



2022/23

Quarter 2

Performance Report

As at 31 December 2022



**ORANGA
TAMARIKI**
Ministry for Children

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Overview

Oranga Tamariki has a new strategic direction focused on responding to what we have heard from those we work with, care for, and support. This report aligns with our new strategic direction, and specifically the shifts and impacts that will guide our mahi towards fulfilling our vision of ensuring all children are safe, loved and nurtured by whānau, hapū, and iwi, supported by thriving communities.

We want Māori and community groups, including our partners and providers, to lead the approach to supporting tamariki and whānau in their region or community. This quarterly performance report highlights key mahi across Oranga Tamariki supporting this change, as well as providing an update on our financial situation and performance measures.

Who we are working with

At the end of quarter two, as at 31 December 2022 there were:

- 4,500 tamariki and rangatahi in the Care and Protection custody of the Chief Executive
- 130 rangatahi in the Youth Justice custody of the Chief Executive, with an additional 360 rangatahi we are working with who are not in custody

In the 12 months to 31 December 2022 there were:

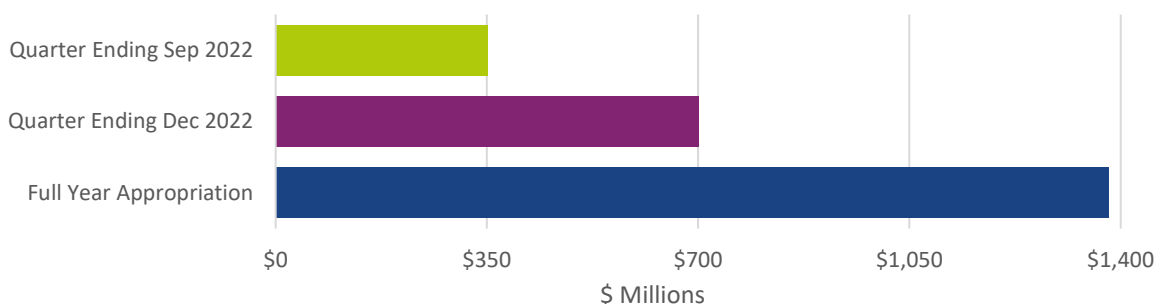
- 67,400 reports of concern leading to 36,400 assessments or investigations
- 730 entries (710 individuals) and 1,150 exits (1,150 individuals) from Care and Protection custody of the Chief Executive
- 980 entries (530 individuals) into and 950 exits (550 individuals) Youth Justice custody of the Chief Executive
- 1,660 young people eligible to remain with or return to their caregiver, of which 70 (4 percent) of young people used this service
- 144 supported accommodation placements available.

Financial update

Financial summary

The Oranga Tamariki year-to-date expenditure is in line with expectations as at quarter two, as shown in Figure One. Mitigations are in place to effectively manage baseline pressures, including Budget 2023 cost pressure bids and the prioritisation – including stop, delay, and scale decisions of initiatives.

Figure One: Oranga Tamariki Expenditure vs Appropriation



Financial control environment

In response to KPMG’s assessment of the Oranga Tamariki financial control environment, the Chief Financial Officer commissioned a programme of work to lift budget managers’ financial capability and improve financial controls.

Progress this quarter includes:

- deploying new reporting tools and education designed to increase capability and the transparency of financial performance
- progressing the implementation of critical systems, with the Human Resource Information System and payroll systems now operational, and the Financial Management Information System expected to be in place beginning of 2023/24
- reviewing financial management processes and procedures to support budget managers to make better investment decisions.

Appropriation measures summary

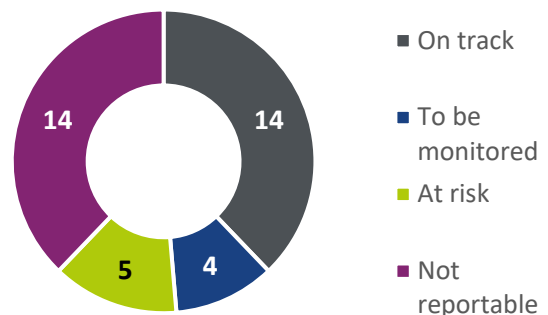
Our appropriation measures¹ demonstrate effectiveness of the activities we receive funding for to invest in and deliver. The measures reflect the progress we are making towards our vision of ensuring all children are safe, loved and nurtured by whānau, hapū, and iwi, supported by thriving communities. We have 37 appropriation measures that we will report against in our 2022/23 Annual Report². We strive to meet the standards that help navigate mahi towards our purpose. Figure Two summarises the quarter two results for our appropriation measures.

In quarter two, 14 measures were not reportable due to data availability or results not being available until the year-end.

Of the 23 reportable measures this quarter:

- 14 (61 percent) are on track to meet standards
- 9 (39 percent) are at risk of not meeting standards.

Figure Two: Appropriation measures status at quarter two



Strategic shifts

Our three strategic shifts: Mana Ōrite, Whakapakiri Kaimahi and Rata Pūnaha, guide how Oranga Tamariki will work towards our strategic direction. Our mahi aligns to these shifts and moves us towards ensuring tamariki are in loving whānau and communities.

These strategic shifts are essential for us to deliver on critical work programmes including our Future Direction Plan³ and the Oranga Tamariki Action Plan⁴. Progress against each shift for this quarter is outlined below.

¹ These measures speak to the current appropriations outlined in the Strategic Intentions 2021-2025. Our current Outcomes and Performance Frameworks are being reviewed and we will reflect these measures in the future.

² We have 38 targets across 37 measures, including one Policy Quality measure (reported annually at year-end) with two targets.

³ The Future Direction Plan draws together themes from Te Kahu Aroha (Ministerial Advisory Board’s report), recommendations from previous reviews, and the Waitangi Tribunal report. A two to five-year action plan was developed in 2021 with key focus areas based on these themes.

⁴ The Oranga Tamariki Action Plan is a collective commitment from all the children’s agencies (as defined in the Children’s Act 2014) to work together to achieve the outcomes in the Government’s Child and Youth Wellbeing Strategy.

Mana Ōrite – Trust our partners

This shift is about how we support and enable Māori and communities to lead and deliver services for tamariki, rangatahi and whānau.

Mahi across the organisation this quarter:

In December 2022, we opened Whare Ngaakau Nui in Manurewa, the first purpose-built home for tamariki and rangatahi with high complex needs and providing specialist treatment. Whare Ngaakau Nui responds to the Ministerial Advisory Board's report Te Kahu Aroha, which highlighted the need for decision making and resources to be shifted to communities. Oranga Tamariki is currently working with mana whenua in the area and iwi care providers to look at the best care options for tamariki and rangatahi who will reside in Whare Ngaakau Nui.



Image: Whare Ngaakau Nui, Manurewa



Image: Ngā Hau e Wha Marae, Ōtautahi

Through our Enabling Communities mahi, we held a regional hui at Ngā Hau e Wha Marae in Ōtautahi where we shared thoughts about the changes we are making to shift how we will work with Māori communities. This included providing our partners the opportunity to determine themselves the aspirations and outcomes they want to achieve across the Oranga Tamariki system, from prevention, early support, care and protection, youth justice and transitions.

Tākai integral to supporting families

Tākai is made up of whānau supporters who lead initiatives focussed on preventing harm and nurturing positive relationships with whānau, communities and tamariki under-five. It is supported by community developers based within Oranga Tamariki. The Tākai website enables the principles of Family Start⁵ to be actualised, providing a one-stop parenting resource, covering hapūtanga to starting kura.

Tākai Kōrero includes bi-monthly online webinars, Ruku workshops and quarterly Family Start online wānanga to build the capability of the early years' workforce. From October-December 2022, Tākai held two webinars, one Ruku workshop and one Aho wānanga for Family Start. These sessions were attended by over 250 whānau supporters.

The total funding available through the Tākai Local Initiative fund in 2022/23 is \$3.1 million and will increase over the next two years to extend work with communities and whānau to support parents with prevention initiatives. This is an extension of the Local Initiative fund from the Joint Venture 2021 budget bid to support the Te Aorerekura National Strategy to Eliminate Family violence and Sexual Violence. Of the total 2022/23 budget, 88 percent has now been distributed to community initiatives including seven new initiatives from October-December 2022.

⁵ Family Start is a free home-visiting programme that focuses on improving children's growth, health, relationships, family circumstances, environment and safety.

Enabling Communities to better lead and innovate change

Our Enabling Communities programme was developed as part of our Future Direction Action Plan (FDP) and offers a new way to partner with Māori communities. It provides an opportunity for selected partners to determine for themselves the aspirations and outcomes they want to achieve across the end-to-end Oranga Tamariki system. The insights from this programme will help inform the system changes necessary to transform Oranga Tamariki at a national, regional and Local level for the betterment of tamariki and mokopuna.

A series of regional engagement hui were held over November and December 2022 with the community to provide clarity on the future direction of Oranga Tamariki.

Whakapakari Kaimahi – Empower our people

This shift is about how we support, train and equip our kaimahi to enable a skilled, confident and trusted workforce.

Mahi across the organisation this quarter:

- We developed guides and resources available to all kaimahi in supporting disabled people. The resources are developed with a holistic view of oranga (wellbeing) and the many ways of understanding disability. To support inclusive practice and respect diversity across our workforce, we are strengthening accessibility for kaimahi by introducing audio recordings of the resources.
- To support the wellbeing of our kaimahi, we delivered webinars on learning about different aspects of wellbeing. These provided the knowledge, understanding and tools for kaimahi if they experience challenging times affecting their wellbeing.

Workforce trends for our kaimahi

As at 31 December 2022, there were the equivalent of 4,587 full-time kaimahi employed by Oranga Tamariki, made up of 4703 (headcount) permanent and fixed-term kaimahi. Our overall staffing level has been declining gradually since June 2021 but is now appearing to stabilise at current levels. Over this quarter staffing returned to the same level as at May 2020. Figure Three shows our workforce trends over the past 12 months.

Figure Three: Oranga Tamariki workforce



Core unplanned turnover⁶ continues to rise (see Table One). However, this has been at a noticeably lower rate than previous quarters. As at 31 December 2022, the Oranga

⁶ Core Unplanned Turnover is calculated as the number of permanent staff exits (excluding redundancies) that occurred over the last 12 months, divided by the average of the permanent staff headcount at the end of the year and the same point in the prior year.

Tamariki staff turnover rate was 16.9 percent. This is still 0.4 percent point lower than all of public service benchmark as at 30 June 2022 (17.3 percent).

Table One: Core unplanned turnover⁷

Month	31 Dec 21	31 Mar 22	30 Jun 22	30 Sep 22	31 Dec 22
Percentage (%)	13.4	14.8	15.7	16.6	16.9

Progress on our Workforce Strategy

As part of our Future Direction Plan, we are developing a Workforce Strategy that will support high-quality social work now and in the future. We completed the discovery phase of our strategy development, identifying initial key findings, opportunities, and challenges. We are now exploring future state and future scenario development. We have continued to engage the Social Worker Registration Board and the Aotearoa New Zealand Association of Social Workers with a shared goal to continue building the social work workforce.

The Enabling Communities kick off hui was held from 1 to 2 November 2022, which provided insights on regions and communities’ readiness for devolution of services and workforce requirements for this shift to occur. This continued information gathering will help us understand and identify the workforce needs of the community, regions, and sites.

Rata Pūnaha – Enhance our system support

This shift is about what we need to do to effectively support the sector with the right information and performance systems, infrastructure, and resources to facilitate innovation and improvement.

Mahi across the organisation this quarter:

- Oranga Tamariki is leading a series of in-depth Needs Assessments focussed on the housing, health and education needs of children and young people most at risk. Three Needs Assessments were published this quarter, with a further five planned in 2023. These assessments help identify un-met needs and set a direction to improve services for children and young people under the Oranga Tamariki Action Plan.
- Good progress has been made in implementing key initiatives to ensure we can seamlessly share data between ourselves and partners in a safe and secure way. This has included new data sets available to kaimahi to support and inform their decisions; making the data brought in from care partners available for analysis by shifting them into our enterprise data and analytics platform; and developing an initial cross-sector workplan on making data available for decision-making.

Our impacts

We have six impacts under our new strategic direction that describe the changes we want to see for tamariki and rangatahi. The measures below, mapped to our six impacts,

⁷ Includes permanent staff only. Unplanned termination reasons cover resignations, retirements, dismissals and death, as well as unknown reasons (excluding fixed-term employees). Equivalent of Core Unplanned Turnover as defined by Te Kawa Mataaho – Public Service Commission.

are measures based on the current Outcomes Framework in our 2021-2025 Strategic Intentions. Additional outcome measure results can be found in Appendix A.

We are developing our new Outcomes and Performance Frameworks, which will include measures that reflect our strategic direction. As we work towards developing and finalising these measures, they will be reflected in future quarterly reports.

Impact One: Tamariki and rangatahi Māori are safe and secure under the protection of whānau, hapū and iwi

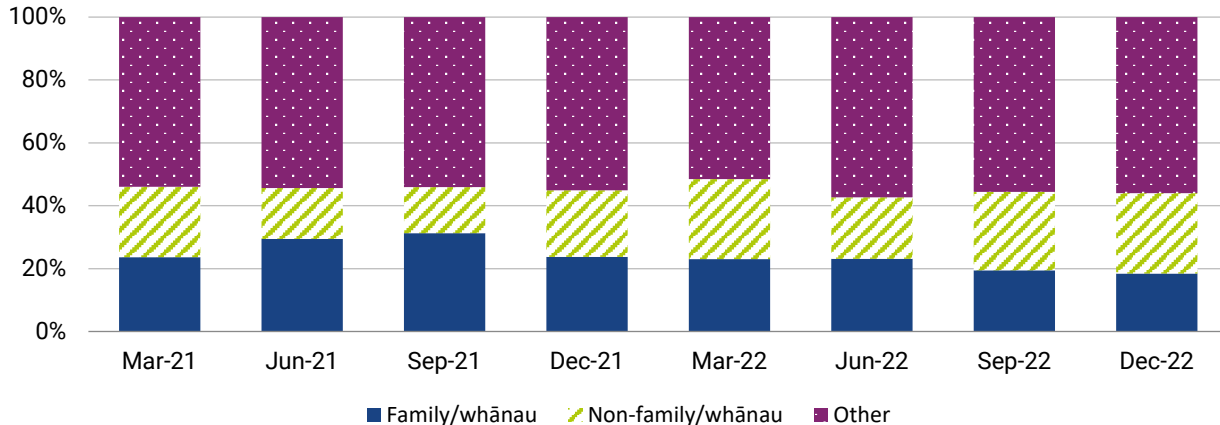
Measure: Placement availability on entry to care

This measure shows our ability to supply options for out of home placements, including our matching and whakapapa searching capability. Ideally, we want tamariki to safely remain within their wider whānau, but the situation of each tamaiti is unique and complex. Their safety, wellbeing and best interests are the most important consideration.

Placement availability on entry to care has had little change to the previous quarter, as shown in Figure Four. However, over the last two years the use of family/whānau as first placement has decreased from 24 percent to 18 percent. Of the Tamariki that entered care in quarter two, the placement types they entered were:

- 18 percent of placements were with family/whānau.
- 26 percent of placements were with non-family/whānau.
- 56 percent of placements went into other placement types.

Figure Four: Placement availability on entry to care



Measure: Ethnicity match with caregivers

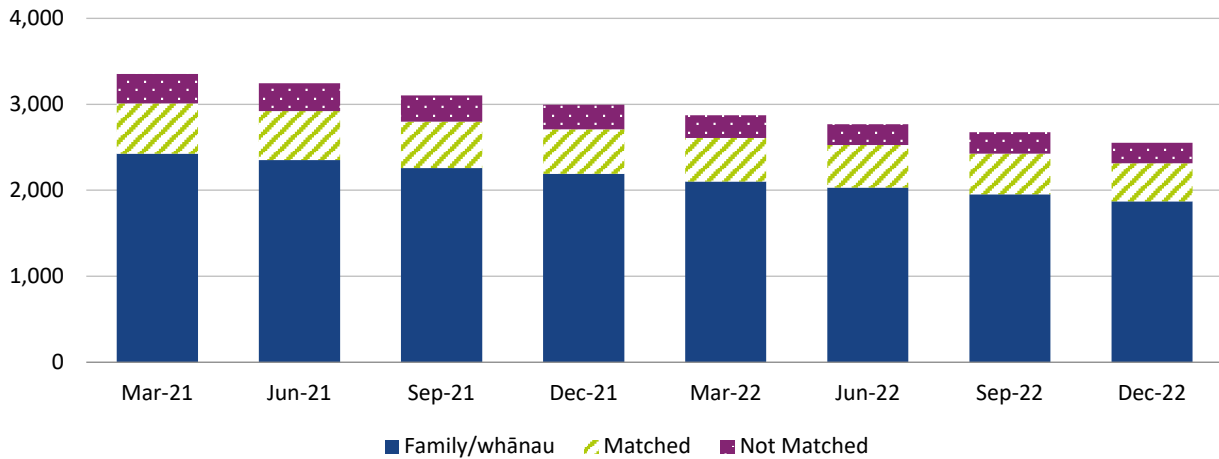
It is important for Tamariki and rangatahi in care to be connected to their family/whānau and culture. Figure Five shows how we are performing at keeping children and young people in out of home placements with caregivers of their own ethnicity.

Of children living with a caregiver, 90 percent are living with a family/whānau or with a caregiver of the same ethnicity⁸. The proportion of children with a caregiver of the same ethnicity has remained stable over the past two years. Of the tamariki in family/whānau or non-family/whānau placements in quarter two:

⁸Ethnicities are considered matched if there is any common ethnicity between the child and the caregiver – for example, if a child is both Māori and NZ European and one or both caregivers has Māori or NZ European ethnicity, then they will be considered matched. It excludes return/remain home, bednights, independent living. And residence placements. It also excludes placements where we do not know the ethnicity of the caregiver, such as with NGO providers, or some Oranga Tamariki non-family/whānau carers.

- 1,871 were placed with family/whānau.
- 444 were placed with a caregiver of the same ethnicity as them.
- 236 were placed with a caregiver who had a different ethnicity to them.

Figure Five: Ethnicity match with caregivers



Impact Two: Whānau resilience is strengthened to care for tamariki and rangatahi

Measure: Entries and exits for out of home care

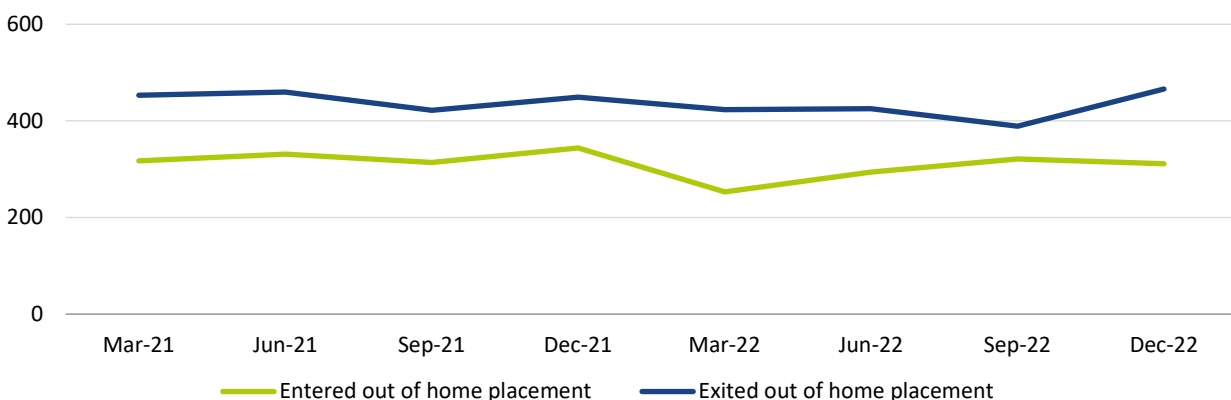
It is a priority to provide support for our tamariki and rangatahi to remain home with their families or return home successfully to their families following an out of home placement. We want to see a trend of more exits than entries for out of home care.

Figure Six shows entries into out of home placements decreased slightly (3 percent) in comparison to the previous quarter whilst exits from out of home placements increased by 20 percent. This is a small change but is a shift in recent trends that had entries to out of home care declining. Entries to out of home care in December 2022 is still a 11 percent decline in comparison to the same time last year.

In quarter two:

- 311 tamariki and rangatahi entered an out of home placement.
- 466 tamariki and rangatahi exited an out of home placement.

Figure Six: Entries and exits for out of home care



Impact Three: Tamariki and rangatahi in care or custody are safe, recovering and flourishing

Measure: Out of home placements type for longer term placement

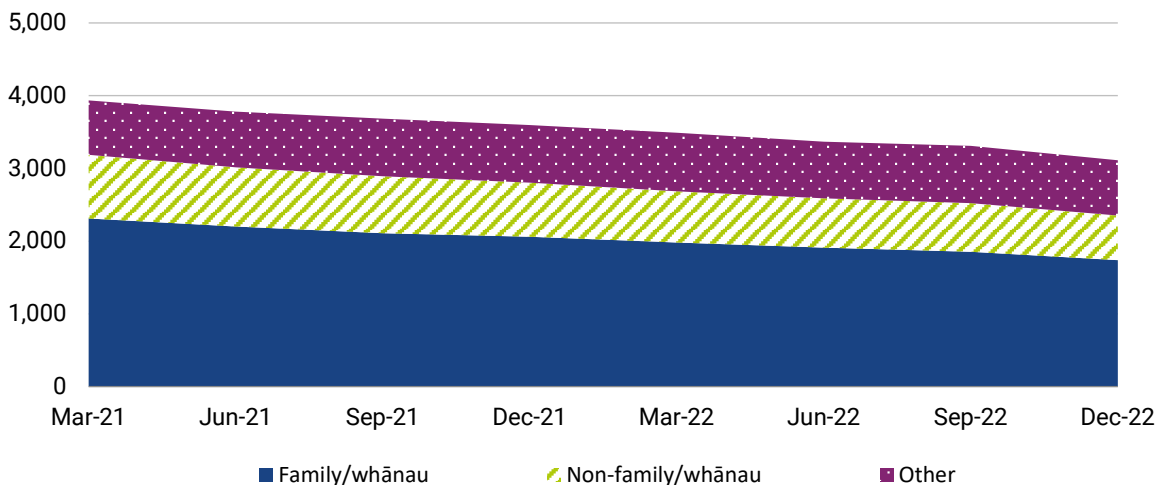
Having stable and safe placements for tamariki and rangatahi is one of the best protective factors that contribute to long term recovery and help them to flourish. Oranga Tamariki try and keep children with their family/whānau where possible.

Family/whānau placements remain the main placement type for children in longer term placements. In quarter two, family/whānau placements were 56 percent of all longer term out of home placements. Figure Seven shows similar results with the September 2022 quarter but there is a slight decrease from 57 percent in the December 2021 quarter. The number of children in longer term out of home care continues to decline.

In quarter two, of all out of home placements longer than three months:

- 1,738 were in family/whānau placement.
- 614 were in non-family/whānau placements.
- 758 were in an other placements, including NGO providers or in residences.

Figure Seven: Out of home placement type for longer term placement

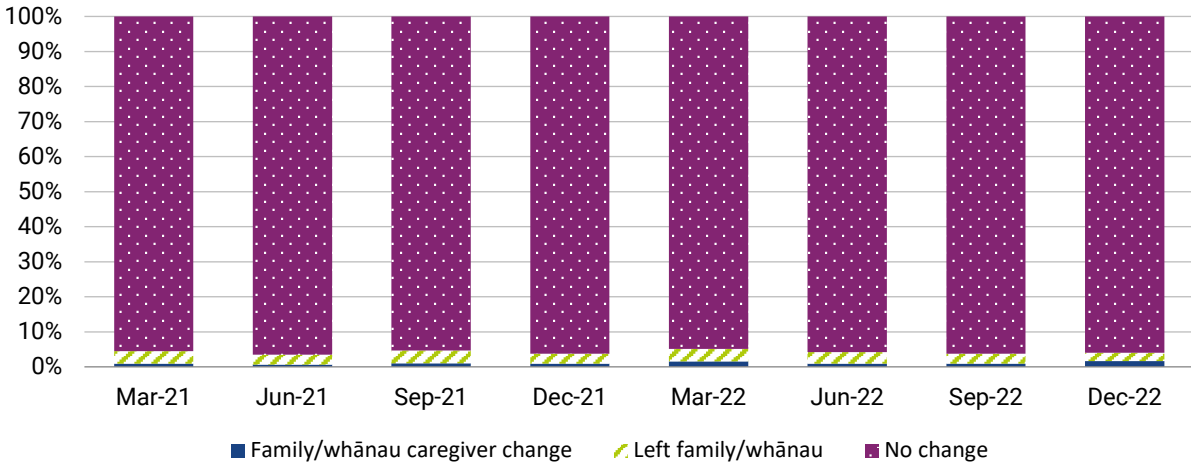


Measure: Family/whānau placement stability

Figure Eight shows the stability of family/whānau placements. Most family/whānau placements are stable, with 96 percent of children in placement staying in the same placement in quarter two (purple section of bar).

Of the 4 percent who changed placement, 2.4 percent (44 placements) were moved to a non-family/whānau placement (green bars), and 1.7 percent (31 placements) moved to another caregiver within their extended family/whānau (blue bars). Change in caregivers has remained consistently low over the last two years.

Figure Eight: Family/whānau placement stability



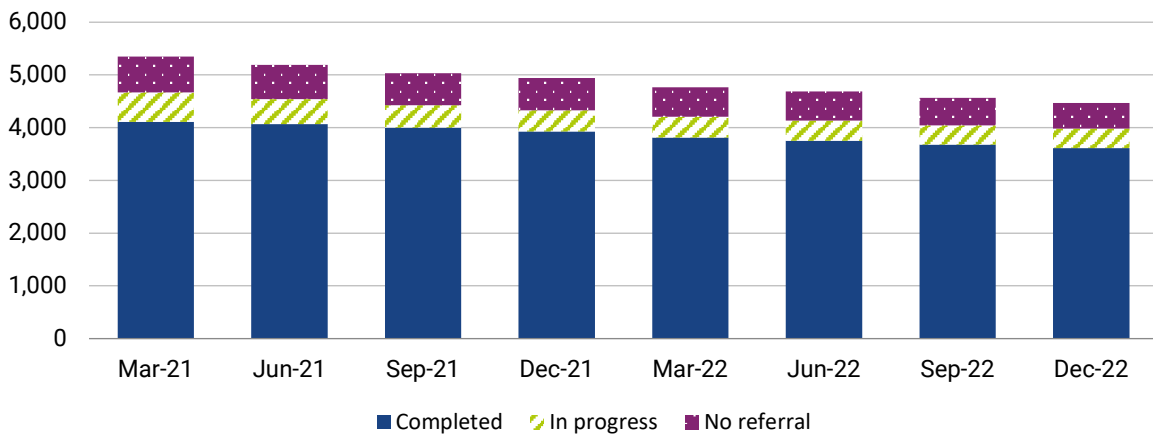
Impact Four: Improved equity for Māori, Pacific and disabled tamariki and rangatahi

Measure: Completion status of Gateway assessment

This measure helps us ensure more children in care have their full range of needs identified and met. A Gateway assessment is an interagency process that helps to clarify and identify ways to address the health and education needs of tamariki we work with.

Figure Nine shows the number of tamariki in the custody of the Chief Executive who have a Gateway assessment in progress or completed by quarter over the last two years.

Figure Nine: Completion status of Gateway assessments



The total number of Gateway assessments has continued to decrease in line with the reduction in the number of children in care. The proportion of children who have a completed Gateway assessment has increased over the last two years from 77 percent to 81 percent.

Of the tamariki who were in care in quarter two:

- 3,615 have a completed Gateway assessment.
- 369 have a Gateway assessment that is in progress.

- 485 have not been referred to Gateway assessments⁹.

Measure: Referral to core health support

Oranga Tamariki has consistently high rates of recommending vision, dental and hearing referrals. Figure Ten shows whether a referral is recommended for tamariki in care following the identification of a need in their Gateway assessment.

Figure Ten: Referral to core health support

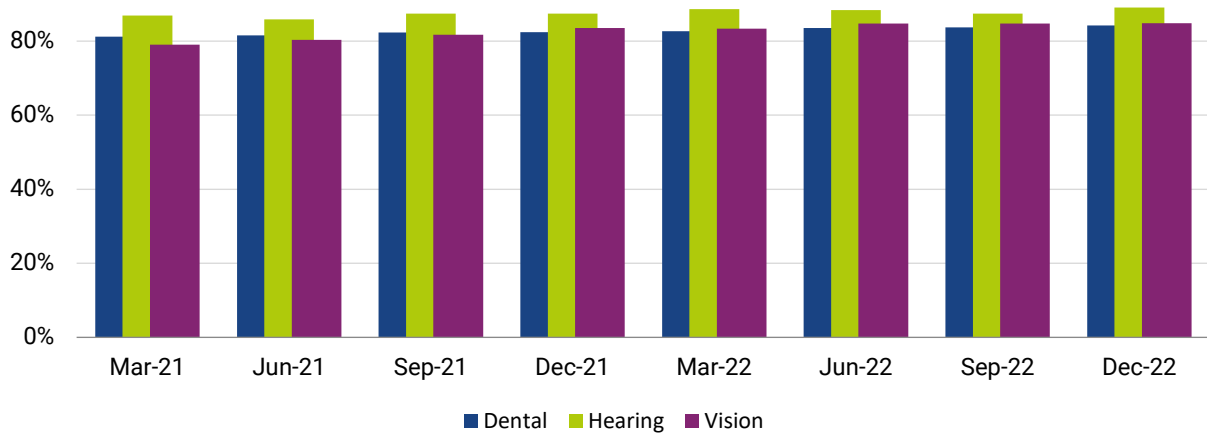


Figure Ten shows specifically the dental, vision and hearing needs identified each quarter in a two-year period. An average of 86 percent of children with an identified vision, hearing, or dental need were referred this quarter. A decision to not recommend a referral could be associated with service gaps or the need already being met at the time of assessment. This means referral rates will never reach 100 percent.

Of the tamariki who had a Gateway assessment completed in quarter two:

- 84 percent of those with a dental need identified were recommended for a referral.
- 89 percent of those with a hearing need identified were recommended for a referral.
- 85 percent of those with a vision need identified were recommended for a referral.

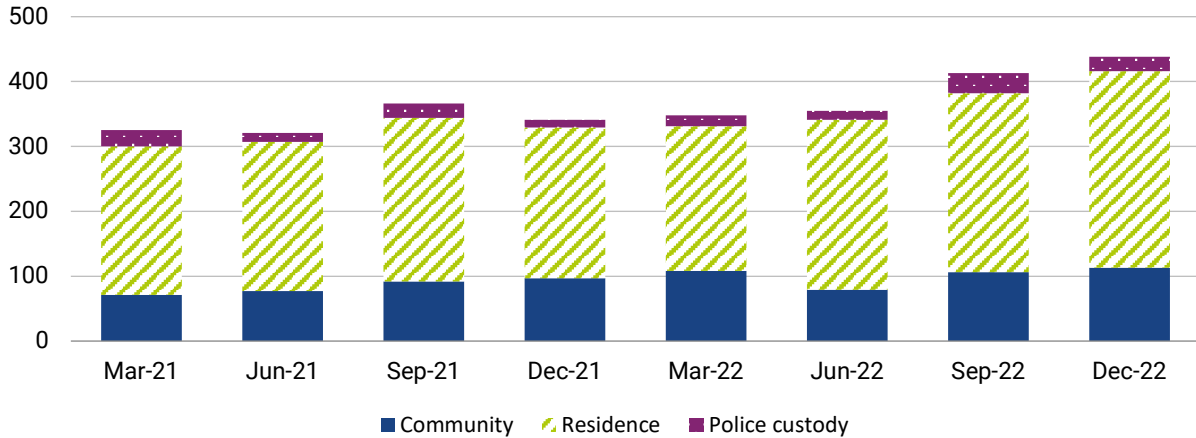
Impact Five: Fewer tamariki, rangatahi and whānau need statutory services

Measure: Custodial placements in Youth Justice

⁹ Where no referral has been made, it includes children who may not have a referral if they are on a specific order (e.g. a temporary placement), or if they have recently had an assessment and their doctor decides this sufficiently replaces a Gateway needs assessment.

This measure tells us if more young people are safely managed in the least restrictive placement appropriate. Figure Eleven shows the number of remand placements over each quarter over a two-year period by type of placement. The total number of custodial placements have increased 6 percent in comparison to quarter one.

Figure Eleven: Custodial placements in Youth Justice



Most placements are in residences (69 percent), but the proportion of community-based placements has been generally increasing over time. In quarter two:

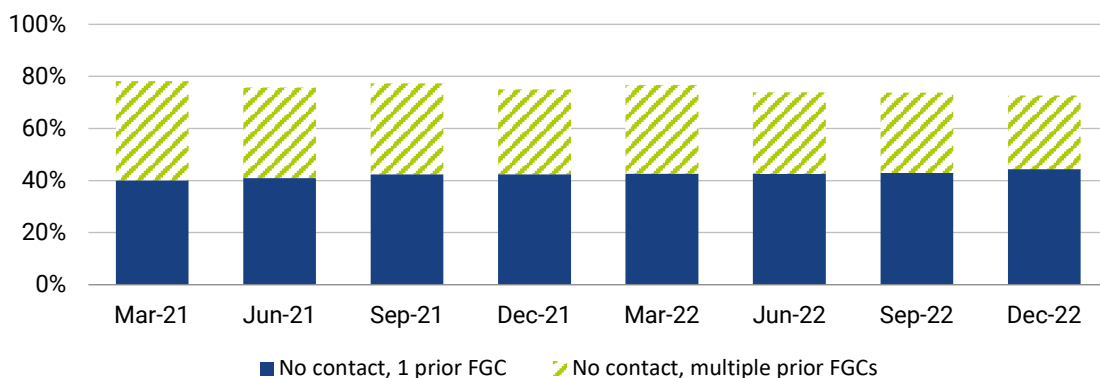
- 113 young people had a community-based placement.
- 303 young people had a residence placement.
- 22 young people were in police custody.

Measure: Re-engagement for those with Youth Justice history

This measure is indicative of how well we are performing at keeping young people from re-offending following their first contact with Oranga Tamariki Youth Justice Services. Ultimately, we want more young people to stop offending before adulthood.

Figure Twelve shows the number of young people who have not had any engagement with Youth Justice in each quarter as a proportion of the total young people we previously engaged with who are still eligible for Youth Justice. The proportion of young people with only one Youth Justice Family Group Conference (YJ FGC) referral has been increasing over the past two years (blue bars).

Figure Twelve: Re-engagement for those with Youth Justice history



Of young people with a past YJ FGC referral, 73 percent had no contact with Oranga Tamariki this quarter. In quarter two:

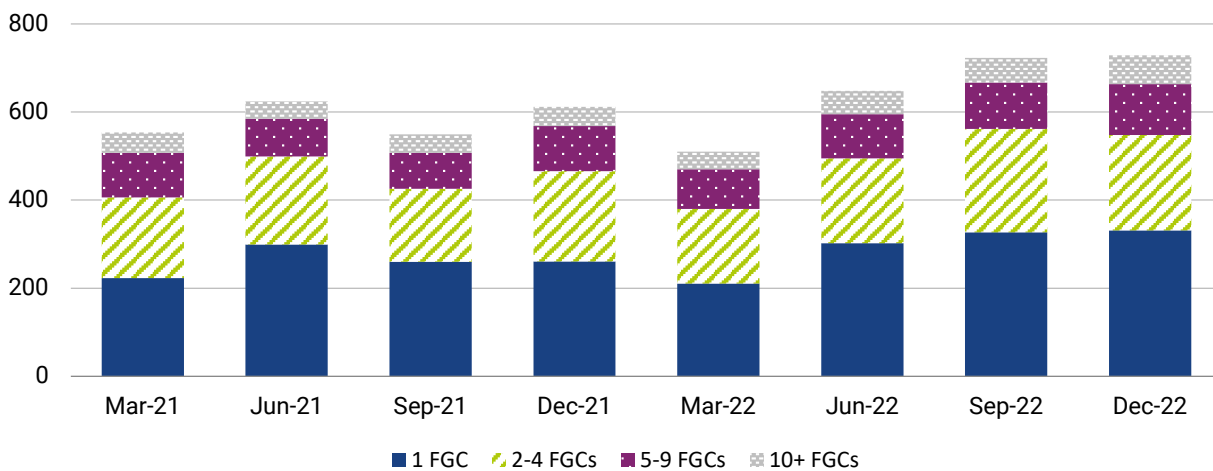
- 961 young people who had only one previous YJ FGC did not have any engagement with Youth Justice.
- 612 young people who had multiple previous YJ FGC did not have any engagement with Youth Justice.

Impact Six: Tamariki, rangatahi, whānau, and victims of youth offending feel listened to, valued and understood

Measure: YJ FGC history for young people with current FGC

This measure tells us how well we are performing at keeping young people from returning to Youth Justice for multiple YJ FGCs. Figure Thirteen shows the number of young people who have had a YJ FGC in the quarter, split by the total number of YJ FGCs they have had in their lifetime, over the last two years.

Figure Thirteen: YJ FGC history for young people with current FGC



Of all young people who had a YJ FGC in quarter two:

- 331 have had one YJ FGC
- 217 have had two to four YJ FGC
- 115 have had five to nine YJ FGC
- 66 have had ten or more YJ FGC

Appendix A: Additional outcome measure results

We are developing our new Outcomes and Performance Frameworks, which will include measures that reflect our new strategic direction. As we work towards developing and finalising these measures, they will be reflected in future quarterly reports.

Below are the remaining outcomes measure results under our current Outcomes Framework that do not strongly align to the six impacts of our new strategic direction.

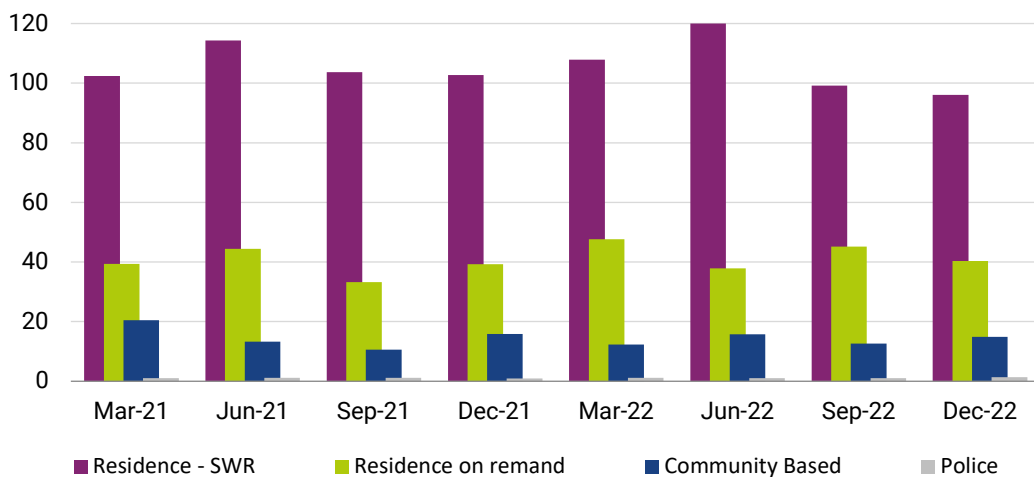
Measure: Average days on custodial placements

This measure shows how we are working to ensure we are holding young people in custody for the shortest possible period appropriate to the circumstances of the case. The overall aim for practitioners is to ensure those young people who are in custodial placements are there for the shortest time practical.

Figure Fourteen shows the average length in days of each of the remand placement types, by quarter for the past two years. Decreases in these figures indicate a positive shift. Residence-SWR placements decreased to 96 days (from 99 in the September 2022 quarter). Community-based placements increased from 13 to 15 days. From the quarter one results, the number of average days spent in a Youth Justice Residential Facility on remand has decreased from 45 to 40 days and police custody time has increased from 1.1 to 1.4 days.

Youth Justice Residential Facility beds were scarce for a number of reasons. Due to low number bed availability, some of those young people who were arrested and appeared before the Youth Court remained in Police custody under S.238(1)(e) to return to youth court at the next available sitting. Alternatively, some young people appeared in youth court and were remanded into the custody of the CE of Oranga Tamariki but returned to be housed in Police custody until representatives from Oranga Tamariki could uplift them and transport them to their appropriate placement.

Figure Fourteen: Average days on custodial placements



In quarter two:

- The average length of placement for a supervision with residence placement was 96.1 days
- The average length for a resident placement on remand was 40.3 days

- The average length time of spent in a community-based placement was 14.9 days
- The average length of time spent in Police Custody was 1.4 days

Measure: Status of cases after first court appearance

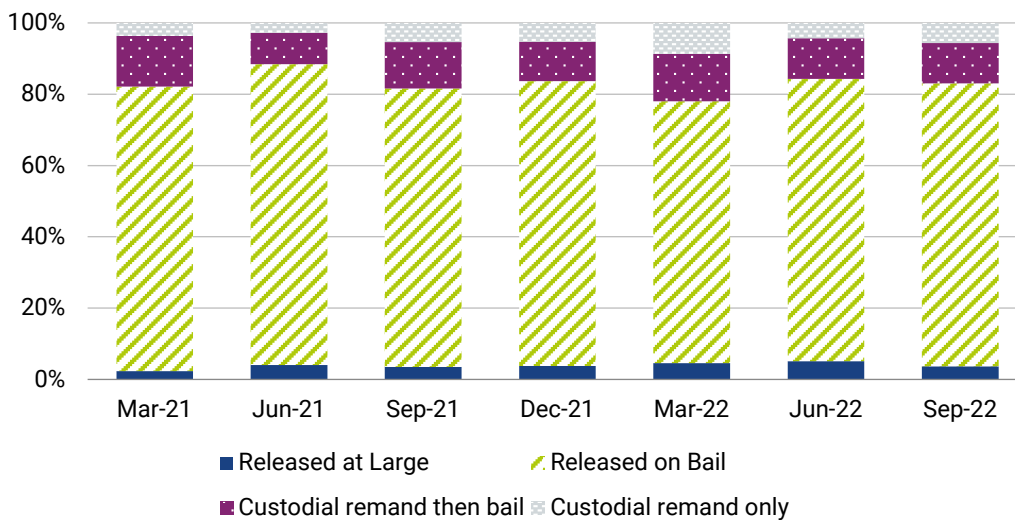
This measure tells us the number of cases finalised in the quarter by the status of their release after the first court appearance. This is shown by quarter for the past two years. The majority of young people were released on bail or at large after their first court appearance.

Figure Fifteen shows the December 2022 quarter in 70 percent of cases, young people were released at large on bail straight away. In 8 percent of cases, young people were placed on custodial remand and remained in custody throughout the case. In 17 percent of cases young people were placed on custodial remand and then granted bail.

In the latest quarter after the first appearance before a judge for each case:

- 36 young people were released on custodial remand
- 75 young people were released on custodial remand then later went onto bail
- 302 young people were released on bail
- 19 young people were released into the community

Figure Fifteen: Status of cases after first court appearance



Measure: Final status of first bail

This measure tells us eventual outcomes for young people who have been bailed by the Youth Court. This shows the finalised cases where a young person was released on bail either after the first court appearance or following an initial custodial remand. The bar is split by the final status of cases involving bail after the first bail event. Oranga Tamariki and partner organisations work to support young people to successfully complete their bail order.

Figure Sixteen shows the success on bail for each case which had bail in the quarter for the past two years. This shows the court outcome immediately following a bail order, and whether further offending contributed to a young person remaining on bail or being moved to custodial remand.

The majority (71 percent) of all young people released on bail stay on bail and do not move to custodial remand (blue bars). There has been decrease of those offending on bail and then going into custodial remand from the previous quarter but an increase of 21 compared to December 2022. Of the cases that had some bail during the quarter:

- 198 did not offend and stayed on bail throughout the quarter or until sentencing
- 68 stayed on bail despite committing an additional offence
- 90 offended and were moved from bail into custodial remand
- 21 did not offend but were moved from bail into custodial remand

Figure Sixteen: Final status of first bail

