

Oranga Tamariki Performance Report

Quarter Three 2025/26

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Purpose of this report

This report provides an overview of the performance of Oranga Tamariki in **Quarter Three of 2025/26** (January to March 2026) against the four key Ministerial priorities and our organisational performance against delivering wider statutory responsibilities and services for children, young people and whānau.

This report is made up of the following sections:

- *Performance context* – care and protection and youth justice system statistics
- *Ministerial Priorities* – the Minister for Children’s four key priorities
- *Hine Wawata (Our Performance System)* – performance against He Ringaringa Mōu (Performance Impacts)
- *Appropriations* – performance against measures related to our funded functions and activities
- *Financial performance* – how we are progressing against budget expectations
- *Appendix A* – appropriation measures consistently meeting standards

2025/26 Quarter Three highlights

There are several persistent challenges that impact improvement of our performance with factors in and out of our control. Demand is increasing with an increase in children and young people who require our attention, along with the complexity of cases that puts pressure on the system’s ability to respond. While practice improvements and initiatives are in place, significant uplift is still required to show positive change in our performance. Workforce capability, new tools like Te Aronga – our new All About Me Plan tool, improved processes and better reporting are expected to support improvement over time.

There is increasing demand and growing pressure on the care and youth justice systems. As at 31 March 2026, there were 4,141 children and young people in care, an increase of two percent from Quarter Two and 160 young people were in Youth Justice Custody, an increase of 10 percent from Quarter Two.

The system remains under sustained pressure from high Reports of Concern volumes. In Quarter Three 2025/26, volumes of reports of concern were slightly higher (+120) than the same quarter in the previous fiscal year (2024/25).

Key Ministerial Priorities show steady and incremental progress.

A high number of children in care (97 percent) were visited at least once every eight weeks by social workers, with future improvements expected through use of our new All About Me Plan tool.

Response timeframes to critical and very urgent reports of concern improved (80 percent in Quarter Two to 87 percent in Quarter Three) but remain below target. Identifying critical and very urgent reports of concern early and diverting them to a 'fast tracked' process and early safety planning are being strengthened alongside increasing resourcing and technology improvements.

The 2025 Caregiver Survey results show three out of four caregivers are satisfied with the overall support from their social worker, half feel satisfied or very satisfied with the overall support from Oranga Tamariki and six percent fewer non-whānau caregivers are thinking about stopping being a caregiver. However, number of caregivers who were visited in line with Caregiver Support Plans declined. Support initiatives for caregivers continue and will be informed by the 2025 survey results and Caregiver Panel findings¹.

The number of young people with serious and persistent offending behaviour continues to decrease (829, below the standard of less than 900). Oranga Tamariki started preparing for a second Military-Style Academy programme from 9 March 2026, building on lessons learned and evaluation findings from the 2024/25 Pilot.

Sixty-two percent of audited complaints were handled in a way that fully met Oranga Tamariki standards, exceeding the target of 60 percent. Our focus remains on monitoring and strengthening escalation processes for overdue complaints.

Hine Wawata impact measures show stable performance with no improvement.

Overall, completion of Tiaki Oranga (initial safety and risk assessment) on time remains low, trending at 42 percent and remains the main area of concern for Oranga Tamariki.

The number of tamariki and rangatahi with an allocated social worker stayed steady, trending at 70 percent, but capacity constraints limit further allocations. We continue to actively monitor unallocated cases to identify any changes to the case status or concerns regarding the safety of the child or young person. Work is underway to improve efficiency and make the best use of existing workforce.

Out of home placements with family or whānau remain steady, trending at 48 percent, reflecting higher complexity. We are exploring how we can expand contracts more widely to deliver tailored packages for whānau who are caring for tamariki with multi layered support needs.

¹ A Caregiver Panel was created with support from Caregiver Recruitment and Support managers and social work kaimahi to actively collect ongoing feedback directly from the caregivers.

Children and young people entering care remained steady, with the average number of entries to care per month trending at 119. Entries to care will continue to be closely monitored.

Renotifications of reports of concern for children – where we decided no further action was required or where the child was referred to community partner services – remain stable, trending at 43 percent. The introduction of 'Refer to Service' as a distinct intake outcome will enable more accurate assessment of the effectiveness of early support interventions and track outcomes over time.

We are on track to achieve 13 out of 25 appropriation measures in Quarter Three.

The highest areas of performance are timeliness of ministerial responses, adoption assessments, gateway assessments, intensive response and contracted services, placement stability, referrals to transition support workers and enabling young people to return or remain with a caregiver beyond age 18.

Performance against 10 appropriation measures are Off-track and two At-risk on meeting standard by end of 2025/26, indicating ongoing system-wide pressures. Six measures reported annually will be included in the 2025/26 Annual Report.

How to read this report

Performance results in this report are represented using a traffic light status: On track (green circle) - we are meeting the desired result, Off track (red circle) – we are not meeting the target or standard, or At risk (orange circle) – chances of not meeting the standard or target in future. Directional arrows² highlight performance trends: Upwards – increasing, Downwards – decreasing or Stable – no significant change.

Interpretation of the results	
What the colour mean – how is the result performing relative to our standard	 On-track  At-Risk  Off-track
What the arrow mean – trend for this result and how the result is likely to change based on long term analysis	 Increasing  Stable  Decreasing

² Where possible, XMR (Individuals and Moving Range) charts are used to identify performance trends; otherwise, trend status reflects changes since the previous month or quarter or fortnight This approach supports a consistent interpretation of performance and identification of sustained change.

Performance context

Reports of concern volumes remain consistently high but stable

During Quarter Three, 26,783 reports of concern were received –120 more compared to the same quarter in the previous fiscal year (2024/25). Actual volumes are tracking closely to forecasted demand (within ± 3 percent).

Reports of concern volumes, 2023-2026 and forecast*	2025/26 Actual	2025/26 Forecast	2024/25	2023/24
Quarter 1	27,813	27,541 (+1%)	27,961 (-1%)	17,731 (+57%)
Quarter 2	27,866	27,594 (+1%)	27,170 (+3%)	16,988 (+64%)
Quarter 3	26,783	27,643 (-3%)	26,663 (+0.5%)	18,132 (+48%)

* Percentages shown in the brackets represent the variance of 2025/26 actual reports of concern volumes compared with the forecast and corresponding quarter in prior years.

Overall, volumes in 2025/26 are same as 2024/25 (within ± 1 to 3 percent), indicating sustained pressure rather than growth or decline. But when compared to 2023/24, volumes are substantially higher (48 to 64 percent), showing elevated demand over the past two years.



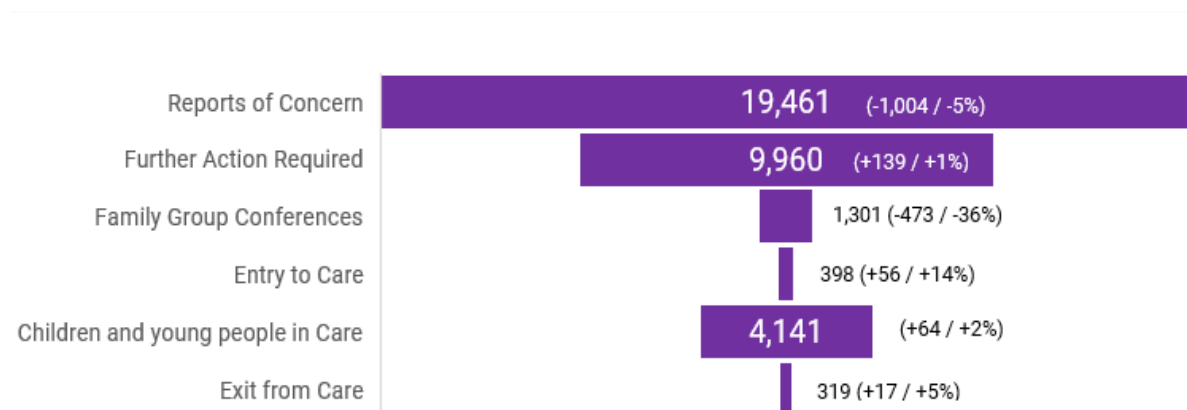
Recent trends in reports of concern suggest the system is operating under a “new normal” of sustained high volumes. While we expect the upward trend to stabilise with seasonal variations³, the significant uplift from earlier years continues to have cost and workforce pressures, particularly due to potential flow on impacts to the Intervention and Care phases.

³ Seasonal variations are the predictable changes that happen at certain times of the year dependent on various factors like school holidays, etc.

Need for care and protection remains high

The diagram below shows the number of children and young people in the Care and Protection system for Quarter Three, compared with Quarter Two, 2025/26.

Figure 1 – Care and Protection System Volumes, Quarter Three 2025/26

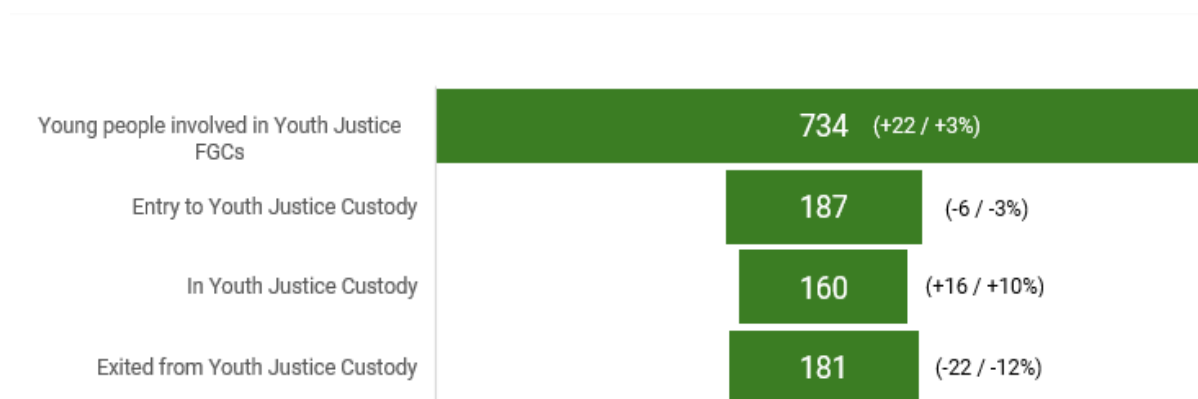


In Quarter Three, Oranga Tamariki responded to 26,783 care and protection reports of concern for 19,461 children and young people (1,083 fewer reports of concern than in Quarter Two). Of these reports, 41 percent required further action from a social worker. We held a total of 1,322 care and protection family group conferences for 1,301 children and young people. During this period, 398 children entered our care and protection and 319 exited our care. As at 31 March 2026, there were 4,141 children and young people in care, a two percent increase from Quarter Two.

Youth Justice service need has increased

The diagram below shows the number of young people in the Youth Justice system for Quarter Three, compared with Quarter Two, 2025/26.

Figure 2 – Youth Justice System Volumes Quarter Three 2025/26



During Quarter Three, we held 947 youth justice family group conferences for 734 young people. During this period, 187 young people entered youth justice custody and 181 exited. As at 31 March 2026, there were 160 young people in Youth Justice Custody, a 10 percent increase from Quarter Two.

Ministerial priorities

The Minister for Children identified four key priorities for Oranga Tamariki to ensure we remain focused on our core purpose: ensuring the safety of children and young people, supporting caregivers, addressing child and youth offending and improving complaint management and practice.

The table below summarises Quarter Three, 2025/26 results and trends, compared to Quarter One and Two results.

Ministerial Priority	Measure	Standard	Q1 2025/26	Q2 2025/26	Q3 2025/26	Trend
Priority 1 – Ensuring the safety of children and young people	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 ⁴ .	95%	97%	97%	97%	 On track
	The percentage of critical or very urgent reports of concern, addressed within operational timeframes, will be at least 95% ⁵ .	95%	85%	80%	87%	 Off track
Priority 2 – Supporting caregivers	Percentage of caregivers satisfied with support from their social worker.	Trending upwards	74% (2024)	74% (2024)	75% (2025)	 On track
Priority 3 – Addressing child and youth offending.	An 18% reduction in the total number of children and young people with serious and persistent offending behaviour. [Jun 2023 Cabinet agreed baseline: 1,100] ⁶ .	<900 by 2030	892	856	829	 On track
Priority 4 – Improving complaint management and practice	The proportion of complaints audited that were handled in a way that fully met Oranga Tamariki standards.	60%	62%	62%	62%	 On track

Quarter Three performance shows steady, incremental progress across key priority areas. Social worker visits remain strong, response times for critical and very urgent reports of concern improved (though still below target), and caregivers' confidence has stabilised, with retention. There has also been a continued decline in serious and persistent youth offending, and complaint-handling quality has been exceeding the standard.

Overall, the system is strengthening core service delivery and outcomes. Targeted actions are underway across the four priority areas, including implementation of our

⁴ 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' based on case file analysis of sampled case files.

⁵ This is also an appropriation measure reported in our Annual Reports.

⁶ Target 3 figures now use the Oranga Tamariki monthly Police RCOS data feed as compared to Ministry of Justice figures.

new All About Me Plan tool, improving early identification and response to critical and very urgent reports of concern, strengthening caregiver support, expanding the Military-Style Academy programme and enhancing complaints management processes.

These efforts are collectively aimed at improving safety, timeliness, support, and accountability, while addressing ongoing capacity and system pressures to deliver better outcomes for tamariki, rangatahi, and their caregivers.

Priority 1 – Ensuring the safety of children and young people: *Ongoing focus is needed to improve timeliness of safety assessments*

Ensuring the safety and wellbeing of children and young people is a core responsibility of Oranga Tamariki.

Ninety-seven percent of children in care were visited in the last eight weeks by a social worker to ensure their ongoing safety and wellbeing. We have consistently met the standard despite challenges like families avoiding engagement. This remains a priority under the National Care Standards Action Plan⁷.

Response time for critical and very urgent reports of concern has improved. In Quarter Three, performance improved by seven percent, but it is still below the 95 percent target. Key actions underway are:

- Early identification and fast-tracking of critical and very urgent reports of concern.
- Development of advice to remind frontline staff that safety planning can begin before a report of concern is formally categorised as critical or very urgent, that requires further action by a social worker at site.
- Planning investment through budget initiatives funded for 2026/27 to increase kaimahi capacity.
- Use of the Strategic Workforce Analysis tool and introduction of Allied Support Worker roles to support frontline mahi.

Priority 2 – Supporting caregivers: *Satisfaction remains strong*

Oranga Tamariki measures performance for supporting caregivers through the **Annual Caregiver Satisfaction survey**⁸. The 2025 survey carried out in November 2025 included 683 active caregivers. This survey provides insights into caregivers' experiences and support needs, and their overall satisfaction with the support provided.

⁷ The National Care Standards (NCS) Action Plan is a framework developed by Oranga Tamariki in response to 2023/24 Experiences of Care in Aotearoa report in March 2025. The plan is intended to improve the experiences of children and young people in care. The list of 10 priority areas identified to support compliance with the NCS Regulations is available here: [Appendix B | Aroturuki Tamariki | Independent Children's Monitor](#).

⁸ The analysis of this survey is completed by April to May each year, and the results will be reported in the Quarter Three Oranga Tamariki performance report each financial year.

Caregiver Survey Results	2023	2024	2025	Δ%
Percentage of caregivers satisfied with support from their social worker	76%	74%	75%	+1%
Percentage of caregivers satisfied with overall support from Oranga Tamariki	52%	45%	49%	+4%
Percentage of caregivers who would recommend becoming a caregiver to their family and friends	57%	47%	47%	0%
Percentage of caregivers who are thinking about stopping being a caregiver.	22%	22%	16%	-6%

Survey findings indicate strong and improving caregivers' satisfaction – support from their social workers remains high at 75 percent while overall satisfaction has increased by four percent compared to 2024. Encouragingly, fewer non-whānau caregivers (down six percent) are considering stopping being a caregiver, suggesting improved retention and stability.

However, feedback from caregivers highlights the need for clearer processes, stronger support, and greater system consistency. A comprehensive summary report, including all the insights and recommendations will be featured in the final survey report that will inform targeted caregiver-specific work programmes. In addition, results from the 2026 Kōrero Mai survey will also be analysed to strengthen our understanding of caregiver experiences from the frontline perspective and guide further improvements.

From 2025/26, a new **complementary measure** on caregiver visits against Caregiver Support Plans has been introduced. This is also a priority area in the National Care Standards Action Plan.

Measure	Desired trend	Q1 2025/26	Q2 2025/26	Q3 2025/26	Trend
The percentage of caregivers who are visited in line with their Caregiver Support Plan, and at least once every six months.	Trending upwards	69%	71%	66%	 At risk

Caregiver visits as per Caregiver Support Plans declined, down from trending at 69 percent since September 2025. The Integrated Safe Care Response Programme⁹ established to deliver on the budget initiative 'Recognising and Responding to Abuse of Children and Young People in Care' is progressing work to redesign the end-to-end caregiver assessment, support, and investigation pathways. Specific activities are being progressed in relation to emergency specialist caregivers caring for tamariki and rangatahi with complex multi-layered needs. The rollout of our new All About Me Plan tool is also expected to strengthen care support planning and lift performance over time.

⁹ The Integrated Safe Care Response (ISCR) Programme is a vital Crown initiative that emerged as part of the formal response to the Royal Commission of Inquiry into Abuse in State Care. Managed by Oranga Tamariki and government partners, the programme ensures that children and young people are safe, supported and receive tailored care across the care system.

Priority 3 – Addressing child and youth offending: *Youth serious offending continues to decline*

Oranga Tamariki is the lead agency for the Government's Better Public Service Target 3 – to reduce number of children and young people with serious and persistent offending.

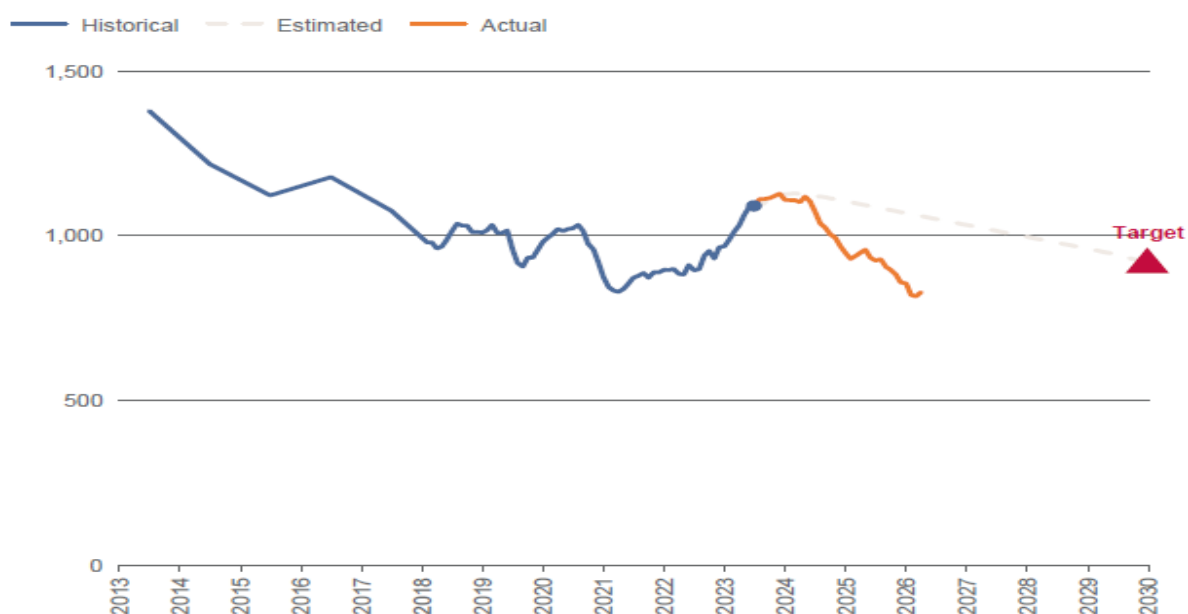
As at 31 March 2026, the number had reduced by 25 percent to 829, exceeding the target. While performance is strong, the drivers of change are not fully understood. Contributing factors may include broader policy settings, reduced ram-raids and improved school attendance. Sustaining progress will require strong cross-agency coordination, earlier intervention with whānau and clear national expectations supported by regional governance.

A Target 3 research brief is underway to inform updates to the Target 3 Delivery Plan. Local and regional cross-agency responses are addressing emerging trends, through the Fast Track and Oranga Rangatahi programmes. The Oranga Tamariki (Responding to Serious Youth Offending) Amendment Bill is not currently scheduled to progress in Quarter Four.

The Military Style Academy (MSA) residential phase commenced on 9 March 2026 with a voluntary group of 10 young people. This phase will run for 18 weeks, followed by a community phase where the participants will be on Supervision Orders of 6 to 12 months duration. The second MSA Programme draws on lessons learned and evaluation findings of the Pilot. During Quarter Three, there were no incidents or secure care admissions and all 10 rangatahi continue to engage well in the programme activities.

The graph below shows that the number of children and young people with serious and persistent offending behaviour has decreased faster than initially predicted.

Total number of children and young people with serious and persistent offending behaviour



Priority 4 – Improving complaint management and practices: *Focus remains on timeliness and engagement*

Oranga Tamariki is committed to responding to and working with people to resolve their concerns through our feedback and complaints process¹⁰.

During Quarter Three, performance remained stable and above the 60 percent target.

For complaints that did not fully meet practice standards, the key areas for improvement continue to be engagement with complainants and timeliness. Encouragingly, timeliness was less of an issue this quarter compared to previous quarters. However, the progress in timeliness made over the past year was not fully sustained by the end of Quarter Three.

Future performance may be impacted by the volumes of new complaints opened remaining above average. The ongoing demand will maintain pressure on sites and teams' capacity to manage and respond to complaints to meet the required standards.

The focus remains on strengthening the monitoring and escalation of overdue complaints. Oranga Tamariki is also reviewing current performance measures – including response thresholds, complexity, timeliness and quality assurance – to ensure they are fit for purpose and accurately reflect differences between site-led and centralised complaint investigations. Future changes are expected to introduce more nuanced timeframes that account for depth and thoroughness expected in more serious investigations.

¹⁰ Read about our feedback and complaints processes at: www.orangatamariki.govt.nz/about-us/contact-us/feedback/

Hine Wawata – our performance system

Impact performance remained largely unchanged

He Ringaringa Mōu measures contribute to our overall performance as an organisation and how these measures impact the outcomes for tamariki and rangatahi.

The below table summarises Quarter Three 2025/26 results, compared with Quarter One and Quarter Two and performance trend¹¹.

Performance Impact	Measure	Desired Trend	Q1 2025/26	Q2 2025/26	Q3 2025/26	Trend
Practice Protects	Initial Tiaki Oranga (safety & wellbeing assessment) completed on time	Trending up	43%	44%	42%	 Off track
	Tamariki and rangatahi with an allocated social worker	Trending up	69%	69%	69%	 At risk
Partners Deliver	Out of home placements with family or whānau	Trending up	49%	48%	48%	 At risk
System Prevents	Tamariki and rangatahi who enter care per month	Trending down	119	119	119	 At risk
	Renotification within 12 months where NFA or referred to a partner	Trending down	44%	45%	44%	 At risk

Overall Quarter Three results indicate that the performance across impact measures remained steady. Continued efforts are needed to drive positive change across the system.

Practice Protects

Completion of Tiaki Oranga (safety and risk assessment) on time remains low, trending at 42 percent since May 2025. This measure includes all reports of concern including urgent reports of concern. Performance for this measure remains low, as the focus remains on responding to critical and very urgent reports of concern. For a detailed explanation see the ministerial priorities section – ensuring the safety and wellbeing of children and young people.

¹¹ The number of contracted service providers measure is an annual measure and will be reported in the Annual Report 2025/26.

Tamariki and rangatahi with an allocated social worker remain steady, trending at 70 percent since July 2024, but capacity constraints limit further allocations. Unallocated cases are actively monitored for any changes to the case status or concerns regarding the safety of the child or young person. The Strategic Workforce Analysis Tool (SWAT) has been developed to help manage workload pressures within existing resources and highlight areas needing additional support. Additional resourcing, fixed term roles like Allied Social Workers to support social work to optimise current capacity, and targeted support plans are underway to support sites under significant pressure.

Partnerships Deliver

Out of home placements with family or whānau remain unchanged reflecting higher complexity. Out of home placements with family or whānau remain unchanged, trending at 48 percent since November 2025. Lower placement rates can be linked to children entering care presenting with higher and more complex needs, which can be challenging for families despite caregivers being highly dedicated and in receipt of support.

Key actions underway include trauma informed learning support services and tailored care packages for whānau caring for tamariki with multi layered support needs to support whānau placement stability. We have adapted some contracts to deliver tailored packages for whānau, caring for tamariki with multi layered support needs. Initial results appear positive, and we are exploring how we can expand this more widely. There are also system-level changes under the Integrated Safe Care Response programme, which include an end-to-end redesign of the caregiver service and expansion of the integrated care initiatives to build capacity and efficiencies in the care system, especially around high needs and urgent care.

System Prevents

Children and young people entering care remained steady. The average number of entries to care per month has remained steady, trending at 119 since November 2023. Entries to care will continue be closely monitored.

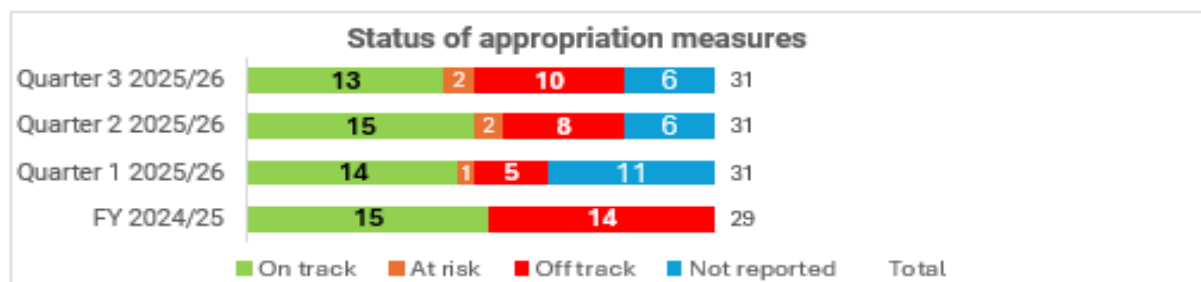
Tamariki and rangatahi renotified within 12 months of a Report of Concern, where no further action was required or support was referred to partners, remained steady, trending at 43 percent since January 2025. There is limited visibility over whether referral services are taken up when Oranga Tamariki is no longer involved. Engagement (not just referral) is a key challenge which is out of our control in such circumstances. The introduction of 'Refer to Service' as a distinct intake outcome will allow us to better assess whether early support is effective and track outcomes over time.

Appropriation measures

Appropriation measures track the performance of Oranga Tamariki across 31 measures within Vote Oranga Tamariki¹².

¹² Vote Oranga Tamariki documents can be found at budget.govt.nz/budget/2025/by/vote/oratam.htm

The graph below shows Quarter Three 2025/26 appropriation measure results, compared with earlier quarters of 2025/26 and 2024/25. Overall, we are consistently meeting performance standards for 13 out of 25 key measures¹³.



Persistent challenges in meeting performance standards for appropriation measures off-track or at risk of meeting standard

The table below summarises results and trends for six off-track measures and one at-risk measure.

Measure	Standard	Q1 2025/26	Q2 2025/26	Q3 2025/26	Trend
Prevention and Early Support					
The percentage of critical or very urgent reports of concern, addressed within operational timeframes, will be at least 95%.	95%	85%	80%	87%	 Off track
Statutory Intervention and Transition					
The percentage of children in out of home placement more than three months, who are placed with family/whānau, will be at least 58%.	58%	49%	48%	48%	 Off track
The percentage of siblings in out of home placements, who are placed with at least one sibling, will be at least 73%.	73%	73%	74%	71%	 Off track
The number of young people, held in police custody for more than 24 hours will be less than 140.	<140	263	260	208	 Off track
The percentage of young people held on remand, who are placed within their community, will be at least 30%.	30%	24%	25%	24%	 Off track
The number of supported accommodation places available to young people will be at least 150.	150	134	136	133	 Off track
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%.	<40%	39%	40%	40%	 At risk

¹³ Six measures are not reported in Quarter Three, as they are assessed annually, with the results to be included in the 2025/26 Annual Report Three of these measures relate to Redress for Abuse in Care, with one expiring in June 2026. These will be replaced in 2026/27 with new, feasible measures that better reflect the redress process, align with best practice reporting standards, and support the intent of the appropriation categories.

Response time for critical and very urgent reports of concern has improved. For detailed information see the Ministerial Priority section 'Ensuring the safety of children and young people' above.

Out of home placements with family or whānau remain unchanged reflecting higher complexity. For detailed information see Hine Wawata – Partnerships Deliver above.

Out of home placements with at least one sibling declined. During Quarter Three, performance for this measure declined to 71 percent from 74 percent in Quarter Two. When it is necessary for tamariki or rangatahi to enter care for their safety, we prioritise placing them with family or whānau wherever possible and support siblings to remain together. However, high and complex needs can limit co-placement due to either caregivers' capacity, or in some cases, it may not be in the best interests of one or more siblings.

To address this, Oranga Tamariki launched the Integrated Safe Care Response Programme in late 2025 to build capacity and improve system efficiency, especially around high needs and urgent care. Over time, this is expected to increase opportunities for siblings to be placed together where appropriate.

Fewer young people were held in police custody for more than 24 hours. There was a reduction in young people held in police custody for more than 24 hours between Quarter Two (260) and Quarter Three (208). This reflects planning implemented ahead of the anticipated 'summer surge' in early 2026 – aimed at maximising available custodial bed capacity and strengthened coordination with police and the judiciary. However, the numbers may increase in the next quarter due to recent challenges including an incident at Korowai Manaaki.

Young people held on remand placed within the community remains stable. This measure has remained stable but below the baseline for three quarters. Work is needed to understand what may be driving this trend – potentially localised increase in offending numbers place the remand homes in certain areas under increased pressure, or whether shifts in judicial decision making are impacting residence placements.

Reduction in supported accommodation places available to young people. Supported accommodation placements available to young people has reduced from 136 in Quarter Two to 133 in Quarter Three. We will not meet the current standard as joint funding from the Ministry of Housing and Urban Development ended in June 2025.

Subsequent Youth Justice family group conferences stable with ongoing monitoring. Our performance against this measure remains stable at just above the baseline threshold as in Quarter Two. Oranga Tamariki senior leadership receives weekly reporting data on this measure and is monitoring progress for any increase over time that could affect achievement of the annual standard.

Preliminary case file analysis results highlight areas where Oranga Tamariki is off-track or at risk of meeting standard

Oranga Tamariki uses case file analysis¹⁴ to assess our compliance with the National Care Standards. This process is completed over the full year in three rounds. A total of 235 cases were reviewed in the second round of case file analysis for 2025/26 completed in Quarter Three. With one round of analysis remaining this year, results across the off-track measures remain steady and statistically consistent with 2024/25 performance.

The table below summarises Quarter Three results and trends for off-track or at-risk measures, compared with Quarter Two.

Measure	Standard	Q2 2025/26	Q3 2025/26	Trend
The percentage of children in care with regular engagement with an Oranga Tamariki practitioner will be at least 95%.	95%	70%	66%	 Off track
The percentage of children in care with quality engagement with an Oranga Tamariki practitioner will be at least 95%.	95%	88%	86%	 Off track
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%.	95%	94%	84%	 Off track
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%.	95%	44%	50%	 Off track
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%.	95%	95%	91%	 At risk

Some improvements were evident in areas supported by the National Care Standards Action Plan during 2025; however, these were gradual and have not been sustained in 2026. Attention to the plan has declined over this period in an environment where it has been necessary to prioritise additional areas, including statutory response timeframes, visits to children in care, court report timeframes, and health and safety compliance requirements. A review and refresh of the Action Plan is intended to strengthen focus and support sustained improvement in performance.

¹⁴ Case file analysis is a manual review of sampled case file records for children information recorded in the Oranga Tamariki case management system to provide a richer and deeper view of the quality of practice and helps us understand our performance for monitoring and reporting purposes. Refer to Annual Report on our website for detailed information.

Continuous focus is need for regular engagements with children in care. In Quarter Three, 66 percent (154 of 235) of sampled cases evidenced regular engagement, a slight decline from Quarter Two. The cumulative year-to-date result is 68 percent, which remains similar to the 2024/25 result of 66 percent.

Regular and quality engagement continues to be a priority under the National Care Standards Action Plan. Compliance is assessed against a strict standard, requiring evidence of consistent regular and high-quality engagement over a six-month period. As a result, even a single missed or late visit, or low-quality interaction results in the measure not being met. Maintaining this high standard is critical for embedding strong social work practice, and building trusted, meaningful relationships with tamariki and whānau.

Targeted efforts remain in place to ensure visits to children in care, supported by frequent monitoring and follow-up reporting. The implementation of our new All About Me Plan tool is expected to strengthen performance by enabling better tracking of visits aligned to individual needs, as well as improving data quality, performance monitoring and reporting capabilities.

Continuous focus is needed to improve quality engagement with children in care. In Quarter Three, 86 percent (203 of 235) of sampled cases demonstrated quality engagement, a slight decline from Quarter Two. The cumulative result for 2025/26 is 87 percent, which remains similar to the 2024/25 result of 86 percent.

Oranga Tamariki continues to build workforce capability through the Practice Approach, grounded in the Treaty of Waitangi, and focused on relational, mana-enhancing practice. This approach is intended to strengthen meaningful engagement and building relationships with tamariki, rangatahi and their whānau. Over time, our new All About Me Plan tool is expected to improve practice by enabling clearer and more accurate recording of actions to address tamariki needs, including who will be responsible and in what timeframe.

Performance against care plans supporting whānau connections remains solid. In Quarter Three, 84 percent (196 of 235) of sampled cases had a current plan that included actions to establish, maintain, or strengthen connections with their family, whānau, or family groups. While this shows a slight decline from earlier round, the year-to-date result is 89 percent, showing no significant change from the 2024/25 result of 85 percent.

This measure remains a priority for Oranga Tamariki under the National Care Standards Action Plan, reflecting the importance of maintaining strong whānau connections to support positive outcomes for tamariki in care.

Persistently low performance against cultural connections for tamariki Māori in care. Performance for this measure remains low, 50 percent (80 of 160) of sampled tamariki Māori showed evidence of support to establish, maintain or strengthen connections with their marae, hapū or iwi or for whom strong connections were already in place. Although there is an improvement from the first round, the cumulative year-to-date result is 47 percent, with no significant change from the 2024/25 result of 49 percent.

Strengthening cultural identity and connections remains both a key priority and ongoing challenge for Oranga Tamariki.

Children in care with a current plan including clear actions, timeliness and responsibilities showed notable improvement. Performance against this measure showed significant improvement – close to target and has improved overall compared to last year. In Quarter Three, 98 percent (230 of 235) cases sampled had a current plan in place and 91 percent (213) of cases had a current plan that included clear actions, deadlines, and assigned responsibilities. While there was a slight decline from Quarter Two, the cumulative year-to-date result is 93 percent, with a significant improvement from 2024/25 result of 86 percent. This priority area remains part of the National Care Standards Action Plan.

Financial performance

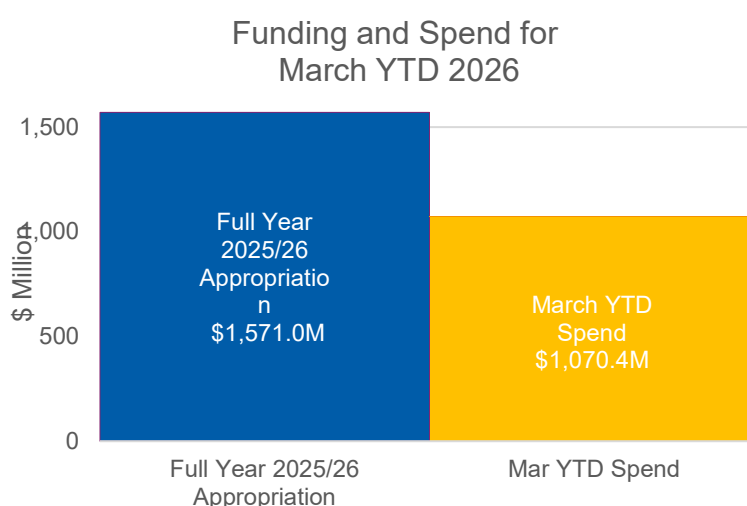
Funding summary

The Oranga Tamariki appropriated departmental baseline funding for 2025/26 is \$1,571 million after the March Baseline Update (MBU). Funding is allocated across three areas:

- Personnel - 39 percent
- Administration - 16 percent
- Third party children's expenditure - 45 percent

Quarter Three expenditure was \$18.9 million below budgeted expectations

Our year-to-date expenditure of \$1,070.4 million is 2.6 percent below budget expectations as at 31 March 2026. Our year-to-date expenditure is 68 percent of the total \$1,571 million appropriated departmental funding for 2025/26 as shown in the figure below.



Appendix A: Appropriation measures that are consistently meeting performance standards

Adoption Services

Measure	Standard	Q1 2025/26	Q2 2025/26	Q3 2025/26	Trend
The percentage of assessments of suitability to adopt that are completed within three months will be at least 90%.	90%	100%	95%	97%	On track
How have we performed in Q3? Thirty-six assessments were completed in Quarter Three. One was completed outside the timeframe. Focus has been on improving time to allocation and prioritising assessments in workload.					

Connection and Advocacy Services

Measure	Standard	Q1 2025/26	Q2 2025/26	Q3 2025/26	Trend
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.	Achieved	Achieved	Achieved	Achieved	On track
How have we performed in Q3? In Quarter Three, VOYCE – Whakarongo Mai ¹⁵ engaged with 2,071 children and young people. During the quarter, 485 children and young people were supported with advocacy, 1,041 had an ongoing relationship, and 1,066 were invited to attend local connection (Tūhono) events. Advocacy requests remained particularly strong within residential settings, with 314 new advocacy requests in Quarter Three from children and young people living in residences, and 309 advocacy cases in residences closed during the period. In March 2026, VOYCE delivered Kōkiri: The Future Speaks, its inaugural National Care Conference in Wellington. The conference sold out with over 300 attendees, including more than 30 percent care experienced young people, and received strong early feedback highlighting positive learning, connection, and leadership outcomes.					

Intensive Response

Measure	Standard	Q1 2025/26	Q2 2025/26	Q3 2025/26	Trend
The percentage of children who received intensive response services in the last 12 months, who subsequently did not require an out of home placement will be at least 97%.	97%	100%	100%	99%	On track
How have we performed in Q3? Our performance against this measure remains stable and on track in Quarter Three.					

¹⁵ VOYCE – Whakarongo Mai is an independent organisation that helps advocate for children or tamariki with care experience. More information can be found at: <https://voyce.org.nz>

Prevention and Early Support

Measure	Standard	Q1 2025/26	Q2 2025/26	Q3 2025/26	Trend
The percentage of all contracted services which achieved or exceeded the target for their primary contracted measure will be at least 75%.	75%	77%	75%	77%	On track
How have we performed in Q3? At Quarter Three, contract performance is tracking above our target range, at 77 percent.					

Measure	Standard	Q1 2025/26	Q2 2025/26	Q3 2025/26	Trend
The percentage of all service contract funding contracted with Iwi and Māori organisations will be greater than 23%.	>23%	34%	34%	33%	On track
How have we performed in Q3? Our performance against this measure remains stable and on track in Quarter Three.					

Policy Advice and Ministerial Advice

Measure	Standard	Q1 2025/26	Q2 2025/26	Q3 2025/26	Trend
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%.	95%	64%	100%	100%	On track
The percentage of ministerial replies completed within 20 working days of receipt by Oranga Tamariki, unless otherwise agreed, will be at least 95%.	95%	100%	100%	100%	On track
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%.	95%	100%	100%	100%	On track
How have we performed in Q3? During Quarter Three, all ministerial replies (10/10), parliamentary questions (123/123) and Official Information Act 1982 requests (2/2) were completed by their set timeframes.					

Statutory Intervention and Transition

Measure	Standard	Q1 2025/26	Q2 2025/26	Q3 2025/26	Trend
The percentage of eligible young people who are referred for support from a transition support worker will be at least 60%.	60%	74%	74%	74%	On track
How have we performed in Q3? Referral rates have plateaued over the last three quarters.					

Measure	Standard	Q1 2025/26	Q2 2025/26	Q3 2025/26	Trend
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.	95	134	147	157	On track
How have we performed in Q3? The number of young people wishing to remain or return to living with a caregiver continues to increase in 2025/26.					

Measure	Standard	Q1 2025/26	Q2 2025/26	Q3 2025/26	Trend
The percentage of children in out of home placement who have two or fewer caregivers over the year will be at least 85%.	85%	86%	87%	86%	On track
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%.	75%	83%	82%	81%	On track
Report on the percentage of children to exit out of home placement in the last eighteen months, who subsequently require an out of home placement	Report on (no target)	Achieved: 24%	Achieved: 24%	Achieved: 25%	On track