sup>1</sup> .	95%	89% At risk	86% At risk	84% At risk
<b>Supporting Caregivers</b>				
Caregiver's survey, Case file analysis results	Not applicable	Not applicable	Caregivers survey and case file analysis results reported	Not applicable (Official measures are same. Detailed actions on strengthening caregivers support included in this report)
<b>Addressing youth offending</b>				
A 15% reduction in the total number of children and young people with serious and persistent offending behaviour <sup>2</sup> . [2023 Baseline: 1,081]	919 by 2030	1,002 7% reduction Monitoring	948 12% reduction On track	954 12% reduction On track
<b>Improving complaint management and practices</b>				
The proportion of complaints audited that were handled in a way that fully met Oranga Tamariki standards. [Baseline: 48 percent]	25% increase from baseline	51% Monitoring	59% On track	56% On track

<sup>1</sup> This measure is also an appropriation measure and will be reported on the Oranga Tamariki website and through the Annual Report for 2024/25.

<sup>2</sup> More information about this target and associated reporting can be found here - [Factsheet - Target 3 - Reduced child and youth offending - June 2024](#).



# Performance against priorities

## 1. Ensuring the safety of children and young people

Oranga Tamariki continues a dedicated focus on the best practice to engage with and keep tamariki and rangatahi safe.

### **Child Protection Investigation Unit (CPIU) takes shape**

The CPIU in Oranga Tamariki, announced in November 2024, is taking shape. Recruitment is underway for the appointment of key staff. The unit's charter outlines that the primary purpose of the unit is to improve and ensure the safety of tamariki by providing independent, objective assurance that the following issues are responded to in an appropriate and timely manner:

- deaths of tamariki known to Oranga Tamariki
- allegations of harm to tamariki in care
- all other serious concerns which pose a risk to tamariki.

### **Safety of Children in Care and section 78 reports released**

Oranga Tamariki quality assurance functions recently reviewed with and without notice section 78 entries into care including a focus on unborn and newborn babies. The results of this work will be included in our annual reporting for 2024/25, to be published in October 2025. The Safety of Children in Care work continues to review every allegation of harm and will have full tax year findings included in the annual reporting.

### **Oranga Tamariki continues to focus on our role in leading the Oranga Tamariki system**

The Oranga Tamariki System Action Plan<sup>3</sup>) six-monthly report for the period July to December 2024 was presented to the Child and Youth Ministers meeting in May and published in June 2025. The full report can be found on the Oranga Tamariki Action Plan website<sup>4</sup>.

Based on the latest report, the Oranga Tamariki System Action Plan continued to make progress on seeking final policy decisions on and progressing the implementation of key initiatives. The report demonstrates progress made against the focus areas since July 2024 including:

- **Redesign of the Gateway Assessment Service (Gateway)**  
Oranga Tamariki, Health Agencies, and the Ministry of Education have completed detailed service design and options for implementation. Agencies have developed a prototype for a new Gateway service and are working together to explore options to test this model in different regional settings.
- **Enhanced visibility of children in care within the health system**  
Oranga Tamariki and Health agencies have developed policy options to improve information sharing, communication and referral processes, and are currently finalising advice to Ministers to agree on key policy parameters.
- **Review of student aide support**  
Oranga Tamariki has completed the review of student aide support. The

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<sup>3</sup> Formerly the "Oranga Tamariki Action Plan".

<sup>4</sup> Information about this report can be found here - [OTAP 6-month Implementation Report July to Dec 2024](#). This report along with previous 6-monthly reports can be found here - [Implementation | Oranga Tamariki System Action Plan](#).

recommendations from the review have been included as proposed initiatives under the 2025/26 focus areas.

- **Establish a new supported housing service for young people with multi-layered needs**

The Ministry of Housing and Urban Development has delivered 45 placements in Auckland and Hamilton, with the remainder expected to open later in 2025.

- **Information sharing agreements between Oranga Tamariki and the Ministry of Education**

An information sharing agreement was signed by Oranga Tamariki and the Ministry of Education in August 2024. Since then, Oranga Tamariki and the Ministry of Education have completed a successful data matching pilot and are currently working to establish a reliable data sharing process.

The new focus areas for the Action Plan for 2025/26 to improve key health, education and housing outcomes for tamariki and rangatahi in care have been developed and will be published on the Action Plan website in due course.

Child and Youth Ministers agreed for the Action Plan to be rebranded to Oranga Tamariki System Action Plan as all children's system agencies have collective responsibility for delivering on the Action Plan to ensure the safety and wellbeing of New Zealand's most vulnerable tamariki and rangatahi.

## **Second Te Aorerekura Action Plan (2025-2030)**

We are a part of the national strategy that brings together 14 government agencies to eliminate family violence and sexual violence. Te Puna Aonui and agencies, including Oranga Tamariki are working together to deliver the Second Te Aorerekura Action Plan that was launched in December 2024 with a phased approach. We will be leading on four main actions set out by the Te Aorerekura action plan along with other supporting roles:

- Building the specialist workforces for rangatahi
- Improving Family Start services
- Analysis of healing services and responses to determine gaps and opportunities
- Developing training and resources for parents, caregivers and whānau.

## **Supporting changes to our regulatory system**

### *Responding to Abuse in Care Legislation Amendment Bill*

The Responding to Abuse in Care Legislation Amendment Bill had its first reading on 12 November 2024 following the public apology to survivors of abuse in care. The Bill proposes changes to the Children's Act 2014, Public Records Act 2005, Oranga Tamariki Act 1989, and Crimes Act 1961.

On 10 March 2025, the Social Services and Community Committee reported back to the House of Representatives with its recommended amendments to the Bill. The Crown Response Office was the lead advisor to the Social Services and Community Committee during its consideration of the Bill. Oranga Tamariki supported the Crown Response Office and led advice on the proposed changes to the Oranga Tamariki Act 1989.

The purpose of the changes to the Oranga Tamariki Act 1989 are to improve the safety and wellbeing of tamariki and rangatahi in care. The changes include allowing universal searches on entry to secure youth justice residences, requiring search plans to be made

with tamariki and rangatahi in all secure residences, repealing the ability to undertake strip searches of tamariki and rangatahi and clarifying the length of time that they may be in secure care prior to judicial oversight.

#### *Repealing section 7AA of the Oranga Tamariki Act 1989*

The Oranga Tamariki (Repeal of Section 7AA) Amendment Act 2025 has been passed, repealing section 7AA of the Oranga Tamariki Act 1989. This Act came into force on 8 April 2025. The purpose of the repeal was to clarify that the safety, wellbeing and best interests of the tamariki and rangatahi are the first and paramount consideration in the administration and application of the Act. This allows Oranga Tamariki to make decisions solely based on the child's needs and circumstances, without the perceived burden of statutory obligations that may have been at odds with the child's best interests.

**Oranga Tamariki measures how we ensure the safety of children and young people through two key measures:**

- **Social worker visits to tamariki in care, and**
- **Response to critical or very urgent reports of concern.**

This year a significant focus has been put on visits, including planning and preparing for visits, and reviewing and updating plans with tamariki and their caregivers/whānau during visits.

We have used a variety of approaches, including our digital tool (Whiti), the Practice Approach 'organising my practice' tool<sup>5</sup> along with close operational oversight and monitoring. We have also mobilised resources to support sites with high workloads and provided guidance to support quality recording and evidence of actions taken to implement plans.

We have improved social worker allocations, safety assessments, visits and engagements to tamariki in care in some locations. Over the past 12 months, we have rolled out the following tools and resources:

- *Tangata Whenua and Bicultural Supervision Model* – this is the first time that Oranga Tamariki has had a model to support the delivery of comprehensive supervision. More work is needed to embed this model, and it is being delivered through our Leading in Practice programme.
- *Oranga Framed Practice Prompts* – This tool helps social workers explore the safety of tamariki using a holistic framework including physical, emotional, mental, whānau, spiritual and environmental wellbeing.
- *Organising My Practice Resource* – Social workers are using this tool to plan their work. This tool helps social workers think about what information they need to gather, who they need to engage with, what knowledge (legislation, policy etc.) they might need to draw from, and where they need further advice and support.
- *Tiaki Oranga* - A new tool used to determine the immediate safety of a child or young person whilst further assessment and planning can occur. Tiaki Oranga must be completed in line with the decision response timeframes for critical, very urgent and urgent reports of concern. It is used to inform safety plans for children

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<sup>5</sup>Organising my practice tool supports practitioners to organise, plan and review their social work practice, through the domains of the Practice Framework.

and is a more comprehensive approach to establishing safety than the previous safety and risk screen.

- *New Assessment Approach and Report* – this report replaces outdated Tuituia reports. This was designed to integrate the key concepts of the Practice Approach and to be fit for purpose for social work staff.

An evaluation found that the above tools and resources, when used as intended and with support, were leading to greater social work confidence in decision making, better experiences from whānau who felt that we are working with them differently, and a higher quality of recorded assessments. Other initiatives that will support performance include the Frontline Technology Systems Upgrade (FTSU) which streamline administration and record keeping, improving social worker efficiency.

### **Measure: Social worker visits to children in care**

This measure focusses on building and maintaining relationships that help us meet the needs of tamariki in care, and to ensure we are alert to any emerging safety concerns<sup>6</sup>.

Measure	Target	Quarter one result (Status)	Quarter two result (Status)	Quarter two result (Status)
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.	Minimum 1 visit every 8 weeks	95% On track	96% On track	95% On track

As at 31 March 2025, 95 percent, 3810 out of the 4025 tamariki in care were visited at least once in the last eight weeks by their social worker.

We want to be confident that our visits to tamariki in care are occurring regularly to ensure their ongoing safety and wellbeing. We also assess this through case file analysis by measuring the proportion of tamariki who have received regular visits over the preceding 12 months. This measure looks at whether tamariki are visited as per the frequency of visits set out in their assessment or plan (independent of eight weeks criteria), or if no visiting frequency was specified, that they have been visited at least once every eight weeks. The cumulative results of case file analysis for round one carried out in October/November 2024 and round two carried out in February/March 2025 showed 62 percent (290 out of the 470 cases sampled) evidenced regular engagement as planned.

One key factor that differentiates the result for the two measures is about the timeframes. Under the National Care Standards measure, when a visit misses the required timeframe even once in the last 12 months, the outcome is assessed as not being met. If the ministerial priorities measure were extended to match the same exclusion criteria used in the National Care Standards case file analysis, the findings would closely align with the National Care Standards measure.

<sup>6</sup>This measure reports on social worker visits to all children in care and complements our appropriation measure 'The percentage of children in care with regular engagement with an Oranga Tamariki practitioner' that is reported in the Oranga Tamariki Quarterly Performance Report. These two measures use different methodologies: the Ministerial Priority measure uses structured operational data to provide an indication of visits on a point-in-time eight-week block as at end of quarter. The Appropriation measure reflect case file analysis of sampled case files from the last 12 months that assesses regular engagement over a year. Case file analysis is carried out in three rounds.

Further analysis was undertaken on the remaining tamariki to better understand why visits didn't happen for them. The analysis found the calculation of this priority measure needs to be refined slightly to exclude children who have been in care less than 8 weeks. Other reasons why visits were not completed on time were: older rangatahi or their families not being available / wish to engage, visits deferred and not rescheduled in time, recording errors, workload demands, change in key social worker coupled with planning issues.

Despite these challenges, performance is considered on track, as the results are at or above 95 percent. We are looking at ways to strengthen compliance during transfers and key social worker handovers, updating the business rules to increase accuracy, proper supervision and recording.

### **Measure: Responding to critical or very urgent reports of concern**

Completing critical and very urgent safety assessments remains a critical priority until they are completed, irrespective of whether the timeframe has been met. Outstanding critical and very urgent safety assessments are monitored continuously by Sites through workload management systems and analytics tools.

Measure	Target	Quarter one result (Status)	Quarter two result (Status)	Quarter three result (Status)
The percentage of critical (within 24hrs) or very urgent (within 48hrs) reports of concern, addressed within existing operational timeframes.	95%	89% At risk	86% At risk	84% At risk

While there has been a significant focus on this priority measure, the target remains unachieved. Increased volumes of reports of concern could be one of the contributing factors.

#### *Likely contributing factors behind quarter difficulties in consistently meeting critical and very urgent timeframes*

Timely responses to critical and very urgent reports of concern are always an imperative priority for Oranga Tamariki staff, even in environments facing significant workload pressures. Despite this, recent quarters have shown increasing challenges in consistently meeting these timeframes. The most important challenges behind this are likely to be:

- increasing volume of reports of concern over the previous 12 months, especially when sites are faced with multiple critical and very urgent reports of concern at the same time.
- a shortage of qualified and registered social workers in New Zealand disproportionately impacting vacancy levels at certain sites, in particular those away from main population centres, impeding their ability to respond to multiple critical and very urgent reports of concern in quick succession.
- Recording errors – in 2023/2024, work undertaken showed a degree of recording errors meant a non-trivial proportion of timeframes were showing as missed



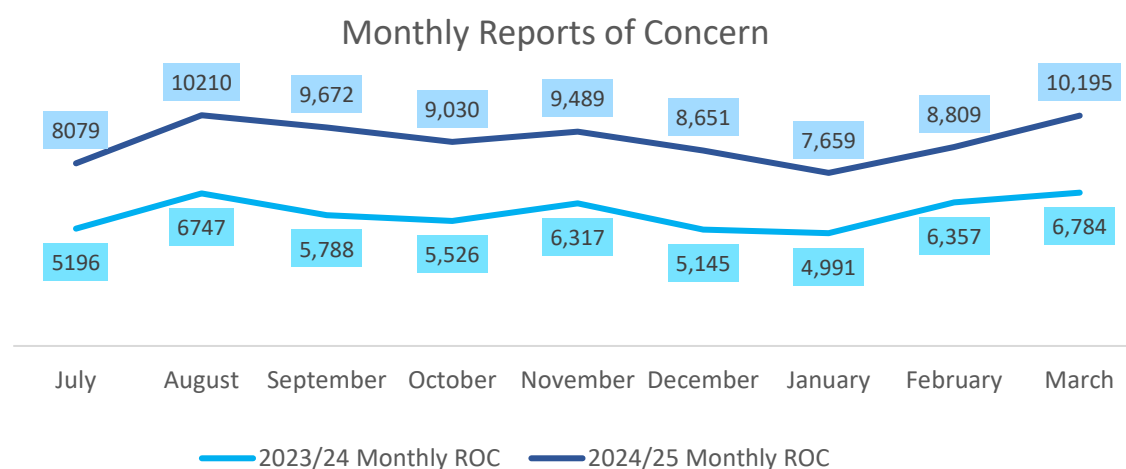
despite having been completed on time. Work has been undertaken to improve recording, but it remains possible recording errors continue to be a factor.

We have initiated research to better understand the full range of factors that support or hinder responding to critical or very urgent safety assessments in the assigned timeframe. We expect this to confirm and/or provide more context around the assumptions and may identify further system, practice or resourcing issues Oranga Tamariki need to remedy.

#### *Reports of Concern: increase in volumes in 2024/25*

Our data indicates that when reports of concern increase, a negative impact is seen on operational performance measures in the following month. From 7 March through to 16 April, the industrial action reduced social work hours across the country. This had an impact on our performance measures, although more notable when we entered quarter four. Present status shows that we are seeing a recovery in some metrics in May 2025 already.

We have recorded a significant and ongoing increase in the number of reports of concern in the first three quarters of 2024/25. There were 28,943 more reports of concern when compared to same period for 2023/24 - 81,794 reports of concern from July 2024 to March 2025 as compared to 52,851 from July 2023 to March 2024. August 2024 (10,210) and March 2025 (10,195) have been the two highest months for volumes of reports of concern since our records go back. We anticipate high volumes of reports of concern in quarter four especially in May and June 2025 based on seasonal trends.



The number of reports of concern received, surpassed the forecasted demand projections for three quarters of 2024/25. We forecasted 23,397 but received 26,663 reports of concern in quarter three.

	2023/24 Actual	2024/25 Forecast	2024/25 Actual
Quarter 1	17,731	23,202 (+31%)	27,961 (+58%)
Quarter 2	16,988	23,103 (+36%)	27,170 (+60%)
Quarter 3	18,132	23,397 (+29%)	26,663 (+47%)

#### *Reports of Concern: insight into increase in 2024/25 and exploring future demand*

We have undertaken analysis to identify the factors behind the recent increase in report of concern volumes and to explore future demand. The full report is available on the

Oranga Tamariki website. The analysis found that the increase was not due to any one single factor. The key reasons for this increase include:

- A recording practice change accounting for at least 24 percent of the increase
- Changes in public awareness and reporting behaviours, including two key events - the establishment of the Te Pūkaea call centre in Whakatāne and a mass allegation investigation making up five percent of the increase
- Broader social/economic factors affecting all demographics and regions.

Three risks have been identified when assessing possible future demand over the next one to two years:

- Actual harm is likely to increase
- Reports of concern to Oranga Tamariki are likely to increase
- System responsiveness is expected to be negatively impacted.

*Increase in reports of concern requiring a critical response or very urgent response*

Comparing the period July 2024 to March 2025 with the same period in 2023/24, we have recorded an increase in the reports of concern requiring a critical response or very urgent response:

- 29 percent increase in critical reports of concern
- 37 percent increase in very urgent reports of concern
- 20 percent increase in overall reports of concern.

## 2. Supporting caregivers

Strengthening caregiver support remains a key priority area for Oranga Tamariki in 2024/25.

### **Improving experiences of caregivers**

Improving the experiences of all caregivers by ensuring they are well supported, and they have their rights and responsibilities upheld is a core obligation and priority for Oranga Tamariki. This directly improves the stability, experiences and outcomes for the tamariki and rangatahi they care for.

#### *Policy and Practice Enhancements*

During this quarter, Oranga Tamariki has refreshed and updated a number of caregiver-related policies and accompanying procedures to improve administration processes and enhance caregivers' interactions with Oranga Tamariki.

#### *A Chief Social Worker's Practice Note*

A Chief Social Worker's Practice Note on upholding the rights and mana of caregivers was published – focused on understanding guardianship rights and decisions caregivers can and cannot make and supporting caregivers. This was promoted through well attended staff forums to discuss policy updates on provisional approval processes and encourage collaboration across frontline staff groups that support caregivers.

#### *National Care Standards Action Plan*

At the end of quarter three, Oranga Tamariki launched the National Care Standards Action Plan, principally with the focus on compliance with the National Care Standard regulations to improve experiences in care. This plan includes three lead performance measures:

- Assessment prior to placement: A full or provisional assessment of the caregiver has been carried prior to Tamariki being placed with them.
- Caregiver support plan: 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.
- Implementation of Support Plan: There is evidence the caregiver social worker is carrying out the actions agreed to in the caregiver support plan.

While we believe the unapproved placement figures will reduce further, there are some situations where these placements will still occur. This can include circumstances such as an adult child moving back home, or where a placement has been temporarily unapproved while the placement status is being reassessed and updated. We are considering introducing a timeframe target for completing the assessments.

### *Training and Capability Building*

In May 2025, Caring Families Aotearoa launched their first two online training modules for their caregivers. Oranga Tamariki staff have been promoting these resources with our caregivers to ensure they are aware of its benefits and can easily access. Planning is underway for the next caregiver satisfaction survey, which will include a module to assess the effectiveness of caregiver training programmes

### *Caregiver Voice and Feedback*

A Caregiver Panel (the Panel) was created with support from Caregiver Recruitment and Support managers and social work kaimahi a The Panel is actively collecting ongoing feedback directly from the caregivers. The first five panels were held in Wellington on 26 June and in Auckland in early July. The meetings went well and in total 17 caregivers attended the five sessions. The experiences and examples shared added a deep contextual richness to the information that was shared through the survey. They also validated the information that was provided in the survey. Deeper insight summaries from these sessions will be available in August and will play a key role in shaping the caregiver work programme and driving continuous improvement.

We are planning the next panel sessions for September/October. These will be offered to caregivers in Canterbury and the Bay of Plenty.

### *National Care System Action Plan*

Work is underway to make caregiving more attractive and empower caregivers with greater autonomy to make everyday decisions regarding the tamariki in their care. We have developed a National Care System Action Plan that includes actions aimed at better supporting caregivers and enabling a shift towards a more devolved and empowered caregiver workforce. We are also considering consolidating various caregiver-related initiatives under the National Care System Action Plan to improve strategic alignment and impact. We believe the next phase of the work, which needs to examine different possible mechanisms to fund caregiving when it is essentially a full-time role, would also be best advanced through this plan.

### *Higher Foster Care Allowance (HFCA) improvements*

Over quarter three, we have also completed work to ensure we are using the Higher Foster Care Allowance (HFCA) appropriately. This involved updated guidance, delegation changes, CYRAS changes, an updated template and communications, and resulted in a clearer, easier and more accountable system adherent to our better

understanding of the legal framework in which the HFCA operates.

**Oranga Tamariki measures performance for supporting caregiver's priority by using:**

- **Annual Caregiver Satisfaction Survey, and**
- **National Care Standards lead performance measures**

### **Our 2024 annual survey**

Our 2024 annual survey of caregivers was published in March 2025, and the high-level overview of findings are published in the "Annual Caregiver Satisfaction Survey: Topline report one" on the Oranga Tamariki website<sup>7</sup>.

A second Topline Report builds on the earlier findings, focusing on practical insights into what caregivers need to provide safe and stable care for tamariki and rangatahi. The report is available on the Oranga Tamariki website<sup>8</sup>.

Planning and preparation for the next annual caregiver satisfaction survey is underway, which will be administered around October 2025.

### **National Care Standards lead indicators**

Oranga Tamariki also assesses performance in supporting caregivers' measures using case file analysis<sup>9</sup>. Case file analysis is conducted in three tranches over the financial year from quarter two. The tranche one and two results in comparison to 2023/24 results are as below:

<b>Measure</b>	<b>2023/24 result</b>	<b>2024/25 Provisional Result (1/3)</b>	<b>2024/25 Provisional Result (2/3)</b>
There is a current caregiver support plan that sets out the actions that will be taken to meet caregiver needs, to enable them to provide quality care.	67% Moderate compliance	79% Near compliance	80% Near compliance
There is evidence the caregiver social worker is carrying out the actions agreed to in the caregiver support plan.	75% Near compliance	77% Near compliance	74% Near compliance

We anticipated the 2024 restructure, which resulted in substantial change for care leadership in Oranga Tamariki, would have had an impact on Caregiver Social Workers and are encouraged that despite this, the results on the second round of analysis for 2024/25 suggests there has been an increase in the percentage of caregivers with a current support plan that sets out the actions to meet their needs, to enable them to provide quality care when compared to 2023/24 results.

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<sup>7</sup> Read *Annual Caregiver Satisfaction Survey: Topline Report One* at: [Annual-Caregiver-Satisfaction-Survey-2024.pdf](#)

<sup>8</sup> [Annual-Caregiver-Satisfaction-Survey-2024-Deep-Dive-Report.pdf](#)

<sup>9</sup> Case file analysis is the detailed, manual review of a random sample of cases. The analysis is conducted thrice a year – surveying ~700 case files in total across the year. As more cases are surveyed, confidence in the analysis also increases. The results in this report are based on the first two round of analysis for 2024/25 involving 470 cases and hence considered as a provisional result. Compliance is indicated by: At compliance when 90% and above of the reviewed case files are compliant, near compliance when 70 to 89% are compliant, moderate compliance when 50 to 69% are compliant and low compliance when less than 50% are compliant.

### 3. Addressing child and youth offending

The Oranga Tamariki reducing youth offending programme includes work on serious and persistent child and youth offending, including the development and implementation of new legislation for Young Serious Offenders and youth justice residences, as well as addressing the Mike Bush Rapid Review findings.

#### **Progress on Target 3 - Reducing child and youth offending**

To help meet the government's law and order targets, Oranga Tamariki has continued to progress Target 3 delivery plan initiatives. Operational and structural changes in response to the upcoming legislative amendments are enabling a faster, more joined-up response when rangatahi are arrested, and early intervention to address rangatahi with offending behaviour. One of the initiatives was to expand the existing Fast-Track programme. The Fast-Track programme is focused on working alongside partner agencies and our communities at local and regional levels to provide rapid interventions for repeat child (10-13 years old) and youth (14-17 years old) offenders.

#### **Intensive Case Management Teams**

Intensive Case Management Teams established in Hamilton, Rotorua and Christchurch work intensively with tamariki, rangatahi, family and whānau. This includes, with whānau agreement, engagement with younger siblings to provide holistic support.

This mahi has had very positive outcomes for tamariki, rangatahi, their family and whānau, and as of April 2025, the first teams have transitioned to business as usual within Youth Justice Services and Residential Care.

#### **The Military-style Academy Pilot**

The Military-style Academy Pilot, a 12-month programme designed to work with a small group of rangatahi with a history of serious and persistent offending behaviour, has been progressing to schedule and is due to finish on 29 July 2025. During quarter three, rangatahi have continued to be supported by a team that includes social workers, mentors and psychologists. Prosocial behaviors are more commonplace for some of the rangatahi, with employment/work experience opportunities being realised and personal goals being achieved. Enhanced whānau relationships and positive community interactions are also noted. Where alleged re-offending has occurred, the Pilot programme has continued to actively support these rangatahi.

#### **Oranga Tamariki (Responding to Serious Youth Offending) Amendment Bill and Regulations**

The Oranga Tamariki (Responding to Serious Youth Offending) Amendment Bill is awaiting its second reading. The Bill introduces a Young Serious Offender (YSO) declaration and a military-style academy order. These allow the Youth Court and New Zealand Police to apply stronger measures relating to serious and persistent offending by rangatahi. Under this Bill, a young person will be eligible for a YSO declaration if they are 14 to 17 years old at the time of offending, have committed at least two separate eligible offences, and the Court is satisfied are likely to reoffend. The military-style academy order will require eligible rangatahi to be detained in custody in a Youth Justice Residence for between three to 12 months, and to take part in the Military-style Academy programme.

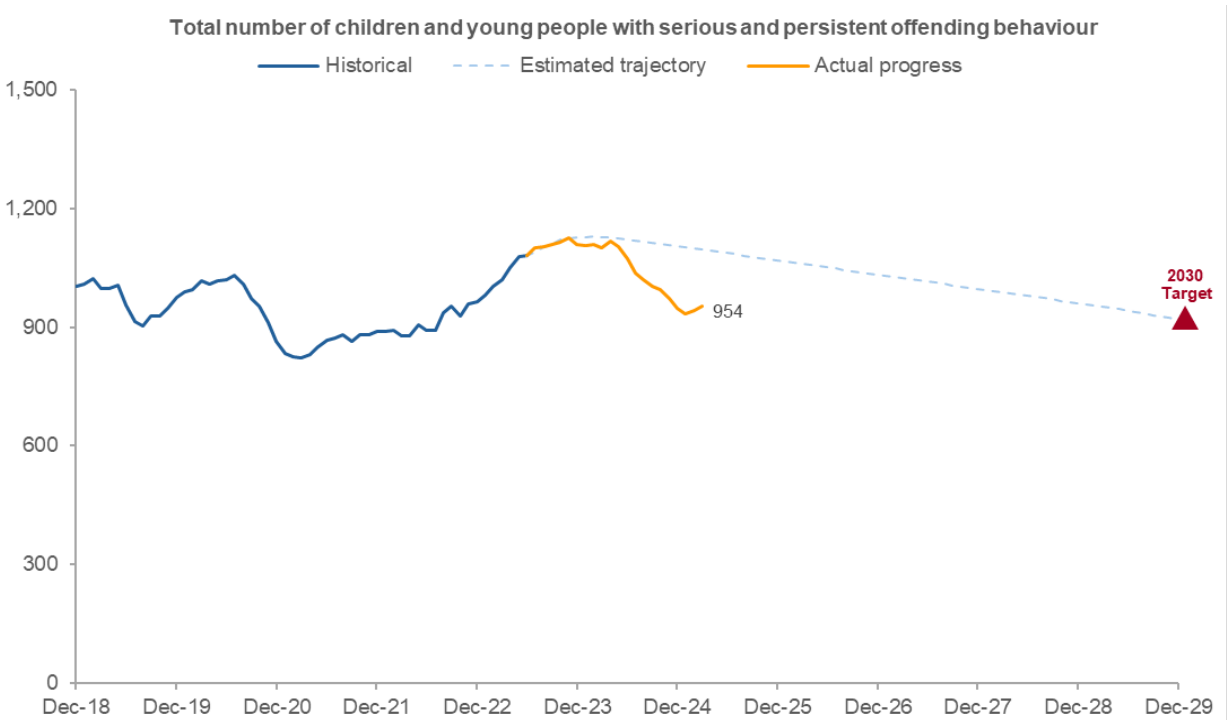


Implementation planning for all aspects of the Bill is underway across Oranga Tamariki, New Zealand Police and the Ministry of Justice.

**Oranga Tamariki is the lead agency for the Government’s Better Public Service Target 3 – accountable for reducing the total number of tamariki and rangatahi with serious and persistent offending behaviour by 15 percent by 2030<sup>10</sup>.**

Measure	Target	Quarter one result (Status)	Quarter two result (Status)	Quarter three result (Status)
A 15% reduction in the total number of children and young people with serious and persistent offending behaviour. <i>Baseline: 1,081 in June-2023</i>	919 by 2030	1,002 (7% reduction) Monitoring	948 (12% reduction) On track	954 (12% reduction) On track

In quarter three, the percentage reduction in the total number of tamariki and rangatahi with serious and persistent offending behaviour from the baseline (June 2023) was the same as quarter two (12 percent reduction by the end of quarter). Increases in numbers were seen in February and March 2025 after a sustained decrease over the previous nine months.



Some monthly variation in the target is expected, and the recent small increases are still well below the predicted trend line. There is some indication that there was a small increase in serious and persistent young offenders moving through the court system at the start of 2025. It is possible that some of the increase may have been a downstream effect of a busy summer period for offending. Oranga Tamariki will continue to closely monitor this measure given it is influenced by a wide range of societal, policy and economic factors.

<sup>10</sup> Read more about the Government’s Target 3 at: [www.dpmc.govt.nz/sites/default/files/2024-09/gt-factsheet-target-3-jun24.pdf](http://www.dpmc.govt.nz/sites/default/files/2024-09/gt-factsheet-target-3-jun24.pdf)

## 4. Improving complaint management and practices

People should be able to provide feedback to Oranga Tamariki and be treated fairly and respectfully, with their words heard and actioned when necessary. We value feedback – good and bad – and are committed to responding to and working with people to resolve their concerns through our feedback and complaints process<sup>11</sup>.

Measure	Target	Quarter one result (Status)	Quarter two result (Status)	Quarter three result (Status)
The proportion of complaints audited that were handled in a way that fully met Oranga Tamariki standards.	25% increase from baseline	51% Monitoring	59% On track	56% On track

This is a new measure for Oranga Tamariki in 2024/25 and a baseline for this measure will be established throughout this year. While the quarter three result shows a decrease in performance compared to quarter two, it still reflects an overall improvement from the beginning of the year. The reduction in quarter three can be attributed to a targeted focus on closing overdue complaints, which may have impacted the proportion of complaints audited that fully met Oranga Tamariki standards.

We have implemented system upgrades to enable regionally based monitoring to support continuous improvement activities. Internal reporting mechanisms have been strengthened, and this work will continue in quarter four.

<sup>11</sup> Read about our feedback and complaints processes at: [www.orangatamariki.govt.nz/about-us/contact-us/feedback/](http://www.orangatamariki.govt.nz/about-us/contact-us/feedback/)