



Oranga Tamariki
Performance Report
Quarter One 2024/25
As at 30 September 2024

Introduction

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

1. **Performance against appropriation measures.** How Oranga Tamariki is performing against measures that relate to our funded functions and activities (page 3 and 4)
2. **Financial performance.** How we are tracking in terms of financial performance and budget expectations (page 5 and 6).

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

In October 2024, Oranga Tamariki published our Strategic Intentions 2024/25–2029/30. These Strategic Intentions set out the short- and medium-term delivery priorities we aim to achieve. The Strategic Intentions are published on the Oranga Tamariki website¹.

¹ Read about our Strategic Intentions at: www.orangatamariki.govt.nz/about-us/corporate-reports/statement-of-intent/

Performance against Appropriation Measures

Our appropriation measures indicate how Oranga Tamariki is performing in delivering the core services and activities we are funded to deliver. We assess this performance against 32 appropriation measures within Vote Oranga Tamariki².

Performance against appropriation measures is reported annually in our Annual Report alongside key impact measures. The table below shows the status of our appropriation measures based on quarter one results for 2024/25. It's important to note that not all appropriation measures can be reported on a quarterly basis.

To improve transparency and accountability we have included a status indicator for each measure. This indicates whether we consider the performance result is on track, needs close monitoring, or is at risk and requires further focus and action.

Status of appropriation measures in quarter one 2024/25			
8	5	5	14
On Track to meet or exceed standards.	Monitoring emerging risk	At Risk of not meeting the standard.	Not reported this quarter

Oranga Tamariki is focusing on the 'at risk' measures to better understand the necessary actions we can take to improve performance. We have also progressed several initiatives that we expect to impact performance over 2024/25, including commencing a three-month in-residence military-style academy pilot programme in Palmerston North in July 2024.

Appropriation performance actions and trends

[Appendix One](#) includes the quarter one appropriation measure results with status and commentary. We have actions underway on the following measures where we are at risk of not meeting standard.

- Critical or very urgent reports of concern, addressed within operational timeframes**
 Commentary on this measure is provided on page 4 of the Quarter One Performance for Ministerial Priorities report.
- Supported accommodation places available to young people**
 Placement numbers decreased this quarter due to individual arrangements coming to an end and reductions in volumes with some providers due to previous utilisation. A review of our supported accommodation provision is underway to better understand what is driving utilisation issues and ensure we have the right models of support and accommodation types on offer.

² Read about our Vote Oranga Tamariki Estimates at: [Vote Oranga Tamariki - Vol 9 Social Services and Community Sector - The Estimates of Appropriations 2024/25 - Budget 2024](#)

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

Whilst we haven't achieved the quarterly standard for this measure, we note that the rolling average over the last twelve months has dropped significantly from 462 to 395. This improvement has occurred whilst there have been operational considerations affecting safe capacity in our residences, and a larger proportion of young people being remanded in custody. We will continue to look for appropriate care arrangements and operational process improvements to improve this for these young people.

- ***Young people held on remand placed within their community***

The standard for this measure was increased from 18 percent to 30 percent in 2023/24 to reflect our aspirations.

- ***Timeliness of parliamentary question responses provided to the Minister's Office***

Delays to Ministerial Services receiving information from various business units has resulted in a result below target this quarter. We have identified improved ways of working, particularly through ensuring there are clear lines of accountability through Deputy Chief Executives which will result in improved performance next quarter.

Financial performance

Funding summary

The Oranga Tamariki appropriated baseline funding decreased by **\$56.5** million from the final 2023/24 funding of **\$1,584.4** million to **\$1,527.9** million. This includes funding decreases from Budget 2024 and is an aggregation of multiple discrete movements across our appropriated funding.

Most of this decrease was a result of the 6.5 percent savings provided by Oranga Tamariki as part of the baseline savings exercise. The decrease to the baseline includes:

- a net reduction of **\$50.0** million for the Reduction in Back Office Functions – providing for the Cost of Change initiative where **\$25.0** million was bought forward from 2024/25 to 2023/24 to support the cost of change. A portion of this will be transferred to 2024/25 at the October Baseline Update
- a net decrease of **\$14.5** million for previously funded initiatives such as revenue for high needs children from Whaikaha – Ministry for Disabled People, Wage uplift for care and/or support workers in the health and disability sector and Reducing Risk of Critical Systems - Financial Management Information System and Payroll replacement
- other decreases to funding relating to the Budget process are **\$45.0** million for cost savings initiatives for Back-Office Administration Costs and Contracting Service Costs
- an **\$8.0** million reduction for the Crown Response to the Abuse in Care Royal Commission of Inquiry and establishment of a new redress system for abuse survivors' appropriation.

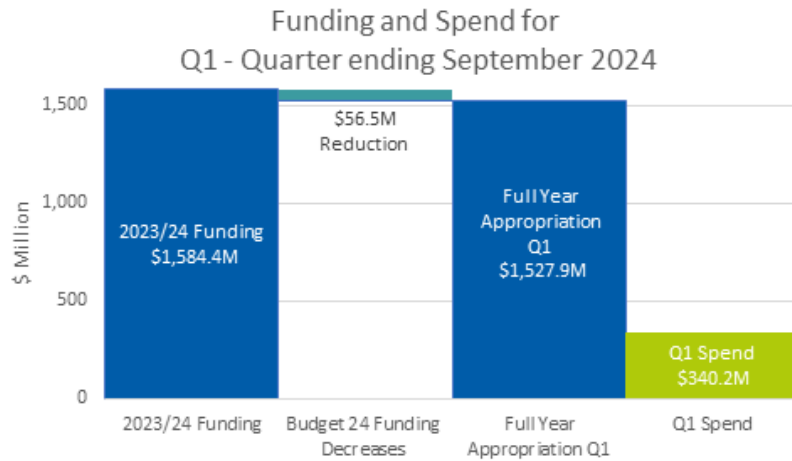
We have received funding for several new initiatives for 2024/25:

- Budget 2024 initiatives Addressing Serious Youth Offending and the Fast Track Youth Offending Programme of **\$15.0** million
- an increase of cost pressure funding for Budget 2024 of **\$20.0** million
- a net increase in prior year initiatives of approximately **\$25.0** million which includes Transforming the Care System to Improve the Safety and Wellbeing of Children in Care, Extending Pay Equity Settlement for Social Workers in Community and Iwi Organisations, and Transition Support Service: Improving the Wellbeing Outcomes of Young People Leaving Statutory Care.

Quarter One expenditure was on track with budgeted expectations.

Oranga Tamariki year-to-date expenditure is in line with initial budgeted expectations. As of 30 September 2024, Oranga Tamariki had spent **\$340.2** million (22 percent) of the allocated **\$1,527.9** million budget 2024/2025.

Oranga Tamariki Expenditure vs Appropriated Funding



Financial control environment

Oranga Tamariki have received an unmodified audit opinion on the financial statements and service performance reporting for 2023/24. The Environment, systems, and controls for measuring financial and performance information (ESCO) have remained stable from the previous financial year as outlined in the table below:

Aspect	2022/23	2023/24
Management control environment	Needs improvement	Needs improvement
Financial information systems and controls	Good	Good
Performance information and associated systems and controls	Good	Good

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

Measure	Why is this measure important?	Standard	Q1 Result	Status	Commentary
Adoption Services					
The percentage of assessments of suitability to adopt that are completed within 3 months will be at least 90%	We handle adoption assessments in a timely way to make the process quick, while still being thorough. A suitability check requires us to gather and consider specific information about individuals, such as police vetting and referee checks, to inform our overall assessment of suitability and risk.	90%	98.5%	On track	Regular and close monitoring of the timeframes for completion of assessments has contributed to achieving the target for this measure.
Connection and Advocacy Service					
Expenditure supports the delivery of services to children and young people with care experience and progress on contracting measurables is reported quarterly to Oranga Tamariki.	This measure relates to government non-departmental expenditure funding for VOYCE – Whakarongo Mai, a non-government organisation, to provide care experienced children and young people with connection and advocacy services independent of Oranga Tamariki.	Achieved VOYCE - Whakarongo Mai •21 connection events plus ongoing social media activities •4 regional hubs with kaiwhakamana in 11 locations •567 new individual advocacy requests		On track	VOYCE - Whakarongo Mai continues to promote and support care experienced rangatahi to advocate for systemic changes in the Care and Protection and/or Youth Justice system.
Policy Advice and Ministerial Services					
The percentage of ministerial OIA request replies completed five working days prior to the statutory time limit, unless otherwise agreed, will be at least 95%	This measure allows us to track if we're supporting the Minister to meet legislative obligations under the Official Information Act. This includes being transparent and giving people timely access to information unless there is a good reason to withhold it.	95%	86%	Monitoring	Delays to Ministerial Services receiving information from Business Units has resulted in a result below target this quarter. We have identified improved ways of working, particularly through ensuring there are clear lines of accountability through Deputy Chief Executives which will result in improved performance next quarter.
The percentage of ministerial replies completed within twenty working days of receipt by Oranga Tamariki, unless otherwise agreed, will be at least 95%	This measure allows us to track if we are providing a timely response for questions from the public to the Minister or Associate Minister for a written answer.	95%	100%	On track	We have achieved the standard for quarter one.
The percentage of Parliamentary question responses provided to the Minister's Office so that the answers can meet the timeframe set in Parliamentary Standing Orders will be at least 95%	This measure allows us to track if we are providing a timely response for questions from opposition members in the House of Parliament to the Minister or Associate Minister for a written or oral answer.	95%	82%	At risk	Delays to Ministerial Services receiving information from various business units has resulted in a result below target this quarter. We have identified improved ways of working, particularly through ensuring there are clear lines of accountability through Deputy Chief Executives which will result in improved performance next quarter
Prevention and Early Support					
The percentage of all contracted services which achieved or exceeded the target for their primary contracted measure will be at least 75%	Most of our Early Support work is delivered by service partners who are contracted to reach certain volumes, or specific results, with the goal that more families receive appropriate support, and fewer children require statutory intervention. Working in partnership with providers enables our social workers to focus on case management if or when issues eventuate or compound.	75%	63.2%	Monitoring	We expect the percentage of all contracted services which achieve or exceed the target for their primary contracted measure trends to improve over the year.
The percentage of all service contract funding contracted with Iwi and Māori organisations will be greater than 23%	The majority of children in care, and young people in custody, are Māori. This measurement shows our commitment to procuring iwi and Māori organisations that can play a unique role in supporting, strengthening and culturally connecting tamariki Māori, supplemented by specialist tauwiwi services.	23%	33.4%	On track	We have tended to exceed this measure despite the changes made to funding levels for the 2024/25 financial year.

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Measure	Why is this measure important?	Standard	Q1 Result	Status	Commentary
The percentage of critical or very urgent reports of concern, addressed within operational timeframes, will be at least 95%	When a critical or very urgent report of concern is made, it indicates that a child may have been seriously harmed or be at risk of serious harm. This measure tells us if responding in an appropriate timeframe, based on the level of risk identified, to ensure the immediate safety of the child.	95%	89.4%	At risk	<p>Our quarter one result for this measure has not improved yet to reflect our efforts that included improving the accuracy of our reporting and using Whiti, our reporting tool, to track our recording and make necessary improvements.</p> <p>We have also recorded increased number of reports of concerns received over time, and an increase in the reports of concerns requiring a critical or very urgent response. We are analysing this data to determine its impact on our performance. The details will be shared in next quarterly report.</p> <p>We have also collated data across a range of measures to better understand performance of various sites for the contributing factors behind this. We also trialed a new, frontline role to support our social workers. The role of allied support worker helps us deliver our core services more efficiently for children, young people and their families. This trial is part of our wider workforce planning.</p>
Statutory Intervention and Transition					
The percentage of siblings in out of home placements, who are placed with at least one sibling, will be at least 73%	Keeping siblings together is key to healing from harm and avoiding trauma when staying at home isn't safe. Siblings must be placed together where possible and practical unless there are safety concerns (such as family abuse) that are being addressed.	73%	72%	Monitoring	<p>This measure remains largely the same as in the previous quarters or years, sitting at or near the standard. The main challenges with this measure are:</p> <ul style="list-style-type: none"> • Large sibling groups which caregivers struggle to accommodate. • Tamariki with additional or high needs caused by trauma, behaviour or disability. • Poverty and lack of suitable housing being barriers to whānau offering to care for tamariki and rangatahi. <p>We also know that in some cases placing siblings together is assessed as not being in the interests of all tamariki. In such cases plans will often focus upon giving regular opportunities for siblings to see each other – without living together.</p>
The percentage of young people held on remand who are placed within their community will be at least 30%	We want to keep rangatahi who have offended close to their support networks, so they can more easily settle back into their community after rehabilitation. More community-based remand options will help rangatahi remain home (with added supports) or within their local community in a bespoke home.	30%	24% (26% < 17 years old)	At risk	<p>The standard for this measure was increased from 18 percent to 30 percent in FY2023/24 to reflect our aspirations.</p> <p>We are continuing to work on increasing the capacity in Community Remand Homes. We will shortly be commencing work to develop a new Operating Model for Homes. This model will include the Youth Justice Community homes. One goal for this work is to ensure that supports are in place for the homes, to help increase capacity in the community remand homes.</p>
The number of supported accommodation places available to young people, will be at least 150	For rangatahi leaving care, getting into their first flat can be hard. Supported accommodation entitles rangatahi to access safe accommodation up to age 25 with support to increase their knowledge and skills in how to live independently in a safe environment.	150	136	At risk	<p>Placement numbers decreased this quarter due to individual arrangements coming to an end and reductions in volumes with some providers due to previous utilisation. A review of our supported accommodation provision is underway to better understand what is driving utilisation issues and ensure we have the right models of support and accommodation types on offer.</p>
The percentage of eligible young people who are referred for support from a transition support worker will be at least 60%	This target was exceeded for 2023/24 with continued growth in referrals. Targeted efforts and better access to data for sites and regions contributed to this improved result. The proportion of young people being offered a transition support worker is at 74% with the proportion of young people declining a referral to a transition worker reducing over time to 5%	60%	71%	On track	<p>Referrals made continue the upward trend, with ongoing training and support offered to sites. The number of rangatahi declining support remains low at 4 percent with a total of 75 percent of the eligible young people being offered referral to a transition support worker.</p>
The percentage of under eighteen-year-olds who previously had a Youth Justice family group conference, who had a subsequent Youth Justice family group conference, will be less than 40%	Youth Justice family group conferences give young people, along with their family, victims and professionals, a chance to help find solutions when they have offended. We want to strengthen this practice and avoid reoffending that leads to repeat family group conferences.	40%	41%	Monitoring	<p>It is likely that rise in serious and persistent offending by children and young people under eighteen-year-olds contributes to the increase in subsequent Youth Justice family group conferences. Our programme of work to deliver on the government's target to reduce youth reoffending by 15 percent is expected to support our performance in terms of subsequent FGCs.</p>

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Measure	Why is this measure important?	Standard	Q1 Result	Status	Commentary
The number of young people eligible to return or remain with a caregiver beyond age eighteen, who are enabled to do so, will be at least 95	Young people in care should continue to be supported if they need it after they turn 18. Like all children, they should be welcome to continue to stay in their home with their caregiver as long as they need to.	95	121	On track	We continue to exceed the measure, with better understanding of this entitlement and the related processes now being embedded in the organisation.
The number of young people, held in police custody for more than 24 hours will be less than 140	We want to ensure that rangatahi spend as little time as possible in police custody after their arrest. Although Police respond in the first instance, we want young people to be redirected to safer placements.	140	222 (18 years old) 173 (< 17 years old)	At risk	Whilst we haven't achieved the quarterly standard for this measure, we note that the rolling average over the last twelve months has dropped significantly from 462 to 395. This improvement has occurred whilst there have been operational considerations affecting safe capacity in our residences, and a larger proportion of young people being remanded in custody. We will continue to look for appropriate care arrangements and operational process improvements to improve this for these young people.
The percentage of children in out of home placement more than three months, who are placed with family/ whānau, will be at least 58%	Ideally, we want children to safely remain within their wider family or whānau when they're away from home, but the situation of each tamaiti is unique and complex, and their safety, wellbeing and best interests are the most important consideration.	58%	49%	Monitoring	This measure is consistent with the previous year but lower than the target. As more focus is put into prevention, it is possible that tamariki and rangatahi who now come into care have higher levels of need which are challenging for whānau to meet associated increased average complexity of the care population is a factor in the falling rates of this measure in recent years.
The percentage of children in out of home placement who have two or fewer caregivers over the year will be at least 85%	Stable living arrangements can support children living away from home. While some changes can be beneficial, multiple and unplanned care arrangements have been associated with negative outcomes for children.	85%	87%	On track	Oranga Tamariki continue to meet the appropriation measure for children in out of home placement who have two or fewer caregivers over the year.
The percentage of children who have been in statutory care for more than six months, who have a completed Gateway assessment, will be at least 75%	A Gateway assessment is an interagency process that helps to clarify and identify ways to address the health and education needs of children we work with. A gateway assessment referral should be made within 10 working days of entering our care, but the assessment process can take time to complete.	75%	85%	On track	In the last financial year, the Gateway Assessment review was completed as a priority action in the cross-agency Oranga Tamariki Action Plan. The process is currently subject to a redesign. We will review the measure standard as this work progresses.
Appropriation measures not reported in this report					
The percentage of children, in care for more than three months, whose plan reflects actions to establish, maintain or strengthen connections with members of their family, whānau, and/or family group, will be at least 95%	Each tamaiti in our care must have a clear plan for how their unique circumstances and needs will be supported. An example of an 'actionable' plan is the All About Me Plan, which includes detailed and comprehensive information about their interests, needs and goals, and how these will be met while they're in care.	95%	Not applicable	Not reported	The first round of case file analysis for 2024/25 is currently in progress and the results of these five appropriation measures will be provided in the quarter two report.
The percentage of children, in care for more than three months, with a current plan that contains actions to address their needs, when those actions will be taken, and by whom, will be at least 95%	Each tamaiti in our care must have a clear plan for how their unique circumstances and needs will be supported. An example of an 'actionable' plan is the All About Me Plan, which includes detailed and comprehensive information about their interests, needs and goals, and how these will be met while they're in care.	95%	Not applicable	Not reported	
The percentage of children in care with regular engagement with an Oranga Tamariki practitioner will be at least 95%	We want to be confident that our visits to children in care are occurring regularly, where the child is visited as per the frequency of visits set out in their assessment or plan or visited at least once every eight weeks if no visiting frequency was specified.	95%	Not applicable	Not reported	
The percentage of children in care with quality engagement with an Oranga Tamariki practitioner will be at least 95%	We want to be confident that our visits to children in care are regularly but also include quality engagement and give the tamaiti the opportunity to safely share any concerns.	95%	Not applicable	Not reported	
The percentage of tamariki Māori, in care for more than three months, who are being supported to establish, maintain or strengthen connections with their marae, hapū or iwi or for whom strong connections are already in place will be at least 95%	It is important for tamariki to be cared for within their whānau to protect or strengthen their sense of belonging through their cultural identity and connections to their ancestors and whakapapa.	95%	Not applicable	Not reported	
The results for measure relating to exit out of home placement in the last eighteen months, who subsequently require an out of	We want to decrease and prevent children re-entering our care where possible. However, it's important that children can return to care if their	Report on	Not applicable	Not reported	Results will be available for reporting in quarter two report.

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home placement will be available for reporting in quarter two report.	home life becomes unsafe again. Therefore, there is no target for this measure.				
The percentage of children who received intensive response services in the last twelve months, who subsequently did not require an out of home placement will be at least 97%	Stopping re-entry to care through effective intensive response is an early but significant step towards breaking cycles of harm.	97%	Not applicable	Not reported	Results will be available for reporting in quarter two report.
The score for the Minister's satisfaction with the services provided by the policy function, based on the common Ministerial Policy Satisfaction Survey and on a five-point scale, will be at least 4	From the survey, we aim for the Minister to be mostly satisfied with our policy services. The survey covers engagement through the policy process, feedback being taken on board, ability to access relevant expertise, understanding priorities and context, and being received within agreed timeframes.	4	Not applicable	Not reported	Oranga Tamariki has four measures relating to the quality of our policy advice. Oranga Tamariki commissions an annual technical review of our policy advice and surveys our Minister on satisfaction with the policy advice provided. These shared performance measures are used by departments with appropriations for policy advice.
In relation to the quality of policy advice, the average score for policy papers assessed using the common Policy Quality Framework, on a five-point scale, will be at least 3.5	We aim for the Minister to receive quality policy advice, including clarity of the problem and/or opportunity and rationale, a focus on child well-being, and including Te Tiriti analysis and other relevant research, longer-term implications understood, and clear next steps.	3.5	Not applicable	Not reported	
In relation to the quality of policy advice, the distribution of scores for policy papers assessed using the common Policy Quality Framework will be at least 95% with score 3 or higher	We aim to produce high quality policy advice and this measure allows us to monitor how we are performing in this area. From an independent external assessment, we aim for almost all our papers to be above average.	95%	Not applicable	Not reported	
In relation to the quality of policy advice, the distribution of scores for policy papers assessed using the common Policy Quality Framework will be at least 40% with score 4 or higher	We aim to produce high quality policy advice and this measure allows us to monitor how we are performing in this area. From an independent external assessment, we aim for close to half of our papers reviewed to be assessed as high quality.	40%	Not applicable	Not reported	
"Expenditure is in accordance with the Ministry's annual capital asset management and Long-Term Investment Intentions to: - develop our infrastructure - develop/enhance our residential spaces to improve the experience and wellbeing of tamariki and rangatahi in our care - upgrade our community sites to ensure they are safe, welcoming and conducive to productive work alongside partners "	It takes time to get the right buildings, equipment, and systems in place. To be able to deliver on Our Strategy in the future, we need to be investing in the right assets and infrastructure now, with a plan in place that we're tracking towards, and good capital project management	Achieved	Not applicable	Not reported	
Complete high-level design, and commence detailed design, of the Redress System as agreed by Cabinet by 30 June 2024	We are designing a response to the Abuse in Care Inquiry redress report. Whilst we cannot un-do the abuses experienced, we are working on developing the new redress system to remedy or set-right what we can for the survivors.	Achieved	No longer relevant	Not reported	These two appropriation measures linked to the Crown Response to the Abuse in Care Royal Commission of Inquiry appropriation are no longer relevant to 2024/25. We are developing new measures for this appropriation that will be reported on 2024/25.
Commence co-ordination of the Crown's response to the Royal Commission final report and reporting to the Minister for the Public Service by 30 June 2024		Achieved	No longer relevant	Not reported	