



PŪRONGO
Ā TAU

Annual Report
2022/23



ORANGA TAMARIKI
Ministry for Children

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He Kupu Takamua nā te Tumu Whakarae

Tēnā koutou katoa

Ka whakapono a Oranga Tamariki me haumarū, me arohatia, me atawhaitia ngā tamariki katoa e ngā whānau, e ngā hapū me ngā iwi, i runga i te tautokotanga a ngā hapori whai ora. Ka tīti kau tēnei ki te ngā ngākau o ngā kaimahi ia rā i roto i ā rātou kawē haere i ngā mahi hiranga ki te tiaki i ngā tamariki me te hunga rangatahi ka tae mai ki a mātou, inā rā, kia haumarū tā rātou noho i tētahi whānau arohanui.

I tēnei tau, kei te kōkiri tonu au i ngā mahi whakarerekē i tā mātou huarahi me ngā tikanga e hāngai ana kia noho mai ko ngā tamariki te pūtake. Kia tukua ngā whakaritenga kei ngā rohe kia rere, kia whakamanatia ngā kaimahi kia eke panuku, kia eke tangaroa i tēnei pūnaha tiaki tamariki.

Kei te haere tonu ngā mahi whakawhānui tūhononga me ngā kōtuinga Tiriti, hapori hoki kia hāngai ki ō rātou nā hiahia. Mātua rā, me mahi tahi atu mātou kia tautokotia rātou ki te whakarite i ngā kawenga tuku tautoko, tuku urupare, tuku ratonga hoki kia puta ai he hua ki ngā tamariki me te hunga rangatahi kei tō rātou ake rohe.

E ngākau nui ana ā mātou kaimahi, ka ārahitia hoki rātou e ngā uara. He taonga, ā, nā roto mai i tō rātou manawanui ki te whakaū i ngā tikanga hou i whai hua nui ai ngā tamariki me ngā whānau i ā rātou hapori. Me kore ake ko rātou kua kore e angitu i ngā mahi tuku tautoko ki ia tamaiti e tautiakitia ana e mātou.

Ka eke ngā mahi tautoko i ngā tamariki me te hunga rangatahi ki tua noa atu i ngā mahi ka taea e mātou. Ka haere tonu ngā mahi a Oranga Tamariki ki te whakarato hautūtanga ki ērā atu tari Kāwanatanga mā roto i te Mahere Tūmahi a Oranga Tamariki, ka mutu, ka kōkiri i ngā mahi huri noa i te motu me ngā rohe kia tōmua mai ngā ratonga ki ngā tamariki te hunga rangatahi e rawakore ana.

E whakahī ana au i ngā kaunekenga, me ā tātou mahi ki te whakatutuki i ngā hiahia a ngā Tamariki me ngā whānau kia whai mana ai, kia whai rauemi ai hoki a ngāi Māori kei ngā hapori, me te aha, he uru ki tētahi tūranga kaihatū pūnaha kia noho tōmua mai ngā hiahia a ngā tamariki rawakore.

Kāore e kore he mahi uaua tēnei. Me noho haepapa mātou ki a mātou anō kia haumarū ai te noho a ngā tamariki me te hunga rangatahi e tautāwhitia ana e mātou, ā, me kaha ake ki te ārai atu i ngā pōrarū ka pā mai. Mā tātou katoa te ahunga roa e whakatinana, mā tātou hoki ngā kaunekenga e whakatutuki.

Noho ora, noho haumarū hoki koutou katoa.



Chappie Te Kani
Secretary for Children/Chief Executive
Oranga Tamariki

Chief Executive's Foreword

Tēnā koutou katoa

At Oranga Tamariki we believe all tamariki need to be safe, loved and nurtured by whānau, hapū and iwi, supported by thriving communities. Our kaimahi keep this in their hearts every day, as they go about providing an excellent quality of care for the tamariki and rangatahi who come to our notice, focusing on keeping them in a safe and loving whānau environment.

This year, I have continued to work on shifting our approach and practice to be more tamariki and whānau-centred, enabling local approaches, empowering our kaimahi to excel, and leading the children's system.

We have continued to build our relationships with our Tiriti and community partners, aligning to their expectations. It's essential we work alongside them and empower them to put in place the support, solutions, and services to deliver for tamariki and rangatahi in their rohe.

Our kaimahi are dedicated and values-driven professionals. They are a taonga, and their commitment to embedding our new practice approach is making all the difference for tamariki and whānau in their communities. Without them, we could not succeed in providing the best possible support to each tamaiti in our care.

Supporting tamariki and rangatahi on their journey to oranga goes beyond what we can do alone. Oranga Tamariki continues to provide leadership to other government agencies through the Oranga Tamariki Action Plan, working at a national and local level to prioritise services for tamariki and rangatahi with the greatest need.

I am proud of the significant progress we've made, responding to the needs of tamariki and whānau, putting more authority and resources in the hands of Māori and communities, and stepping into a system leadership role to prioritise the tamariki and rangatahi with the greatest need.

There's no doubt this is difficult mahi and we as an organisation must hold ourselves to account for the safety of tamariki and rangatahi in our care and ensure we are well-positioned to confront those challenges. It will take all of us driving change over the long-term to achieve the shifts we need.

Noho ora, noho haumarū hoki koutou katoa.



Chappie Te Kani
Secretary for Children/Chief Executive
Oranga Tamariki

Chief Social Worker's Foreword

Tamariki are taonga, te rito o te harakeke, the centre shoot within the pa harakeke. Our goal is to create generational, sustained change, improving the health, development and safety of children and young people in Aotearoa New Zealand. I am immensely privileged to regularly see the profound impact of the work that we do alongside others, where life outcomes are dramatically altered for the better, where hope and relationships are restored through excellent practice.

However, we must not hide away from the reality that child maltreatment is far too common in Aotearoa New Zealand. We know maltreatment stems from both complex historical and environmental causes, and family and individual circumstances and stressors. Addressing these factors requires a dedicated, urgent and united focus across children's agencies and iwi and community partners. Within our small country I believe this can be achieved.

While wider systems change, Oranga Tamariki is ensuring that our Social Workers and other frontline practitioners have the skills and supports they need to consistently deliver relational, inclusive, restorative and rights-based services to tamariki, rangatahi and whānau. I am immensely proud and privileged to work alongside Social Workers and a wider workforce that turn up each day with knowledge, skill and aroha for those we are here to serve.

Over this year I have asked for a strong focus on four Core Practice Standards, which have emerged through what tamariki, whānau, kaimahi and partners have told us is most important:

- whakamana te Tamaiti - practice empowering tamariki Māori
- see and engage tamariki
- use professional supervision
- work in partnership.

Alongside this, we have been actively working to embed our practice approach, support our kaimahi to grow their skills and cultural capability through Tū Māiā and our Puāwai programme, introducing new supervision models and professional development opportunities, and bringing our frontline kaimahi together each fortnight to learn and collaborate.

Collectively this work contributes to our longer term goal of building an integrated Social Work Practice system. It is through enabling high standards of practice that we will achieve the oranga outcomes we are seeking.

Through the year I have regularly visited sites, meeting kaimahi face to face and listening to their success stories, achievements, and challenges. I've heard from them about the core challenges of high workload, a lack of appropriate care options for tamariki, struggles to access housing, education and health services, and increased complexity through impacts of disability and addiction. I am focused on ensuring their voice continues to inform our focus and our effort.

To close, I want to acknowledge all Oranga Tamariki kaimahi. You should be proud of what you do. It is through your dedication, commitment, and unglamorous, unseen and often difficult work that opportunities have been opened up, barriers to success removed, and tamariki and whānau supported to flourish and thrive.

Ngā mihi



Peter Whitcombe
Chief Social Worker
Oranga Tamariki





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Our journey so far

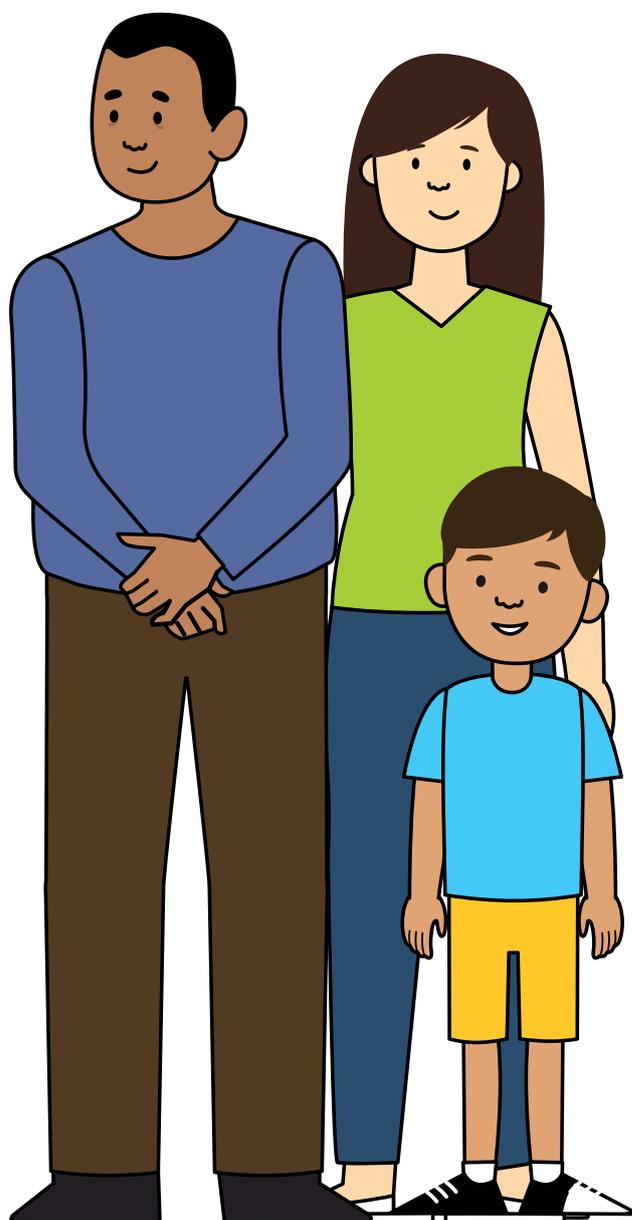
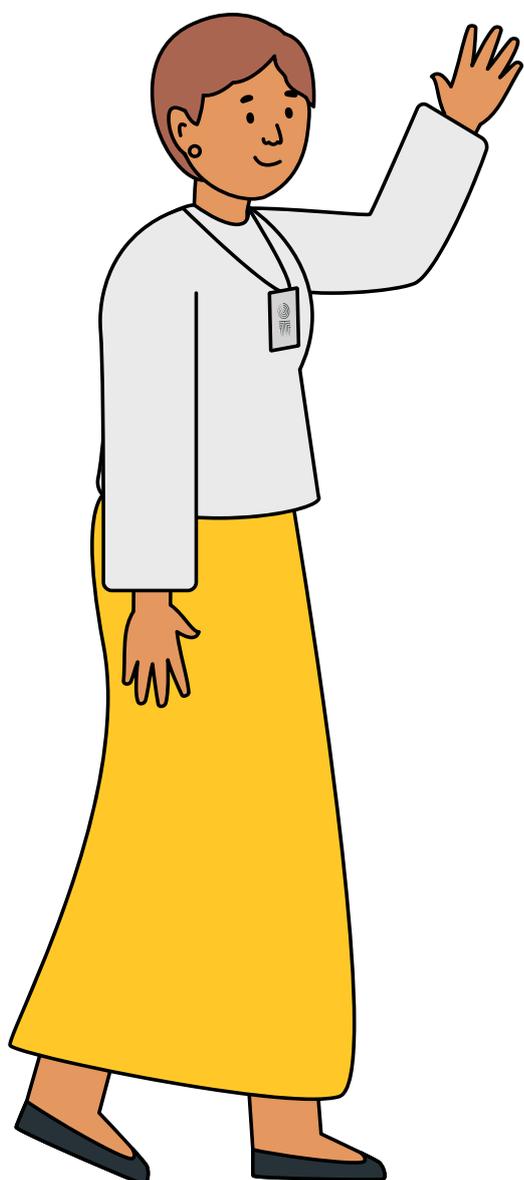
In 2017, Oranga Tamariki – Ministry for Children¹ was established as a standalone agency to provide a single point of accountability for services for tamariki and to drive the much-needed transformation of the child protection system.

The separation of functions from the Ministry of Social Development (MSD) followed the 2015 Ministerial appointed Expert Advisory Panel Report in 2015², which found that New Zealand was not serving vulnerable tamariki in our communities well.

Oranga Tamariki has now been established for six years. In our early years we focused on our foundations – building systems and services to deliver on new legislative obligations and starting the transformation of the care and

protection system. The recommendations from the Expert Advisory Panel set the trajectory for this first phase of transformation. It required a fundamental and significant shift in our approach, operating model and social work practice to be tamariki and whānau-centred. This was supported by new legislation that was passed to enable the recommendations to be implemented.

We have plans and actions in place that continue to guide our transformation journey. Pivotal to this is the Oranga Tamariki Future Direction Plan, approved by Cabinet in August 2021, in response to the recommendations of the report from a Ministerial appointed Advisory Board, Hipokingia ki te Kahu Aroha Hipokingia ki te Katoa (Te Kahu Aroha)³, following the attempted uplift of a 6-day old pēpi from hospital in 2019.



1 Originally established as the Ministry for Vulnerable Children.

2 Ministry of Social Development report, Expert Panel Final Report: Investing in New Zealand's Children and their Families (December 2015). Available at www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/corporate/expert-panel-cyf/investing-in-children-report.pdf

3 Oranga Tamariki report, Hipokingia ki te Kahu Aroha Hipokingia ki te katoa (July 2021). Available at www.orangatamariki.govt.nz/about-us/performance-and-monitoring/reviews-and-inquiries/ministerial-advisory-board/te-kahu-aroha-report/

Te Kahu Aroha called for greater focus and faster movement towards supporting Māori and community led responses around the safety of tamariki and rangatahi Māori, including:

- greater investment in, and progress towards Māori and community led collectives to lead in the prevention of harm to tamariki and whānau
- clarity on the role and purpose of Oranga Tamariki within the wider system
- work to increase the mana of social work, and empower social workers to deliver best practice
- bringing the voices of tamariki and a strong evidence base to inform decision making.

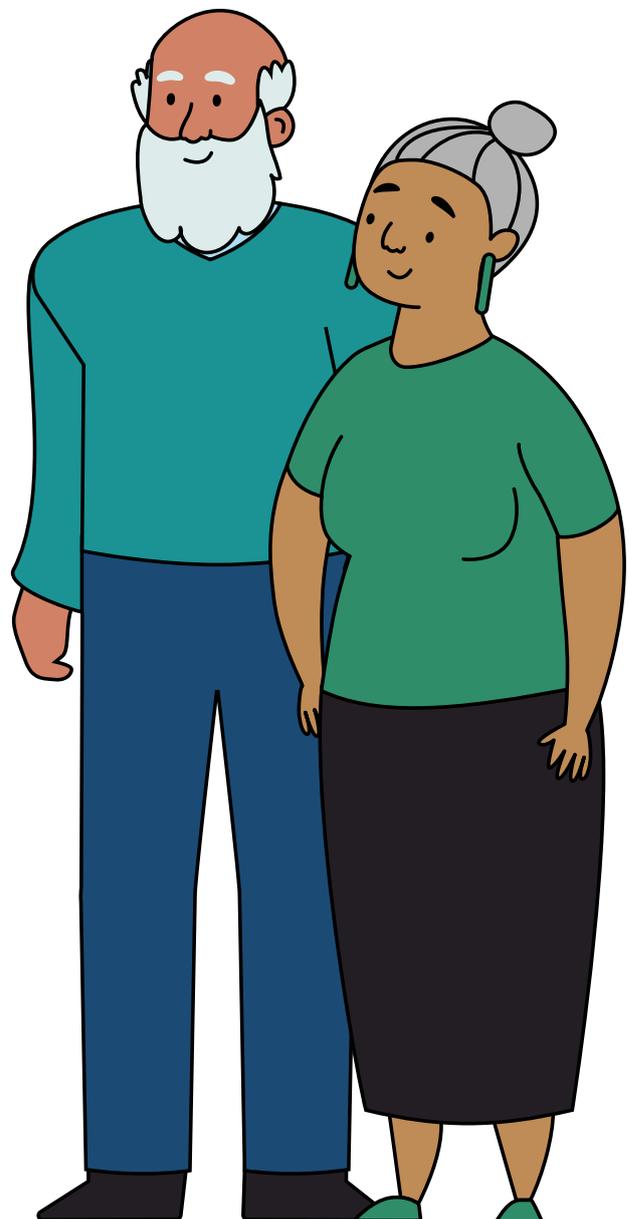
A stronger focus on supporting Māori and community led responses has been our focus during 2022/23 and continues to be at the forefront of our work.



Transforming a system of such importance is not easy and has had challenges. Many have criticised us for not going far or fast enough, and we accept that there are high expectations of us and that we need to be publicly accountable.

Our work continues against the backdrop of rising costs of living and the economic impact of COVID-19 disrupting the lives and wellbeing of tamariki and their whānau⁴. This year, significant weather events, including Cyclone Gabrielle, have also impacted our communities.

Despite this, we have taken many positive steps and made significant progress over the year, as set out in the following sections.



Aligning behind a consolidated strategy

This year, we worked on consolidating and integrating our efforts to ensure we are realising the aspirations of Te Kahu Aroha and earlier reviews.

Our new strategy provides a clear framework to align transformation efforts and our wider activities against. It helps us prioritise effort now and in years to come.

Our strategy connects our new purpose and impacts, while retaining the vision and values from our Strategic Intentions 2021-2025. It sets out three strategic shifts: Mana Ōrite, Whakapakari Kaimahi and Rato Pūnaha.

Our strategy reflects and responds to the priorities of our communities, informed by our many engagements with tamariki, rangatahi, whānau and community partners, and reviews of the care and protection and youth justice systems over the past 30 years.

Our strategy clearly describes the transformational system change we need to help ensure tamariki are in loving whānau and communities. Our new strategic direction will be reflected in our updated Strategic Intentions in 2024.

This year's Annual Report describes our performance under our three strategic shifts, while still reflecting our progress against our Strategic Intentions 2021-2025.

Our end goals

Our end goals, set through our Oranga Tamariki Outcomes Framework⁵, keep us focused on making significant changes to deliver on the government's aspiration to make New Zealand the best place in the world for tamariki and rangatahi, and our aspiration that all tamariki and whānau are safe, loved and nurtured by whānau, and supported by thriving communities.

We are revising the Outcomes Framework as part of a comprehensive programme of work to develop a performance system that meaningfully reflects our strategic aspirations and partnered ways of working. We will continue to report interim performance measures until our new Strategic Intentions is published in 2024.

OUR STRATEGY

Our Purpose

We serve those children, young people and families who come to our attention. We focus on keeping them safe and preventing them from coming into care or custody by ensuring the children's system provides support to families

Our Vision

All children are safe, loved and nurtured by whānau, hapū, and iwi, supported by thriving communities

Our Impacts

We are committed to delivering seven key impacts, against which we will measure our performance:

- Tamariki and rangatahi Māori are safe and secure under the protection of whānau, hapū and iwi
- Whānau resilience is strengthened to care for tamariki and rangatahi
- Tamariki in care or custody are safe, recovering and flourishing
- Improved equity for Māori, Pacific and Disabled tamariki and rangatahi
- Fewer tamariki, rangatahi and whānau need statutory services
- Tamariki, rangatahi, whānau and victims of youth offending feel listened to, valued, and understood
- We operate efficiently and effectively to deliver against our commitments

Our 3 Shifts

Guided by Te Tiriti o Waitangi, Pūao te āta tū, Wai 2915 and Te Kahu Aroha

⁵ Oranga Tamariki Framework (July 2019). Available at www.orangatamariki.govt.nz/about-us/our-work/outcomes-framework/

OUR THREE SHIFTS

Mana Ōrite

Shift decision making and resources by enabling our communities



Taumata 1: We will support partners and resource them to deliver care responses for tamariki that need it

Taumata 2: We will reprioritise up to \$200m over the next two years to enable a significant shift in our partnering approach towards prevention. Over 50 percent of funding will be managed by partners in five years

Whakapakari Kaimahi

Enable our People



Taumata 3: We will focus our social workers on the most challenging mahi and statutory responses, collaborating with other kaimahi offering wider support to tamariki and whānau

Taumata 4: We will strengthen our backbone support for frontline staff by optimising our structure, ensuring we have the right capability at the right time

Rato Pūnaha

Lead the System



Taumata 5: We will set expectations and drive accountability across the children's system for the tamariki that we serve, working alongside our partners to do this at a local and regional level

Taumata 6: We will use evidence, particularly data, analytics, and tamariki and whānau insights, to drive system improvement and investment allocation

OUR VALUES

We put tamariki first



We will challenge when things are not right for the child.

We respect the mana of people



We listen, we don't assume, and we create solutions with others.

We are tika and pono



We do what we say we'll do.

We recognise that oranga is a journey



We understand the long-term impacts of our actions today.

We value whakapapa



Tamariki are a part of a whānau and community.

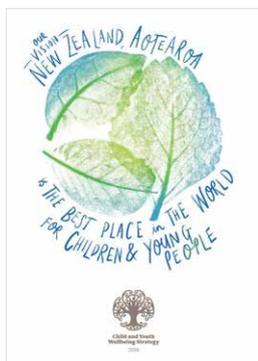
We believe aroha is vital



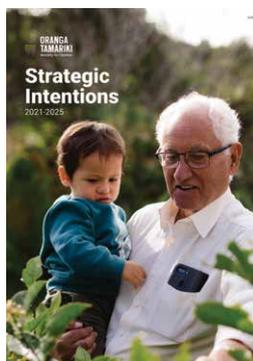
It keeps us focused on what's right.

Strategies and plans that guide us

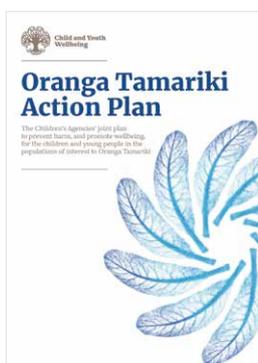
Oranga Tamariki has a key role in the wider Children's system as well as being responsible for the child protection and youth justice system.



The Child, Youth and Wellbeing Strategy⁶ sets a shared understanding of what's important for child and youth wellbeing, what government is doing, and how others can help. It serves to drive and align policy work and action across government to improve wellbeing.



Our Strategic Intentions 2021-2025⁷ provides a medium to long-term view of our strategic plans, explaining what we intend to achieve and how. It is legally required and our Annual Report reports progress against our Strategic Intentions.



The Oranga Tamariki Action Plan (the Action Plan)⁸ is the children's agencies' collective commitment to improve outcomes for tamariki and rangatahi involved in, or at risk of being involved in, the care and protection system and youth justice system.

It sets out how children's agencies will work together to achieve the outcomes in the Child and Youth Wellbeing Strategy. We are the lead agency for the plan and also have a role in delivery. Read about the progress we made in our Rato Pūnaha section.



The Oranga Tamariki Future Direction Plan⁹ draws together themes from Te Kahu Aroha and recommendations from previous reviews and the Waitangi Tribunal Inquiry¹⁰. Agreed by Cabinet in August 2021, it builds on our strategic intentions by describing a set of actions under five key priority areas that drive a fundamental and significant shift in our approach, operating model and practice.

6 Department of the Prime Minister and Cabinet report, Child and Youth Wellbeing Strategy (August 2019). Available at www.childyouthwellbeing.govt.nz/resources/child-and-youth-wellbeing-strategy

7 Oranga Tamariki report, Strategic Intentions 2021-2025 (2021). Available at www.orangatamariki.govt.nz/about-us/corporate-reports/statement-of-intent/

8 Oranga Tamariki report, Oranga Tamariki Action Plan (2022). Available at www.orangatamarikiactionplan.govt.nz/otap-resources/publications/

9 Oranga Tamariki report, Oranga Tamariki Future Direction Plan (September 2021). Available at www.orangatamariki.govt.nz/assets/Uploads/About-us/News/2021/MAB-report-action-plan-release/OT-Future-Direction-Action-Plan.pdf

10 Waitangi Tribunal report, He Pāharakeke, he Rito Whakakīkinga Whāruarua (2021). Available at www.waitangitribunal.govt.nz/news/tribunal-releases-report-on-oranga-tamariki/



What we do

Oranga Tamariki, the Ministry for Children, is a government agency responsible for duties set out in domestic legislation and for ensuring New Zealand upholds certain international obligations. These duties and obligations require us to support tamariki who come to our attention, as well as their whānau and communities. We work through partnership and direct provision of our core functions.

Our Strategic Intentions 2021-25 outlines our responsibilities, commitment to Te Tiriti, our legislative role including responsibilities under section 7AA, and our international commitments. We report against these duties and obligations in this report, and have provided a summary of them below.

Our responsibilities

- responding to concerns for child safety and wellbeing, including coordinating prevention services
- statutory care and protection services for tamariki and rangatahi
- youth justice services using restorative practice, including upholding the rights of victims of youth crime
- transitioning young people to independence from state care and youth justice
- adoption services, including domestic adoption, responding to requests for information from parties to an adoption, and inter-country adoption
- funding and contracting services to support the wellbeing of tamariki and rangatahi
- meeting the needs of tamariki and rangatahi in our care, including their safety and wellbeing
- providing responsive and timely complaint mechanisms and support for residence grievance panels
- enabling and supporting whānau and caregivers to provide safe, stable loving care for tamariki in care.

The Chief Executive of Oranga Tamariki has delegated some operational functions and powers under the Oranga Tamariki Act 1989 to four non-government organisations (NGOs):

- Turuki Healthcare Charitable Trust – for the national provision of caregiver support where tamariki have had their guardianship passed from Oranga Tamariki to permanent caregivers
- Whakapai Hauora (Best Care Charitable Trust) and Ngati Awa Health and Social Services Trust – for the provision of youth justice social work services
- Barnardos New Zealand incorporated – to approve and monitor care arrangements for rangatahi who wish to return to or remain with their caregivers after turning 18.

The delegation to Barnardos has not been exercised in the 2022/23 year. A brief comment on the other delegated functions is included below on page 19.

Our commitment to Te Tiriti o Waitangi/ Treaty of Waitangi

We are committed to giving effect to the principles of Te Tiriti o Waitangi by:

- being a better partner with Māori, whānau, hapū, iwi and communities
- supporting Māori to achieve rangatiratanga over their kāinga
- actively protecting tamariki and rangatahi Māori from harm
- addressing the disparities between Māori and non-Māori
- implementing our obligations under Section 7AA of the Oranga Tamariki Act 1989.

Our approach to delivering on our Te Tiriti o Waitangi commitments is progressed through partnership with Māori, whānau, hapū, iwi, and communities, and we report on our progress through the Mana Ōrite section of this report and in our Section 7AA report.

Our legislative role

We administer the Oranga Tamariki Act 1989 (also called the Children’s and Young People’s Well-being Act 1989) and Children’s Act 2014 (with the Ministry of Education). We also have functions under other statutes, including:

- Adoption Act 1955
- Adoption (Intercountry) Act 1997
- Adult Adoption Information Act 1985
- Care of Children Act 2004

Our requirements under Section 7AA of the Oranga Tamariki Act 1989

Section 7AA of the Oranga Tamariki Act mandates specific duties in legislation for the Chief Executive including:

- ensuring that the policies and practices of the department have the objective of reducing disparities
- ensuring that the policies, practices, and services of the department have regard for mana tamaiti, whakapapa, and whanaungatanga
- requiring the department to seek to develop strategic partnerships with iwi and Māori organisations.

We measure our progress in meeting these obligations through the annual Section 7AA report¹¹.

Our international commitments

We are obligated to uphold human rights, especially for tamariki, including those set out in the United Nations Convention on the Rights of the Child, the United Nations Declaration on the Rights of Indigenous Peoples, the United Nations Convention on the Elimination of All Forms of Discrimination Against Women, the United Nations Convention on the Rights of Persons with Disability, and the Optional Protocol to the Convention Against Torture. In addition, we administer and/or adhere to Hague Convention requirements relating to the Adoption and Abduction Conventions.

¹¹ Oranga Tamariki report, Section 7AA Report 2021 – Improving outcomes for Tamariki Māori, their whānau, hapū and iwi. Available at www.orangatamariki.govt.nz/about-us/performance-and-monitoring/section-7aa/section-7aa-report/

Our year at a glance

Early Support



Working with partners to enable an effective response when tamariki, rangatahi and whānau need support

- Family Start, an intensive home visit based parenting programme, that supported over **4,600 whānau**
- Services in Schools which supported approximately **6,880 tamariki and rangatahi**, through:
 - 271 Full-time equivalent (FTE) Te Hunga Tauwhiro I te Kura/Social Workers in Schools **supporting 6,000 tamariki across 720 schools/kura**
 - 40 FTE Youth Workers in Secondary Schools & Multi Agency Support Services in Secondary Schools **supporting 880 rangatahi across 49 schools**

Intensive Response



Supporting tamariki and rangatahi at risk of harm, and their whānau, to keep them safely at home

- **eight sites worked with partners** to deliver intensive response services (following a report of concern, where initial assessment finds a statutory response, such as a family group conference is not required)
- **408 families engaged** with intensive response services
- of tamariki that received intensive response services, **only 1 percent subsequently required an out of home placement**

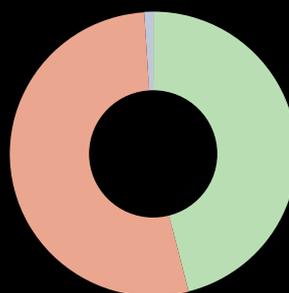
Care and Protection



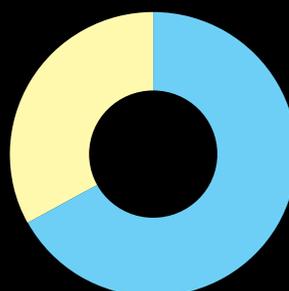
Keeping tamariki and rangatahi safe and promoting their wellbeing, particularly when they are in the custody of the Chief Executive

- **71,616 reports of concern¹²**, involving 52,788 individual tamariki and rangatahi
- **38,727 assessments or investigations** carried out, and **6,591 Care and Protection** family group conferences
- **1,092 total entries** (1,031 distinct individuals) into statutory care and **1,421 total exits** (1,388 distinct individuals)
- **4,317 in care** as at 30 June 2023 (down from 4,722 as at 30 June 2022)

Tamariki and rangatahi in care



46% female
53% male
>1% another gender or not specified



67% Māori
33% Non-Māori

4% 0–1 years
17% 2–5 years
21% 6–9 years
26% 10–13 years
32% 14+ years

ALL FIGURES IN THE 12 MONTHS TO 30 JUNE 2023

¹² A report of concern is made when someone is worried about a child or young person.

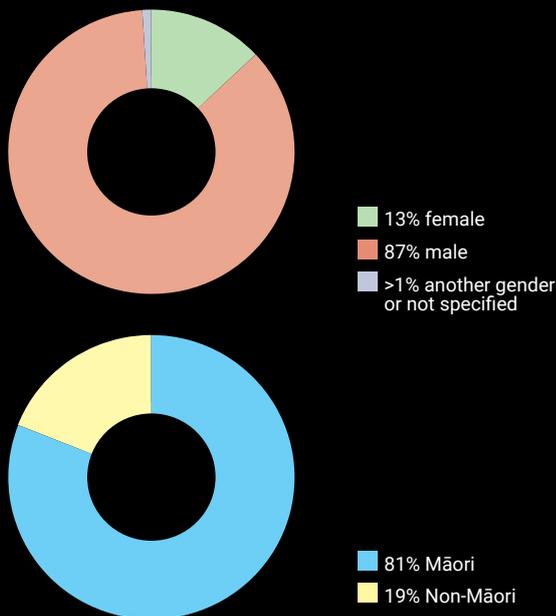
Youth Justice



Supporting rangatahi, whānau and victims of youth crime to restore their mana

- 4,446 Youth Justice family group conferences
- 1,095 total entries to Youth Justice custody (613 distinct individuals) and 1,039 total exits (601 distinct individuals)
- 162 rangatahi in Youth Justice custody as at 30 June 2023

Rangatahi in Youth Justice Custody



2%	10–13 years
14%	14 years
26%	15 years
23%	16 years
34%	17+ years

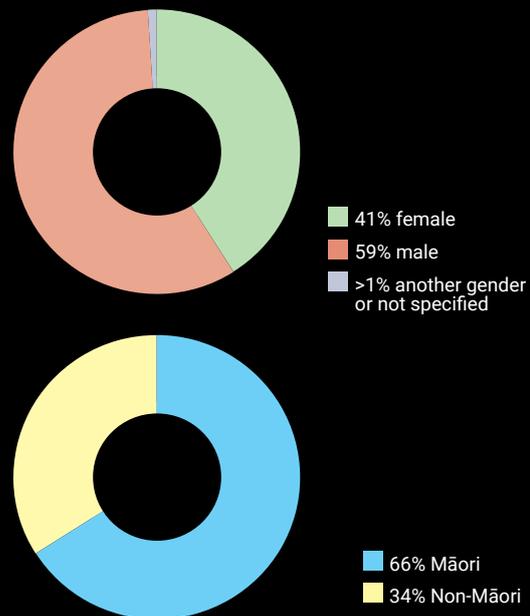
Transition Services



Preparing and supporting rangatahi leaving care and youth justice to transition successfully to adulthood

- 8,430 calls to the Transition Assistance Helpline¹³ and \$1.35m disbursed in financial assistance to rangatahi¹⁴
- 1,610 rangatahi supported by a transition worker (as at 30 June 2023)
- 96 rangatahi chose to remain or return to living with their caregivers (who received continued support) over the year¹⁵
- 154 supported accommodation placements were provided (supporting rangatahi as they shifted from care towards independent living arrangements)¹⁶

Rangatahi eligible for Transition services



25%	15–17 years
31%	18–20 years
43%	21–24 years

13 We do not hold data on the number of individuals that have received advice and assistance. Calls include all people calling the Transition Support Service Helpline. This could include, but not limited to, a Transition worker or whānau calling for advice and assistance to get support for young people eligible.

14 Funding is provided through the Transition Assistance Helpline and contracted transition providers.

15 This is a voluntary living arrangement for care experienced rangatahi who have left care or custody and who are entitled to remain with or return to living with a caregiver.

16 While we can only currently count the places available, we know significantly more rangatahi used supported accommodation through the course of the year, some staying for shorter periods and some for longer, depending on their circumstances.

How well did we do?

We are on a journey to improve our measures by building a performance system that connects what we do (our activities), how we are changing (our transformation) and how we work with others (all-of-government lens) for the benefit of tamariki within the context of their whānau, enabled by their communities. As we revise and improve our performance measures during this process, we will reflect these measures in future annual reports. We currently measure our performance by looking at how we are progressing toward the impacts Oranga Tamariki strives to make, and our appropriation measures, which show how we are performing against activities we receive funding for.

The summary below provides a high level view of our performance and progress through trend arrows. Refer to 'Our performance' section from page 63 for more details.

The impact we are making

We are committed to delivering seven key impacts that help ensure we progress towards our end goals. Overall, our performance across these impacts remained steady, with improvements in some areas. We know we need to continue to do better, and our goal is to see improvements across the board. Despite this, the organisation has a lot of change underway that we expect will lead to improvements in the medium term (2-5 years) and it is reassuring that as we manage through this change our impact is steady or improving.

For all impacts below, the desired trend is an increase (signalled by an upwards diagonal arrow), except for impact four (fewer tamariki, rangatahi and whānau need statutory services) where the desired trend is a reduction (signalled by a downwards diagonal arrow). Where the arrows point to the right, this means we have seen no significant change in the measures this year. Each arrow below is a summary comprising the aggregated results of measures under each impact.



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



Whānau resilience is strengthened to care for tamariki and rangatahi



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



Fewer tamariki, rangatahi and whānau need statutory services
Context: Not our performance



Improved equity for Māori, Pacific and Disabled tamariki and rangatahi



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

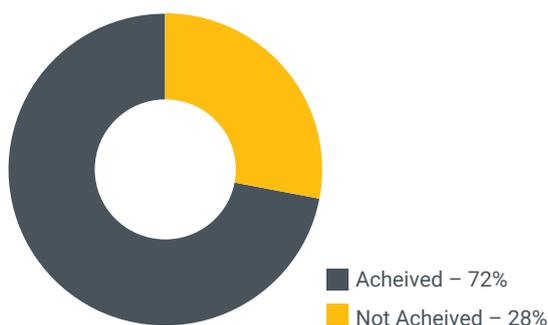


We operate efficiently and effectively to deliver against our commitments

Our appropriation measures

Our appropriation measures¹⁷ demonstrate the effectiveness of the activities for which we receive funding to invest in and deliver. For the 2022/23 year, we have met our targets for 26 of a total of 36 measures (72 percent), compared with 24 of a total 38 measures (63 percent) in the previous year. More details on these measures are on page 95.

2022/23 Appropriation measure results



We also monitor our progress in other key areas

As well as reporting on our progress through the Annual Report, we publish a range of other reports annually that help us understand how we are progressing, including:

- **Section 7AA Report** – detailing progress to improve outcomes for tamariki Māori and other factors required by section 7AA of the Oranga Tamariki Act 1989.
- **Safety of Children in Care Annual Report** – a report on harm to tamariki in statutory care and our response.
- **Report on Section 78 Custody Orders for Unborn and New-Born Pēpi** – reports the number of pēpi who are brought into custody under section 78 of the Oranga Tamariki Act 1989 and explores practice around these orders.
- **Self-monitoring of the National Care Standards** – this is our own review of how we are implementing the national care standards for tamariki in care.
- **Te Mātātaki 2023** – findings from Te Tohu o te Ora the national survey of tamariki and rangatahi in care.

These reports can be accessed on our website¹⁸.

Effectiveness of delegated functions

Oranga Tamariki has four external delegations as noted below. In 2022/23 the effectiveness of these delegations was assessed through our standard contractual reporting arrangements. None of these delegations have specific quality measures in place at this time.

Turuki Health Care Charitable Trust

- qualified social workers work with caregivers to develop and maintain an individual plan that supports the caregivers to meet the needs of a tamariki they care for
- in the period 1 July 2022 – 30 June 2023, the Permanent Caregiver Support Service provided support for 2,118 permanent caregivers, including 284 new caregivers, reviewed 1,684 support plans and dispersed \$5.06m in support to caregivers, for example for sports club fees, or other extra-curricular, or specialist support or programmes. The delegation also sets out a process for review of the delegate's decisions. Four decisions were referred for review in the reporting period – one review was subsequently withdrawn, one was declined, one decision was modified by the review, and one is still in the review process.

Whakapai Hauora (Best Care Charitable Trust)

- provides statutory youth justice services to tamariki Māori that enter the Youth Justice system within Palmerston North with the opportunity to access a Te Ao Māori pathway that supports their mana motuhake
- in the period 1 July 2022 – 30 June 2023, the service employed one qualified and registered social worker, accepted 76 new referred clients and closed 94 cases, with 18 clients receiving ongoing support.

Ngāti Awa Health and Social Services Trust

- provides statutory youth justice services that promote the protection, and wellbeing of tamariki and rangatahi within the Whakatāne area, with priority given to tamariki Māori who whakapapa to Ngāti Awa
- in the period 1 July 2022 – 30 June 2023, the service employed one qualified and registered social worker, accepted 23 referred clients and closed 22 cases, with four clients receiving ongoing support.

Barnados Incorporated New Zealand

- This delegation was not exercised in 2022/23.

¹⁷ These measures are the current appropriations under Vote Oranga Tamariki Supplementary Estimates of Appropriations 2022/23 – Budget 2023, available at budget.govt.nz/budget/pdfs/suppestimates/suppest23oratam.pdf. We are reviewing our Outcomes and Performance Frameworks and will reflect these measures in future reporting.

¹⁸ Oranga Tamariki reports available at www.orangatamariki.govt.nz/about-us/performance-and-monitoring/

Our key achievements in 2022/2023

Mana Ōrite

Shift decision making and resources by enabling our communities



We've committed to supporting Māori and Communities to lead in the delivery of care and support to tamariki and whānau to keep tamariki safe and prevent the need for statutory responses. Over the last year we:

- supported nine Enabling Communities prototype partners to design solutions they know work for their tamariki and whānau
- formed a strategic partnership agreement with Te Whānau o Waipareira Trust, supporting wraparound, holistic services for whānau in West Auckland under a by Māori, for Māori approach
- supported the launch of Te Ara Mātua – a bespoke iwi-led plan aiming to keep tamariki and whānau of Hawke's Bay out of the Oranga Tamariki system, and to return those currently in the system to the protection of the whānau, hapū and iwi
- increased our investment in Iwi and Māori organisations to \$159m (up from \$146m last year). This represents 30 percent of our total provider funding, an increase from 20 percent five years ago.

See pages 22–27

Whakapakari Kaimahi



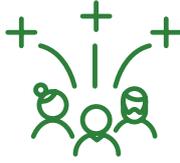
Enable our People

We're working to ensure kaimahi are skilled and supported to deal with complex care and youth justice work, and to collaborate effectively in communities. Over the last year we:

- continued implementing our practice approach to embed rights based, relational, inclusive, and restorative ways of working
- implemented comprehensive social worker induction, professional development and supervision approaches
- had 376 kaimahi complete Tū Māia, a comprehensive cultural capability training programme, developed in partnership with Te Taihū o Ngā Wānanga. A second cohort of 400 kaimahi started in May 2023
- implemented FastTrack, a rapid response for persistent young offenders, bringing together multi-disciplinary kaimahi with the right capability to deliver wrap-around support to whānau to help their tamariki get back on track.

See pages 28–31

Rato Pūnaha



Lead the System

We have a role in supporting the whole children's system to deliver for those tamariki that most need support, as well as working to enhance our own system supports. Over the last year we:

- completed seven out of eight in-depth needs assessments that identified actions to better support priority populations, as part of the first full year of implementing the Oranga Tamariki Action Plan
- established a Disability Advisory Group and developed our Disability Strategy that focuses our effort to improve equity for tangata whaikaha/Disabled people
- expanded Whiti, a user friendly tool for frontline kaimahi, that gives them the right information at the right time. This year we improved the tool and extended it to cover Youth Justice services
- won a Better Outcomes Award at Te Hāpai Hapori Spirit of Service Awards as part of the Ministry of Business, Innovation and Employment (MBIE)-led cross government Afghanistan Resettlement Response.

See pages 32–37

Mana Ōrite



Shift decision making and resources by enabling our communities

Our Tiriti and community partners¹⁹ are connected to their communities in ways we can never be as a government department, and as such are best placed to lead in the design and delivery of care responses for tamariki and whānau that need additional support.

How this work delivers against our intentions

We are changing the way we work by recognising the mana of our partners, supporting their capability and resourcing them to deliver for tamariki and whānau.

This aligns with our strategic intentions to:

- engage with communities
- work in partnership
- focus on prevention by enabling and strengthening whānau to care for tamariki.

This contributes to the outcomes we seek:

- tamariki Māori are thriving under the protection of whānau and hapu
- children and young people are safe and flourishing in their homes
- children and young people who have offended do not re-offend.

We measure our progress by looking at the impact we are making:

- tamariki and rangatahi Māori are safe and secure under the protection of whānau, hapū and iwi
- whānau resilience is strengthened to care for tamariki and rangatahi.

This section of the Annual Report provides an overview of our achievement and progress towards our strategic intentions, which links to our **relationships, partnering and decision-making** focus area.

¹⁹ We define our Tiriti Partners as Māori whānau, marae, hapū, Iwi and kaupapa Māori groups and organisations. Our community partners are organisations and groups in communities where tamariki live such as churches and sports clubs, Pacific organisations, other organisations that Oranga Tamariki has a relationship with and may hold a contract or agreement with for the delivery of social services, and organisations representing the voices of children and young people such as VOYCE Whakarongo Mai.

Building our strategic partnerships

We have ten strategic partnerships established under section 7AA of the Oranga Tamariki Act 1989. Strategic partnerships support iwi, Māori and communities to put in place the support, solutions and services they know will work for their people.

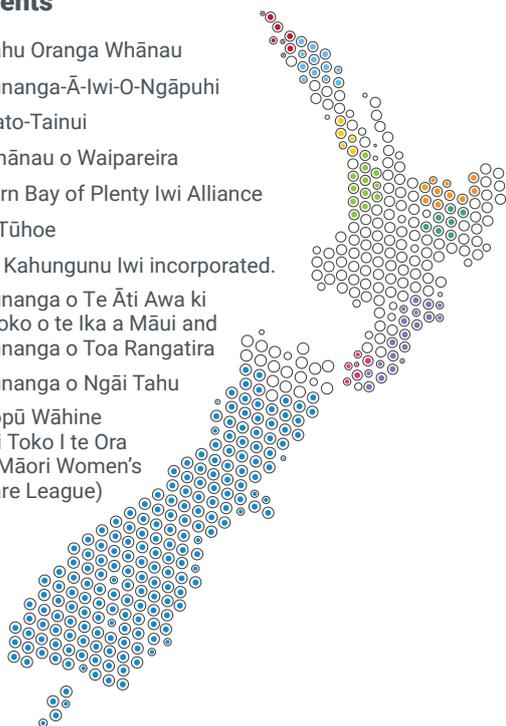
During the year we:

- established a new strategic partnership agreement (SPA) with Te Whānau o Waipareira Trust, that supports wraparound, holistic services for whānau in West Auckland under a by Māori, for Māori approach.
- refreshed our SPA with Waikato-Tainui. A funding agreement that sits alongside the refreshed SPA will see Waikato-Tainui receive \$32.1m over the next five years to deliver and develop Mokopuna Ora, empowering Waikato-Tainui and their community partners to care for their tamariki and whānau in ways they know will work.

Each SPA is unique and supports iwi and Māori partners to reflect their own priorities and the outcomes they seek for their tamariki and their whakapapa whānau. They are essential to realise the shifts that are needed in the child protection system.

Strategic Partnership Agreements

- Te Kahu Oranga Whānau
- Te Rūnanga-Ā-Iwi-O-Ngāpuhi
- Waikato-Tainui
- Te Whānau o Waipareira
- Eastern Bay of Plenty Iwi Alliance
- Ngāi Tūhoe
- Ngāti Kahungunu Iwi incorporated.
- Te Rūnanga o Te Āti Awa ki te Upoko o te Ika a Māui and Te Rūnanga o Toa Rangatira
- Te Rūnanga o Ngāi Tahu
- Te Rōpū Wāhine Māori Toko I te Ora (The Māori Women's Welfare League)



Enabling Communities to better lead and innovate change

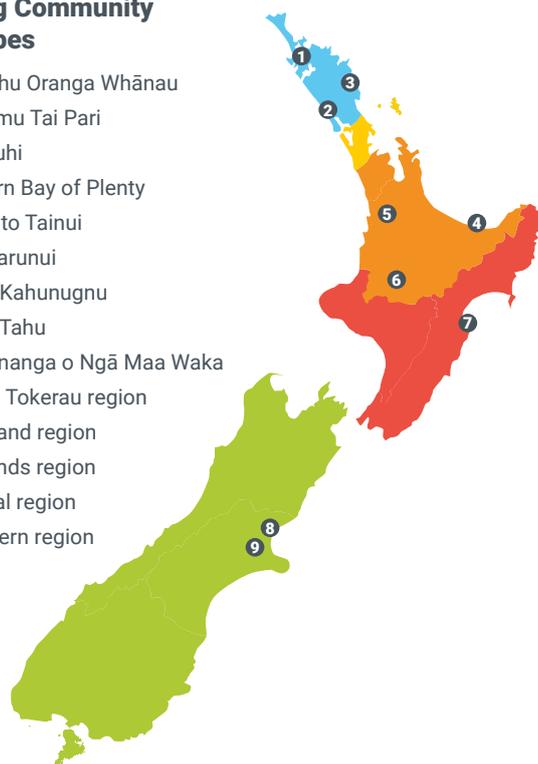
Enabling Communities gives Tiriti partners an opportunity to redesign and reimagine what care looks like for their own tamariki and whānau. Partners lead the design, development and implementation of their models anywhere across the end-to-end Oranga Tamariki system, they set the pace, and they are the decision makers.

Nine prototypes have been established in a variety of communities with Tiriti partners at different stages of engagement with us. The approach for selecting these partners was discussed with communities, initially rangatira ki te rangatira, with considerations including the strength of connections in place within communities. In many (but not all) instances Tiriti Partners with whom we have already established 7AA SPAs are leading the prototypes. Our role is to enable and support each partner by ensuring they have the information, capabilities and resources they need. This includes providing information and data, funding for project management and support kaimahi, and enabling access to specialist expertise such as service designers, legal advisors, and site and regional kaimahi.

This year we held a series of regional engagement hui across the country to introduce partners to the Enabling Communities plan, kōrero about the changes we're making, and address their thoughts and feedback directly.

Enabling Community Prototypes

- 1 Te Kahu Oranga Whānau
 - 2 Tai Timu Tai Pari
 - 3 Ngāpuhi
 - 4 Eastern Bay of Plenty
 - 5 Waikato Tainui
 - 6 Taumarunui
 - 7 Ngāti Kahunugnu
 - 8 Ngāti Tahu
 - 9 Te Rūnanga o Ngā Maa Waka
- Te Tai Tokerau region
 - Auckland region
 - Midlands region
 - Central region
 - Southern region



Te Ara Mātua – an example of enabling communities

In April 2023, Te Ara Mātua was launched. It is a Ngāti Kahungunu-led approach to provide support and care for tamariki and their whānau in Te Matau a Māui (Hawke’s Bay). Te Ara Mātua is an integrated suite of services offered to support and keep their tamariki and their whānau out of the Oranga Tamariki system and to return those currently in the system to the protection of the whānau, hapū and iwi.

Under the korowai of Ngāti Kahungunu, whānau with lived experience of Oranga Tamariki guide the design and development of the model. Te Tumu Whakahaere o Te Wero (a collective of health and wellbeing providers) is an advisory group who have provided the delivery expertise alongside Ngāti Kahungunu. Oranga Tamariki kaimahi from the Ahuriri and Heretaunga sites have been involved in wānanga and workshops as part of the design process. We have also seconded trusted kaimahi Māori into Ngāti Kahungunu and have dedicated service design resource to work under their direction.

Whānau Care Partnerships

Whānau Care is a practical commitment to te Tiriti o Waitangi and section 7AA in the Oranga Tamariki Act 1989. It is a partnership between Oranga Tamariki and an iwi (or iwi mandated organisation) or other Māori organisation, where the Chief Executive of Oranga Tamariki has entrusted the responsibility of day-to-day care and protection for tamariki to the Whānau Care Partner. This facilitates connection of tamariki to their whakapapa and ensures care provision is culturally responsive.

Each Whānau Care Partner designs their model, which is culturally constructed and unique to their own lens.

By 30 June 2023, we had 14 partnerships which have supported and/or recruited over 200 caregivers. Whānau care has a reach of up to 69 percent (up from 60 percent in 2021/22) of tamariki Māori in care across the motu (based on those tamariki having affiliation to at least one iwi represented by a Whānau Care partner).

Extending relationships with iwi through other arrangements

Alongside formal strategic partnerships, we are also building relationships with iwi through more informal means, including memorandums of understanding (MOU) and secondments.

During the year we:

- entered a MoU with Kāhui Mana Whakatipu, a group of kaumatua within the Ōrewa rohe, who affiliate to local iwi in the area. Kāhui Mana Whakatipu provides an option for kaumatua to support social worker visits to whānau, to help the whānau navigate the Oranga Tamariki system and to support kaimahi to engage effectively with whānau. The group also guides and supports site practice and integration of Tikanga and Kaupapa Māori
- seconded an Oranga Tamariki social worker to Ngāti Whātua Orākei Whai Māia as part of a cross-agency approach that allows us improve relationships with the iwi and offer better services together (we also have secondments to partners to help develop the capacity and capability to take on new responsibilities under Enabling Communities and strategic partnerships).

Being guided by those with a deep understanding about whānau, hapū, iwi and Māori communities

During the year, we continued engaging with groups who have the expertise we need to support us to realise our aspiration of working in partnership, including the Māori Design Group and Pou Tangata.

Engaging with Pou Tangata

Pou Tangata is the social services committee of the Iwi Chairs Forum, and a key stakeholder as we work in partnership with Māori.

In 2022/23, the Oranga Tamariki Chief Executive and Lead Advisor to Pou Tangata signed a relationship agreement to progress and fund shared work programmes, including:

- Child Placement Protocols
- Contract Management and Investment
- People and Culture (including Data, cultural capability and youth engagement – through Ngā Rangatahi ā-Iwi)
- Oranga Tamariki Governance.

Deputy Chief Executives and Iwi leads have been appointed to each workstream, and engagements are held fortnightly. Pou Tangata provides strategic advice and is being engaged on the 'future state' with Oranga Tamariki in early 2023/24.

Engaging with the Māori Design Group

Established in 2017, the Māori Design Group (the Group) provide an independent Māori lens across Oranga Tamariki policies, practices and services to support improved outcomes for tamariki Māori. Members are well-respected leaders with a deep understanding about whānau, hapū, iwi and Māori communities; extensive networks; and technical knowledge and experience in the social services sector.

This year the Group provided feedback and advice on discrete policies and programmes, including the opportunity to input on major projects, including Manaaki Kōrero, Enabling Communities and the Locally-led Operating Model.

We also continue to engage regularly with the Ministerial Advisory Board in their ongoing assurance function (Page 55).

Listening and responding to tamariki, rangatahi and whānau with lived-experience

Listening and responding to the voices of children and young people, tamariki and rangatahi Māori and their families/whānau, partners and communities, particularly our Māori, Pacific, Disabled and Rainbow communities, continues to be a central pou for how we engage with our communities. Read more about our progress in our Rato Pūnaha section (Pages 32-37).

Impact Performance Summary

Whānau resilience is strengthened to care for tamariki and rangatahi

We have high rates of supporting whānau to retain care of their tamariki and there has been some improvement in the past few years.

- the proportion of tamariki that do not re-enter care after leaving is steady at around 68 percent
- we are spending more on early intensive intervention and prevention (although as a proportion this has reduced due to other cost factors)
- 97 percent of return/remain placements remain steady or exit care
- there are more tamariki who have had a Care and Protection Family Group Conference (FGC) and do not enter care before their FGC Review is due (around 95 percent).

We need to develop our reporting further to improve understanding of whānau resilience and the feeling of support by whānau.

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

There has been strong growth across our three measures in the past five years, but recently growth has slowed. This may be a natural peak, or more solutions may need to be leveraged to encourage further change.

- a hui-ā-whānau is a family-led meeting that creates space for whānau and their solutions. 18 percent of investigations for tamariki Māori had at least one hui-ā-whānau record, which has been stable for the last three years.
- funding for Māori/Iwi organisations has increased over the last five years
- Māori specialist positions at Oranga Tamariki increased from 2019, stabilising at around 105 roles for the past few years.

See 'Our performance' section (from page 63) for more detailed information on the impact measures linked to this summary.

Investing in resilient whānau and communities

In 2022/23, we invested \$537m into NGOs, strategic partners, and communities to help deliver services that support tamariki and rangatahi (up from \$510m last year).

We are committed to growing this investment, with a focus on working with iwi and Māori organisations. This is driven by the knowledge that tamariki do better when connections to their whānau and whakapapa are strong and responds to strong feedback from Māori to let them care for their own tamariki (who make up almost 70 percent of all tamariki in care).

This year, we invested \$159m into 146 iwi and Māori organisations (up from \$146m last year). This represents 30 percent of our total provider funding, an increase from 20 percent five years ago.

While providing a safe care response will always be a core part of our role, we're focused on reducing and preventing the need for this type of response. Our partners have been clear in indicating their commitment to working with whānau to prevent crisis and any escalation through our system. As such, almost half of our investment through partners goes to prevention or early support services.

Investing in Family Start

Family Start is one of our largest programme investments in early support. This tamariki-centred home visiting programme supports whānau with challenges that put the wellbeing and development of pēpi and tamariki aged 0-5 years at risk. This service is delivered by 46 NGO and iwi providers across the motu working with over 7,000 whānau each year.

While Family Start kaimahi provide a range of supports, being experts in family violence and sexual violence (FVSV) is not part of their core mahi. In Budget 2022, we received \$4.99m over a 4-year period for capability building resources and training opportunities to build knowledge of FVSV²⁰. This capability investment gives Family Start kaimahi the knowledge, confidence, and capability to identify and respond to family or sexual violence.

In 2022/23, we allocated \$960,000 of the funding to providers, towards a series of learning opportunities based on a survey of kaimahi to identify development needs.

Supporting whānau in communities

Tākai is delivered by community based 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 website²¹ enables the principles of Family Start to be actualised, providing a one-stop parenting resource, covering Kaupapa from 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.

During the year, Tākai held three webinars, three Ruku workshops and three Aho wānanga for Family Start. These sessions were attended by over 500 whānau supporters.

The total funding available through the Tākai Local Initiative fund in 2022/23 was \$3.1m 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 funding that supports the Te Aorerekura National Strategy to Eliminate Family Violence and Sexual Violence.

20 This supports Action 32 of Te Aorerekura National Strategy to Eliminate Family Violence and Sexual Violence

21 Website available at www.takai.nz

Supporting whānau in times of need

In February 2023, unprecedented flooding impacted many communities and whānau in the upper North Island. Kaimahi from our Tāmaki Makaurau Westgate site joined forces with Te Whānau o Waipareira, our newest strategic partner, and an organisation with a long history of providing support and services for whānau in West Auckland. Together they went door-to-door to help people and clean up in flood-stricken areas. Valuable connections were made between kaimahi from both organisations as they helped the community together.

In Te Tairāwhiti and Hawke's Bay, all tamariki and caregivers across the region were contacted and kaimahi worked in challenging conditions alongside local Civil Defence, Iwi, Council and other government agencies with the welfare response and support activities. Teams from Central Hawke's Bay, Tararua and Masterton provided additional support, alongside kaimahi from across the nation who submitted expressions of interest to help provide relief in an outpouring of support embodying the values held at the core of Oranga Tamariki. This mahi helps to build stronger relationships and collaborations with local organisations who have the same passion, drive and values as Oranga Tamariki and want to see oranga in our whānau and communities.

The year ahead

Our focus for the year ahead includes:

- progressing and expanding the Enabling Communities approach
- growing investment in iwi, Māori and Pacific organisations.

Whakapakari Kaimahi



Enable our People

This shift is about ensuring we have an engaged, empowered and highly capable workforce, both for those working with tamariki and whānau, and for our wider supporting and enabling kaimahi, whether they are Oranga Tamariki employees or work for our partners.

How this work delivers against our intentions

This aligns with our strategic intentions:

- locally-led, centrally enabled
- focus on quality practice
- continue our focus on national care standards.

This contributes to the outcomes we seek:

- children and young people in care or custody are safe, recovering and flourishing
- young people leaving care or youth justice get a good start to their adult lives.

We measure our progress by looking at the impact we are making:

- tamariki and rangatahi in care or custody are safe, recovering and flourishing
- tamariki, rangatahi, whānau, and victims of youth offending feel listened to, valued and understood.

This section of the Annual Report provides an overview of our achievement and progress towards these intentions, which links to our **organisational blueprint** and **social work practice** focus areas.

Locally led operating model

Locally led means decision-making happens as close as possible to tamariki and whānau where people have the best information about the context and about needs. We want to move to a way of working where decision-making and resources are shifted to communities. Being centrally enabled will bring national alignment across what is happening in different areas, help coordinate a national system, and support efficiencies where this makes sense.

The locally-led operating model intends to safely shift to a way of delivering services that supports engagement and the development of collaborative approaches with communities. In December 2022, we brought together all Regional Leaders across our internal service lines to shape the vision for the locally-led operating model and how to take it forward. VOYCE – Whakarongo Mai and Advisory groups, such as the Youth Advisory Group and Pacific Panel, have also had the opportunity to input.

Embedding our Practice Approach

At the core of our statutory role is the social work profession, supported by a range of other professionals. We need a workforce of skilled and trusted practitioners, clear on their statutory responsibilities and operating confidently in their practice.

This year the Chief Social Worker set out four practice priorities.

- see and engage tamariki
- whakamana te tamaiti
- work closely in partnership with others
- use Professional Supervision.

These priorities reflect a call back to focusing on our core practice standards, heavily informed by the Chief Social Worker's recent practice review -Ko te huarahi pono, ka wātea, kia whakamarama, kia whakatika²²–(see page 56 for more about this review). Our Practice Approach is being embedded to ensure rights based, relational, inclusive, and restorative ways of working become the norm in Oranga Tamariki. The framework is framed by te Tiriti, based on a mana enhancing paradigm for practice and draws from te ao Māori principles of oranga.

The approach will allow social workers to better meet the needs of tamariki and whānau, and work in new complementary ways with iwi, Māori and community led approaches. This includes providing the right practice frameworks, tools, professional development and supports to support social workers to embed new ways of working.

Improving our practice guidance

During the year, 61 new or updated practice policies and guides have been published to provide kaimahi clarity on areas of practice that require national consistency. New or significant changes have been supported by leadership sessions to support their implementation. Examples include policy designed to strengthen decision making to enable tamariki to transition from state care to permanent, stable non-statutory care, and enhanced guidance around working with tamariki and whānau with disabilities, and supporting youth justice family group conferences.

Trials have commenced in four Tāmaki Makaurau sites and Ōtautahi sites to test several oranga framed practice tools as part of assisting social workers to apply the practice framework in their day-to-day work. Social workers response to date has been very positive and there are early reports of whānau and communities noticing changes in the way social workers are working with them.

²² Oranga Tamariki report, Ko te huarahi pono, ka wātea, kia whakamarama, kia whakatika (November 2022). Available at www.orangatamariki.govt.nz/about-us/performance-and-monitoring/reviews-and-inquiries/malachi-subecz-practice-review/

Induction, professional development and supervision

Developing our kaimahi is critical to ensure safe and continuously improving practice and we have implemented initiatives to collectively lift our quality and internal capability.

During the year we established a professional development fund. The fund distributes financial resources to frontline kaimahi so they can access professional development opportunities and enables social workers and youth workers to create an engagement kete to support their work with tamariki and whānau.

We also established He Akoranga as a regular site-based forum for kaimahi to come together for shared professional development, reflection and discussion, with a strong focus on our four practice priorities.

Other key work included:

- launching our Puāwai Induction program for new social workers
- trailing a new bi-cultural supervision model
- supporting kamahi to complete the Kaitiakitanga Post Graduate Professional Bi-Cultural Supervision Programme
- commencing a Leading Practice learning programme, and establishing supervision learning groups.

Extensive work is also underway to lift the cultural capability of our kaimahi. This is a critical component of our overall work to ensure that we have professional culturally capable kaimahi delivering world leading approaches to social work practice. Read about our progress in 'Our People' section on pages 40-51.

Developing a Workforce Strategy

We commenced a three-phase workforce strategy approach to understand the current workforce landscape and challenges, identify and agree critical workforce segments, and co-design a workforce strategy that encapsulates the critical workforce segments and corresponding capabilities.

We are engaging the Social Workers Registration Board to strengthen the connections between their role as a leading Social Work agency and our workforce planning mahi, as well as continuing engagement on workforce needs through our Enabling Communities work programme.

Prime Minister's Oranga Tamariki Awards

In late 2022, 25 rangatahi (in care or who had left care within the last five years) were nominated by Oranga Tamariki kaimahi, community organisations, friends, and whānau for an award. They provide a key way for our kaimahi to reflect on why they do this work, and celebrate achievement alongside rangatahi.

The awards recognise rangatahi who have overcome adversity and, with support and care, continued to dream big. Each award offers a \$3000 scholarship towards pursuing their interests and aspirations. This year rangatahi expressed an interest in everything from bee keeping to farming, funeral directing, and attending Outward Bound. As part of the awards the rangatahi met the Prime Minister who had the opportunity to acknowledge their success and hear about their future plans.

Responding to Youth Crime

Youth offending has been decreasing for over a decade and reoffending rates have also been trending down in recent years²³. There are however a small number of serious persistent offenders. In 2022, 10 percent of tamariki who offended accounted for 47 percent of all offences by tamariki. Recently there has been a spike in high profile offences, with particularly serious impacts for communities, and a corresponding increase in youth justice family group conferences (FGCs) over 2022/23. We have been working at pace alongside other agencies to respond to increasing concerns.

The Fast Track model was developed by Oranga Tamariki and the New Zealand Police in late 2022 in south and west Auckland, to activate a community-led response to serious and persistent offending by tamariki aged 10 to 13. Following the initial Fast Track response (where Oranga Tamariki and Partners begin planning a response within 24 hours of a police arrest and will visit the whānau and agree a response plan within 48 hours), local coordination teams work across iwi, government agencies, and community organisations, to provide support for tamariki and whānau to address immediate needs. The model has proven effective, with 73 percent of tamariki involved to date not reoffending since they were referred through Fast Track. The model is now being broadened to also include older rangatahi (14 to 17) and expanded to other parts of the motu, recently launching in Hamilton and Christchurch.

23 Ministry of Justice report, Youth Justice Indicators Summary Report (April 2023). Available at www.justice.govt.nz/justice-sector-policy/research-data/justice-statistics/youth-justice-indicators/

Effectively managing social worker caseloads

As an outcome of bargaining between PSA and Oranga Tamariki it was agreed that:

- the Chief Social worker would establish an evidence based professional workload benchmark for social workers.
- Oranga Tamariki would recommit to a defined number of cases that represent a high workload for social workers dependent on whether they work in care and protection, caregiver recruitment and support, or youth justice, unless there is explicit agreement otherwise.

We began establishing an evidence-based caseload limit for social workers to achieve safe and appropriate workloads. This involved a literature review looking at international best practice around workload and capacity for statutory social work, and developing a prototype 'case complexity model' to measure complexity of care and protection cases using operational data, validated by qualitative information from social workers. Once completed, the model will generate a total complexity score for a social worker's caseload and should support workforce planning and resource allocation for sites and regions.

These initiatives are directly linked to our Future Direction Plan:

- action 2.3 to develop a model to inform allocation and resourcing decisions at regional and national level
- commencing a Leading Practice learning programme, and establishing supervision learning groups.

The year ahead

Our focus for the year ahead includes:

- reorganising our Service Delivery national and regional offices to ensure they are supportive of a locally-led approach
- continue building an integrated Social Work Practice system
- progressing the development of our workforce strategy.
- launch an enhanced Fast Track model in South Auckland
- expand Fast Track model to four more locations across the motu.

Impact Performance Summary

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

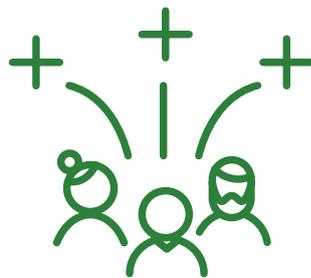
- this year there was an increase in young people with a current Youth Justice FGC who have had one or more previous FGCs, which means they had a history of offending and involvement with Oranga Tamariki
- consistent with previous years, most young people released on bail stay on bail and did not move to custodial remand in 2022/23
- we saw an increase across all custodial placement types in Youth Justice as at June 2023 compared to the preceding years. The majority of young people were placed in a residence, as opposed to a more restrictive placement such as Police custody
- approximately two-thirds of young people surveyed felt they were supported to learn the skills they wanted to learn. For most young people these skills included; getting a drivers license (56 percent), money management (55 percent) and relationship skills (40 percent).

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

- the number of children in out of home placements has decreased 33 percent since June 2019. Proportionally we are seeing less use of non-family/whānau placements (60 percent for June 2019, 54 percent for June 2023)
- family/whānau placement stability has also been increasing over time, with 84 percent of children and young people in a family/ whānau placement having the same caregiver at the end of the period as they did at the start
- a greater proportion of children in care are being placed with family/whānau or a caregiver who shares their ethnicity. Of those placed with a caregiver in 2022/23, 70 percent were placed with family/whānau and 18 percent with a caregiver who shared an ethnicity with them.

See 'Our performance' section (from page 63) for more detailed information on the impact measures linked to this summary.

Rato Pūnaha



Lead the System

Our role to lead the children's system means coordinating across government to collectively improve outcomes for tamariki. We're focused on using data, insights and evidence to guide our improvement activity and investment. We use tamariki and whānau insights to understand what the right things to do are.

How this work delivers against our intentions

This aligns with our strategic intention to:

- listen and respond to the voices of tamariki, rangatahi and their whānau.

This contributes to the outcomes we seek:

- children and young people's wellbeing needs are understood and met
- children do not need to be in care or custody.

We measure our progress by looking at the impact we are making:

- improved equity for Māori, Pacific and Disabled tamariki and rangatahi
- fewer tamariki, rangatahi and whānau need statutory services
- we operate efficiently and effectively to deliver against our commitments.

This section of our Annual Report provides an overview of our work and achievements towards our intentions, which links to our **Data, insights and evidence** focus area.

Listening and responding to the voices of tamariki, rangatahi and their whānau

We value the voice of lived experience, which informs how we work. From a wide range of sources and surveys, rangatahi and tamariki have told us what is important to them about their care experience. We're focused on ensuring that their needs, aspirations, and experiences are informing what we do and how we do it. During the year we:

- welcomed eight rangatahi as the new Youth Advisory Group who provide us with care experienced perspectives and contribute to the design and implementation of policies, practices and services.
- continued our partnership with VOYCE Whakarongo Mai, under the Manaaki Kōrero programme of work to deliver a fit-for-whānau feedback, complaints and grievance system that ensures tamariki and their whānau have their voices heard when things aren't right and have confidence in the process for responding to their concerns. Improvements to date include refreshed grievance forms designed with rangatahi, resources to support access to advocacy within residences and refreshed and simplified information about the Oranga Tamariki complaint process on the Oranga Tamariki website.
- completed Year 2 of Te Tohu o Te Ora survey of tamariki and rangatahi in care, which helps us to understand the experiences of tamariki and rangatahi and inform practice improvement. The findings are reported in Te Mātātaki 2023²⁴
- completed our third Just Sayin' survey, which helps us understand the experiences of rangatahi leaving care²⁵.
- Commissioned insights from the lived experience of takatāpui and rainbow rangatahi in care through a rainbow community led project 'Making Ourselves Visible'²⁶, which included care experienced rainbow rangatahi researchers.
- revised the 'My Rights, My Voice' booklet, a resource used with tamariki and rangatahi to explain their rights and supports they can access while in care.
- commenced a programme of work to systematically hear from and respond to tamariki, rangatahi and whānau, especially those from Māori, Pacific, Disabled and Rainbow communities.

Improving our support for Māori, Pacific, Disabled and Rainbow Communities

We are committed to improving outcomes for our priority groups who are disproportionately represented in the tamariki and whānau that we work with. Our key areas of focus for 2022/23 have been on building our understanding, implementing our existing strategies, beginning the development of new strategies, and supporting kaimahi to increase their capability. Our highlights:

- welcomed our first Disability Advisory Group made up of six experts from a range of backgrounds. This group works closely with our Chief Advisor Disability to provide advice and feedback to senior leaders at Oranga Tamariki.
- engaged extensively on the development of our Disability Strategy through 75 hui, we engaged with around 350 people, including care-experienced tamariki and rangatahi whaikaha (Disabled tamariki and rangatahi), caregivers and whānau of Disabled care-experienced people, including tāngata Māori and Pasifika peoples; as well as disability sector kaimahi and support services, and our own kaimahi. This strategy will help make positive changes for the way we work with Disabled people and will support us to uphold the rights of tamariki and rangatahi whaikaha and all Disabled people we work with.
- issued new guidance when working with Disabled people through the following guides: Upholding the rights and mana of Disabled people and tāngata whaikaha Māori; Whai mātauranga in relational and inclusive disability practice; Fetal Alcohol Spectrum Disorder and neurodiversity; Support tamariki and rangatahi with Fetal Alcohol Spectrum Disorder.
- our Pacific Advisory Panel continues to meet regularly, providing advice to strategic matters of importance for Pasifika peoples.
- initiating a pilot of Pacific cultural advisors in Tamaki Makaurau offices, aiming to reduce the number of Pacific tamariki coming into care through early intervention with Pacific communities.
- launched the Makahiki Leadership Programme, supporting Pacific kaimahi in leadership roles to participate in a 6-month programme to strengthen and develop leadership capabilities.
- built our understanding of how we can better support Rainbow tamariki and youth in care²⁷.

²⁴ Oranga Tamariki Voices of Children and Young People Team, Te Mātātaki (August 2023). Available at www.orangatamariki.govt.nz/about-us/research/our-research/te-matataki-2023/

²⁵ Oranga Tamariki report, Transition Support Service evaluation findings 2022 (February 2023). Available at www.orangatamariki.govt.nz/about-us/research/our-research/transition-support-service-evaluation-2022/

²⁶ Oranga Tamariki report, Making Ourselves Visible: The Experience of Takatāpui and Rainbow Rangatahi in Care (March 2023). Available at www.tengakaukahukura.nz/state-care

²⁷ Oranga Tamariki report, Rainbow children in care: understanding how Oranga Tamariki can better support rainbow children and youth (May 2023). Available at www.orangatamariki.govt.nz/about-us/research/our-research/rainbow-youth-in-care/

The Oranga Tamariki Action Plan: a key lever for system-wide change

The Oranga Tamariki Action Plan (the Action Plan) aims to ensure that the children's system effectively supports tamariki and rangatahi in greatest need²⁸. The Action Plan is a legislative requirement and a collective commitment by six Children's Agencies²⁹ to change the way we work together. There are also other agencies³⁰ that impact on the lives of these tamariki and rangatahi, that are critical to the success of the Action Plan.

The implementation of the Action Plan is going well and it's important we maintain the momentum

Since the Action Plan was published in July 2022, the relationships and collaboration culture between agencies, communities and regional public service leaders has improved and the network of connection points has expanded. This gives us a strong platform to take the spirit and intent of the Action Plan into the future.

We are now focusing on addressing the system gaps specifically identified through the in-depth needs assessments³¹ (see below). We are also tightening existing cross-agency relationships, raising the awareness of the Action Plan across wider audiences, and bringing communities, kaimahi, iwi and tangata pasifika closer through community engagements.

Early signs of change that immediately benefit children and young people, tamariki and rangatahi Māori and their families/whānau are already emerging at the micro level. For example, proportionally the number of tamariki and rangatahi in care with a Gateway Assessment has steadily increased to 81 percent as at June 2023³². A Gateway Assessment is an interagency process that helps identify ways to address the health and education needs of tamariki we work with. Reviewing the Gateway Assessments process is a priority action in the Action Plan. Other benefits include improved access to appropriate housing options, streamlined data sharing between health agencies supporting rangatahi in residences, dedicated mental health supports and kaimahi and other instances of inter-agency collaboration to provide wrap-around support.

We are capturing all progress in the joint cross-agency six-monthly accountability report, which will be published on the Oranga Tamariki Action Plan website in early December 2023.

We are learning about what tamariki and rangatahi need and how to better meet those needs together

Seven out of eight in-depth assessments of need have already been produced under the Action Plan. These are looking at the housing, education and healthcare needs of the tamariki and rangatahi that the Action Plan supports and will help agencies better meet these specific needs. This will mean:

- increased options for rangatahi in the care of Oranga Tamariki when they transition to independence in the community for supported housing and other housing options
- improved access to the right supports for tamariki and rangatahi that the Action Plan supports who are distressed and suffering from mental health conditions and addictions
- more engaging support for tamariki and rangatahi in care to actively participate in quality education
- learning and development needs being identified early, met with a full and timely assessment, and followed through properly with interventions and supports.

Members from the Youth Advisory Group provided their insights and advice during a series of meetings into the In-depth Health Needs Assessments for both Primary Health and for rangatahi transitioning to independence from care or youth justice settings.

We are changing the approach to the next in-depth assessment (Early Risk) and actively designing and delivering this assessment with te Tiriti at its heart – to prioritise the voice and effort of Iwi and Māori who serve tamariki and rangatahi with unmet needs, shifting from government agency led to partner led delivery.

28 This encompasses the "core populations of interest to the department" as defined in section 5(1) of the Children's Act 2014 and includes children and young people at risk of being involved with Oranga Tamariki, are currently involved with Oranga Tamariki, have previously been involved with care and protection and/or youth justice systems.

29 New Zealand Police – Ngā Pirihimana o Aotearoa, Ministry of Education – Te Tahuu o Matauranga, Ministry of Social Development – Te Manatū Whakahiato Ora, Ministry of Health – Manatū Hauora, Ministry of Justice – Tahū o te Ture, and Oranga Tamariki – Ministry for Children.

30 Example: Ministry of Housing and Urban Development, Department of Corrections, Whaikaha, Kāinga Ora, Department of the Prime Minister and Cabinet, Te Puna Aonui, Regional Public Service Commissioners, Social Wellbeing Agency, and others.

31 To provide a foundation for mahi under the Action Plan, Oranga Tamariki is leading a series of in-depth needs assessments focused on the housing, health and education needs of our priority populations.

32 Some may have a Gateway Assessments in progress or may choose not to have one if they have had a recent assessment of another type that adequately allows an understanding of their needs. In some circumstances a parent may also not consent to the assessment.

Agencies produced collaborative plans to address the system gaps and needs identified by the in-depth assessments. This means that the work of the Action Plan is expanding. The first four multi-agency collaborative plans have been published³³.

This important work needs to continue

While most actions in the Action Plan and its implementation will come to an end by early 2024, cross-agency work resulting from agencies' responses to the in-depth assessments of need will carry on through 2025 and beyond.

We will continue to increase alignment between agencies at a national, regional, and local level and to drive progress.

A key focus for this progress is to provide targeted supports for tamariki and rangatahi who are at risk of experiencing poor outcomes and to begin to change the systems that create barriers to wellbeing.

Impact Performance Summary

Improved equity for Māori, Pacific and Disabled tamariki and rangatahi

Our measures across this impact show small positive improvements. However, more meaningful reporting is needed to truly understand performance against this impact.

- 92 percent of case files reviewed showed appropriate services and supports were in place for tamariki with an identified disability (up from 85 percent in 2022)
- Māori tamariki are overrepresented in custody relative to society but this has been improving in recent recorded years
- Pacific children are overrepresented in custody relative to society and this has remained steady.

Fewer tamariki, rangatahi and whānau need statutory services

This impact is much broader than Oranga Tamariki – these results are reactions to the broader children's system. We have a system role in influencing them, but it is a wider societal effort that drives results. Changes will be slow and small and that is reflected in the results that we see:

- the majority of New Zealand children are not engaged with Oranga Tamariki
- the proportion of New Zealand children not recorded against a family harm incident is high but has also seen very small improvements in the past three years of recording.
- children who are well in two of more of the Child Wellbeing Domains has remained steady over the past five years of recording.

We operate efficiently and effectively to deliver against our commitments

Our performance has been consistent among the measures we currently have. Much of what is being reported on is new so understanding of our performance will improve with time.

- almost half of complaints are handled in way that fully meets our standards (this averages to 88 percent if we include those that partially met standards)
- the average time taken to approve caregivers currently remains steady at around 27 days but may look to increase in the future.

³³ The four reports are available at www.orangatamarikiactionplan.govt.nz/understanding-need/

See 'Our performance' section (from page 63) for more detailed information on the impact measures linked to this summary.

Leading New Zealand's UNCRC delegation to Geneva

In February 2023, Chappie Te Kani, supported by the General Manager International Casework and Adoption Services, and senior representatives from the Ministries of Social Development, Health, Education and Te Puni Kokiri, led New Zealand's delegation for the sixth periodic review of New Zealand under the United Nations Convention of the Rights of the Child (UNCRC) in Geneva.

UNCRC was ratified by New Zealand in 1993 and every five years we have been required to appear before the UN Child Rights Committee, which examines the New Zealand Government's compliance with the Convention.

The Committee had some good things to say about New Zealand's progress since the last examination in 2018. Of particular relevance to Oranga Tamariki was the recognition of the New Zealand Government for:

- the Child and Youth Wellbeing Strategy
- including 17-year-olds in the youth justice system and moving towards community-based youth justice placements
- the work commenced to reform our adoption legislation (now on hold)
- the Royal Commission of Inquiry into Historic Abuse in Care and Sexual and Domestic Violence, and other measures to protect tamariki against domestic violence.

The Committee outlined the New Zealand Government needs to keep focusing on concerns regarding the overrepresentation of rangatahi Māori in the youth justice system, and recommended New Zealand develop an action plan to address the connections between offending and neurodisability, alienation from whānau, school and community, substance abuse, family violence, removal of tamariki from whānau and placement into state care and intergenerational issues.

Awarded for excellent cross-sector work

We have an important role in supporting refugee and migrant tamariki and whānau as part of our international casework function and are actively involved with the MBIE and others at a strategic and operational level.

In September, we were recognised for our contribution towards the MBIE-led Afghanistan Resettlement Response at the Te Hāpai Hapori Spirit of Service Awards by winning the Te Tohu mō ngā Hua E Pai Ake Ana | Better Outcomes Award. This involved a joint effort from 17 agencies to ensure the safe arrival and resettlement of over 1,700 Afghan evacuees through the ambiguity and the challenges of COVID-19.

Our primary concern has been for Afghan tamariki who arrived in New Zealand as unaccompanied or separated minors, as we have a role (alongside others) to ensure they receive the support they need to resettle in New Zealand. Our approach to supporting the resettlement of Afghan tamariki has been underpinned by a child rights framework.

“The fact that so many agencies, both government and non-government, came together to achieve the outcomes they have for Afghan tamariki and whānau is testament to the spirit of service that exists not just across government but within the communities where Afghan people have resettled. It was a very proud moment for all concerned when this mahi won such a significant award.”

General Manager, International Casework and Adoption Services

Enhancing and modernising our tools

Whiti is a performance reporting tool that collates information and turns it into insights that empower our kaimahi to better support tamariki and whānau. After initial releases to frontline Care and Protection kaimahi in May 2022, the focus has been on increasing use through working with users to maximise value by really helping with their day to day work. In April 2023 we released the first set of reports and training designed to support Youth Justice kaimahi, alongside continuing to build new tools for established users. We are now developing further content for Care and Protection and new content for Adoptions kaimahi.

We have developed a programme business case, with a clear way forward to modernise critical technology tools which social workers and partners use, including CYRAS, our case management system. We have also begun a programme of work for an Enterprise Data Analytics Platform (EDAP), which once completed will safely store all our client and case management information and end our reliance on MSD data warehousing.

Our new HR Information and Payroll system (HRIS) went live in November 2022, and our new purpose-built financial system myFinance (previously known as FMIS) went live on 1 July 2023. While these tools are not that exciting for many, they make day to day activities easier, faster and more accurate so we can focus more on serving tamariki and whānau.

Improving our data sharing

We have progressed key initiatives to enable seamless data sharing between ourselves and partners in a safe and secure way, including:

- new interactive reporting for kaimahi to support and inform their decisions
- bringing together Children’s sector agency teams to identify activities to improve data sharing
- progressing work to transition to the new Oranga Tamariki data warehouse from the legacy MSD platform
- deploying the Social Wellbeing Agency’s Data Exchange to help ensure Oranga Tamariki can seamlessly share data with partners in a safe and secure way.

Information sharing exercise with the Ministry of Education

We undertook a data sharing exercise with the Ministry of Education to improve our understanding of the education gaps and needs for tamariki in the care system. This is a key focus of the Oranga Tamariki Action Plan, and supportive of the information sharing recommendation in Dame Karen Poutasi’s review of the Children’s System.

Following rigorous data security and privacy checks, data on tamariki in care was matched with early childhood education enrolment, school enrolment and attendance data. Analysis is ongoing, but will likely reveal patterns and trends around educational engagement that will provide insights for frontline kaimahi around how to best support educational success for tamariki and rangatahi in care. Further analysis could explore truancy, teacher aide access and other relevant education supports provided.

Growing our evidence base

We continue to grow our evidence base to inform our strategic direction, support best practice approaches, and provide opportunities to engage and work with others to improve outcomes for tamariki and whānau. Some areas covered in 2022/23 include:

- reviewing financial assistance for caregivers
- New Zealander’s attitudes towards the care and wellbeing of tamariki
- long-term justice sector insights best practice response in meeting the mental health and wellbeing needs of tamariki in care
- factors critical to successful home visits.

These and other reports are available on our website.

The year ahead

Our focus for the year ahead includes:

- continued implementation of the Oranga Tamariki Action Plan
- greater integration of voices from broader perspectives
- delivering our Disability and Pacific strategies and developing our Māori Strategy
- modernising our tools, including CYRAS and data warehouse replacement
- building a comprehensive performance system.

Protection and support of children and victims

Our Child Protection Policy under the Children's Act 2014

In accordance with s16(c) of the Children's Act 2014, we must report on our Child Protection Policy, and the extent to which those we have a contract or funding arrangement with have adopted an equivalent policy³⁴.

Our policy requires contracts with providers of children's services³⁵ include a requirement for the provider to have a child protection policy. As of 1 July 2022 Oranga Tamariki added a clause to our contracts that the provider must:

- adopt a child protection policy that complies with section 19 of the Children's Act 2014 as soon as practicable after the commencement date; and
- review its child protection policy within three years from the date of its adoption or most recent review, and at least every three years after that.

This clause is included in any new contract and updated in existing contracts as contracts come up for variation or renewal.

Our services and complaints received under the Victims' Rights Act 2002

Under section 50A of the Victims' Rights Act 2002, we must report on services we provide to victims and information about the number and type of complaints received under section 49A of the Act.

The main services Oranga Tamariki provides to victims is:

- the right to attend a youth justice family group conference (for victims of crime committed by a young person). This is an opportunity to have a say on how the crime has affected them
- supporting tamariki and rangatahi that are the victim of an offence while in care and protection, or youth justice custody
- financial support at the discretion of local sites, to enable victims to participate in a Youth Justice FGC that is petrol vouchers, reimbursement scheme which covers loss of wages or other associated cost
- support services on a case-by-case basis. Examples of supports previously funded by Oranga Tamariki for victims are equine therapy, counselling sessions, play therapy, and so on
- establishing with the victim if they wish to be informed of the FGC plan progress and if so, how this is to be done s269A Oranga Tamariki Act 1989.

³⁴ This policy is available at www.orangatamariki.govt.nz/working-with-children/childrens-act-requirements/about-the-act/

³⁵ Children's services are defined as services provided to one or more children, and/or services provided to adults that live with children and which will impact on the well-being of one or more children (s15 of the Children's Act 2014).

Victims' involvement in YJ FGCs from 1 July 2022 to 30 June 2023

Total victims	
Victims consulted	6,706
Victims unable to be consulted	321
Victims consultation not recorded	827
Victims required to be consulted	7,854

For the year 1 July 2022 to 30 June 2023, our records show there were 7,854 victims to be consulted. These records show 6,706 victims were consulted with 321 being unable to be consulted. There may be multiple reasons as to why a victim has been unable to be consulted such as incorrect contact details provided, no response to initial contact or unwilling to engage in the FGC process. It is expected that Youth Justice Coordinators would make all attempts to consult a victim regarding the FGC referral.

Our records show there are 827 victims where the recording of consultation is missing. This is likely due to a combination of recording or circumstances where victims have not been consulted (as discussed above).

Number and type of complaints

There were six complaints from seven victims (one joint complaint) lodged with Feedback and Complaints during 2022/23³⁶. All of these complaints related to Youth Justice Family Group Conferences. Oranga Tamariki policy provides that every effort must be made to help the victim feel safe and at ease when participating in a Youth Justice Family Group Conference. This may include, but is not limited to, having extra police available if assessed necessary by both Police and Oranga Tamariki, being aware of seating arrangements at the conference, providing the opportunity to participate remotely or have multiple rooms for the victim and their support persons and the offender. These safety measures should be considered prior to the FGC and actively managed throughout it. More information is available on our website³⁷.

Coordinators are asked to offer victims who participate in conferences a feedback survey to complete. The survey is online and contains mainly multiple-choice questions with one open-ended question. Rates of completion of the survey are currently low. We are reviewing how we can seek feedback from victims in a meaningful and constructive way.

³⁶ This is based on complaints where the person's role was noted as a victim (in this case all related to FGCs) within the summary of the complaint. We do not currently record if a complaint is from a victim in a structured way so this data is collated using a manual process.

³⁷ Information on working with victims is available at practice.orangatamariki.govt.nz/previous-practice-centre/policy/convening-the-youth-justice-family-group-conference/key-information/righting-the-wrong-key-information-on-working-with-victims/

Our People

We are working hard to recruit the right people for the job. New Zealand is a diverse country, and Oranga Tamariki needs to reflect the communities we serve.

We aim to break down systemic barriers to inclusion, and we are focused on attracting, developing, retaining, and engaging a diverse workforce, who understand the needs of tamariki and rangatahi.

In addition, we continue to work to increase the number of Māori and Pacific kaimahi and ensure that we create safe and inclusive environments for all our kaimahi to be able to show up and do their best work. Similarly, we acknowledge the intersectionality of both our kaimahi and tamariki we work with. We are mindful and supportive of those with disabilities, serious illness, or those who identify within the rainbow communities.



Our workforce profile

Workforce representation across gender and ethnicity is stable in Oranga Tamariki, with relatively high representation of women, Māori and Pacific, compared with the wider public service. However, the proportion of kaimahi disclosing their ethnicity has been declining over the last two years, which may have an impact on the accuracy of representation metrics.

Papa Pounamu sets the diversity and inclusion work programme for the wider Public Service. Oranga Tamariki continues to make progress towards the five priority areas.

2022	OUR KAIMAHI	2023	ALL KAIMAHI	2023	TIER 1-3 MANAGERS
4,665	Employees (FTEs)	4,645	74.1%	Female	75.0%
28.2%	Māori kaimahi	28.5%	25.7%	Male	25.0%
16.9%	Pacific kaimahi	16.6%	0.2%	Another Gender	-
27.0%	Managers who identify as Māori (all tiers)	26.4%	2.3%	Disability	1.3%
14.1%	Managers who identify as Pacific (all tiers)	14.6%	61.5%	European	69.6%
1,795	Social workers	1,698	28.5%	Māori	26.8%
15.7%	Kaimahi turnover whole of Oranga Tamariki	15.8%	16.6%	Pacific	8.9%
10.3%	Kaimahi turnover Social Workers	13.9%	9.5%	Asian	1.8%
100	Specialist Māori roles (headcount)	95	2.15%	MELAA	-
140	Specialist Māori roles (position)	149	1.05%	Other Ethnicity	-
8	Specialist Pacific roles (headcount)	16			

* Percentages are calculated as a proportion of kaimahi disclosing ethnicity: 72.2 percent for all kaimahi and 73.7 percent for Tier 1-3 Managers in 2023. The proportion of Māori Tier 1-3 Managers has dropped slightly in 2023. This does not necessarily indicate a decrease in Māori representation in senior leadership as the result is influenced by a noticeable decline in the disclosed ethnicity rate and the small size of the group.

Developing a bespoke Diversity, Equity and Inclusion Strategy

We are developing a bespoke Diversity, Equity, and Inclusion Strategy with an aim to have this ready for consultation by February 2024 solidifying our ongoing commitment to Papa Pounamu³⁸.

We also have a range of initiatives aligned to multiple business portfolios that allow us to focus on the key areas related to strengthening diversity, equity, and inclusion, including:

- Future Direction Plan
- Papa Pounamu – Diversity, Equity, and Inclusion Strategy
- Kia Toipoto Public Service Pay Gaps Action Plan
- Positive and Safe Workplaces
- Workforce Planning
- Performance & Development Framework
- Leadership Development.

Creating a culture of recognition

We know regular employee recognition helps to retain top talent, increases employee engagement and encourages high performance. We are intentional in ensuring our kaimahi are acknowledged appropriately for the work they do. Some of the ways we do this are:

- long service awards 2022/23 – 165 certificates issued to kaimahi celebrating milestones of 10+ years
- publishing our larger service milestones centrally on our Intranet Te Pae – we profile kaimahi celebrating milestones such as 30, 40, or 50 years of service.
- publishing our larger service milestones centrally on our Intranet Te Pae – we profile kaimahi celebrating milestones such as 30, 40, or 50 years of service

Te Tohu Huataki – Our annual employee recognition programme

Our annual Te Tohu Huataki Awards celebrate kaimahi who do exceptional work, inspire others, show support for their teams, and represent our values. In 2022/23 we had over 130 peer nominations for individuals or groups.

In July 2023, we brought together 33 individuals and groups recognised through Te Tohu Huataki, to celebrate their mahi.

Korero Mai survey*

What our kaimahi told us in our 2022 Korero Mai survey

I enjoy working for this organisation

69% -6% compared to Public Service benchmark

Oranga Tamariki is a great place to work

61% -8% compared to Public Service benchmark

We celebrate achievements as a team

67% Same as Public Service benchmark

Contributions of people are recognised in my team

68% +1% compared to Public Service benchmark

I understand my role and responsibilities and how I contribute to outcomes for tamariki, whānau and the communities we serve

81% Our highest scoring result

³⁸ Papa Pounamu was established in 2017 to bring together diversity and inclusion practices across the public service and to support public sector chief executives to meet their diversity and inclusion obligations and goals.

* Note: the survey opened 29 August and closed 16 September 2022. There were 3167 responses, giving a 56 percent response rate (2 percent above the public sector benchmark).

Our commitment to Papa Pounamu

Papa Pounamu sets the diversity and inclusion work programme for the wider Public Service. Oranga Tamariki continues to make progress towards the five priority areas.

1. Addressing Bias

We are on a journey to understand and address how conscious and unconscious biases play a role in our workplace systems and structures.

Addressing bias in our recruitment

Our new Recruitment and Selection policy, supported by a range of drop-in sessions for people leaders, helps to reduce bias within recruitment.

Launching our Unconscious Bias Awareness Workshops

In May 2023, we launched our Unconscious Bias Awareness workshops. We ran ten workshops, with a mix of leaders and kaimahi in attendance.

Our kaimahi were keen to understand how bias works, and how they could support better outcomes by being more aware of their biases.

From January 2024 this programme will be compulsory as part of new kaimahi induction. Ensuring all kaimahi and leaders have this training is key for us delivering outcomes. We aim to have 80 percent of our kaimahi and people leaders complete this training by the end of 2025.

Kia Toipoto - Reducing gender and ethnic pay gaps

Kia Toipoto³⁹, aims to close gender and ethnic pay gaps in the Public Service.

Our remuneration framework, Taumata Utu, continues to ensure equity in our pay practices. Under Taumata Utu, appointment into a new position is based on experience at the substantive role level with time-based criteria determining the starting salary of the new appointee, eliminating bias from the process.

Pay Gap ⁴⁰	Gender	Māori	Pacific
Mean	-3.56%	0.37%	10.03%
	-3.5% 2022	2.42% 2022	12.47% 2022
Median	-7.36%	No gap	10.13%

The Social Workers Pay Equity settlement in 2018 made a significant correction to the historical undervaluation of social work, which is predominantly performed by women. The investment made in this correction continues to deliver significant benefits to the workforce on an ongoing basis. Oranga Tamariki and the Public Service Association regularly review the settlement to ensure the market position is maintained.

Our Pacific pay gap is driven by a higher proportion of Pacific in lower-paid roles than higher-paid senior roles. While both the Māori and Pacific ethnic pay gaps have reduced, it remains a focus area for us.

We will work with key stakeholders, including unions and employee-led networks to develop our next Pay Gap Action Plan⁴¹ for 2023/24.

2. Cultural capability

Te Hāpai Ō is a comprehensive approach to growing Māori cultural capability at Oranga Tamariki. The long-term success of transformational change hinges on the creation of a culture that acts as an accelerator of positive change.

Te Hāpai Ō is our accelerator for positive change which intends to:

- strengthen our practice approach in our frontline and enabling functions
- strengthen how we work and engage with each other, our partners, external stakeholders and importantly children and young people, tamariki and rangatahi Māori and their families/whānau in a culturally appropriate way
- enhance our relationships with whānau, iwi and Māori communities
- create a positive organisational culture that enables cultural authenticity
- Te Hāpai Ō is our response to Whāinga Amorangi⁴², the cultural competency framework for the core public service developed by Te Arawhiti (Office for Crown Māori Relations).

Te Hāpai Ō focuses on two developmental priorities:

- Kaimahi Development: tools and resources to develop and grow the cultural capability of all kaimahi. This is supported through Te Hāpai Ō workstreams: Tū Māia and He Puna Rauemi
- Organisational Development: tools and resources to develop and grow an organisational environment to support our cultural capability. This is supported by Te Hāpai Ō workstreams: Māori Cultural Capability Baseline, Evaluation Framework and Te Reo Māori Strategy.

³⁹ More information is available at www.publicservice.govt.nz/system/public-service-people/pay-gaps-and-pay-equity/kia-toipoto/

⁴⁰ We report mean (average) and median (middle) pay gaps. Median pay better reflects the pay a typical employee receives, while mean pay reflects employees with very low or high pay. Mean pay gaps reflect the fact that women and ethnic groups are over-represented in lower and under-represented in higher paid roles.

⁴¹ Our Pay Gap Action Plan for 2022/23 is available at www.orangatamariki.govt.nz/about-us/careers/gender-pay-gap-action-plan/

⁴² Whāinga Amorangi sets out six core competency areas: New Zealand History/Tiriti o Waitangi - Treaty of Waitangi Literacy, Te Reo Māori, Tikanga/Kawa, Understanding Racial equity and Institutional racism, Worldview knowledge, Engagement with Māori.

Te Hāpai Ō workstreams

Tū Maia

- Tū Māia is a Māori cultural capability training programme for Oranga Tamariki kaimahi designed and delivered by Te Taihū o Ngā Wānanga, a collective partnership comprising Te Wānanga o Raukawa, Te Wānanga o Aotearoa and Te Whare Wānanga o Awanuiāraangi.
- Tū Māia consists of noho wananga, weekly two-hour online classes and self-reflective activities over a 21-week period.
- 376 kaimahi completed the inaugural programme, delivered over 21 weeks from May – November 2022 across five learning hubs throughout the country; Te Tai Tokerau; Tāmaki Makaurau; Mataatua; Te Whanganui-ā-Tara and Te Wai Pounamu.
- A second cohort of 400 kaimahi commenced in May 2023. This is being delivered over a shortened 18-weeks, retaining its blended delivery model and three learning modules.
- Oranga Tamariki is exploring New Zealand Qualifications Authority accreditation of Tū Māia for potential delivery from 2024

He Puna Rauemi

- He Puna Rauemi is a suite of self-directed online resources available to kaimahi on our learning management system, myLearn. The resources align to the core competencies of Whāinga Amorangi.
- In 2022, the first suite of online resources was launched. Preliminary commentary indicate that our people are responding positively to these modules, demonstrating that He Puna Rauemi is an appropriate learning approach.
- He Puna Rauemi will continue to grow in 2023 where resources will likely align to varying competency levels to ensure an appropriate learning pathway for our people.

Māori Cultural Capability Baseline

- Developing a Māori Cultural Capability Baseline will provide an evidential basis to measure our cultural capability.
- An annual survey completed by kaimahi providing their assessment of their own cultural capability and the organisation's cultural capability will inform the baseline measurement, and where to prioritise resources and our collective effort.
- In 2022, the baseline survey achieved a response rate of 54 percent. The results are currently being analysed. Preliminary results indicate that our people have a high awareness that cultural capability is important for their work at Oranga Tamariki but require the appropriate support to apply this in a meaningful way within their working environment.
- The baseline measurement will continue from 2023 to ensure that Oranga Tamariki and its people are sustainably growing our cultural capability.

Evaluation Framework

- The development of an Evaluation Framework is underway. This is a complementary tool to measure our cultural capability and the effectiveness of Te Hāpai Ō, our approach to grow cultural capability.

Te Reo Māori Strategy

- A Te Reo Māori Strategy will ensure that Oranga Tamariki values New Zealand's indigenous language where it is used, understood, and spoken appropriately.
- In accordance with the Maihi Karauna, the Crown's Strategy for Māori Language Revitalisation, Oranga Tamariki is required to have a Māori Language Plan. Given our comprehensive approach to growing cultural capability, the development of a Te Reo Māori strategy and a Māori Language Plan are currently on hold, a decision discussed with Te Taura Whiri i te Reo Māori. This will be reconsidered in 2023/24.

Tū Māia Learning Outcomes

- Discuss Aronga Māori, kaupapa tuku iho and associated tikanga as a source of ora for whānau, hapū and iwi, other communities and Oranga Tamariki staff.
- Critically discuss New Zealand colonial history and the ways in which inequalities have been scripted into societal institutional and organisational structures.
- Critically discuss and explain the vision ‘that New Zealand values the wellbeing of tamariki’ which is inherent in the name ‘Oranga Tamariki’.
- Discuss how an organisational environment can be constructed where Te Ao Māori is embraced, understood, and applied within workplaces.
- Illustrate and give examples of how to give practical effect to organisational values, such as tamariki, aroha, mana, tika, pono, whakapapa, oranga, that reflect Te Tiriti o Waitangi.

Our kaimahi describe Tū Māia as being a safe, trust-worthy and confidential learning environment, while challenging at times but profound and empowering.

“Some of the conversations have been quite challenging but then it’s refreshing. So, it’s okay to have those conversations because they were in a safe environment and how can we create that safe environment for our whanau I think for me personally.”

“I enrolled to continue a journey I started in 1990 when I attended a Treaty workshop and was first confronted with the injustices that have happened since Te Tiriti o Waitangi was signed. This programme has taken me further on that journey and into reflecting on privilege, decolonisation and the opportunities we have going forward as a country.”

Our commitment to Papa Pounamu

Focusing on our Pacific kaimahi

Oranga Tamariki Pacific Staff Regional Collectives provide Pacific-led and coordinated, locally led groups of collectivism. Supported by our Chief Advisor Pacific and General Manager Pacific, Māori Partnerships and Communities and team, we have expanded from four to six Regional Pacific Collectives who meet quarterly. The growth reflects the number of kaimahi identifying as Pacific and our organisational culture that recognises our Pacific workforce as an important differentiator to deliver for our Pacific tamaiti, anau (family) and communities.

Over the year:

- 17 regional Collectives fono were held, bringing together many of the 660 Pacific kaimahi. These are used to develop relationships, discuss Pacific practice approaches and performance, talanoa about key regional issues, Pacific Strategy delivery, and celebrate and support kaimahi serving tamariki, whānau and communities, with aroha and excellence
- 11 cultural Professional Development workshops. These focused on Tongan culture and practice, Samoa aganu'u and engaging with families, Cook Islands culture
- various workshops with Pacific community groups. These have been well-attended and received by Pacific kaimahi, with a view to continue and strengthen these next year
- celebrated nine Pacific Language Week activities, acknowledging Pacific language, culture and identity of children and young people, tamariki and rangatahi Māori and their families/whānau, and celebrating lifting cultural competency of kaimahi.

Each Collective has a regional Executive committee who coordinate the collective fono, cultural professional development activities, Language Weeks and raise critical issues affecting Pacific kaimahi, Pacific tamariki and aiga, and provide solutions and advice to the wider business.

A national group has also been established comprising the Chairs – National Pacific Collective Chairs Group, who meet regularly to discuss matters of national priority for Pacific kaimahi, our Pacific Strategy and mahi with Pacific tamariki, anau and communities.

3. Inclusive Leadership

We promote inclusive leadership through our people practices. We do this by recognising, respecting, and valuing cultural differences and the perspectives of diverse kaimahi.

This year we have participated in and launched new programmes aimed at Māori and Pacific leaders including:

- Emerging Māori Leaders Programme led by Te Kawa Mataaho
- Tū Mau Mana Moana Programme led by MBIE and Leadership New Zealand
- Pacific Mentoring Programme led by Te Kawa Mataaho and Ministry for Pacific Peoples coordinated programme
- Makahiki Pacific Leadership Programme, our in-house leadership development programme.

Late in 2023 the first phase of a new Leadership Framework will be rolled out.

4. Building Relationships

Our kaimahi have regular ongoing kōrero about their professional development, kaimahi ora (wellbeing) and their needs at mahi. Establishing safe, and positive relationships - and having this role modelled from the top as a priority, sets the tone for kaimahi and leaders to fully embrace the concept of 'bringing your whole self to work'. We know when leaders understand kaimahi and are responsive to kaimahi needs – this helps to strengthen feelings of connection, belonging and inclusion.

5. Employee-led Networks

We have 19 Employee-led networks that promote and share the goals and aspirations for their dimensions of diversity. Our networks promote and support language weeks, cultural celebrations, Pride month – amongst many other events and activities to bring to life the richness of our diverse kaimahi.

We rely on our networks to feed information through to the centre – and listen to their lived experiences and perspectives as plan and prioritise our change efforts.

Our employee-led networks

Research and Data networks	Diversity, Equity and Inclusion networks	Māori networks	Pacific networks
Australia & New Zealand Fetal Alcohol Spectrum Disorder Clinical Network	Culture Champions Network	Tuhuno Maori Network – The Maori Public Sector Network	APIN – Auckland Pacific Island Network, and Ethnic-Specific Collectives of Samoa, Tonga, Cook Islands, Niue, Tuvalu, Fiji, Fiji-Indian, Kiribati, Tahiti, Solomon Islands (Tamaki Makaurau and Te Tai Tokerau)
Community Research	Deaf and Disability Network	Te Waka Kōtuia	Nesian Vaka Tautua – Midlands (Waitako/BoP/Rotorua/Whakatane)
Data User Community	Internal Leadership Mentors	Te Roopu o Te Awateatea	Leo Pasefika – Central and Wellington (Wellington, Te Tairāwhiti, Manawatu/Taranaki and down to Wellington)
	The Oranga Tamariki Asian Network – Strength in Diversity	PSA Oranga Tamariki Rūnanga, Te Rūnanga Kai-Āwhina o te Rito	Upper South Island – Nelson, Blenheim, Marlborough, Greytown
	Rainbow Network		Pacific Elevation – Canterbury, Timaru, Ashburton
	Serious Illness Network		Pasefika Saute – Otago, Oamaru, Dunedin, Invercargill

Our commitment to Papa Pounamu

Our Rainbow kaimahi network in practice

Our Te Tumu Tauwhiro - Chief Social Worker sponsors our takatāpui and Rainbow kaimahi employee network. Through this network, hundreds of rainbow lanyards have been distributed across the organisation to allies and members of our communities, supported by the following message:

In wearing a Rainbow lanyard, I am showing my commitment to being an ally of takatāpui and Rainbow communities.

As an ally:

- I am a **safe person** for people to approach for a kōrero
- I use **inclusive language**, respect people's pronouns, and seek clarification when needed
- I seek opportunities to **learn** about takatāpui, gender diverse and Rainbow communities
- I will **speak up** against discrimination in a way that is appropriate to the situation.

In addition to raising visibility, we have completed a range of activities over the last year:

- purchased and distributed a small number of trans lanyards to members and their allies
- participated in the Cross Agency Rainbow Network (CARN) hui and activities, including this year's conference.
- participated in Sweat with Pride to get active and to raise money for our Rainbow communities.
- provided advice and guidance to teams - including on the Takatāpui and Rainbow Rangatahi in the Care Project, the newly developing Rainbow Programme, changes to definitions of gender to bring us in line with Statistics New Zealand, and feedback on the Oranga Tamariki Wellness Policy
- the Network led several Rainbow 101 education sessions.

Ensuring the health, safety and wellbeing of our kaimahi

We are committed to ensuring the health, safety, and wellbeing of our kaimahi, the people we work with, and the general public in line with the requirements of the Health and Safety at Work Act 2015. We are building open culture in which everyone is encouraged and supported to have frank and frequent conversations about health and safety and take action to ensure their health and safety and the health and safety of others. This includes actively encouraging and supporting everyone to participate and engage in health and safety governance, processes, and practices at work.

We are also undergoing a rapid change in our understanding, management, and assurance in relation to our health and safety risks. Our governance arrangements are outlined on page 54.

Managing our critical risks

In May 2023, we engaged an external consultant to review our critical risks and how they were managed. The review identified several new critical risks and recommended a Critical Risk Management programme to be implemented over the coming 18 months. The Critical Risk Management programme will be supported through Organisation Transformation as a priority project and resourced with a project management lead and senior advisors.

Engaging with workers and their representatives

We have over 300 Health and Safety representatives who have the opportunity to complete H&S Representative Stage 1 training. There are weekly H&S drop-in forums attended by both H&S representatives and members of the H&S Team, as well as quarterly virtual H&S Rep forums. In addition, there are monthly meetings between the H&S Team and union representatives.

As part of our obligations under the Health and Safety at Work Act 2015 our Health, Safety and Security also host a quarterly National Health, Safety and Security Steering Committee (NHSSSC) which provides an opportunity for workers and their representatives to raise and discuss health and safety issues.

We have a number of reviews planned or underway to improve how we manage H&S risks, including:

- our Worker Participation Agreement
- the Terms of Reference for our National Health, Safety Security Steering Committee,
- the framework we use to investigate health and safety incidents, and
- the Ministry's Health and Safety Policy.

These are taking place with the full engagement of our kaimahi and their representatives.

Te Riu Our Leadership Team





Tumu Whakarae
Secretary for Children
and Chief Executive of
Oranga Tamariki
Chappie Te Kani



Tumu Tuarua
Ngāi Māori, Te Kōtuinga, me ngā Hapori
DCE Māori, Partnerships & Communities
Darrin Haimona



Tumu Tikanga
Doug Hauraki



Tumu Tuarua
Te Tangata, Te Ahurea, me ngā Ratonga Whakatutuki Mahi
DCE People, Culture & Enabling Services
Cassandra (Caz) Anderson



Royal Commission –
Director Crown Secretariat
Isaac Carlson



Director Office of the Chief Executive
Jane Fletcher



Tumu Tuarua
Te Kounga o te Mahi me ngā Wheako
DCE Quality Practice & Experiences
Nicolette Dickson



Tumu Tauwhiro
Chief Social Worker
Peter Whitcombe



Tumu Tuarua
Te Araraki Pūnaha
DCE System Leadership
Phil Grady



Tumu Tuarua
Te Tuku Ratonga
DCE Service Delivery
Rachel Leota



Tumu Tuarua
DCE Transformation
Tusha Penny

Transitional Associate DCEs

Shaun Brown
Dee McManus-Emery

DCE Residences (Youth Justice and Care and
Protection) and Community Homes (Temporary)

Mike Bush

Our governance

Te Riu – Our Leadership Team

Chappie Te Kani is the Secretary for Children and Te Tumu Whakarae, Chief Executive of Oranga Tamariki, appointed permanently in December 2022 after serving more than a year acting in the role.

In April 2022, we finalised a leadership structure that set the organisation up to focus and consolidate its effort. This year we have built on this by establishing a new DCE Transformation position.

In June 2023, Mike Bush was appointed in a temporary Deputy Chief Executive position to support Te Riu by leading our Youth Justice and Care and Protection residences to ensure the tamariki, rangatahi and our kaimahi are safe and the community have confidence in the job we are doing.

Our governance structure

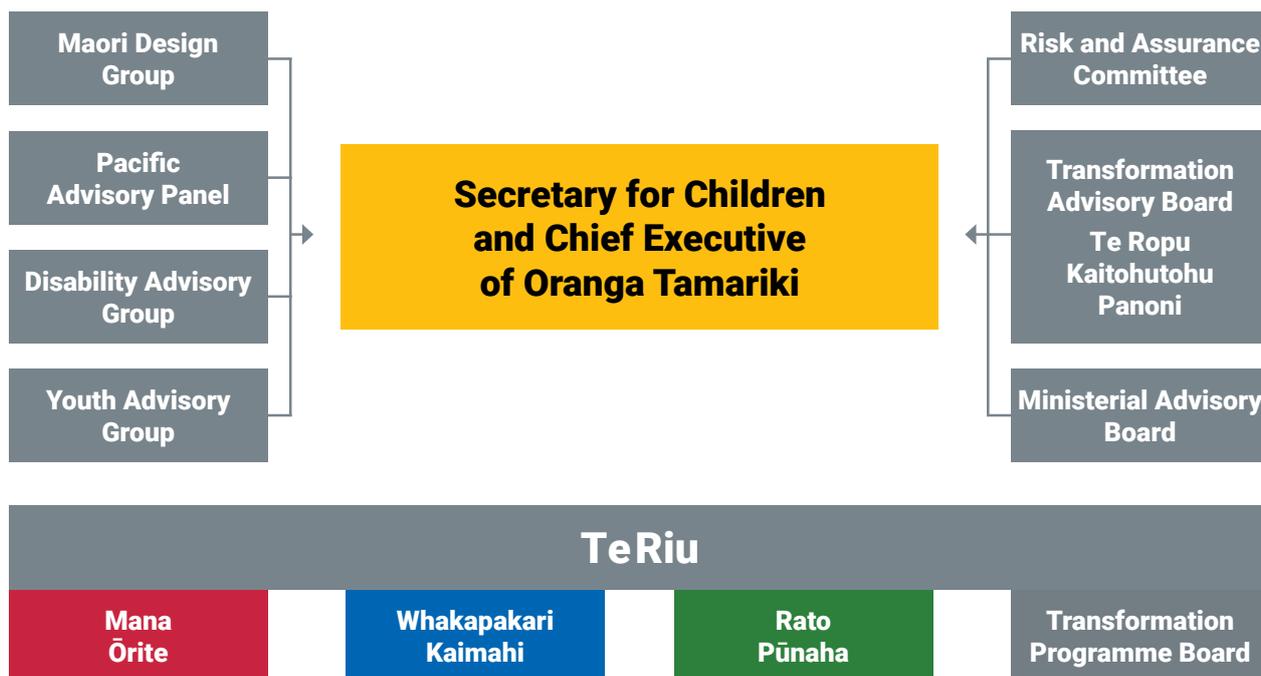
The Oranga Tamariki governance structures set and guide delivery against our strategic direction, ensuring that tamariki and rangatahi outcomes remain at the centre of decision making.

This year, we made some changes to our governance system and stood up a new governance structure. These changes were required to ensure that right decisions are made at the right time and at the right level.

Te Riu is the primary governance body that provides organisational stewardship and accountability at the highest level. It comprises of all members of the leadership team.

Te Riu is supported by a strong set of Te Riu sub-committees:

- **Mana Ōrite**
Mana Ōrite is responsible for ensuring that the Oranga Tamariki works effectively with Māori and community and that funding is deployed in the right way, with the right partners.
- **Whakapakari Kaimahi**
Whakapakari Kaimahi is responsible for ensuring that Oranga Tamariki is set up to support our people to be well, safe and have the guidance and capability to do their work.
- **Rato Pūnaha**
Rato Pūnaha is responsible for ensuring that the Oranga Tamariki systems and operations are strong, fit for purpose and responsive to the needs of children and young people, tamariki and rangatahi Māori and their families/whānau.
- **Transformation Programme Board**
This sub-committee is responsible for providing oversight of transformation programmes with a 5+ year timeframe, and key change programmes.



Te Riu sub-committee members are a mix of Te Riu and senior leaders across the organisation.

Oranga Tamariki's governance is also supported by a set of advisory groups that provide independent perspective to the Chief Executive and the organisation on a range of matters.

Governance oversight of Health, Safety and Security

Te Riu has a monthly meeting that is focused on health and safety, and takes a particular role considering and responding to our critical risks.

In April 2023, all of the executive leadership team participated in a facilitated workshop to discuss their roles and responsibilities as Officers under the Health and Safety at Work Act 2015. In 2023/24 further training in health and safety is planned for the executive leadership team, and work is underway to develop and implement additional resources for all levels of management, and in particular front-line managers.

Governance advice and assurance

Governance of Oranga Tamariki is also supported by a set of advisory groups that provide independent perspective to the Chief Executive and the organisation on a range of matters.

Transformation Advisory Board

We have an ambitious transformation programme underway to help us achieve our fundamental goal of ensuring that all tamariki are in loving whānau and communities where oranga can be realised.

To help guide and support this next phase of transformation, the Oranga Tamariki Chief Executive together with Te Kawa Mataaho Public Service Commission, established an Oranga Tamariki Transformation Advisory Board - Te Rōpū Kaitohutohu Panoni.

The Board brings important independent expertise and views to support the Chief Executive and Te Riu to lead the organisational changes necessary to make sure we are ready to deliver on both our roles – one as an enabler of Māori and communities alongside our role as a high performing statutory agency.

The Transformation Advisory Board complements the work of the Ministerial Advisory Board.

Ministerial Advisory Board

The Ministerial Advisory Board was established in early 2021 and provides the Minister for Children advice and assurance on the operations and performance of Oranga Tamariki with tamariki, rangatahi, families, whānau, and Māori.

Its initial report, Hipokingia ki te Kahu Aroha Hipokingia ki te Katoa (Te Kahu Aroha), helped reset the focus for our transformation, and in particular focused effort on working more closely with our Tiriti partners, and Māori and communities as we do this.

Since then, the Board has delivered two additional reviews:

- The Residences Review in July 2021
- The Disability Review in December 2022.

Work remains underway to address the recommendations made in these reports, through the Future Direction Plan and other direct activity.

Risk and Assurance Committee

Our Risk and Assurance Committee provides the Oranga Tamariki Chief Executive independent advice on governance, risk identification and management, organisational performance, internal controls, external reporting, and audit matters. The members are a group of highly experienced external advisors.

These groups are in addition to our advisory groups discussed in the sections above:

- Youth Advisory Group (page 34)
- Māori Design Group (page 25)
- Pacific Advisory Panel (page 33)
- Disability Advisory Group (page 33)

Learning from where we have been: Responding to reviews of our system

Reviews and reports published in 2022/23

While the work we are doing is moving us in the right direction, many have criticised us for not going far or fast enough. New Zealand is still not achieving significant improvements in child wellbeing outcomes when compared to other Organisation for Economic Co-operations and Development countries, and we have received strong criticism where there have been child-related tragedies, or we have responded to safety concerns in ways that have not appropriately included whānau.

As an organisation with such an important role for tamariki safety and wellbeing, it is important that we are scrutinised, challenged, and held to account by Crown monitoring agencies, but also by communities, the public, the media, and ourselves.

This year there have been significant learnings from key reviews and inquiries, and we are responding strongly, including:

- Ko te huarahi pono, ka wātea, kia whakamarama, kia whakatika – the Chief Social Worker’s review of Oranga Tamariki practice in relation to Malachi Subecz and his whānau
- Ensuring Strong and Effective Safety Nets to prevent abuse of children⁴³ – report by Dame Karen Poutasi
- Aroturuki Tamariki, the Independent Children’s Monitor (the ICM) Experiences of Care in Aotearoa Report⁴⁴
- The Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions⁴⁵ (ongoing)
- Reviews and reports from the Ministerial Advisory Board⁴⁶, including Te Kahu Aroha, and the following disability and residences review.

Lessons from our response to Malachi Subecz and his whānau

Five-year-old Malachi Subecz died in Starship Hospital on 12 November 2021 as a result of physical abuse by his caregiver, who was a friend of Malachi’s mother and was caring for Malachi whilst she was remanded into custody.

The Chief Social Worker’s Review and Dame Karen Poutasi’s independent review of the children’s system found there are lessons to learn from Malachi’s death and there were missed opportunities to intervene differently to protect him.

Chief Social Worker’s Practice Review

We accepted full responsibility for the failings identified in the Practice Review and apologised to Malachi’s whānau. Te Riu (our leadership team) have put in place a comprehensive plan in response to the review. In 2022/23, we completed 22 of the 30 actions, with the remaining actions on track for completion by the end of 2023

Children’s System Review

Dame Karen Poutasi’s review identified 14 recommendations to ensure that overlapping safety nets to prevent abuse of tamariki exist and are hardwired across the system.

We are coordinating the overall cross-agency response and monitoring progress made by four working groups established to address the recommendations in:

- information sharing
- the Children’s system
- mandatory reporting
- vetting a carer when a sole parent goes into custody.

Our report backs support the ICM to review progress against implementing recommendations.

43 Dame Karen Poutasi report, Ensuring strong and effective safety nets to prevent abuse of children (November 2022). Available at www.orangatamariki.govt.nz/about-us/performance-and-monitoring/reviews-and-inquiries/malachi-subecz-system-review/

44 Independent Children’s Monitor report, Experiences of Care in Aotearoa (February 2023). Available at aroturuki.govt.nz/reports/experiences-of-care-in-aotearoa-2021-2022/

45 Reports are available at www.abuseincare.org.nz

46 Reports and reviews are available at www.orangatamariki.govt.nz/about-us/performance-and-monitoring/reviews-and-inquiries/ministerial-advisory-board/

Oversight of Oranga Tamariki and the children's system

There is now strengthened monitoring and oversight of the Oranga Tamariki system, and more clearly separated advocacy for children and young people, tamariki and rangatahi Māori and their families/whānau across the system due to two pieces of legislation:

- oversight of Oranga Tamariki System Act 2022, which came into force 1 May 2023
- Children and Young People's Commission Act 2022, which came into effect 1 July 2023.

The legislation strengthens oversight by:

- clarifying overall responsibility for monitoring of the Oranga Tamariki system through the ICM, which focuses on the operations and obligations delivered under the Oranga Tamariki Act and associated regulations
- providing for a strengthened complaints and investigation function for tamariki in the care or custody of the state, led by the Office of the Ombudsman
- strengthening system-level advocacy for all tamariki and rangatahi, led by the Children and Young People's Commission, which replaces Manaakitia a Tātou Tamariki – the Office of the Children's Commissioner.

The changes mean there are new reporting practices for Oranga Tamariki, as well as for our care and custody providers.

Oranga Tamariki is working closely with the external monitoring agencies to understand the implications and impacts, and to ensure that we will be compliant with the new legislation in the 2023/24 year.

Throughout the 2022/23 we continued to respond to inquiries and recommendations from the Ombudsman, and proactively shared information with and responded to information requests from the Office of the Children's Commissioner.

Compliance with the National Care Standards Regulations

The ICM provides independent oversight to ensure that tamariki in care get the support they need and deserve and monitors compliance with the National Care Standards Regulations.

The 2021/22 ICM report detailed nine key findings. We use these findings to support ongoing continuous improvement that focuses on enhancing the quality of care for tamariki, and our support for their whānau and caregivers. Much of our progress is detailed throughout this Annual Report, as well as being highlighted in our response⁴⁷.

We continue to develop our overall self-monitoring framework and approach to assess our compliance with the National Care Standards. Our case file analysis scope has been broadened and we are strengthening our data systems and measurement approaches.

Abuse in Care Inquiry

The Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions (Abuse in Care Inquiry) is examining the nature and extent of the historical abuse and neglect of tamariki and vulnerable adults in state care and faith-based institutions, between 1950–1999.

The Abuse in Care Inquiry has given a voice to victims and survivors of abuse and neglect in care and is an important step towards ensuring we learn from the past and improve the way we care for tamariki now and in the future.

The Crown is a core participant in the Inquiry and the Crown Response Unit (the Unit) is an autonomous group housed within Oranga Tamariki. The Unit:

- coordinates the supply of information to the Abuse in Care Inquiry
- develops frameworks and templates for agency responses on specific issues
- is the government response's primary contact point with the Commission.

This year Abuse in Care Inquiry hearings included Disability, Deaf and Mental Health institutional care, and a 10-day State Institutional Response hearing.

The Unit has continued to coordinate the cross-agency response with contributions from Oranga Tamariki including through the establishment planning for the future redress system, initiatives to improve survivor experiences and improve record keeping and availability, and progress towards a national apology.

47 Oranga Tamariki report, Response: Independent Children's Monitor (January 2023). Available at www.icm.org.nz/assets/FINAL-Oranga-Tamariki-Response-ICM-Annual-Report-2022.pdf

Contributing to a sustainable social sector

Oranga Tamariki has committed to contributing to a sustainable social sector. This recognises that oranga occurs within a social and environmental ecosystem and that our actions today have long-term impacts. The Ministry acknowledges the effect of climate change on communities, and particularly those with fewer resources.

Oranga Tamariki is committed to minimising our environmental footprint by managing the impact of our activities. We have a plan to reduce carbon emissions. We are taking part in the Carbon Neutral Government Programme (CNGP), which was established to accelerate the reduction of emissions within the public sector, to achieve carbon neutrality from 2025.

Measuring our carbon emissions

This year we have reset our base year from 2021/22 to 2022/23. This will enable us to better track our future emissions and progress against reduction targets as 2021/22 was a disruptive base year given COVID-19 related restrictions in travel and office use.

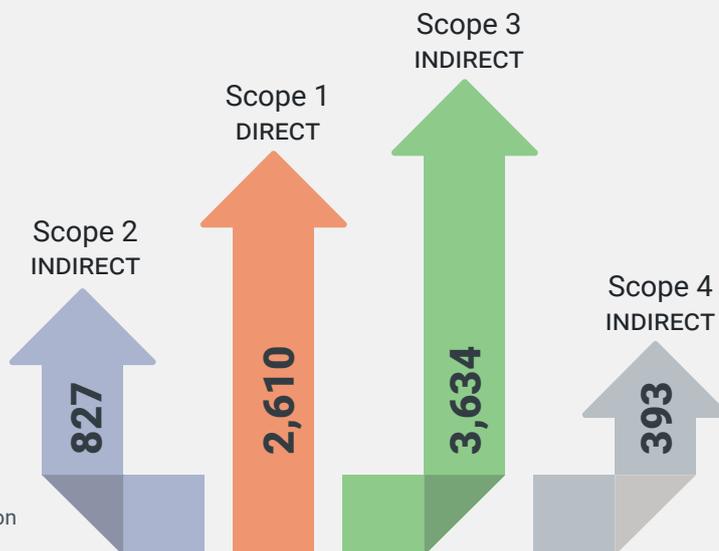
We are proud to be a Toitū⁴⁸ carbonreduce organisation, which means we are measuring, managing and reducing our emissions according to ISO 14064-1:2018 and Toitū requirements. Our Toitū carbonreduce certification disclosure can be viewed on the Toitū website.



Emissions profile broken down by scope and total annual emissions (tCO₂e)

7,464⁴⁹
TOTAL GROSS EMISSIONS

- Direct emissions and removals
 - Indirect emissions from imported energy
 - Indirect emissions from transportation
 - Indirect emissions from products used by organisation
- (All measured emissions) in tCO₂e



Our ranking of top emitters in 2022/23:

1. Petrol (Fleet cars)
2. Air travel
3. Car rental and kaimahi commute
4. Electricity
5. Natural gas
6. Diesel (Fleet cars)
7. Kaimahi accommodation
8. Wastewater

We have faced challenges with emission factors this year where several suppliers are used nationwide, for example for waste.

Our carbon reduction targets align with the global 1.5-degree pathway

We have set science-aligned emissions reduction targets to keep global warming to less than 1.5 degrees of warming as required under the CNGP. This means reducing our gross emissions by 21 percent by 2025 and 42 percent by 2030 from our base year.

⁴⁸ Toitū Envirocare (Enviro-Mark Solutions Limited), a wholly owned subsidiary of Manaaki Whenua Landcare Research.
⁴⁹ Note: tCO₂e figures have been verified by Toitū carbonreduce for the 01 July 2022 to 30 June 2023 measurement period.

Our plan for reducing emissions

We've identified eight key initiatives to help us achieve our emission reduction targets:

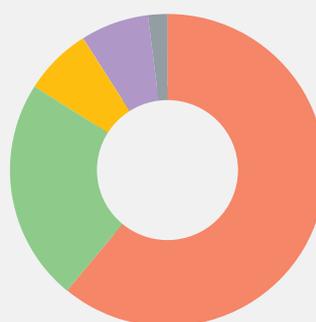
- **Electrifying and reducing our vehicle fleet** – removing the majority of petrol and diesel vehicles, and reducing our overall fleet numbers.
- **Utilising GPS and Smarter Vehicle Allocation** – reducing travel emissions by relocating vehicles to align with demand in regions, ensuring the right vehicle for the right journey in the right location. We will also increase our visibility on available cars in closer proximity.
- **Driver behaviours** – implementing mandatory driving skills and awareness module to encourage kaimahi to drive at consistent speeds, reducing fuel usages.
- **Insulation in homes** – fully insulating and double glazing all Oranga Tamariki homes.
- **Sustainable work and secure spaces** – building improvements and installing energy efficient systems and equipment to reduce the environmental impact of our work and secure environments.
- **Flexible working and reducing our office footprint** – reducing the size of our work environmental work footprint through flexible working and assessed usage of offices, to downsize and consolidate workplaces.
- **Upgraded technology and digital meeting facilities** – providing technology and software to allow for online meetings, reducing travel and accommodation needs where appropriate.
- **Greener Procurement** – ensuring the supply chain is environmentally efficient through our contractors and external partners practices.

What we've achieved so far

Our fleet and driving behaviour

- We have increased the electrification of our vehicle fleet – over 90 percent are hybrid (61 percent), plug-in hybrid (23 percent) or fully electric (7 percent).
- We have installed GPS/Telematic devices in 92 percent of our vehicle fleet (850 out of 902), enabling efficient management of the fleet.
- Our pool car booking system, launched in February 2022, continues to support our vehicle allocation through enhanced visibility, allowing us to use the right vehicle for the right journey.
- 3,785 kaimahi have accessed driving training, and 2,968 have completed the skill awareness mandatory module.

Our vehicle fleet 2022/23



- Diesel – 7%
- ICE (internal combustion engine/unleaded) – 2%
- Hybrid – 61%
- Plug-in Hybrid Electric (PHEV) – 23%
- Battery Electric Vehicle (BEV) – 7%

Our homes and workspaces

- We have fully insulated +25 homes (4 remaining) and double-glazed +19 homes (4 remaining). Work is underway to fully insulate and double glaze the remaining homes.
- We have installed 27 Heating, Ventilation and Air Conditioning (HCVA) units, replacing older and less energy efficient models.
- +4 of our workplaces have been assessed and awarded 4 or 5 star⁵⁰ building energy efficiency ratings through National Australian Built Environment Rating System New Zealand⁵¹ (NABERSNZ). This completes the buildings we are required to assess under the scheme.
- We have implemented workspace utilisation software (Serraview) for three workplaces, including our National Office, to enable us to analyse and effectively manage our office usage.

50 4-star rating is Excellent performance and 5-star rating is Market leading performance.

51 NABERSNZ is a Government backed tool for rating energy efficiency of office buildings

Budget significant initiatives

We report on our budget significant⁵² initiatives to support improved understanding of the difference being made with new investment of public funds announced in at least the last four Budgets (2019-2022).

Initiative	Budget Year Funded	Performance Information	Notes/Contextual Information
Crown Response to Abuse in Care Inquiry	Multiple	Annual Report 2021/22 (pp 71-72)	Budgets 2020, 2021 and 2022.
VOYCE - Whakarongo Mai: independent advocacy and connection services for tamariki and rangatahi with care experience	2022	See page 29 and 33	-
Family Violence and Sexual Violence initiatives	Multiple	See page 26	Budget 2022: Preventing FVSV Family-Start towards more integrated family violence and sexual violence prevention and early response Budget 2021: Preventing Family Violence and Sexual Violence: Working with Communities and Whānau to Support Parents and Reduce Risk
Improving Financial Assistance for Caregivers	2021	Reforming financial assistance and support for caregivers ⁵³ Financial Assistance for Caregivers ⁵⁴	The Financial Assistance and Caregivers Reform has secured over \$267m new investment into improved financial support for caregivers through Budget 2020 and 2021. Our current focus is to reform support for family and whānau caregivers in communities, who care for tamariki and rangatahi outside of the State care system.
Oranga Tamariki Corporate Systems Replacement Programme	2021	See page 37	Involves replacement programme for HR Information and Payroll System (HRIS) and myFinance (previously known as FMIS).
Preventing and Reducing Homelessness	2020	Aotearoa New Zealand Homelessness Action Plan 2020 - 2023 ⁵⁵	This initiative extended supporting living placements to eligible rangatahi leaving Oranga Tamariki care, or youth justice, to support them into adulthood. Regular progress updates are reported as part of the Aotearoa New Zealand Homeless Action Plan Public Progress Reports. We also report on supported accommodation placements under appropriation measure A3.4.12.
Drawdown of Budget 2021 and Budget 2022 Contingences (Enabling Communities)	Multiple	See page 23-25	Budgets 2021 and 2022
Oranga Tamariki – Ministry of Children Social Worker Pay Equity Claim Settlement	2019	See page 45	-
Implementation of the Oranga Tamariki Operating Model	2019	Implementation of the Oranga Tamariki operating model ⁵⁶	Transforming our Response to Children and Young People at Risk of Harm: Pre-Commitment Funding (Care) Intensive Intervention: Supporting Children and Young People at Risk of Harm to be Cared for Safely at Home with Their Families and Whānau Transformation our Response to Children and Young People at Risk of Harm: Pre-Commitment Funding Transforming The Care System to Improve the Safety and Wellbeing of Children in Care Improving Outcomes for Māori Children and Young People Within the Oranga Tamariki System (7AA) Youth Justice: Investment in Youth Justice Services to Manage Increased Volumes and Reduce Young People Transition Support Service: Improving the Wellbeing Outcomes of Young People Leaving Statutory Care.

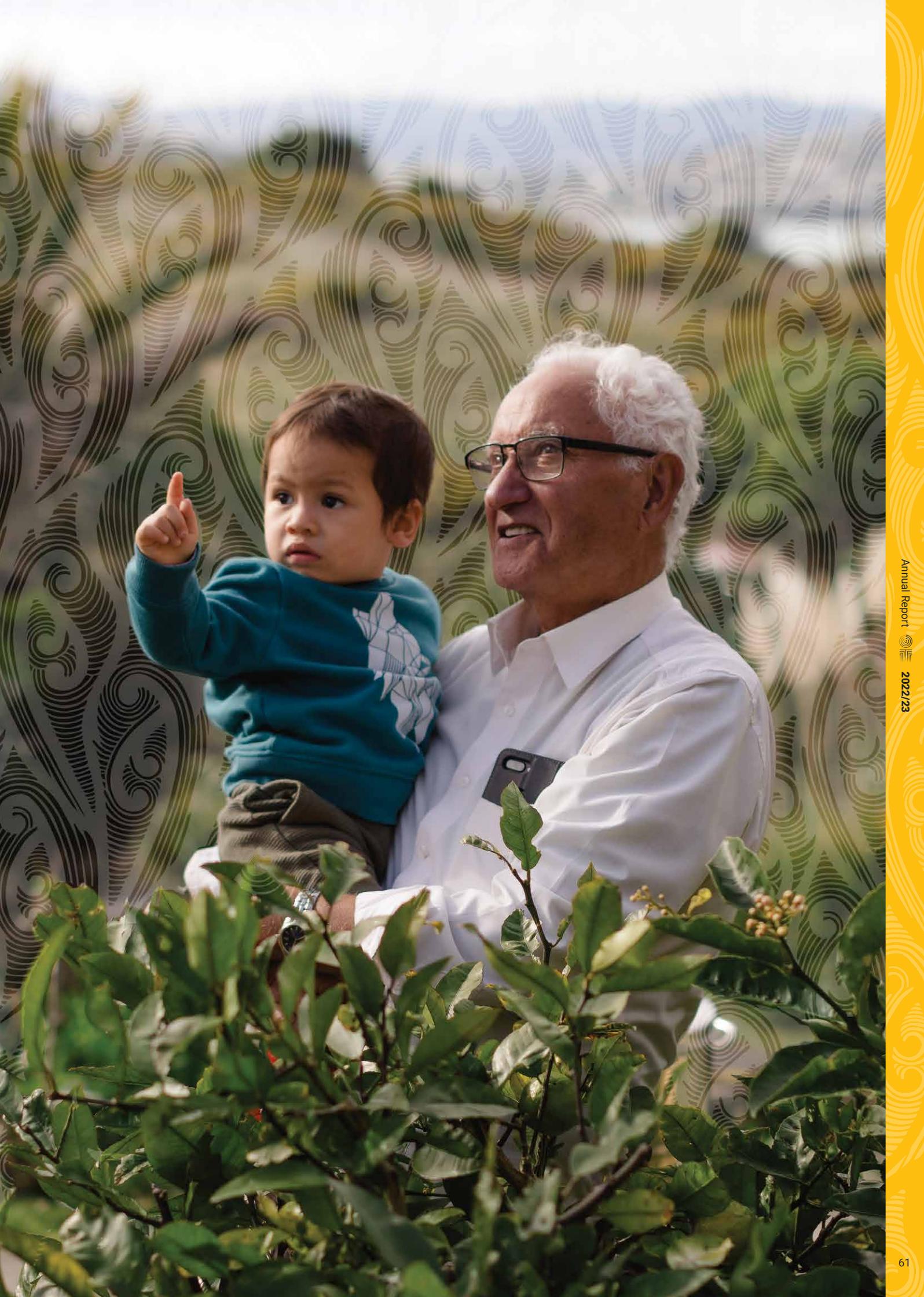
52 We have excluded initiatives that relate to cost pressures, those of a small scale (below \$2m), or where they are no longer ongoing/relevant or of strategic importance.

53 Information available at www.orangatamariki.govt.nz/caregiving/financial-help/review-of-financial-assistance-for-caregivers/

54 Information available at www.orangatamariki.govt.nz/about-us/information-releases/cabinet-papers/financial-assistance-for-caregivers/

55 Ministry of Housing and Urban Development report, Aotearoa/New Zealand Homelessness Action Plan (2022). Available at www.hud.govt.nz/our-work/aotearoa-new-zealand-homelessness-action-plan-2020-2023/

56 Information on the implementation of the Oranga Tamariki operating model is available at www.orangatamariki.govt.nz/about-us/information-releases/cabinet-papers/implementation-of-the-oranga-tamariki-operating-model/







OUR PERFORMANCE

The impact we are making	69
Appropriation measures	95

Our performance

Overview

Oranga Tamariki, the Ministry for Children is a New Zealand government department as defined by section 5 of the Public Service Act 2020. The relevant legislation governing our operations include the Public Finance Act 1989, Public Service Act 2020, the Children's Act 2014 and Oranga Tamariki Act 1989. The ultimate parent for Oranga Tamariki is the New Zealand Crown.

The Children's Act 2014 made key changes to legislation – increasing our ability to protect vulnerable tamariki and help them thrive, achieve and belong. The Oranga Tamariki Act 1989 determines how the state intervenes to protect children from abuse and neglect, and to prevent and address child and youth offending.

We provide services for tamariki and rangatahi who are at significant risk of harm now and into the future as a consequence of their whānau environment, and/or their own complex needs; also, for those who have entered or are at risk of entering the Youth Justice system. Further information regarding our roles and responsibilities can be found on page 14 of this document.

We are developing a comprehensive system to understand our performance

As we evolve our objectives and how we want to achieve them, we need to change how we work and report on performance to reflect this. As we develop the Oranga Tamariki performance system, we will reflect these measures in future annual reports. We will finalise our new system in 2024, and publish it in our next Strategic Intentions, to provide transparency and confidence in our performance – focusing on our connections and levers that move us towards our strategic purpose and vision.

Our performance measures incorporate important elements of our core functions as an organisation. These will be reviewed and updated as we further develop our performance system to better demonstrate progress towards the outcomes we aspire to as an organisation.

Our sections below provide detailed performance results of the high-level summary on pages 18-19.

Statement of compliance

Our Performance (the Oranga Tamariki Performance Report) has been prepared in accordance with the requirements of the Public Finance Act 1989, which includes the requirement to comply with New Zealand Generally Accepted Accounting Principles (NZ GAAP).

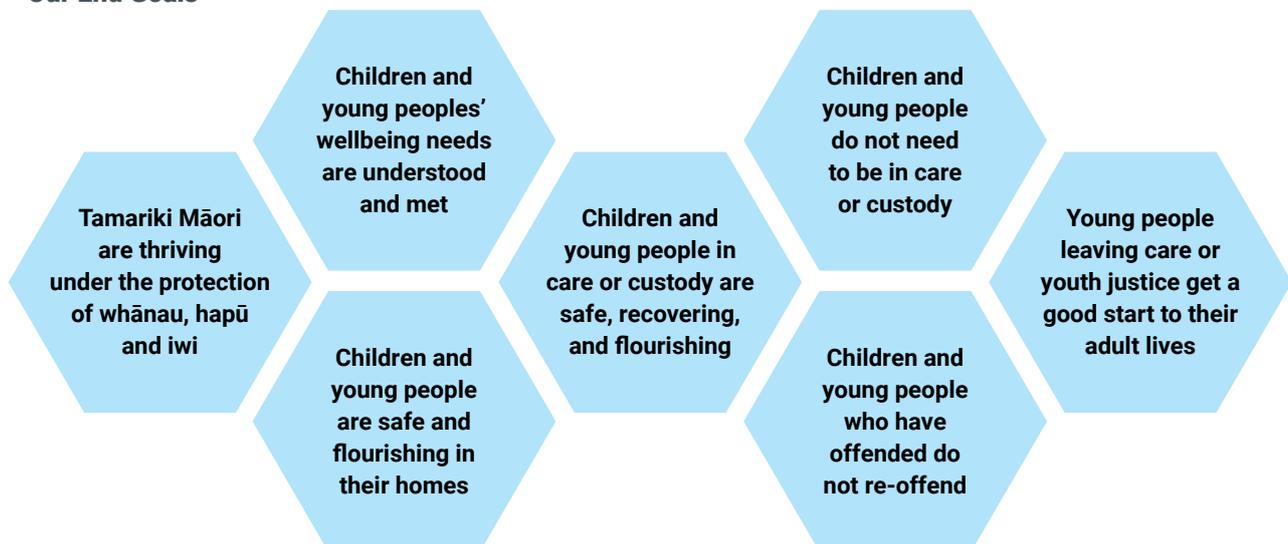
The Oranga Tamariki Performance Report has been prepared in accordance with Tier 1 Public Benefit Entity (PBE) financial reporting standards, which have been applied consistently throughout the period, and complies with PBE financial reporting standards. The performance information for the appropriations administered by the Ministry for the year ended 30 June 2023 on pages 10-15, and 62-106.

Purpose and strategic outcomes

Oranga Tamariki provides services to achieve outcomes by having the right people, places, supports and tools in place. Oranga Tamariki has significantly increased investment with iwi, Māori, and community partners, including new investment most recently in Budget 2022. For most of the new services being designed and developed, we have worked with iwi and Māori partners to better meet the needs of tamariki and whānau Māori. We have partnered to deliver many services across prevention and early support, harm reduction and intensive response to keep tamariki out of care, to support tamariki in care and youth justice services, and to support rangatahi as they transition to adulthood.

Our current Outcomes Framework sets out the main services we provide, how we intend to provide them differently from the past, and how we will know we're making a difference for tamariki and whānau. The Outcomes Framework reflects the operating model for Oranga Tamariki at the time it was published, which was developed to meet legislative requirements in force since 1 July 2019.

Our End Goals



Our performance

Critical reporting judgements, estimates and assumptions

Performance measures have been selected for activities that Oranga Tamariki performs. In selecting performance measures for these activities, judgements must be made in determining which aspects of performance are relevant and material to users of this Annual Report. We also provide contextual measures on child safety and wellbeing more broadly, which speak to the outcomes we ultimately aspire to achieve. There is judgement involved in determining how to measure performance against the measures selected. The judgements with the most significant impact on selection and measurement are disclosed below.

To broadly describe our functions and services, and to disclose material judgements, Oranga Tamariki has chosen to group its activities under the following subsets:

- The impact we are making – which demonstrates progress in achieving the Oranga Tamariki vision, purpose, and strategy.
- Appropriation measures – which demonstrates effectiveness of the activities for which we receive funding to invest in and deliver.

Oranga Tamariki is funded via appropriations annually to provide the activities discussed above. Our appropriations funded are as follows:

- Adoptions services
- Crown Response to the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-Based Institutions
- Oranga Tamariki-Ministry for Children - Capital Expenditure
- Intensive Response
- Policy Advice and Ministerial Services
- Prevention and Early Support
- Statutory Intervention and Transition

For more information on what we deliver under these appropriations, and the associated performance measures, please refer to the Appropriation Measures section from page 95.

How we measure our performance

The measures we have included this year act as indicators that show whether the collective actions we're taking across the organisation are moving us towards the desired outcomes.

The following sections set out what we measure, why we measure it, this year's result, and trend from previous years. Where available, historical data from the preceding five years is displayed.

Performance measures were selected through consultation with subject matter experts and approved by Te Riu, the Oranga Tamariki Senior Leadership Team. Selection was based on the availability of reliable data and relevance to the impact we are trying to achieve. These measures will change in the future as we update our performance system, and therefore no targets have been set against them. Instead, a general preferred trend has been indicated.

The measures used draw on a number of data sources such as:

- Structured data based on Social Worker recording from their case note system CYRAS.
- Structured data from our new recording tool CGIS.
- Financial Recording.
- HR Recording.
- Integrated Data Infrastructure⁵⁷ (IDI) managed by Statistics New Zealand.
 - Information pulled from the IDI is dependent on other organisations recording, and there is a delay in the information available.
 - The figures are not official statistics. They have been created for research purposes from the IDI, which is carefully managed by Statistics New Zealand.
- Case file analysis based on unstructured information recorded in our case management systems, CYRAS and CGIS, to gain a view of practice quality.
 - This relies on manual data capture and assessment by a reviewer, looking at evidence in the case records of tamariki and caregivers against a set of structured questions.

57 Information about Integrated Data Infrastructure is available at <http://www.stats.govt.nz/integrated-data/>

- Reviewers exercise professional judgement as to the standard of practice against these questions, using guidance and tools to support consistency across reviewers.
 - Most reviewers are qualified and experienced social workers, with length of social work practice experience ranging from seven to 17 years. Rating consistency checks (across the same case) and ongoing moderation (where reviewers draw on a highly experienced practitioner to moderate and inform their assessments in specific cases) are undertaken.
 - Sampling bias is minimised through randomised sampling and sampling a sufficient volume of cases to ensure a high degree of statistical confidence.
 - The total number of cases reviewed in 2022/23 is 702, providing a sufficient level of sample to produce estimates at the 95 percent confidence level with a margin of error of ± 3.4 percent. Our methodology was independently reviewed by an experienced statistician this year.
- Surveys.
- Surveys are an important mechanism for understanding the experience and perceptions of those we are here to support. There are three key surveys that have contributed measures to Oranga Tamariki performance reporting. They are outlined below along with their key disclosures.
- Note that for all surveys that participation is voluntary, and responses represent those that participated and may not represent the total population being targeted. Surveys delivered by calendar year will not have 2023 responses at the time this Annual Report is published.
- Te Tohu o Te Ora⁵⁸ (Children in Care Survey):
- This recurring survey is available to all tamariki who have been in care longer than 31 days at the time of the survey, and are aged between 10-17 years. Participation for tamariki and rangatahi is voluntary.
- This survey is in its second year. 1,545 tamariki and rangatahi participated in year one and 803 tamariki and rangatahi participated in year two.
 - The survey questions were designed in conjunction with those with care experience and is delivered through our internal Survey and Design team.
 - The 2021/2022 survey ran partially in the 2022/2023 period. The year two survey implementation was impacted by COVID and so the survey period covers 2021/2022 but crosses slightly into 2022/2023.
 - Data for the latest financial year is not available due to the scheduling complexities of this survey.
- Oranga Tamariki Caregiver⁵⁹ Survey:
- This survey has changed frequency of delivery but was available to annual cohorts of those who are caregivers through Oranga Tamariki – both whānau and non-whānau.
 - The survey questions were designed and delivered through our internal Survey and Design team.
 - This survey is run based on a calendar year and the latest survey for 2023 has not been completed at the time of this report.
- Just Sayin⁶⁰ (Transition Survey):
- This survey is conducted annually based on the calendar year and was available to those who are aged 16 years and older and were eligible for a Transition Worker.
 - This is a census survey so a margin of error is not applicable.
 - The survey was designed and delivered by Malatest International.
 - As this survey is run based on a calendar year, the latest survey for 2023 has not been completed at the time of this report.

58 Oranga Tamariki report, Te Mātātaki Report 2021 (May 2021). Available at www.orangatamariki.govt.nz/about-us/research/our-research/te-matataki-2021/

59 Oranga Tamariki report, How well is Oranga Tamariki supporting caregivers? (June 2023). Available at www.orangatamariki.govt.nz/about-us/research/our-research/how-well-is-oranga-tamariki-supporting-caregivers/

60 Oranga Tamariki report, Transition Support Service evaluation findings 2022 (February 2023). Available at www.orangatamariki.govt.nz/about-us/research/our-research/transition-support-service-evaluation-2022/

Our performance

Contract monitoring

We partner with NGOs and iwi/Māori organisations within communities to help us deliver services that support children and young people, tamariki and rangatahi Māori and their families/whānau. Partners contracted by Oranga Tamariki must have the capability and capacity to deliver quality social services on an on-going basis. Te Kahui Kahu, an independent government business unit, manage all the Social Service Accreditation and Approvals required of our partner organisations to deliver agreed services in the community to required standards. Our partner organisations deliver a range of social support services across the country, based on identified need. For Oranga Tamariki this includes Care, Caregiver Support, Early Support and Prevention, Transitions to Adulthood, Youth Justice support, and Connections and Advocacy.

Oranga Tamariki contracted with 597 partners across 1037 contracts in 2022/23. Partnered service contracts detail specific measures and deliverables of each support service and programme which align to local and regional community need for a range of cohorts, and which contribute to our strategic outcomes and priorities for tamariki and whānau. A mix of agreements and contracts are utilised to provide allocated funding to partner organisations for their delivery and support to children and young people, tamariki and rangatahi Māori and their families/whānau. Agreements include outcomes and delivery measures that have been agreed between Oranga Tamariki and the partner organisations based around the identified needs of the service's target cohort.

Partnered service contracts are managed, supported and monitored by Oranga Tamariki kaimahi, who hold relationships with partners at both a local/regional and national level. Monitoring and support of the agreed service deliverables and support are completed by way of regular specified reporting and engagements through various methods with the partner.

Contract monitoring performance measures have been selected as effective contract monitoring has a material impact on ensuring that funding is being used appropriately. Please refer to appropriation measures below: A3.3.2, A3.3.3 and A3.3.4.

Ministerial policy advice and satisfaction

As part of assessing the performance of policy advice, the Ministry annually

- commissions a technical review of a sample of its advice to the Minister for Children (refer appropriation measures A3.2.2, A3.2.3a and A3.2.3b) and
- surveys the Minister on his satisfaction with the policy advice provided by the agency (refer to appropriation measure A3.2.1).

The technical review draws on experienced independent reviewers using common standards of what good quality policy advice looks like set in the Policy Quality Framework.⁶¹ This is assessed using a scale from 1 (unacceptable) to 5 (outstanding). The satisfaction survey contains a common set of questions to assess the Minister's satisfaction with the services provided by the policy advice function, also aligned with the Policy Quality Framework. The publication of the Ministry's score and target provides external accountability and supports the Ministry's work to improve the way it engages with the Minister. The score reflects an average across themes of general satisfaction, quality of policy advice, overall trust and overall confidence, on scale from 1 (never) to 5 (always). These shared performance measures are used by departments with appropriations for policy advice

Performance measures explanatory notes

Explanatory notes for non-financial performance measures are included where they provide meaningful additional information.

All measures are reported to the latest time period available or 30 June 2023. Data may not be available up to June 2023 (the reporting period for this annual report) for a number of reasons, including:

- it is pulled from the Integrated Data Infrastructure (IDI) and data for the reporting period has not yet been made available by the agency responsible
- the measure aims to understand outcomes following an action, so a certain amount of time has to pass before that information can be reported on (to allow enough time for possible outcomes to occur, such as reoffending following an intervention)
- it is a survey and due to scheduling, data is not yet available for the reporting period.

Oranga Tamariki seeks to make the following impacts

Impact 1

Fewer tamariki, rangatahi and whānau need statutory services

The results of these measures reflect the collective impact of the broader children's system. While Oranga Tamariki strives to influence them, we expect the shifts in results to be slower due to the strategic nature of these measures.

Impact 2

Tamariki and rangatahi Māori are safe and secure under the protection of whānau, hapu and iwi

This impact reflects the role of Oranga Tamariki as an enabler and coordinator for Māori and communities – empowering them to put in place the support, solutions, and services they know will work for their people. More information on our commitment to te Tiriti to improve outcomes for tamariki Māori, please refer to our publications regarding Section 7AA and Mana Tamaiti objectives⁶².

Impact 3

Whānau resilience is strengthened to care for tamariki and rangatahi

Oranga Tamariki want to ensure that, wherever possible, tamariki stay where they belong – inside the cloak of love with their own whānau. This impact reflects our commitment to identify and build on the strengths within whānau, hapū and iwi by providing the appropriate resources and support.

Impact 4

Tamariki and rangatahi in care or custody are safe recovering and flourishing

Tamariki and rangatahi in care have told us that they want to have the same experiences and opportunities as those who are not in care. We have a responsibility to ensure that, when a statutory response is required, we provide a safe environment that protects and promotes their wellbeing.

Impact 5

Improved equity for Māori, Pacific and Disabled tamariki and rangatahi

We have a responsibility to take action to support equitable outcomes – by removing barriers to engagement and ensuring our services are inclusive, accessible, and culturally appropriate. This impact will help us make positive changes to our services to support these priority populations.

Impact 6

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

Oranga Tamariki cannot be effective if we are not hearing and responding to those we serve. This impact focusses on the importance of having mechanisms for listening and being responsive to the voices of children and young people, tamariki and rangatahi Māori and their families/whānau and victims in decisions affecting them.

Impact 7

We operate efficiently and effectively to deliver against our commitments.

Oranga Tamariki wants to have a good reputation for being an efficient and effective public sector agency. This impact helps us continue to grow and reflect on how we can be more transparent and accountable to those we serve, which will support decision-making and process improvements.

62 Information on Oranga Tamariki Section 7AA and Mana Tamaiti objectives is available at www.orangatamariki.govt.nz/about-us/performance-and-monitoring/section-7aa/

Impact 1

Fewer tamariki, rangatahi and whānau need statutory services

Measure I1.1

Proportion of New Zealand children not under assessment, engagement with or care with Oranga Tamariki

Why is this measure important?

This measure tells us if tamariki and rangatahi are not receiving support from Oranga Tamariki. Many things can influence how much Oranga Tamariki interacts with tamariki and rangatahi beyond just their needs. Receiving support is used as a proxy for if they need Oranga Tamariki or not. This is not always the case but can provide an indicative trend.

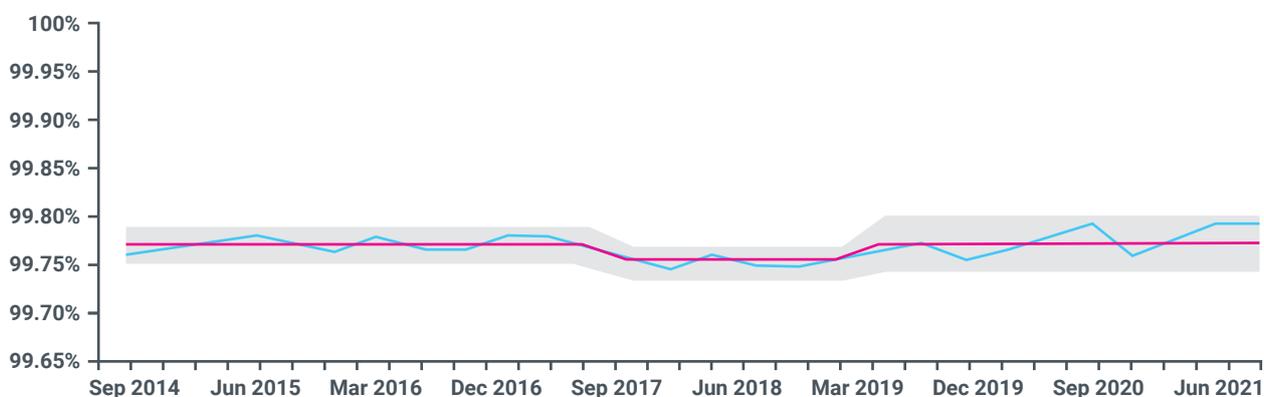
What do the results tell us?

The vast majority of New Zealand Children are not receiving support from Oranga Tamariki in any given quarter. As at June 2021, which is the latest data point available, approximately 98 percent of New Zealand children are not under assessment, engagement or care with Oranga Tamariki. There has not been much change in the rate of working with Oranga Tamariki over time but overall the vast majority of New Zealand children do not need Oranga Tamariki which is a positive sign.

Desired Trend

This value getting as close to 100 percent as is possible.

Proportion of New Zealand children not under assessment, engagement with or care with Oranga Tamariki



- Trend line
- Individual data points

Disclaimer/caveats:

- This information is pulled from the Integrated Data Infrastructure.

Measure I1.2

Proportion of New Zealand tamariki not linked to a Police family harm investigation during period of interest

Why is this measure important?

If Oranga Tamariki is interacting with less children and young people, tamariki and rangatahi Māori and their families/whānau, it needs to not be at the cost of anyone's safety or wellbeing. This measure gives us a view of child safety. Many things may influence this beyond the actions of Oranga Tamariki but this is something we should be aware of.

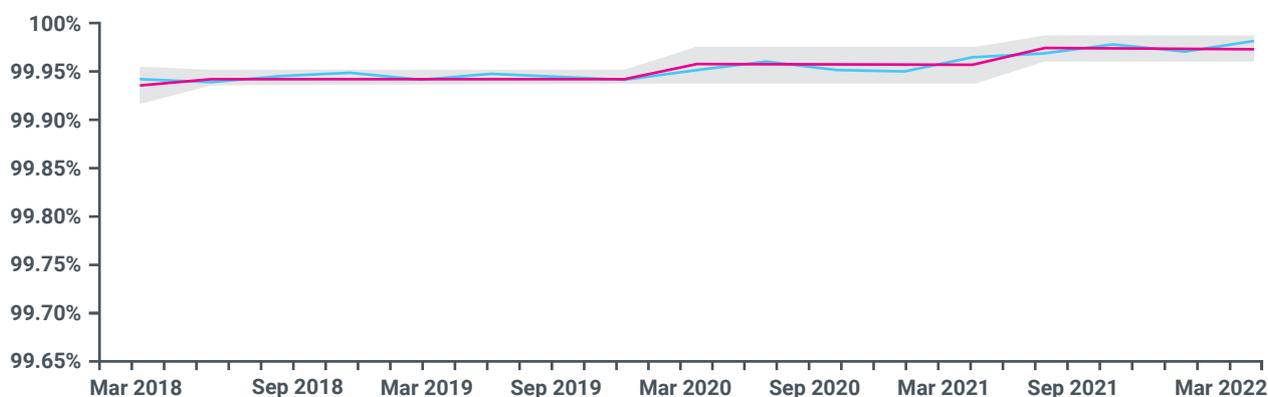
What do the results tell us?

Data shows that harm investigations relative to the total population are low, less than one in 100, and tamariki recorded as exposed to family harm has decreased in the past few years but only by very small margins.

Desired Trend

This value getting as close to 100 percent as is possible.

Proportion of New Zealand tamariki not linked to a Police family harm investigation during period of interest



- Trend line
- Individual data points

Disclaimer/caveats:

- This information is pulled from the Integrated Data Infrastructure.
- Note that this is the record of those not recorded against a family harm investigation and this does not reflect what actual rates of harm may be.

Impact 1

Fewer tamariki, rangatahi and whānau need statutory services

Measure I1.3

Proportion of New Zealand tamariki who are well in two or more Child Wellbeing Domains

Why is this measure important?

If general wellbeing of tamariki in society is improving, then there is less need for Oranga Tamariki to intervene. Many factors influence the result, but it is an important measure to monitor if we are to progress toward our vision of all children being safe, loved, and nurtured.

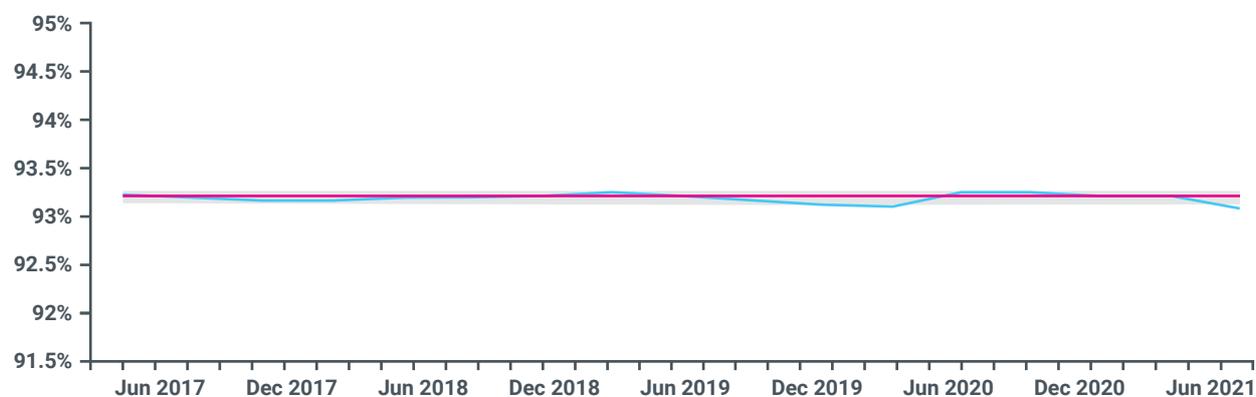
What do the results tell us?

This data has a two-year lag due to recording frequency but shows that despite small fluctuations there has been no change in the overall trend. It is important to keep in mind this is just one perspective of wellbeing.

Desired Trend

This value getting as close to 100 percent as is possible.

Proportion of New Zealand tamariki who are well in two or more Child Wellbeing Domains



- Trend line
- Individual data points

Disclaimer/caveats:

- This information is pulled from the Integrated Data Infrastructure

Impact 2

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

Measure I2.1

Proportion of investigations for tamariki Māori that had at least one hui-a whānau record

Why is this measure important?

Under the protection means that whānau, hapu and iwi have the opportunity to provide support, direction and care for the lives of their tamariki. Hui-ā-whānau is a process that aims to bring whānau together at the earliest appropriate time to give them space to come up with their own solutions and support around te tamaiti. High rates of hui-ā-whānau indicate Oranga Tamariki is creating space and opportunity for whānau leadership.

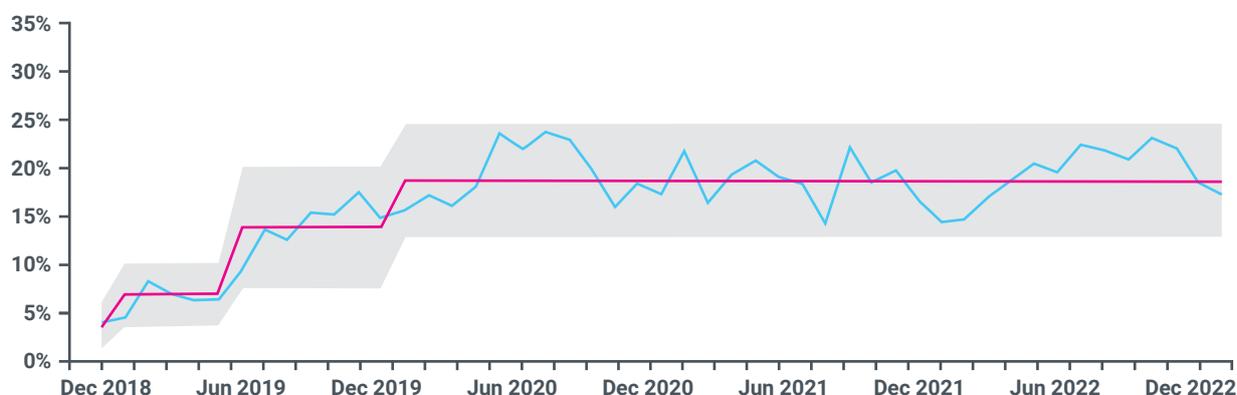
What do the results tell us?

Use of the hui-ā-whānau case note increased but has plateaued at 17 percent for the last three years. This means of investigations for tamariki Māori (which occur when a report of concern is evaluated as needing further action) 17 percent eventually have at least one hui-ā-whānau recorded against their investigation. Whilst this practice might not always be appropriate or possible current recording is low.

Desired Trend

This value getting as close to 100 percent as is possible.

Proportion of investigations for tamariki Māori that had at least one hui-ā-whānau record



- Trend line
- Individual data points

Disclaimer/caveats:

- This data is based on Social Worker recording and recording can be delayed so later time periods are not as reliable as well as Social Workers may still be getting to know the whānau and establishing relationships before encouraging the meeting (so it might not yet be appropriate). For this reason a six month delay has been applied to reporting.

Impact 2

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

Measure I2.2

Count of Māori specialist positions in the organisation

Why is this measure important?

Having Māori specialist roles allow us to better engage and create space for whānau, hapu and iwi to be heard in a way that is culturally inclusive for them. Māori specialist roles have a specific and primary purpose focused on the understanding, interpretation and application of te ao Māori within the core functions and activities of the position, such as design, advice, engagement, and leadership.

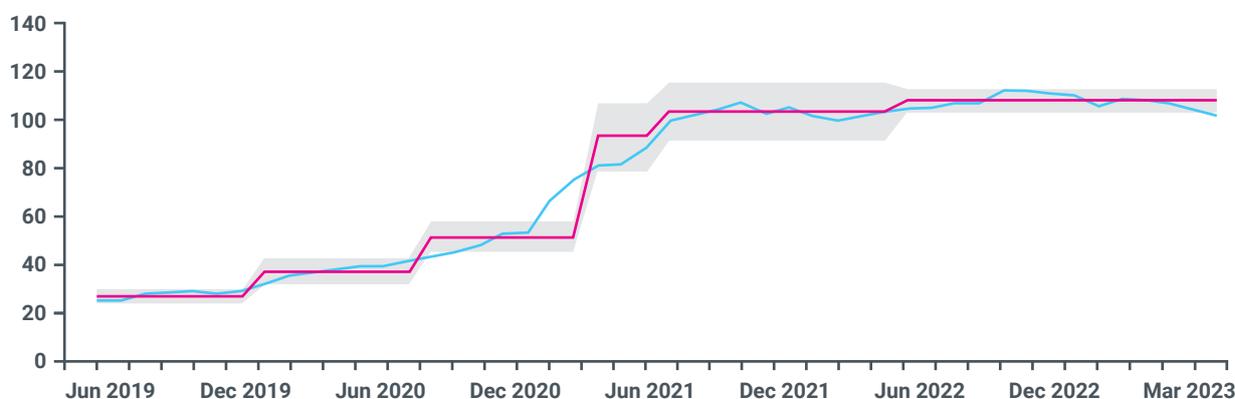
What do the results tell us?

Māori specialist roles increased in June 2019 from 24 to 96 in June 2021 and then steadied in 2021 at around 105 positions. This position number has remained relatively unchanged over the last two years. As Oranga Tamariki works through its aspirations and understanding of what is needed in this area, we can determine if this is a natural plateau or if more needs to be achieved for this measure.

Desired Trend

To maintain/increase as we continue to develop our understanding of the organisation's need and establish a target number as an appropriate performance measure.

Count of Māori specialist positions in the organisation



- Trend line
- Individual data points

Measure I2.3

Proportion of investment in Māori/Iwi Organisations

Why is this measure important?

Our section 7AA obligations mean we must make a practical commitment to te Tiriti by developing and supporting our partnerships. If we are investing in Māori/iwi organisations then we are supporting them to provide protection. Funding is integral to enable our partners to execute against their ambitions.

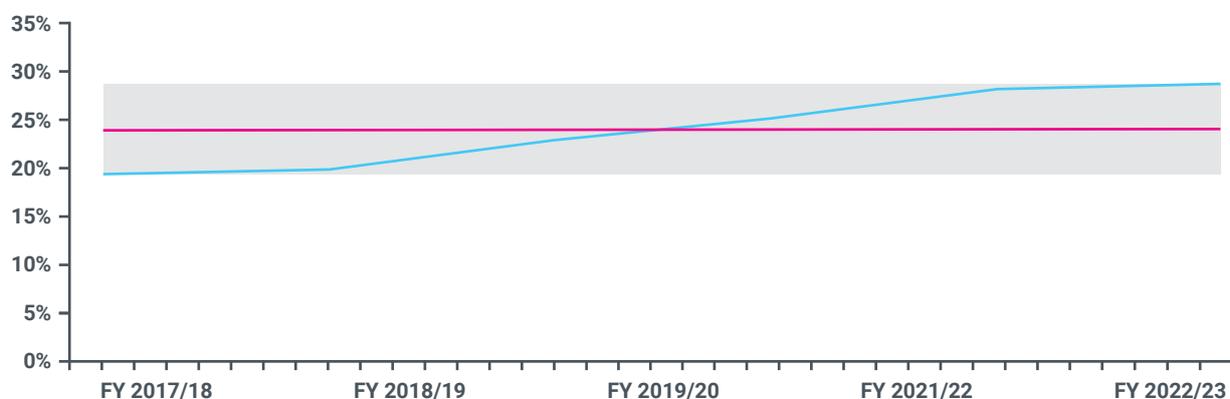
What do the results tell us?

The increase in actual and proportionate funding for iwi Māori organisations has been increasing over the last five years. This is in line with our commitment to supporting Māori and Communities to lead in the delivery of care and support to keep tamariki safe and prevent the need for statutory responses.

Desired Trend

This value getting higher.

Proportion of investment in Māori/Iwi Organisations



- Trend line
- Individual data points

Disclaimer/caveats:

- Oranga Tamariki relies on the Māori/Iwi organisation classifications as recorded in the RDA database (Resource Directory and Approvals) maintained by Te Kahui Kahu – external to Oranga Tamariki. This classification is a self-classification based on the primary audience the social service aims to serve, but often interpreted to mean the ethnicity of the organisation. Not all iwi and Māori organisations classify themselves as such and may aim to serve all tamariki and whānau regardless of ethnicity. Oranga Tamariki has work planned with iwi and Māori partners to define an appropriate way to identify and classify iwi and Māori organisations. In the meantime, Oranga Tamariki will continue to use the Te Kāhui Kāhu information as a data source for calculating this measure.

Impact 3

Whānau resilience is strengthened to care for tamariki and rangatahi

Measure I3.1

Proportion of those who exit in any given month and then do not return to care within the following 18 months

Why is this measure important?

This measure tells us if whānau resilience is strengthened to care for tamariki and rangatahi. If we have effectively supported the whānau around the child in care, then when they leave care, they should be able to remain successfully with their whānau and not return to care of Oranga Tamariki.

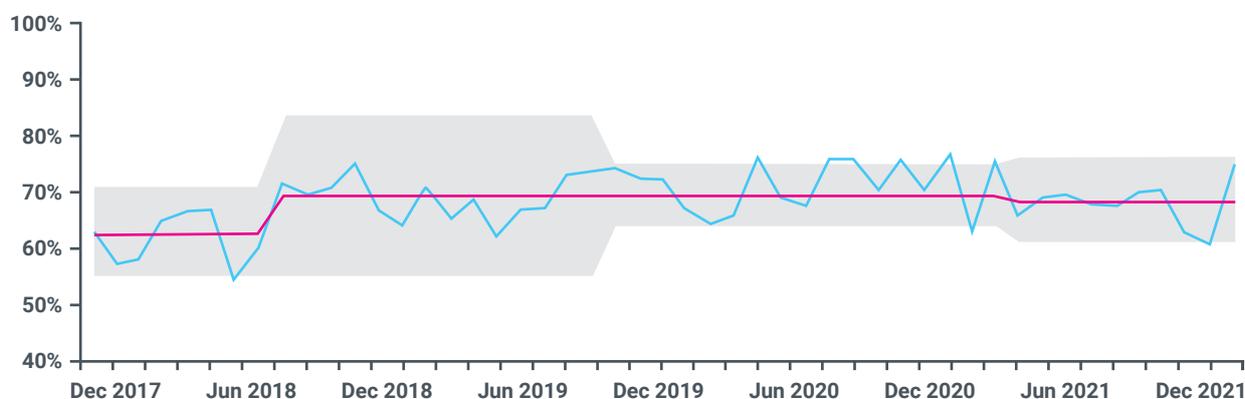
What do the results tell us?

Not re-entering into care after exiting care has remained steady over the past five years with only a slight increase during COVID-19 lockdown affected periods. This trend is currently sitting at 68 percent. Note that when tamariki exit care, it may not be to the whānau they were with at the time of the notification. They may exit to different whānau members, independence or a home for life arrangement.

Desired Trend

This value getting as close to 100 percent as is possible.

Proportion of those who exit in any given month and then do not return to care within the following 18 months



- Trend line
- Individual data points

Disclaimer/caveats:

- For this measure “care” refers to an out of home placement. Tamariki may be with their original whānau in a return/remain placement under the custody of the Chief Executive and that would not be counted in this measure.
- Since this measure compares across the following 18 months the latest 18 months are not available for reporting, therefore June 2023 data is not available.

Measure I3.2

Proportion of spending on Early and Intensive Intervention and Prevention out of overall spending

Why is this measure important?

If we invest in prevention and early support then we are giving resources directly to whānau so they can support their own strengthening without Oranga Tamariki intervention. Reviews such as WAI 2915 emphasise the importance of creating space for rangatiratanga⁶³.

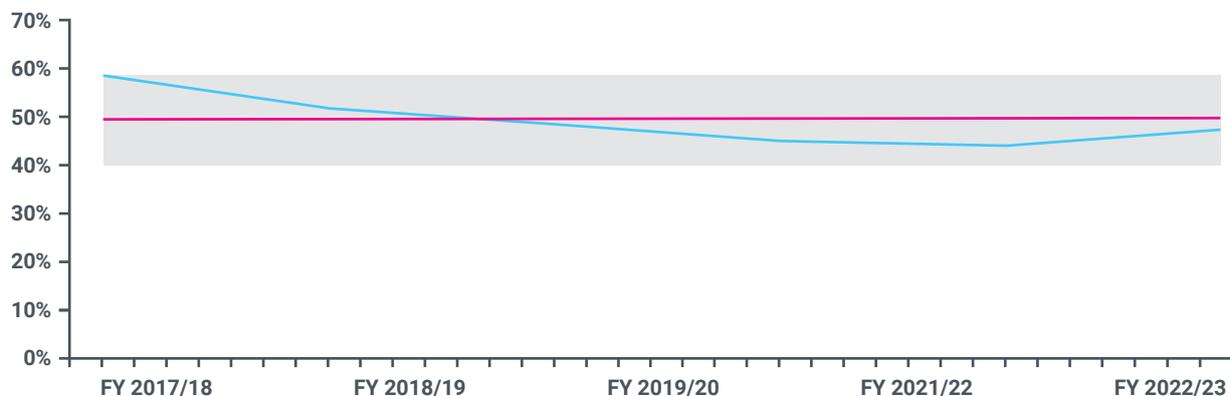
What do the results tell us?

Whilst actual spending in Early and Intensive Intervention and Prevention has increased over the past five years, as a proportion of overall spend, it has decreased due to the increase in Statutory Intervention and Transition which has been driven by the rising costs of tamariki in care. Current proportional spend is 48 percent in 2022/23.

Desired Trend

This value increasing.

Proportion of spending on Early and Intensive Intervention and Prevention out of overall spending



- Trend line
- Individual data points

⁶³ More information about He Pāharakeke, he Rito Whakakīkīnga Whāruarua – Waitangi Tribunal inquiry: WAI 2915 is available at www.orangatamariki.govt.nz/about-us/performance-and-monitoring/reviews-and-inquiries/he-paharakeke-he-rito-whakakikinga-wharuarua-waitangi-tribunal-inquiry-wai-2915/

Impact 3

Whānau resilience is strengthened to care for tamariki and rangatahi

Measure I3.3

Proportion of return/remain placements that remain steady or exit care in comparison to three months later

Why is this measure important?

A return/remain placement is where a child or young person is placed with their original caregivers whilst still being under the legal custody of the Chief Executive. Ideally if te tamaiti or rangatahi can remain successfully in a return/remain placement for a length of time they should be able to exit care.

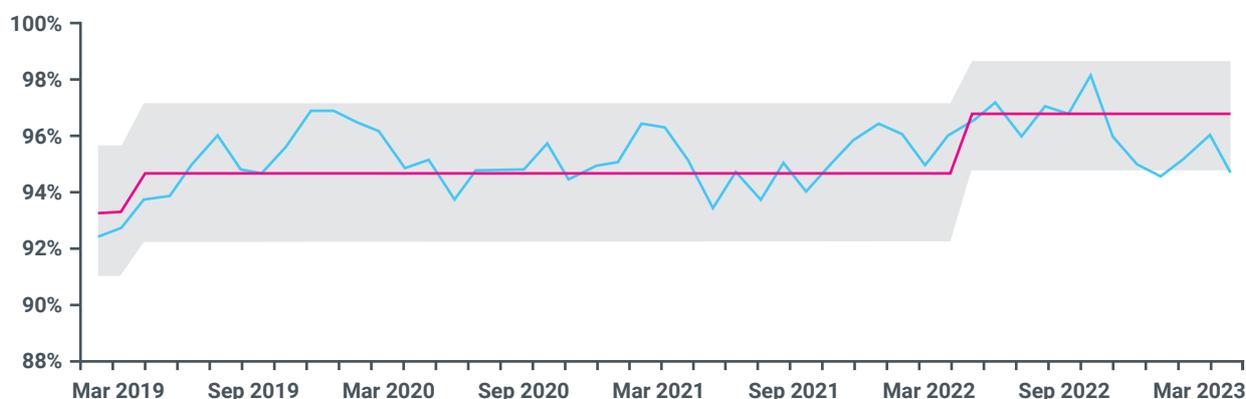
What do the results tell us?

Of the return/remain placements that occur within a month the trend currently is 97 percent that remain steady or exit care when compared to three months later, this is a great result and an improvement from the previous 95 percent prior to March 2022.

Desired Trend

This value getting as close to 100 percent as is possible.

Proportion of return/remain placements that remain steady or exit care in comparison to three months later



- Trend line
- Individual data points

Measure I3.4

Proportion of those who have a Care and Protection Family FGC and do not enter care before the FGC Review is due

Why is this measure important?

The care and protection family group conference brings together te tamaiti or rangatahi and their whānau, relevant professionals and others to find ways to support the oranga of te tamaiti or rangatahi. If we enable whānau to agree plans at FGCs that keep tamariki safe and providing the right support then tamariki do not need to come into care.

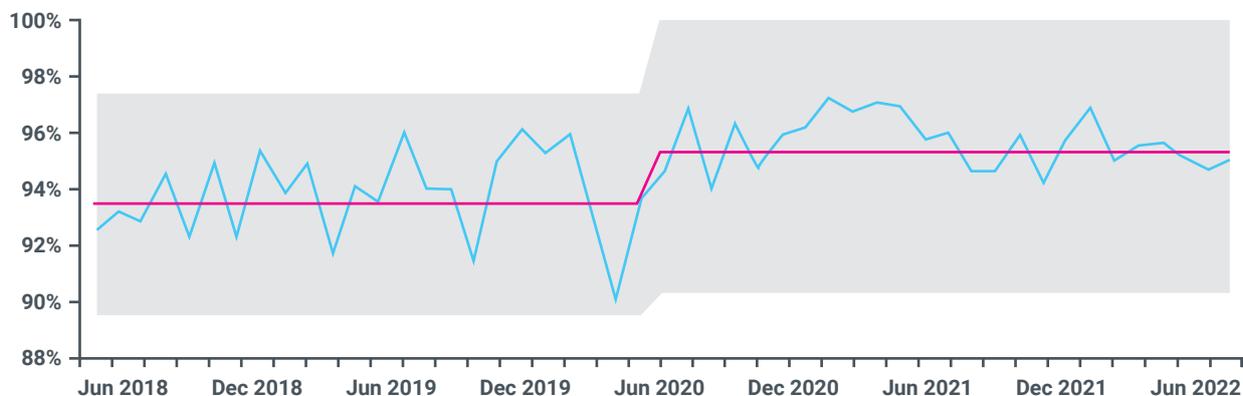
What do the results tell us?

Staying out of care following an FGC has had an increase in the past two years with the current trend at 95 percent. This is a positive trend that indicates FGCs are effective, with more tamariki who do not need to come into care following the provision of support. FGCs are reviewed with 6 or 12 months dependent on practice guidelines. The results have a 12 month lag for comparable time periods.

Desired Trend

This value getting as close to 100 percent as is possible.

Proportion of those who have a Care and Protection Family FGC and do not enter care before the FGC Review is due



- Trend line
- Individual data points

Impact 4

Tamariki in care or custody are safe, recovering and flourishing

Measure I4.1

Number of distinct tamariki in care who experienced harm whilst in care

Why is this measure important?

The harm of any tamaiti or rangatahi is unacceptable. When tamariki are placed under the custody of the Chief Executive they should be safe from any form of abuse or trauma. In the vast majority of cases we keep them safe. This measure shows some tamariki continue to experience harm – from whānau, other adults or other tamariki – and helps us focus on actions to keep tamariki in care safe.

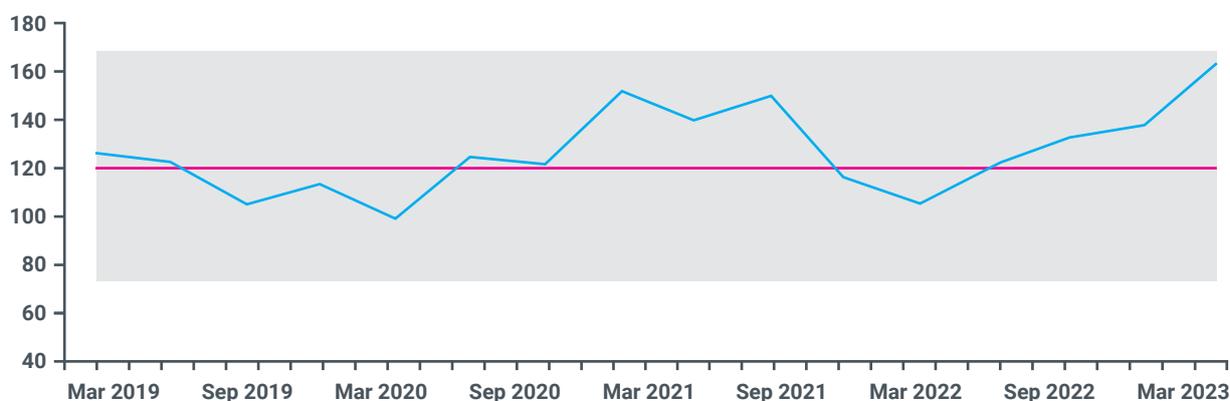
What do the results tell us?

Whilst rates have fluctuated over time the general trend has been consistent. More detailed reporting to understand the full picture of where harm is occurring can be found in our Safety of Children in Care annual reports⁶⁴.

Desired Trend

This count decreasing.

Number of distinct tamariki in care who experienced harm whilst in care



- Trend line
- Individual data points

Disclaimer/caveats:

- This data is from the Safety of Children in Care reporting. The distinct child count is counted for each quarter the child appears in; therefore, a child can appear in more than one quarter. The sum across the quarters will add to more than the total distinct number of children. The time period is based on the completed assessment date not when the harm occurred.
- The total number of cases reviewed in Quarters one to three 2022/23 (July 2022 to March 2023), including findings of harm and cases where the outcome was that no abuse was found, was 617. Quarter four (April to June 2023) data is not yet available at the time of reporting as it is still being reviewed.
- The reviewers in the Safety of Children in Care team are all qualified and registered social workers, with experience in practice leadership roles and between 6-30 years social work experience. There are several internal quality assurance processes in place, including weekly moderation processes and an end of month checking process.

⁶⁴ Oranga Tamariki Safety of Children in Care reports are available at www.orangatamariki.govt.nz/about-us/performance-and-monitoring/safety-of-children-in-care/

Measure I4.2

Re-engagement for those with Youth Justice history

Why is this measure important?

This measure is indicative of how well we are performing at keeping rangatahi (aged 14-17 years) from re-offending following their first contact with Youth Justice Services. Youth Justice FGCs give te tamaiti or rangatahi – with their whānau, victims and professionals – a chance find solutions when they have offended. One of our goals is to work with tamariki or rangatahi and their whānau as early as possible, to have a stronger focus on reducing the potential for lifelong offending.

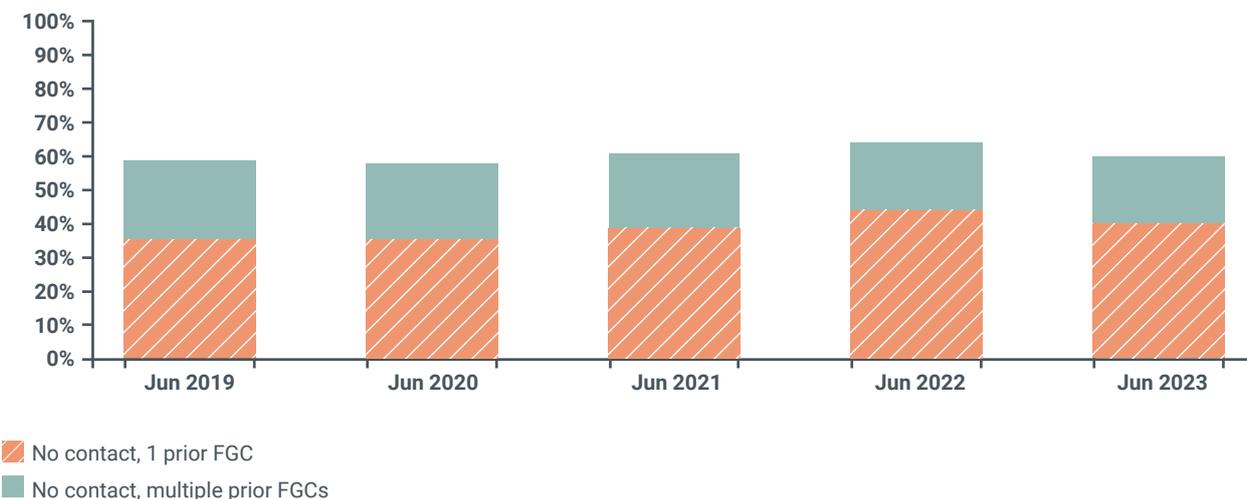
What do the results tell us?

This graph shows the number of rangatahi (aged 14-17) who have not had any engagement with Youth Justice in each financial year as a proportion of the total rangatahi we previously engaged with who are still eligible for Youth Justice. Although at June 2023 we saw a decrease in no contact for those with one prior FGC than the previous year, the proportion is still higher than the three years prior. However, no contact for those with multiple prior FGCs has continued to decrease proportionally over the past few years.

Desired Trend

Increase in number of people who have not had any further engagement with Youth Justice after their first FGC (Primary) as this means the supports provided in their first FGC is helping to prevent re-offending. Increase in number of people who have not had any further engagement with Youth Justice (Secondary) as this means the supports provided over time have helped to reduce re-offending.

Re-engagement for those with Youth Justice history



Impact 4

Tamariki in care or custody are safe, recovering and flourishing

Measure I4.3

Proportion of tamariki and rangatahi surveyed in Te Tohu o te Ora who feel they have somewhere they belong

Why is this measure important?

Tamariki and rangatahi have consistently told us having somewhere you feel you belong was one of the most important childhood experiences. This question is intended to measure feelings of belonging. This can be a sense of place, specific people, or a general sense of feeling comfortable.

What do the results tell us?

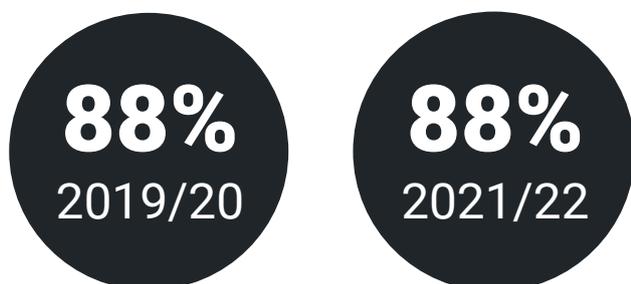
Most tamariki survey feel they have somewhere they belong. Rates have been consistent between year one (2019/2020) and year two (2021/2022) but there are not enough data points for an established trend. Similar questions showed the same trends:

- Do you feel settled where you live now? (Year one: 90 percent, Year two: 91 percent)
- Do the adults you live with look after you well? (Year one: 97 percent, Year two: 98 percent)
- Do the adults you live with now accept you for who you are? (Year one: 95 percent, Year two: 98 percent).

Desired Trend

This value getting as close to 100 percent as is possible.

Proportion of tamariki and rangatahi surveyed in Te Tohu o te Ora who feel they have somewhere they belong



Disclaimer/caveats:

- This data is sourced from Te Tohu o te Ora (Children in Care Survey).

Measure I4.4

Proportion of surveyed caregivers who think Oranga Tamariki prepared them well or very well to care for their child/ren when they first came to them

Why is this measure important?

Caregivers are a really important element of safety and recovery of tamariki and rangatahi. Tamariki and rangatahi often highlight how much stability and consistency means to them. We need to give caregivers the best possible support so they in turn can support their tamariki and rangatahi.

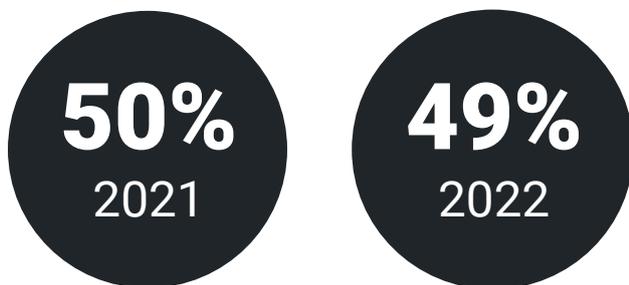
What do the results tell us?

When tamariki enter care it can be quite a distinct and tumultuous time so these responses will not reflect the overall feeling of support provided to caregivers. Roughly half of caregivers surveyed felt Oranga Tamariki did well or very well in preparing them when a child first came to them. This figure appears to be lower for Māori and whānau caregivers. However, there are still few data points and a low representation of the general caregiving population within this survey.

Desired Trend

This value getting as close to 100 percent as is possible.

Proportion of surveyed caregivers who think Oranga Tamariki prepared them well or very well to care for their child/ren when they first came to them



Disclaimer/caveats:

- This data is sourced from the Oranga Tamariki Caregiver Survey.

Impact 4

Tamariki in care or custody are safe, recovering and flourishing

Measure I4.5

Proportion of tamariki in care placed with an approved caregiver

Why is this measure important?

When caregivers have been vetted and approved we can be more confident they are going to a safe and supported living environment. When tamariki are placed with an “unapproved” caregiver it means all assessments and/or training have not yet taken place. This does not necessarily mean tamariki are unsafe and no Social Worker would ever knowingly place a child in an unsafe environment, but it does mean the caregiver has not undergone the same level of scrutiny as approved caregivers.

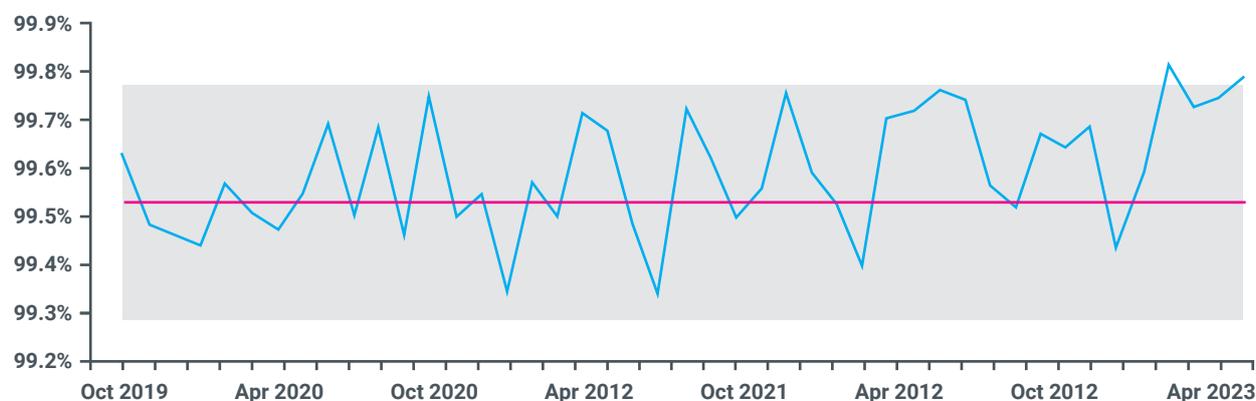
What do the results tell us?

Most tamariki in care are placed with approved caregivers, the trend is sitting at 99.5 percent and appears to be close to shifting to a higher trend line, however fluctuations are keeping it steady. These fluctuations are still within a very small range of less than one percent. Due to the recency of the data reporting system the full five years history of this data is not available.

Desired Trend

This value getting as close to 100 percent as is possible.

Proportion of tamariki in care placed with an approved caregiver



- Trend line
- Individual data points

Impact 5

Improved equity for Māori, Pacific and Disabled tamariki and rangatahi

Measure I5.1

Proportion of case files reviewed that showed where a child or young person had a disability identified that appropriate services and supports were also in place

Why is this measure important?

This shows whether tamariki and rangatahi with disabilities are receiving specific services to meet their needs. This supports equality acknowledging that the supports each tamaiti receives should be tailored to their need and circumstance.

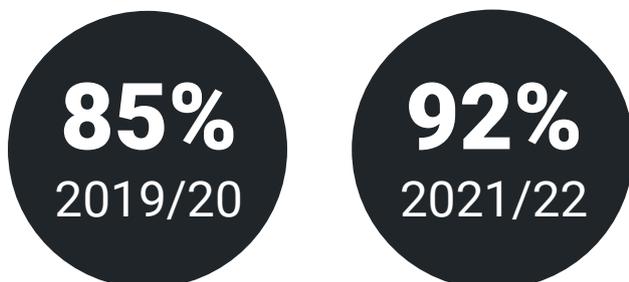
What do the results tell us?

For 28 percent of reviewed cases for tamariki in care, there was evidence that tamaiti had a diagnosed disability or disabilities (26 percent in 2021/22). Our self-monitoring identified an observed improvement in evidence of appropriate services and supports being put in place – in 2022/23, such services were identified for 92 percent of tamariki with an identified disability, an increase on 85 percent in the previous year. In 90 percent of cases, there was also evidence of appropriate services and supports for caregivers caring for tamariki with an identified disability (an increase from 76 percent in 2021/22).

Desired Trend

This value getting as close to 100 percent as is possible.

Proportion of case files reviewed that showed where a child or young person had a disability identified that appropriate services and supports were also in place



Disclaimer/caveats:

- This data is sourced from Case file analysis results.
- There are ongoing conversations at Oranga Tamariki on how we talk about and understand Disability. We expect the data and information on Disability to evolve with these conversations.

Impact 5

Improved equity for Māori, Pacific and Disabled tamariki and rangatahi

Measure I5.2

Proportion of tamariki Māori in society relative to the proportion of tamariki Māori in care or custody

Why is this measure important?

We want to ensure tamariki are receiving equitable support and experience. If this is happening, we should not see disproportionate representation in care in these results. Identifying and measuring disparities and disproportionality will help determine the impact we are making for tamariki, rangatahi and whānau Māori.

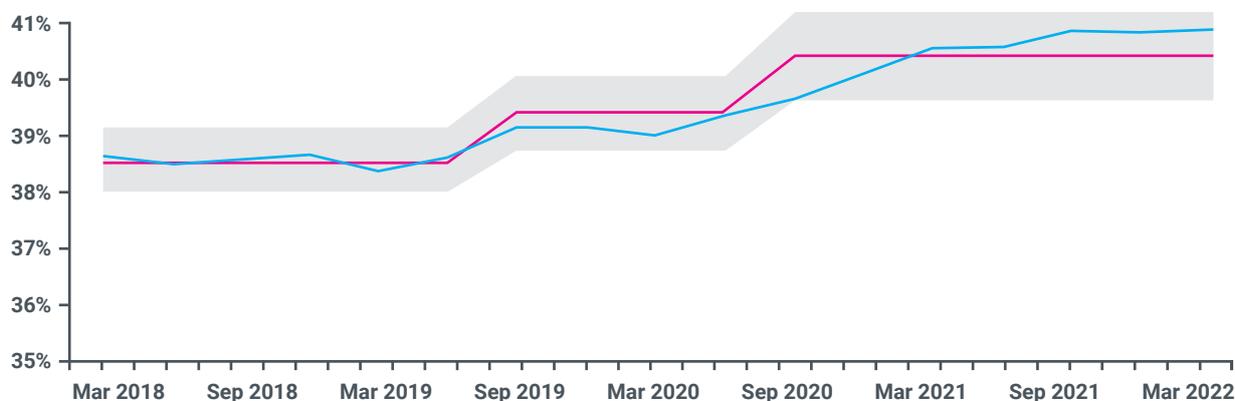
What do the results tell us?

When this result equals one it means the proportion of tamariki in care who are Māori is the same as the proportion of tamariki in society who are Māori. Figures below one indicates there is a greater proportion of tamariki in care than the proportion in society. The results below show overrepresentation of tamariki Māori in care had a slight decrease but still exists. Note that this data has a delay so does not represent activities of the current reporting year.

Desired Trend

This value is getting as close to 1 as possible.

Proportion of tamariki Māori in society relative to the proportion of tamariki Māori in care or custody



- Trend line
- Individual data points

Disclaimer/caveats:

- This base information is pulled from the Integrated Data Infrastructure. Total ethnicity as opposed to prioritised ethnicity is used for this measure. This means tamariki who identify as both Māori and Pacific will be represented in both charts. Custody counts were pulled using internal data.

Measure I5.3

Proportion of Pacific tamariki in society relative to the proportion of Pacific tamariki in care or custody

Why is this measure important?

As above, we want to ensure tamariki are receiving equitable support and experience. Identifying and measuring disparities and disproportionality for Pacific tamariki will help determine the impact we are making for them and their families.

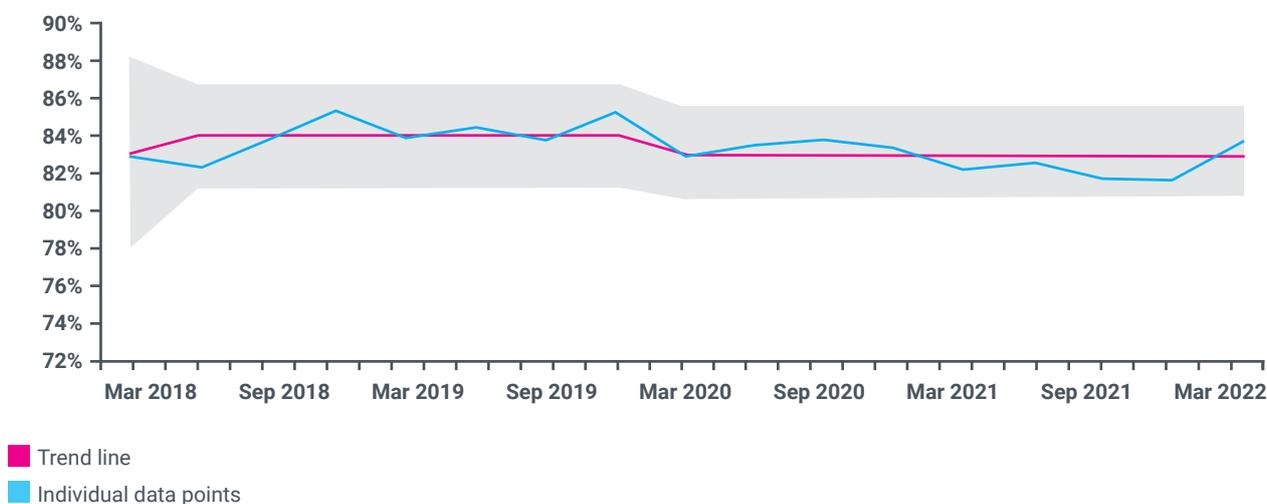
What do the results tell us?

When the figure equals one it means the proportion of tamariki in care who are Pacific is the same as the proportion of tamariki in society who are Pacific. Figures below one indicate there is a greater proportion of tamariki in care than the proportion in society. Overrepresentation of Pacific tamariki in care is mostly flat. It does appear to have a slight decrease but shows signs of picking up in recent years. Note that this data has a delay so does not represent activities of the current reporting year.

Desired Trend

This value is getting as close to 1 as possible.

Proportion of Pacific tamariki in society relative to the proportion of Pacific tamariki in care or custody



Disclaimer/caveats:

- This base information is pulled from the Integrated Data Infrastructure. Total ethnicity as opposed to prioritised ethnicity is used for this measure. This means tamariki who identify as both Māori and Pacific will be represented in both charts. Custody counts were pulled using internal data.

Impact 6

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

Measure I6.1

Proportion of tamariki surveyed in Te Tohu o te Ora who feel they get to have a say in important decisions about their life

Why is this measure important?

Tamariki and rangatahi consistently told us that 'having a say in decisions about your life' was one of the most important childhood experiences. This strongly aligned to Oranga Tamariki strategic and legislative objectives of listening to the voice of tamariki and rangatahi.

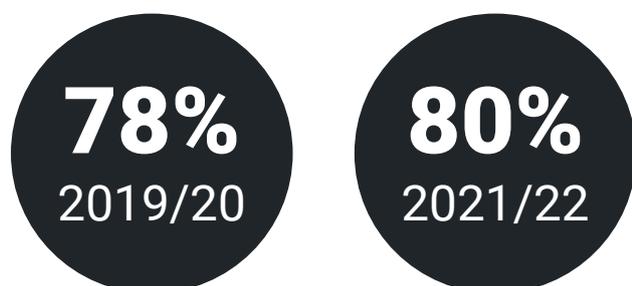
What do the results tell us?

Most tamariki and rangatahi surveyed feel they have a say in important decisions about their life. Rates have been consistent between year one and year two but there are not enough data points for an established trend. Additionally in year two (2021/2022) 76 percent feel they can talk to their Social Worker about their worries which was a decrease from year 1 (2019/20) 88 percent. 82 percent of tamariki and rangatahi surveyed felt that their Social Worker does what they say they will do.

Desired Trend

This value getting as close to 100 percent as is possible.

Proportion of tamariki surveyed in Te Tohu o te Ora who feel they get to have a say in important decisions about their life



Disclaimer/caveats:

— This data is sourced from Te Tohu o te Ora (Children in Care Survey).

Measure I6.2

Proportion of case files reviewed that showed the child or young person's views were identified and considered in decision making

Why is this measure important?

When age appropriate, tamariki should have a say in what happens to their life. Tamariki and rangatahi have expressed to us that they need their voice to be heard, valued and acted upon.

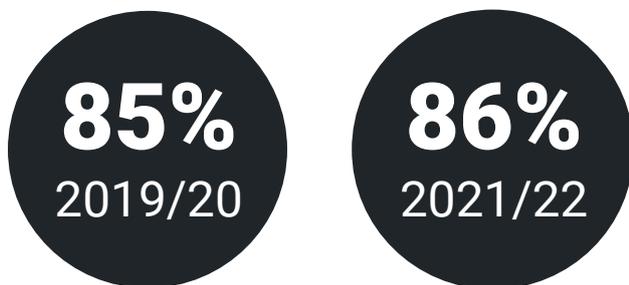
What do the results tell us?

When looking at our assessments and planning documentation, 86 percent of cases have clear recording around taking into account the views of te tamaiti involved. This does exclude tamariki where the young age or development of the tamaiti, or a disability, meant they could not communicate their views, even with support. There was no significant change in comparison to last year.

Desired Trend

This value getting as close to 100 percent as is possible.

Proportion of case files reviewed that showed the child or young person's views were identified and considered in decision making



Disclaimer/caveats:

— This data is sourced from Case file analysis results.

Impact 6

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

Measure I6.3

Proportion of case files reviewed that showed whānau views were identified and considered in decision making

Why is this measure important?

Oranga Tamariki aims to support whānau leadership in the lives of their tamariki – assessments and plans are key documents that drive how Oranga Tamariki provides support so it is important their views are reflected in these.

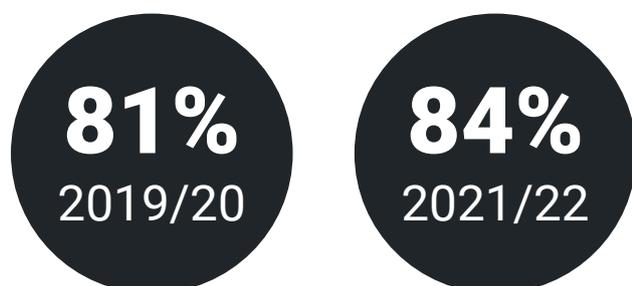
What do the results tell us?

When looking at our assessments and planning documentation, 84 percent of cases have clear recording around sufficiently taking into account the views of the whānau/family group. There was no significant change in comparison to last year.

Desired Trend

This value getting as close to 100 percent as is possible.

Proportion of case files reviewed that showed whānau views were identified and considered in decision making



Disclaimer/caveats:

- This data is sourced from Case file analysis results.

Measure I6.4

Proportion of tamariki surveyed in Just Sayin' who feel safe where they live

Why is this measure important?

It is important that rangatahi leaving care and transitioning to adulthood have safe and stable living arrangements. This survey tells us based on young person's own definition how they feel about their living arrangements when they are leaving care.

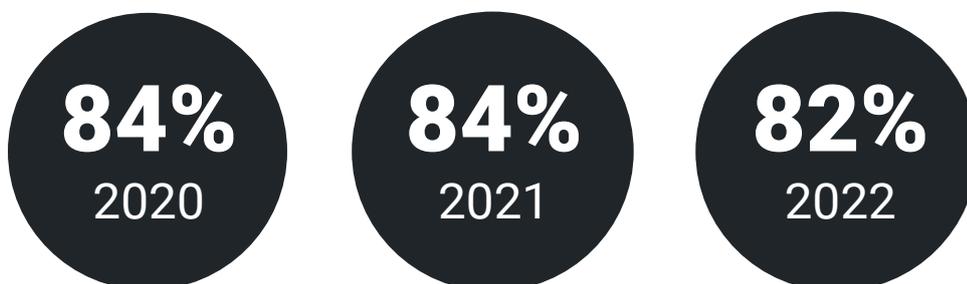
What do the results tell us?

Most rangatahi leaving care feel safe where they live. Additionally, 71 percent feel settled where they live (2022). Most rangatahi had stable accommodation and lived in one place. Rangatahi in care commonly lived with whānau or friends. Most felt secure and safe in their living arrangements, with at least three-quarters agreeing that they had somewhere warm to live, felt safe and felt they belonged. Housing shortages are major challenges for maintaining the service.

Desired Trend

This value getting as close to 100 percent as is possible.

Proportion of tamariki surveyed in Just Sayin' who feel safe where they live



Disclaimer/caveats:

- This data is sourced from Just Sayin' (Transition Survey). This survey is run based on a calendar year and the latest survey for 2023 has not been completed at the time of this report.

Impact 6

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

Measure I6.5

Proportion of tamariki surveyed in Just Sayin' had an adult they could turn to

Why is this measure important?

It is important that rangatahi transitioning to adulthood to have a trusted adult in their life for support and are engaged with whānau, cultural and community groups. This survey tells us based on their own definition that they feel they have an adult in their lives who they can trust and turn to for support.

What do the results tell us?

Just under two-thirds of rangatahi had an adult they could turn to for support during a difficult time. When asked who they would go to for support, rangatahi commonly said adult whānau members or carers. There is no significant difference between surveyed years.

Desired Trend

This value getting as close to 100 percent as is possible.

Proportion of tamariki surveyed in Just Sayin' had an adult they could turn to



Disclaimer/caveats:

- This data is sourced from Just Sayin' (Transition Survey). This survey is run based on a calendar year and the latest survey for 2023 has not been completed at the time of this report.

Impact 7

We operate efficiently and effectively to deliver against our commitments

Measure I7.1

Proportion of complaints audited that were handled in a way that fully met our standards

Why is this measure important?

Members of the public should be able to come to Oranga Tamariki, be treated fairly and respectfully and have their words lead to actions when necessary. Over the past year, assurance activities being undertaken in complaints responses has significantly increased as part of a continuous improvement work programme. This measure holds us to account on how we're performing in this area.

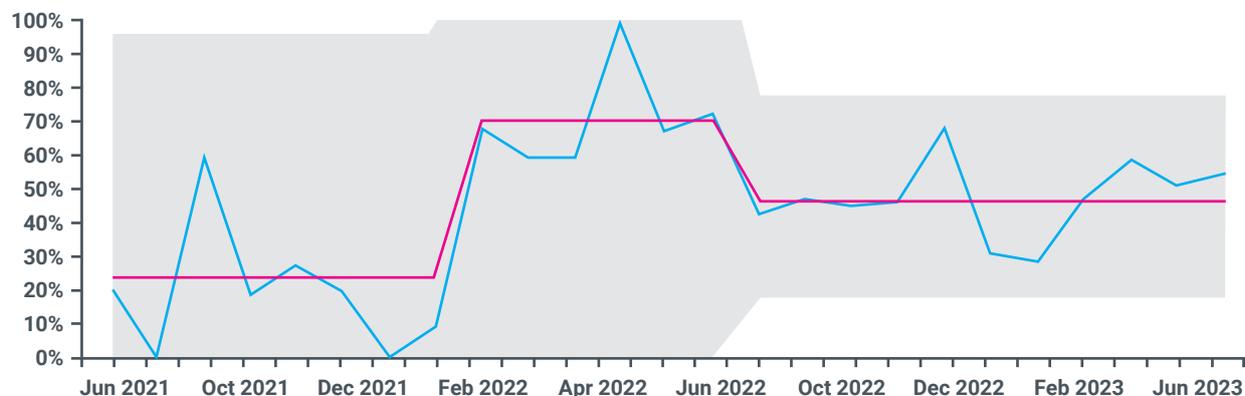
What do the results tell us?

On average there are 100 complaints per month. We aim to complete about 65 quality assurance measures each month, but this fluctuates according to the number of complaints closed in the period. The measure reports on complaint practice with standards fully met, partially met or not met. Assurance activities in the last year indicate on average 88 percent of complaints responses have, as a minimum, partially met the standards. The data for those fully met is shown in the graph below.

Desired Trend

This value getting as close to 100 percent as is possible.

Proportion of complaints audited that were handled in a way that fully met our standards



- Trend line
- Individual data points

Impact 7

We operate efficiently and effectively to deliver against our commitments

Measure 17.2

Average Caregiver approval time

Why is this measure important?

Approving caregivers is an important for Oranga Tamariki to ensure the safety of tamariki in their placement. Having good placement options as soon as possible also increases the likelihood of stability of a placement. Placement stability is generally linked to better outcomes and has been shared by rangatahi as something important to them.

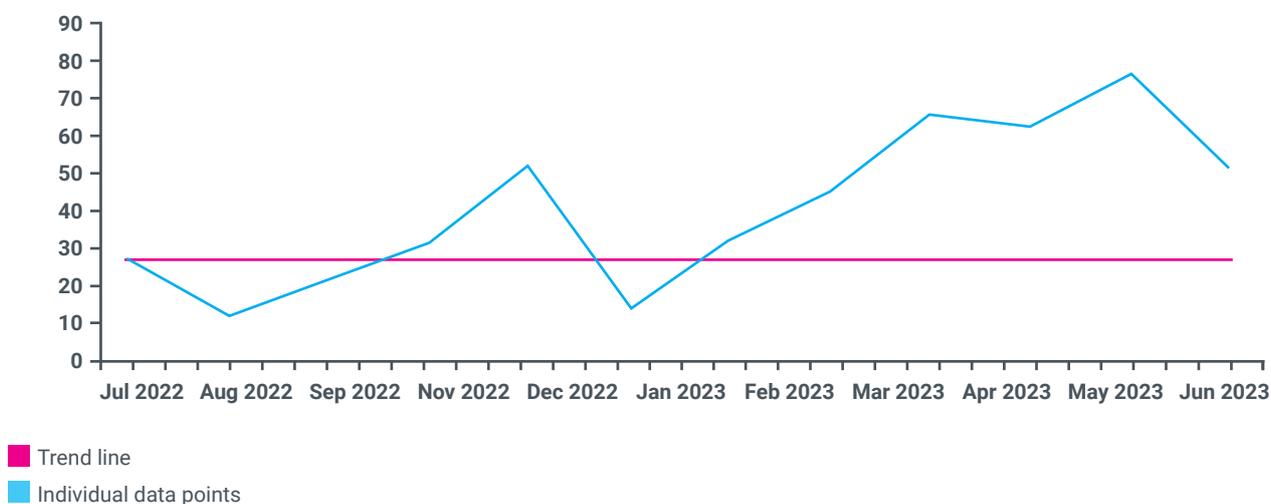
What do the results tell us?

Whilst the trend remains low the individual rates of average approval time has been increasing so the trend is very close to being reset at a higher average.

Desired Trend

This trending down – meaning we are getting quicker at approving caregivers.

Average Caregiver approval time (days)



Appropriation Measures

Oranga Tamariki is funded to invest in and deliver a range of services through appropriations within Vote Oranga Tamariki⁶⁵. The overarching purpose of this vote is to ensure New Zealand's tamariki and rangatahi in State care or with high needs have positive outcomes by:

- providing and coordinating early support services to tamariki, their families and whānau to address early signs of need, and reduce the risk factors that may lead to a child going into care
- working closely with whānau so that a child can remain, where possible, safely at home with their whānau, within their culture and connected to their communities.

Our appropriations

The Minister for Children is responsible for our appropriations in Vote Tamariki 2022/23. The funding aligned to Vote Tamariki is divided into different areas, including early support, prevention, transitions and policy advice. For the 2022/23 year, we have met 26 of a total of 36 measures⁶⁶ (72 percent) compared with 24 of a total 38 measures (63 percent) in the previous year. The reduction in the total measures reported in 2022/23 from 38 to 36 is due to appropriations that expired in June 2022 relating to the 'Reducing Youth Reoffending Social Bond Pilot', two measures related to this funding are no longer required⁶⁷.

How we measure our performance

Our current suite of appropriation measures incorporates important elements of our roles and responsibilities as an organisation and are reviewed annually. This year we continue to report on most of the same measures as last year with a few exceptions as certain projects or work programmes have progressed; these exceptions are noted alongside the relevant measures. As we evolve as an organisation, these measures will be adjusted accordingly to be less narrowly focused on outputs and volumes, and include measures that reflect our new aspirations, strategy, and desired outcomes.

Below are the areas where funding is allocated and associated measures that show our performance. We provide commentary for measures where appropriate – particularly if they have not met the year-end standards. We have also included disclosures for measures that have changed from last year.

65 We agree with the Government how we will use this funding, and how we will measure our performance. The performance measures and their agreed standards are published in the annual Vote Oranga Tamariki (Estimates of Appropriations) on Budget Day, these may be amended in Supplementary Estimates process.

66 Note that there are 36 targets across 35 measures, including one Policy Quality measure with two targets. These are reported separately in the detailed performance information.

67 The two measures relating to the expired Youth Reoffending Social Bond Pilot appropriation were:

- Phase 1 Outcomes Evaluation – effectiveness of the Social Bonds Pilot on rangatahi reoffending and educational outcomes completed by June 2022, and;
- The total investment of the Reducing Youth Reoffending Social Bond Pilot will reach 1000 young people by September 2023 (year 6 of the pilot). Oranga Tamariki will track and report progress annually.

Adoption Services (M93) (A32)

This appropriation is limited to the management of services, incorporating education, assessment, reporting, counselling, and mediation, to all people who are party to adoption-related matters, past or present. This appropriation is intended to achieve the legal adoption of children by approved parents and to provide access to information on adoptions.

A1.1.1	Standard	2021/22 Actual	2022/23 Actual
The number of requests from adults seeking identifying information ⁶⁸ on birth parents will be between	150-250	143	118

Why is this measure important?

We are responsible for helping adopted people source their birth information and improving the quality and availability of the data we hold. Open adoption practices may be contributing to a decreasing need for official adoption information.

Commentary

This result was not met as it is demand driven. Further, a reduction in adopted adults seeking identifying information is not necessarily negative – this may reflect changes in adoption practices and improvements in resources available. The lower number this year has in part resulted from adopted adults being encouraged to undertake their own searching where possible. This is supported by a searching resource we developed, encouraging adopted adults to undertake their own searches when they are straightforward, leaving us to target our searching support to applicants who require more specialist searching.

A1.1.2	Standard	2021/22 Actual	2022/23 Actual
The percentage of assessments of suitability to adopt that are completed within 3 months will be no less than	90%	98%	98%

Why is this measure important?

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.

2022/23 Adoption Services financial performance

Actual 2022	Financial performance (figures are GST exclusive)	Main Estimated 2023	Supplementary Estimates 2023	Actual 2023	Main Estimated 2024
\$000		\$000	\$000	\$000	\$000
Revenue					
10,165	Crown	10,020	10,556	10,556	10,881
24	Department	19	19	23	19
-	Other	-	-	-	-
10,189	Total Revenue	10,039	10,575	10,579	10,900
9,694	Total Expense	10,039	10,575	10,369	10,900
495	Net Surplus/(Deficit)	-	-	210	-

68 Under section 9(4)(c) of the Adult Adoption Information Act 1985. Statistics on adoptions within New Zealand are provided on request by the Ministry of Justice. The Department of Internal Affairs can provide information on inter-country adoptions finalised overseas and recognised by New Zealand.

Crown Response to the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-Based Institutions (M66) (A32)

Oranga Tamariki plays a key role in supporting the delivery and effective Crown response to the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-Based Institutions (Abuse in Care Inquiry). This appropriation is both limited to, and intended to, provide support to deliver a coordinated and effective Crown response to the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-Based Institutions and designing a response recommended by the Royal Commission's redress report.

A1.2.1	Standard	2021/22 Actual	2022/23 Actual
Report progress on the Crown response to the Abuse in Care Royal Commission of Inquiry and establishment of a new redress system for abuse survivors	Report on	Achieved	Achieved

Why is this measure important?

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.

Commentary

Independent Design and Advisory Groups were appointed and have commenced the development of the high-level design of puretumu torowhānui (the new redress system). Regular reporting is issued to the Minister of Children and Minister of Finance, and project plans are approved through Cabinet.

Disclosures

This measure has changed from "Report progress on the Crown response to the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-Based Institutions annually" due to transfer from the previous appropriation to fund a new appropriation titled "Crown Response to the Abuse in Care Royal Commission of Inquiry and establishment of a new redress system for abuse survivors" to allow the Crown Response Unit's focus to move towards designing a response to the Abuse in Care Inquiry redress report and working on the new redress system.

Financial performance for 'Crown Response to the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-Based Institutions'

Actual	Financial performance	Main	Supplementary	Actual	Main
2022	(figures are GST exclusive)	Estimated	Estimates	2023	Estimated
\$000		2023	2023	\$000	2024
		\$000	\$000	\$000	\$000
Revenue					
13,189	Crown	8,955	3,393	3,393	-
-	- Department	-	-	-	-
-	- Other	-	-	-	-
13,189	Total Revenue	8,955	3,393	3,393	-
6,755	Total Expense	8,955	3,393	3,393	-
6,434	Net Surplus/(Deficit)	-	-	-	-

Financial performance for 'Crown Response to the Abuse in Care Royal Commission of Inquiry and establishment of a new redress system for abuse survivors'

Actual	Financial performance	Main	Supplementary	Actual	Main
2022	(figures are GST exclusive)	Estimated	Estimates	2023	Estimated
\$000		2023	2023	\$000	2024
		\$000	\$000	\$000	\$000
Revenue					
-	- Crown	-	10,195	10,195	18,842
-	- Department	-	-	-	-
-	- Other	-	-	-	-
-	Total Revenue	-	10,195	10,195	18,842
-	Total Expense	-	10,195	9,832	18,842
-	Net Surplus/(Deficit)	-	-	363	-

Connection and Advocacy Service (M93) (A32)

This appropriation is limited to supporting an independent connection and advocacy service for children and rangatahi in statutory care. This appropriation is intended to achieve reduced isolation for children and rangatahi in care by connecting them with each other, promoting their individual and collective voice and building their leadership.

A2.1.1	Standard Report on	2021/22 Actual	2022/23 Actual
Expenditure supports the delivery of services to children and young people with care experience in accordance with the Ministry's contracting measurables, which are: <ul style="list-style-type: none"> – connecting with the care community – establishing geographical service coverage – building rangatahi leadership – advocacy: individual and systemic 		VOYCE: 60 connection events 5 regional hubs with kaiwhakamana in 10 locations 641 new individual advocacy cases opened	VOYCE: 39 connection events 5 regional hubs with kaiwhakamana in 12 locations 481 new individual advocacy cases opened

Why is this measure important?

VOYCE – Whakarongo Mai is an independent charity that helps to advocate for those in care or formerly in care, driving better outcomes for tamariki. We contribute funding to help enable their connection and advocacy work.

Commentary

The focus for VOYCE this year has been stabilising and expanding regional services, re-building the workforce following the COVID-19 pandemic and in a tight labour market, and establishing regional youth councils. By the fourth quarter, VOYCE had re-built staff presence in all regional and sub-regional locations, established three regional youth councils with a further two still to be established, and closed off just over 500 individual advocacy cases with 85 percent reported as 'goal achieved/problem solved'.

2022/23 Connection and Advocacy Service financial performance

Actual 2022	Financial performance (figures are GST exclusive)	Main Estimated 2023	Supplementary Estimates 2023	Actual 2023	Main Estimated 2024
\$000		\$000	\$000	\$000	\$000
4,000	Total Expenditure	6,075	6,075	6,075	6,336

Investing in Children and Young People MCA (M93) (A32)

The overarching purpose of this appropriation is to ensure New Zealand's vulnerable children and young people have positive outcomes.

Intensive Response

This category is limited to Intensive Response services for tamariki exhibiting needs which place them at risk of harm and/or requiring a statutory intervention.

A3.1.1	Standard	2021/22 Actual	2022/23 Actual
The number of families, who engage with intensive response services, will be no less than	150	419	408

Why is this measure important?

We want our growing intensive response services to be accessible to whānau that would benefit from wrap-around support. The number of whānau our partners are engaging with is closely linked to how many sites are offering this service, and the models of support available.

Commentary

Some of the sites have started accepting referrals with lower levels of risk than initially specified. This is because partners have a desire to intervene at earlier stages to further reduce the escalation of risk, and therefore the number of tamariki that require higher levels of intervention. This is all done within the resources provided for the service.

A3.1.2	Standard	2021/22 Actual	2022/23 Actual
The percentage of children who received intensive response services in the last twelve months, who subsequently required an out of home placement, will be no more than	3%	0.002%	1%

Why is this measure important?

Stopping re-entry to care through effective intensive response is an early but significant step towards breaking cycles of harm.

Commentary

Out of the 537 children engaged with the intensive response services, only 7 required a subsequent out of home placement.

A3.1.3	Standard	2021/22 Actual	2022/23 Actual
The number of sites, offering intensive response services, will be no less than	5	7	8

Why is this measure important?

We wanted our intensive response services to be accessible to whānau that would benefit from wrap-around support. The number of whānau our partners are engaging with is closely linked to how many sites are offering this service, and the models of support available.

Policy Advice and Ministerial Services

This category is limited to providing policy advice and other support to the Ministers in discharging their policy decision-making and other portfolio responsibilities.

A3.2.1	Standard	2021/22 Actual	2022/23 Actual
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 no less than	4	Minister's score 3.5, Associate Minister's score 4.25 Average 3.875	3.96

Why is this measure important?

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.

Commentary

Whilst just short of the standard, the Minister's score has shown improvement on the previous year on the five-point scale.

Disclosures

At the time the Ministers Satisfaction survey was completed for the 2022/23 financial year there was no Associate Minister for Children, as such the result only reflects the score from the Minister for Children.

A3.2.2	Standard	2021/22 Actual	2022/23 Actual
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	3.8	3.74

Why is this measure important?

From the survey, we aim for the Minister and Associate Minister to have quality policy advice most of the time, including clarity of the problem and/or opportunity and rationale, with te Tiriti analysis and other relevant research, longer-term implications understood, and clear next steps.

A3.2.3a	Standard	2021/22 Actual	2022/23 Actual
In relation to the quality of policy advice, the distribution of scores for policy papers assessed using the common Policy Quality Framework will be no less than score 4 or higher	20%	53%	53%

Why is this measure important?

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 at least a fifth of our papers reviewed to be assessed as high quality.

Commentary

The actual results achieved for this measure reflect the quality of policy advice produced, and the systems and processes utilised by the Policy team. The significant variance from the standard suggests the standard is too low, and we are taking this into consideration as part of our review of 2023/24 appropriation measures and targets.

A3.2.3b	Standard	2021/22 Actual	2022/23 Actual
In relation to the quality of policy advice, the distribution of scores for policy papers assessed using the common Policy Quality Framework will be no less than score 3 or higher	100%	93%	100%

Why is this measure important?

As above, 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 all our papers to be above average.

A3.2.4	Standard	2021/22 Actual	2022/23 Actual
The percentage of ministerial OIA request replies completed five working days prior to the statutory time limit, unless otherwise agreed, will be between	95-100%	94%	100%

Why is this measure important?

This measure allows us to track if we're meeting our legislative obligations under the Official Information Act, this includes being transparent and giving people timely access to information or reasons why it cannot be provided.

A3.2.5	Standard	2021/22 Actual	2022/23 Actual
The percentage of ministerial replies completed within twenty working days of receipt by Oranga Tamariki, unless otherwise agreed, will be between	95-100%	98%	100%

Why is this measure important?

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.

A3.2.6	Standard	2021/22 Actual	2022/23 Actual
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 between	95-100%	88%	99%

Why is this measure important?

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.

Prevention and Early Support

This category is limited to providing prevention, awareness and early support programmes and services to identify and support children, young people and their families at risk of poor life outcomes

A3.3.1	Standard	2021/22 Actual	2022/23 Actual
Report on the number of strategic partnerships signed with Iwi & Māori organisations over the year	Report on	0 new, 9 total	1 new, 10 total

Why is this measure important?

We are committed to building new and enduring relationships with hapū, iwi and Māori organisations to reduce the number of tamariki in care, strengthen cultural and whānau connections and improve outcomes.

Commentary

One new agreement was signed in October 2022. Work is underway with partners to update two existing agreements and nine requests for partnerships have been received and under consideration.

A3.3.2	Standard	2021/22 Actual	2022/23 Actual
The percentage of all contracted services which achieved or exceeded the target for their primary contracted measure will be no less than	75%	56%	65%

Why is this measure important?

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 whānau receive appropriate support, and fewer tamariki require statutory intervention. Working in partnership with providers enables our social workers to focus on case management if or when issues eventuate or compound.

Commentary

Due to the reconciliation and validation process, there are delays entering results into the Funding and Contracting System, these results are likely to increase as this process was not yet finished at the time of reporting. Other factors contributing to this result include the labour market for social workers, which holds a significant number of vacancies across some services. This impacted some partner's ability to meet their performance standards, though many came close to achieving their primary contracted measure.

A3.3.3	Standard	2021/22 Actual	2022/23 Actual
The percentage of all service contract funding contracted with Iwi and Māori organisations will be greater than	23%	29%	30%

Why is this measure important?

The majority of tamariki 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.

Commentary

This increase is in line with our strategic direction as we move to funding more of our iwi and Māori partners in the future – our investments will continue to increase, and the standard for this measure will be adjusted accordingly to reflect this.

A3.3.4	Standard	2021/22 Actual	2022/23 Actual
The percentage of providers that meet their contractual reporting requirements will be no less than	100%	88%	93%

Why is this measure important?

For contracts, we want to be assured through provider reporting on their spend and service delivery that public funding is being used appropriately.

Commentary

This is the highest percentage achieved for some years and follows a focussed effort to ensure reports have been submitted. The result has been negatively impacted by over 60 services which were ceased on 1 April 2023, a number of these were not reported on. These services were ceased for a range of reasons including contracts ending and not being renewed, for example due to changing needs of the community, or because the service is no longer aligned with our future direction.

A3.3.5	Standard	2021/22 Actual	2022/23 Actual
The percentage of critical or very urgent reports of concern, addressed within operational timeframes, will be no less than	95%	81%	92%

Why is this measure important?

When a critical or very urgent report of concern is made, it indicates that a tamaiti may have been seriously harmed or be at risk of serious harm and we need to know we are responding in an appropriate timeframe, based on the level of risk identified, and properly recording our work.

Commentary

Regions continue to prioritise safety assessments that are critical (completed within 24hrs) and very urgent (completed within 48hrs). However, it is not always possible to locate and assess the safety of tamariki due to external factors; the impact of Cyclone Gabrielle on some regions is likely to have exacerbated this. The measure, despite not being achieved in recent years, has been consistently trending upwards. Regional Operations Specialists have been provided with further training and support to manage this measure and to enable more timely remedial actions to be undertaken where the critical and very urgent timeframes have been exceeded.

Disclosure

In the current year we have improved the methodology for measuring our performance. The process now involves robust and regular quality review of data, which has resulted in more accurate data available for reporting.

Statutory Intervention and Transition

This category is limited to providing statutory care and youth justice services, and services to transition children and young people from statutory intervention.

A3.4.1	Standard	2021/22 Actual	2022/23 Actual
The percentage of siblings in out of home placements, who are placed with at least one sibling, will be no less than	73%	74%	72%

Why is this measure important?

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.

Commentary

There are multiple factors which limit the ability of sites to place siblings together. In some cases, it is not safe to place siblings together due to the risk one sibling's behaviours pose to the other/s. The availability of caregivers to care for siblings and their willingness to do so can also impact this measure. As more preventative work is undertaken and fewer tamariki (with comparatively higher needs) enter care, it is possible this measure will be harder to meet in the future.

A3.4.2	Standard	2021/22 Actual	2022/23 Actual
The percentage of children in out of home placement more than three months, who are placed with family/whānau, will be no less than	58%	55%	53%

Why is this measure important?

Ideally, we want tamariki to safely remain within their wider 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.

Commentary

The factors contributing to not being placed with family/whānau centre around the complexity of tamariki coming into the care of the Chief Executive. As numbers of tamariki entering care have reduced, those who come into care have, as a population group, higher and more complex needs. Meeting these needs requires higher levels of specialisation and support. Sometimes the specialist support takes time to establish, delaying a return to whānau care, and in some cases a placement with whānau is not viable or cannot be achieved without a level of support that is currently not available. An example of this is respite care, the absence of which often results in whānau being exhausted and refusing to provide ongoing care. Other factors identified as challenges to placing tamariki with whānau are a reluctance of whānau to engage with Oranga Tamariki (reasons cited include distrust, intergenerational trauma caused by colonisation and institutional racism), difficulties navigating the caregiver approval process resulting in whānau disengaging from the process, and the lack of availability of suitable housing.

A3.4.3	Standard	2021/22 Actual	2022/23 Actual
The percentage of children in out of home placement, who have had more than two caregivers over the year, will be no more than	15%	10%	11%

Why is this measure important?

Stable living arrangements can support tamariki living away from home. While some changes can be beneficial, multiple and unplanned care arrangements have been associated with negative outcomes for tamariki.

A3.4.4	Standard	2021/22 Actual	2022/23 Actual
The percentage of children who have been in statutory care for more than six months, who have a completed Gateway Assessment, will be no less than	75%	83%	85%

Why is this measure important?

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. A Gateway Assessment referral should be made within 10 working days of entering our care but the assessment process can take time to complete.

Commentary

Oranga Tamariki, the Ministry of Health, Te Whatu Ora, and the Ministry of Education are reviewing Gateway Assessments as a priority action in the cross-agency Oranga Tamariki Action Plan. The review aims to understand how Gateway Assessments are working and what changes could be made to improve outcomes for tamariki and rangatahi, their families, whānau and caregivers.

A3.4.5	Standard	2021/22 Actual	2022/23 Actual
Report on the percentage of children to exit out of home placement in the last eighteen months, who subsequently required an out of home placement	Report on	Achieved: 22%	Achieved: 21%

Why is this measure important?

We want to decrease and prevent tamariki re-entering our care where possible. However, it's important that tamariki can return to care if their home life becomes unsafe again. Therefore, there is no target for this measure.

Commentary

Further research is needed to understand what would be considered a good result for this measure; however, this measure has remained relatively stable for the past three financial years.

A3.4.6	Standard	2021/22 Actual	2022/23 Actual
Report on rates of harm while in statutory care	Report on	Achieved	Achieved

Why is this measure important?

We want to decrease harm rates for tamariki when they are in statutory care. However, we also want to ensure that any harm that may occur is reported to us, so we may respond appropriately. Therefore, this measure on the reporting of rates of harm doesn't include a standard/target.

Commentary

Cases are reviewed and moderated to inform reporting throughout the period; we provide site specific practice feedback and advice to support consistent understanding of practice expectations. Information has also been supplied to the Independent Children's Monitor as requested and we are now focusing on completing full year data review. This data will be presented in our Safety of Children in Care annual report, which provides detailed reporting to understand the full picture of where harm is occurring and will be published on the Oranga Tamariki website.

A3.4.7	Standard	2021/22 Actual	2022/23 Actual
The percentage of children, in care for more than three months, with an actionable plan will be no less than	95%	79%	87%

Why is this measure important?

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.

Commentary

While for almost all tamariki in care there was evidence of some form of current plan (96 percent), those who had a current plan that also met the criteria for being 'actionable', that is the plan contained information on actions to be taken to address the needs of the child, when those actions would be taken, and by whom, lead to the 87 percent result for this measure. Staffing levels and capacity has impacted the result for this measure. Regions have been encouraged to ensure ongoing support and training for kaimahi to understand the importance of these plans and how they can effectively be developed. Whilst short of the target, we have seen an improvement in performance against this measure on the previous year's result.

Disclosure

This result is captured through case file analysis. The total number of cases reviewed in 2022/23 is 702, providing a sufficient level of sample to produce estimates at the 95 percent confidence level with a margin of error of ±3.4 percent.

A3.4.8	Standard	2021/22 Actual	2022/23 Actual
The percentage of children in care, with regular quality engagement with an Oranga Tamariki practitioner, will be no less than	95%	59%	61%

Why is this measure important?

We want to be confident that our visits to tamariki in care include quality engagement and give the tamaiti the opportunity to safely share any concerns, and that this engagement is occurring regularly, as set out in their All About Me plan.

Commentary

While 88 percent of tamariki in care there was evidence of quality engagement with a Social Worker, those who had regular engagement (where the child had been 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) was 65 percent, resulting in the combined regular and quality engagement result of 61 percent result for this measure.

The frequency of visits to tamariki in care is monitored in both weekly, and monthly reporting. Staffing levels (vacancies and absenteeism) are a barrier to regular visiting and recording practice. Whilst short of the target we have seen an improvement in performance against this measure on the previous year's result.

Disclosure

This result is captured through case file analysis. The total number of cases reviewed in 2022/23 is 702, providing a sufficient level of sample to produce estimates at the 95 percent confidence level with a margin of error of ±3.4 percent.

A3.4.9	Standard	2021/22 Actual	2022/23 Actual
The percentage of children, in care for more than three months, for whom connections with members of their family and whānau, and also with their hapū, iwi, or family group, have been identified	95%	96%	99%

Why is this measure important?

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.

Commentary

Of the 702 cases sampled for case-file analysis this year, 99 percent of tamariki in care had members of their immediate family, whānau or family group identified in case recording. Of the 483 tamariki Māori cases sampled, 99 percent had members of their immediate family, whānau or family group identified in case recording. In addition to members of their immediate whānau they also had other connections with their marae, hapū or iwi (beyond their immediate whānau) identified in 11 percent of cases.

Overall, for 99 percent of cases there was evidence in casework of identified connections for tamariki with their immediate family, whānau, family group or, where whānau connections were not identified for tamariki Māori, with other key people from their marae, hapū or iwi.

Our self-monitoring in 2022/23 found evidence of good efforts in most cases to support tamariki connections with their family, whānau or family group. For almost all tamariki, their plan contained details of planned contact arrangements with members of their immediate family, whānau or family group and, for 90 percent of tamariki, there was evidence that they were being supported for that contact to occur. There is an opportunity to strengthen practice in supporting the connections of tamariki Māori with their marae, hapū or iwi (beyond their immediate whānau connections). Reviewers looked for evidence in casework that tamariki were being supported to establish, maintain or strengthen connections with their marae, hapū or iwi, or if strong connections were already in place. This was the case in 52 percent of reviewed cases for tamariki Māori reviewed in 2022/23.

Key challenges include kaimahi capability and lack of strong connections to iwi in some areas, the estrangement for some whānau from their hapū and iwi, and geographic distances. Kairaranga a-whānau, Māori specialist roles based at Oranga Tamariki sites, continue to play an essential role in supporting social workers to establish, maintain or strengthen connections with marae, hapū and iwi. Further work is also needed to consider how cultural support is documented and evidenced in case recording.

Disclosure

This measure was excluded from the 2021/22 annual report due to an oversight, so we have back cast 2021/22 data for comparison with this year's result. This result is captured through case file analysis. The total number of cases reviewed in 2022/23 is 702, providing a sufficient level of sample to produce estimates at the 95 percent confidence level with a margin of error of ±3.4 percent.

A3.4.10	Standard	2021/22 Actual	2022/23 Actual
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 and whānau, and also with their hapū, iwi, or family group	95%	85%	87%

Why is this measure important?

This measure is important as it focuses not just on the importance of tamariki being able to keep connected with their whānau (as above), but it also reflects quality practice based on having clear plans set with and by tamariki to ensure their needs are met.

Commentary

Overall, 87 percent of cases had plans that contained actions to address the child's need to establish, maintain or strengthen connections with members of their family, whānau, family group or, where such actions were not specified for tamariki Māori, with other key people from their marae, hapū or iwi.

- Of the 702 cases sampled for case-file analysis this year:
 - 676 (96 percent) evidenced a current plan for the child
 - 605 (86 percent) cases had plans that contained actions to address the child's need to establish, maintain or strengthen connections with members of their family, whānau, and/or family group.
- Of the 483 cases sampled for tamariki Māori:
 - 466 (96 percent) evidenced a current plan for the child
 - 415 (86 percent) cases had plans that contained actions to address the child's need to establish, maintain or strengthen connections with members of their family, whānau, and/or family group
 - 168 (35 percent) cases had plans that contained actions to address their need to establish, maintain or strengthen connections with members of their marae, hapū or iwi, or there was evidence of strong connections already in place.

Whilst not yet achieving the aspirational target set for this measure, results are continuing to demonstrate some good practice in this area. As noted above, our self-monitoring in 2022/23 found evidence of good efforts in most cases to support tamariki connections with their family, whānau or family group.

The factors identified in previous quarters continue to provide barriers to achieving this standard, including resourcing (transport, accommodation and supervised access costs) and relationships between some tamariki and their whānau. In some regions, challenges were also exacerbated by Cyclone Gabrielle.

Disclosure

This measure was reported as two separate results in the 2021/22 annual report. We've included both the measures as reported last year in the commentary for comparability, as well as back casting 2021/22 data so it can be compared to the 2022/23 result. This result is captured through case file analysis. The total number of cases reviewed in 2022/23 is 702, providing a sufficient level of sample to produce estimates at the 95 percent confidence level with a margin of error of ±3.4 percent.

A3.4.11	Standard	2021/22 Actual	2022/23 Actual
The percentage of young people held on remand who are placed within their community will be no less than	18%	30%	29%

Why is this measure important?

We want to keep rangatahi who have offended close to their support networks, so they 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.

Commentary

Oranga Tamariki continues to carefully consider which rangatahi, with the right supports, practice approach and resourcing, could be placed in a youth justice community home who might otherwise access a secure residential placement. Both the overall percentage (30 percent in 2021/22 and 29 percent in 2022/23) and the percentage for those aged under 17 years (31 percent in 2021/22 and 30 percent in 2022/23) remain consistent. The slight decreases likely reflect challenges in placing rangatahi in the community who have been involved in multiple incidences of group crime, including car-related group crime.

A3.4.12	Standard	2021/22 Actual	2022/23 Actual
The number of supported accommodation places available to young people, will be no less than	150	134	154

Why is this measure important?

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

Commentary

We have exceeded the measure however two planned placements in Hastings were not able to progress because of the cyclone and the partner no longer being able to access property.

A3.4.13	Standard	2021/22 Actual	2022/23 Actual
The percentage of eligible young people who are referred for support from a transition support worker will be in the range of	55-65%	60%	64%

Why is this measure important?

To enable rangatahi to be well supported and confident to leave care, they should have the opportunity to connect with a transition social worker if they want or need.

Commentary

Referrals rates have continued to increase over the year thanks to new resources, training and processes to directly contact social workers of young people 17.5 years and over that did not have a referral case note.

A3.4.14	Standard	2021/22 Actual	2022/23 Actual
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 no more than	40%	37%	34%

Why is this measure important?

Youth Justice family group conferences give rangatahi, along with their whānau, 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.

A3.4.15	Standard	2021/22 Actual	2022/23 Actual
The number of young people eligible to return to or remain with a caregiver beyond age 18 who are enabled to do so will be no less than	40	61	96

Why is this measure important?

Rangatahi in care should continue to be supported if they need it after they turn 18. Like all tamariki, they should be welcome to continue to stay in their home with their caregiver as long as they need to.

Commentary

The target was exceeded with strong growth in Entitled to Return Remain placements over the year due to new resources and training which increased awareness and understanding of the entitlement.

A3.4.16	Standard	2021/22 Actual	2022/23 Actual
The number of young people, held in police custody for more than 24 hours will be less than	140	45	94

Why is this measure important?

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.

Commentary

We have seen a significant increase in this result from last year. Although there is still a variance between the result and the standard, these figures may fluctuate with the serious and persistent offending we are seeing (such as being involved in ram raids and offending multiple times). The common reasons why young people experienced a prolonged stay in Police custody for 24hrs and over includes: our ability to secure an alternative placement to remaining in Police custody, staff availability to transport young people from Police custody to Oranga Tamariki custody placement and back, some young people may be returned to Police custody under s.238(1)(e) after appearing in Youth Court to re-appear (later that day or the next day), and some are remanded into the custody of the Chief Executive under S.238(1)(d) and housed in Police custody under S.242(1)(b) until collected by staff (when transport is arranged).

2022/23 Investing in Children and Young People financial performance

Actual 2022 \$000	Financial performance (figures are GST exclusive)	Main Estimated 2023 \$000	Supplementary Estimates 2023 \$000	Actual 2023 \$000	Main Estimated 2024 \$000
Revenue					
1,380,536	Crown	1,310,610	1,382,089	1,382,089	1,493,127
10,124	Department	5,194	7,757	9,499	7,003
6,737	Other	5,424	6,897	5,743	5,424
1,397,397	Total Revenue	1,321,228	1,396,743	1,397,331	1,505,554
18,040	Intensive Intervention	13,538	13,663	18,508	13,751
439,682	Prevention and Early Intervention	395,154	420,925	436,229	467,565
923,947	Statutory Intervention and Transitions	902,958	952,132	930,991	1,013,911
8,051	Policy Advice and Ministerial Services	9,578	10,023	9,287	10,327
1,389,720	Total Expense	1,321,228	1,396,743	1,395,015	1,505,554
7,677	Net Surplus/(Deficit)	-	-	2,316	-

Oranga Tamariki-Ministry for Children - Capital Expenditure PLA (M93) (A32)

This appropriation is limited to the purchase or development of assets by and for the use of Oranga Tamariki-Ministry for Children as authorised by section 24(1) of the Public Finance Act 1989.

This appropriation is intended to achieve the replacement or upgrade of assets in support of the delivery of the Ministry's services.

A4.1.1	Standard Report on	2021/22 Actual Achieved	2022/23 Actual Achieved
Expenditure is in accordance with the Ministry's annual capital asset management and Long-Term Capital Investment Plan priorities which relate to developing and improving: <ul style="list-style-type: none"> our core technology platforms our residential spaces our community sites 			

Why is this measure important?

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.

Commentary

Expenditure was in accordance with the Ministry's annual capital asset management and long-term capital investment plan priorities. Highlights include:

- Developing our core technology platforms, including our data warehouse and communication systems.
- Continuing the process to upgrade community sites to ensure they are safe, welcoming and conducive to productive work alongside partners – 19 sites have now either been completed or are in the detailed design/construction phase. All sites have had their furniture upgraded, the first phase of the process.
- Developing and enhancing our residential spaces by:
 - completing two new specialist group homes and purchasing the land for a third, funded through Budget 2019
 - improving safety at YJ residences
 - maintaining the existing residential asset base

2022/23 Connection and Advocacy Service financial performance

Actual 2022 \$000	Financial performance (figures are GST exclusive)	Main Estimated 2023 \$000	Supplementary Estimates 2023 \$000	Actual 2023 \$000	Main Estimated 2024 \$000
13,314	Capital Expenditure (PLA)	83,318	83,318	30,334	48,600







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Statement of responsibility

Tēnā responsible, as Chief Executive of Oranga Tamariki—Ministry for Children, for:

- the preparation of the Ministry's financial statements and statements of expenses and capital expenditure, and for the judgements expressed in them;
- having in place a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting;
- ensuring that end-of-year performance information on each appropriation administered by the Ministry is provided in accordance with sections 19A to 19C of the Public Finance Act 1989, whether or not that information is included in this annual report; and
- the accuracy of any end-of-year performance information prepared by Oranga Tamariki—Ministry for Children, whether or not that information is included in the annual report.

In my opinion:

- the annual report fairly reflects the operations, progress, and the organisational health and capability of Oranga Tamariki—Ministry for Children;
- the financial statements fairly reflect the financial position of the Ministry as at 30 June 2023 and its operations for the year ended on that date; and
- the forecast financial statements fairly reflect the forecast financial position of the Ministry as at 30 June 2024 and its operations for the year ending on that date.



Chappie Te Kani
Te Tumu Whakarae mō ngā Tamariki
Secretary for Children/Chief Executive
Oranga Tamariki

2 October 2023

Independent Auditor's Report

To the readers of Oranga Tamariki – Ministry for Children's annual report for the year ended 30 June 2023

The Auditor-General is the auditor of Oranga Tamariki – Ministry for Children (the Ministry). The Auditor-General has appointed me, John Whittal, using the staff and resources of Audit New Zealand, to carry out, on his behalf, the audit of:

- the financial statements of the Ministry on pages 115 to 138, that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2023, the statement of comprehensive revenue and expense, statement of changes in equity, and statement of cash flows for the year ended on that date, and the statement of trust monies for the year ended 30 June 2023 and the notes to the financial statements that include accounting policies and other explanatory information;
- the performance information for the appropriations administered by the Ministry for the year ended 30 June 2023 on pages 10-15, and 62-106;
- the statements of expenses and capital expenditure of the Ministry for the year ended 30 June 2023 on pages 143 to 144;
- the schedules of non-departmental activities which are managed by the Ministry on behalf of the Crown on pages 139 to 142 that comprise:
 - the schedules of assets; liabilities; commitments; and contingent liabilities and contingent assets as at 30 June 2023;
 - the schedule of expenses for the year ended 30 June 2023; and
 - the notes to the schedules that include accounting policies and other explanatory information.

Opinion

In our opinion:

- the financial statements of the Ministry:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2023;
 - its financial performance and cash flows for the year ended on that date;
 - statement of trust monies for the year ended 30 June 2023; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards.
- the performance information for the appropriations administered by the Ministry for the year ended 30 June 2023:
 - presents fairly, in all material respects:
 - what has been achieved with the appropriation; and
 - the actual expenses or capital expenditure incurred as compared with the expenses or capital expenditure that were appropriated or forecast to be incurred; and
 - complies with generally accepted accounting practice in New Zealand.
- the statements of expenses and capital expenditure of the Ministry are presented fairly, in all material respects, in accordance with the requirements of section 45A of the Public Finance Act 1989.
- the schedules of non-departmental activities which are managed by the Ministry on behalf of the Crown present fairly, in all material respects, in accordance with the Treasury Instructions:
 - the schedules of assets; liabilities; commitments; and contingent liabilities and contingent assets as at 30 June 2023; and
 - the schedule of expenses for the year ended 30 June 2023.

Our audit was completed on 2 October 2023. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Chief Executive and our responsibilities relating to the information to be audited, we comment on other information, and we explain our independence.

Independent Auditor's Report

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of the Chief Executive for the audited information

The Chief Executive is responsible on behalf of the Ministry for preparing:

- financial statements that present fairly the Ministry's financial position, financial performance, and its cash flows, and that comply with generally accepted accounting practice in New Zealand.
- performance information that presents fairly what has been achieved with each appropriation, the expenditure incurred as compared with expenditure expected to be incurred, and that complies with generally accepted accounting practice in New Zealand.
- statements of expenses and capital expenditure of the Ministry, that are presented fairly, in accordance with the requirements of the Public Finance Act 1989.
- schedules of non-departmental activities, in accordance with the Treasury Instructions, that present fairly those activities managed by the Ministry on behalf of the Crown.

The Chief Executive is responsible for such internal control as is determined is necessary to enable the preparation of the information to be audited that is free from material misstatement, whether due to fraud or error.

In preparing the information to be audited, the Chief Executive is responsible on behalf of the Ministry for assessing the Ministry's ability to continue as a going concern. The Chief Executive is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of the Ministry, or there is no realistic alternative but to do so.

The Chief Executive's responsibilities arise from the Public Finance Act 1989.

Responsibilities of the auditor for the audited information

Our objectives are to obtain reasonable assurance about whether the information we audited, as a whole, is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of the information we audited.

For the budget information reported in the information we audited, our procedures were limited to checking that the information agreed to the Ministry's information on strategic intentions for the period 2021-2026, Estimates and Supplementary Estimates of Appropriation 2022/23 for Vote Oranga Tamariki, and the 2022/23 forecast financial figures included in the Ministry's 2021/22 annual report.

We did not evaluate the security and controls over the electronic publication of the information we audited.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit.

Also:

- We identify and assess the risks of material misstatement of the information we audited, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Ministry's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Chief Executive.
- We evaluate the appropriateness of the reported performance information for the appropriations administered by the Ministry.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Chief Executive and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Ministry's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the information we audited or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Ministry to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the information we audited, including the disclosures, and whether the information we audited represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Chief Executive regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Chief Executive is responsible for the other information. The other information comprises the information included on pages 1 to 113, but does not include the information we audited, and our auditor's report thereon.

Our opinion on the information we audited does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

Our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the information we audited or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Ministry in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) (PES 1) issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests, in the Ministry.



Audit New Zealand

On behalf of the Auditor-General
Wellington, New Zealand

AUDIT NEW ZEALAND

Mana Arotake Aotearoa



PETER GOSSAGE
Maui
and other
Maori Legends
A Classic Tales
of Aotearoa

Statement of Comprehensive Revenue and Expense

FOR THE YEAR ENDED 30 JUNE 2023

Actual 2022		Notes	Actual 2023	Unaudited Budget 2023	Unaudited Forecast 2024
\$000			\$000	\$000	\$000
Revenue					
1,404,113	Revenue Crown		1,406,233	1,329,585	1,522,850
10,148	Department Revenue		9,522	5,213	7,022
6,737	Other Revenue	2	5,743	5,424	5,424
1,420,998	Total revenue		1,421,498	1,340,222	1,535,296
Expenses					
528,663	Personnel costs	3	542,060	517,664	602,049
8,597	Depreciation and amortisation expense	10,11	9,309	26,089	29,010
20,021	Capital charge	4	26,698	16,046	18,670
19,186	Shared service fees		15,971	43,254	11,725
829,807	Other expenses	5	824,571	737,169	873,842
1,406,274	Total expenses		1,418,609	1,340,222	1,535,296
14,724	Net Operating Surplus/(deficit)		2,889	-	-
Remeasurements					
1,989	Unrealised (loss)/gain in fair value in discount rates for retiring and long service leave		620	-	-
1,989	Total Remeasurements		620	-	-
16,713	Net surplus/(deficit)		3,509	-	-
Other comprehensive revenue and expense					
Item that will not be reclassified to net surplus/(deficit)					
71,636	Gain on property revaluations		-	-	-
71,636	Total other comprehensive revenue and expense		-	-	-
88,349	Total comprehensive revenue and expense		3,509	-	-

Explanations of significant variances against the original 2022/23 budget are provided in Note 20. The accompanying notes form part of these financial statements.

Statement Of Financial Position

AS AT 30 JUNE 2023

Actual 2022		Notes	Actual 2023	Unaudited Budget 2023	Unaudited Forecast 2024
\$000			\$000	\$000	\$000
Equity					
195,866	Taxpayers' funds	16	273,547	273,547	317,046
260,405	Property revaluation reserve	16	260,405	188,769	260,406
77,681	Capital contribution	16	43,499	67,318	28,592
533,952	Total equity		577,451	529,634	606,044
Assets					
Current assets					
132,212	Cash and cash equivalents	7	147,619	147,008	142,563
6,107	Receivables	8	3,933	62	469
6,239	Prepayments		8,775	5,554	8,772
58,529	Crown receivable	9	58,529	-	58,529
6,967	Receivables from Ministry of Social Development		1,783	17,548	5,248
210,054	Total current assets		220,639	170,172	215,581
Non-current assets					
482,427	Property, plant and equipment	10	498,526	500,073	529,407
8,292	Intangible assets	11	13,300	21,321	2,010
490,719	Total non-current assets		511,826	521,394	531,417
700,773	Total assets		732,465	691,566	746,998
Liabilities					
Current liabilities					
81,421	Payable and accruals	12	76,315	82,028	62,258
-	- Crown payable		-	2,234	-
947	Income in advance	12	-	1,435	-
16,713	Return of operating surplus	13	3,509	8,442	3,506
50,321	Employee entitlements	15	57,078	47,322	57,078
3,992	Other provisions	14	4,026	5,625	4,026
153,394	Total current liabilities		140,928	147,086	126,868
Non-current liabilities					
13,427	Employee entitlements	15	14,086	14,846	14,086
13,427	Total non-current liabilities		14,086	14,846	14,086
166,821	Total liabilities		155,014	161,932	140,954
533,952	Net assets		577,451	529,634	606,044

Explanations of significant variances against the original 2022/23 budget are provided in Note 20
The accompanying notes form part of these financial statements.

Statement of Changes in Equity

FOR THE YEAR ENDED 30 JUNE 2023

Actual 2022		Notes	Actual 2023 \$000	Unaudited Budget 2023 \$000	Unaudited Forecast 2024 \$000
400,428	Balance at 1 July		533,952	462,316	577,452
88,349	Total comprehensive revenue and expense		3,509	-	-
Owner transactions					
(16,713)	Return of operating surplus to the Crown	13	(3,509)	-	-
76,556	Capital injections	16	43,499	67,318	28,592
(15,793)	Capital withdrawal	16	-	-	-
1,125	Capital injections - non cash	16	-	-	-
533,952	Balance at 30 June		577,451	529,634	606,044

Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2023

Actual 2022		Actual 2023 \$000	Unaudited Budget 2023 \$000	Unaudited Forecast 2024 \$000
Cash flows from operating activities				
1,323,385	Receipts from Revenue Crown	1,406,233	1,329,585	1,522,850
13,109	Receipts from other revenue	17,438	10,637	12,446
(829,485)	Payments to suppliers	(839,761)	(735,935)	(872,608)
(522,610)	Payments to employees	(520,684)	(518,898)	(603,283)
(20,021)	Payments for capital charge	(26,698)	(16,046)	(18,670)
1,965	Goods and services tax (net)	(6,703)	-	(14,058)
(10,873)	Payments to the Ministry of Social Development	(10,787)	(43,254)	(11,725)
(44,530)	Net cash flow from operating activities	19,038	26,089	14,952
Cash flows from investing activities				
(20,290)	Purchase of property, plant and equipment	(25,225)	(72,300)	(47,600)
(2,991)	Purchase of intangible assets	(5,192)	(11,018)	(1,000)
(23,281)	Net cash flow from investing activities	(30,417)	(83,318)	(48,600)
Cash flows from financing activities				
76,556	Capital injections	43,499	67,318	28,592
(15,793)	Capital withdrawal from the Crown	-	-	-
(8,442)	Return of operating surplus	(16,713)	-	-
52,321	Net cash flow from financing activities	26,786	67,318	28,592
(15,490)	Net (decrease)/increase in cash	15,407	10,089	(5,056)
147,702	Cash at the beginning of the period	132,212	136,919	147,619
132,212	Cash at the end of the period	147,619	147,008	142,563

Explanations of significant variances against the original 2022/23 budget are provided in Note 20. The accompanying notes form part of these financial statements.

Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2023

Reconciliation of net surplus/(deficit) to net cash flow from operating activities

Actual 2022		Actual 2023	Unaudited Budget 2023	Unaudited Forecast 2024
\$000	Notes	\$000	\$000	\$000
16,713	Net surplus/(deficit)	3,509	-	-
Add/(less) non-cash items				
7,513	Depreciation expense	9,125	9,520	16,720
1,084	Amortisation expense	184	16,569	12,290
8,186	Adjustment as a result of software as a service change	-	-	-
16,783	Total non-cash items	9,309	26,089	29,010
Add/(less) movements in statement of financial position items				
(76,191)	(Increase)/decrease in receivables	7,357	-	-
(688)	(Increase)/decrease in prepayments	(2,535)	-	-
(605)	Increase/(decrease) in payable and accruals	(5,106)	-	(14,058)
(488)	Increase/(decrease) in revenue received in advance	(947)	-	-
2,998	Increase/(decrease) in employee entitlements	6,758	-	-
1,633	Increase/(decrease) other provisions	34	-	-
(76,607)	Total net movements in working capital items	5,561	-	(14,058)
Add/(less) movements in non-current liabilities				
(1,419)	Increase/(decrease) in employee entitlements	659	-	-
(1,419)	Net movements in non-current liabilities	659	-	-
(44,530)	Net cash flow from operating activities	19,038	26,089	14,952

Explanations of significant variances against the original 2022/23 budget are provided in Note 20
The accompanying notes form part of these financial statements.

Statement of Commitment

FOR THE YEAR ENDED 30 JUNE 2023

Actual 2022 \$000		Actual 2023 \$000
	Operating leases as lessee	
	The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:	
24,128	Not later than one year	22,193
48,247	Later than one year and not later than five years	40,103
3,121	Later than five years	5,249
75,496	Total non-cancellable accommodation leases	67,545
75,496	Total commitments	67,545

Capital Commitments

The Ministry has no capital commitments (2022: nil)

Digital Workplace Programme leases

Oranga Tamariki–Ministry for Children leases computer equipment in the normal course of its business. These leases are for lap-top computers and mobile phones for the Digital Workplace Programme which have non-cancellable leasing periods ranging from 36 months to 7 years. These non-cancellable operating leases have varying terms, escalations clauses and renewal rights.

Non-cancellable accommodation leases

Oranga Tamariki–Ministry for Children leases property in the normal course of its business. These leases are for premises which have non-cancellable leasing periods ranging from three to 20 years. Oranga Tamariki–Ministry for Children's non-cancellable operating leases have varying terms, escalation clauses and renewal rights.

Statement of Contingent Liabilities and Contingent Asset

FOR THE YEAR ENDED 30 JUNE 2023

Unquantifiable contingent liabilities

There is legal action against the Crown relating to historical abuse claims. At this stage the number of claimants and the outcomes of these cases are uncertain. The disclosure of an amount for these claims may prejudice the legal proceedings.

Oranga Tamariki–Ministry for Children also has other unquantifiable contingent liabilities in relation to potential claims against Oranga Tamariki–Ministry for Children for costs associated with proceedings under the Oranga Tamariki Act 1989 or other civil claims. This unquantified liability only relates to potential claims for court or legal costs.

Quantifiable contingent liabilities

Actual 2022 \$000		Actual 2023 \$000
515	Personal grievances	589
515	Total contingent liabilities	589

Personal grievances

Personal grievance claims are claims raised as personal grievances under the Employment Relations Act 2000 by employees of Oranga Tamariki–Ministry for Children. There are 72 personal grievance claims (2022: 61 personal grievances claims). The assessed contingent liability for personal grievance claims is assessed by Oranga Tamariki–Ministry for Children as the potential compensation payment under section 123(1)(c)(i) of the Employment Relations Act 2000 that may be awarded by the Employment Relations Authority if the employee's claim was successful.

Quantifiable contingent assets

The Ministry has no contingent assets (2022: nil).

Statement of Trust Monies

FOR THE YEAR ENDED 30 JUNE 2023

Oranga Tamariki—Ministry for Children operates trust accounts as the agent under section 66 of the Public Finance Act 1989. The transactions through these accounts and their balances as at 30 June 2023 are not included in the financial statements for Oranga Tamariki—Ministry for Children.

Actual 2022 \$000		Actual 2023 \$000
William Wallace Trust		
559	Balance at 1 July	549
41	Contributions	33
(55)	Distributions	(37)
4	Revenue	18
549	Balance at 30 June	563
Custody Trust		
63	Balance at 1 July	64
-	Contributions	-
-	Distributions	(15)
1	Revenue	2
64	Balance at 30 June	51

William Wallace Trust Account

The Prime Minister's Oranga Tamariki Awards are held by Oranga Tamariki—Ministry for Children on an annual basis to celebrate the achievements of young people in care. The William Wallace prizes are given in the form of scholarship funding for tertiary study or a contribution to vocational and leadership programmes at these annual awards. The trust was established in May 1995 and is administered by Oranga Tamariki—Ministry for Children.

Custody Trust Account

The Custody Trust account has been established and administered by Oranga Tamariki—Ministry for Children to manage donations received from the public on behalf of children who were under the care and guardianship of the Chief Executive.

Notes to Financial Statements

Note 1 Statement of Accounting Policies: Departmental

Reporting entity

Oranga Tamariki—Ministry for Children is a government department as defined by section 5 of the Public Service Act 2020 and is domiciled and operates in New Zealand. The relevant legislation governing the operations for Oranga Tamariki—Ministry for Children includes the Public Finance Act 1989 (PFA), Public Service Act 2020, Vulnerable Children Act 2014 and Oranga Tamariki Act 1989. The ultimate parent for Oranga Tamariki—Ministry for Children is the New Zealand Crown.

In addition, Oranga Tamariki—Ministry for Children has reported on trust monies administered by the department and Crown activities that it administers in the non-departmental statements and schedules on pages 139 to 142.

The financial statements for the year ended 30 June 2023 were authorised for issue by the Chief Executive of Oranga Tamariki—Ministry for Children on 2 October 2023.

The primary objective of Oranga Tamariki—Ministry for Children is to provide services to support any child in New Zealand whose wellbeing is at significant risk of harm now, or in the future. Oranga Tamariki—Ministry for Children also supports young people who may have offended or are likely to offend. It is believed that with the right environment, the right people surrounding and nurturing them, any child can, and should flourish, which in turn will reduce re-offending. Oranga Tamariki—Ministry for Children does not operate to make a financial return.

Oranga Tamariki—Ministry for Children has designated itself as a public benefit entity (PBE) for the purposes of complying with generally accepted accounting practice.

Basis of preparation

The financial statements have been prepared on a going-concern basis, and the accounting policies have been applied consistently throughout the period.

Statement of compliance

The financial statements of Oranga Tamariki—Ministry for Children have been prepared in accordance with the requirements of the PFA, which includes the requirements to comply with New Zealand Generally Accepted Accounting Practice (NZ GAAP) and Treasury Instructions.

These financial statements have been prepared in accordance with and comply with PBE accounting standards.

New or amended standards adopted

PBE IPAS 41 Financial Instruments

In March 2019, the External Reporting Board (XRB) issued PBE IPSAS 41 Financial Instruments, which supersedes both PBE IFRS 9 Financial Instruments and PBE IPSAS 29 Financial Instruments: Recognition and Measurement. Oranga Tamariki—Ministry for Children has adopted PBE IPSAS 41 for the first time this year. There has been little change as a result of adopting the new standard, because the requirements are similar to those contained in PBE IFRS 9.

PBE FRS 48 Service Performance Reporting

This Standard establishes new requirements for the selection and presentation of service performance information. Oranga Tamariki—Ministry for Children has adopted PBE FRS 48. The main change between PBE FRS 48 and PBE IPSAS 1 Presentation of Financial Statements is that PBE FRS 48 requires additional information to be disclosed on the judgements that have the most significant effect on the selection, measurement, aggregation, and presentation of service performance information. This is disclosed on page 66-68 of the service performance information.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000), other than the related party transaction disclosures in note 17. The related party transaction disclosures are rounded to the nearest dollar.

Summary of significant accounting policies

Significant accounting policies are included in the notes to which they relate.

Significant accounting policies that do not relate to a specific note are outlined below.

Goods and services tax (GST)

Items in the financial statements are stated exclusive of GST, except for receivables and payables, which are stated on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of the receivables or payables in the statement of financial position.

The net GST paid to or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Income tax

Oranga Tamariki—Ministry for Children is a public authority and consequently is exempt from income tax. Accordingly, no provision has been made for income tax.

Cost allocation

Oranga Tamariki—Ministry for Children has determined the cost of outputs using the cost allocation system outlined below.

Input costs can be classified as direct and indirect.

Direct costs are those costs directly attributed to an output. Indirect costs are those costs that cannot be attributed to a specific output in an economically feasible manner. These costs are incurred in the operation of Oranga Tamariki—Ministry for Children and are charged to outputs based on cost drivers such as full-time equivalent (FTE) staff or workload information obtained from surveys and/or other data sources, which reflect an appropriate measure of resource consumption or use.

To ensure that corporate costs are allocated, as accurately as possible Oranga Tamariki—Ministry for Children has adopted a three-tier corporate allocation methodology.

The first stage allocates all direct costs to output expenses as and when they are incurred.

The second stage accumulates and allocates indirect costs to output expenses based on cost drivers, such as full-time equivalent (FTE) staff or workload information obtained from surveys and/or other data sources, which reflect an appropriate measure of resource consumption or use.

The third stage accumulates and allocates overhead costs to output expenses based on resource consumption/use where possible, such as the FTE staff ratio, or where an appropriate driver cannot be found then in proportion to the cost charges in the previous two stages.

There have been no changes in cost accounting policies since the date of the last audited financial statements.

Critical accounting estimates and assumptions

In preparing these financial statements, estimates and assumptions have been made concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are in respect of:

Estimating the fair value of land and buildings – see Note 10

Assessing the useful lives of software – see Note 11

Measuring long service leave and retirement gratuities – see Note 15

Notes to Financial Statements

Critical judgements in applying accounting policies

Management has exercised the following critical judgements in applying accounting policies:

Classification of leases – see Note 5

Budget and forecast figures

Basis of the budget and forecast figures

The 2023 budget figures are for the year ended 30 June 2023. They are consistent with the best estimate financial forecast information for Oranga Tamariki—Ministry for Children submitted to the Treasury for the Budget Economic and Fiscal Update (BEFU) for the year ending 30 June 2023.

The 2024 forecast figures are for the year ending 30 June 2024 which are consistent with the best estimate financial forecast information submitted to the Treasury for the Pre-election Economic and Fiscal Update (PREFU) for the year ending 30 June 2024.

The forecast financial statements have been prepared as required by the PFA to communicate forecast financial information for accountability purposes.

The budget and forecast figures are unaudited and have been prepared using the accounting policies adopted in preparing these financial statements.

The 30 June 2024 forecast figures have been prepared in accordance with PBE FRS 42 Prospective Financial Statements.

The forecast financial statements were approved for issue by the Chief Executive on 9 August 2023.

The Chief Executive is responsible for the forecast financial statements, including the appropriateness of the assumptions underlying them and all other required disclosures.

While Oranga Tamariki—Ministry for Children regularly updates its forecasts, updated forecast financial statements for the year ending 30 June 2023 will not be published.

Significant assumptions used in preparing the forecast financials

The forecast figures contained in these financial statements reflect the purpose and activities of Oranga Tamariki—Ministry for Children and are based on a number of assumptions of what may occur during the 2023/24 year. The forecast figures have been compiled on the basis of existing government policies and ministerial expectations at the time the Main Estimates were finalised.

The main assumptions, which were adopted as at 9 August 2023, were as follows:

- The activities of Oranga Tamariki—Ministry for Children and output expectations will remain substantially the same as the previous year focusing on the Government's priorities.
- Personnel costs were based on historical cost.
- Operating costs were based on historical experience and other factors that are believed to be reasonable in the circumstances and are the best estimate of future costs that will be incurred by Oranga Tamariki—Ministry for Children.
- Remuneration rates are based on current wages and salary costs, adjusted for anticipated remuneration changes
- Land and buildings are not revalued
- Estimated year-end information for 2022/23 was used as the opening position for the 2023/24 forecasts.

The actual financial results achieved for 30 June 2024 are likely to vary from the forecast information presented, and the variations may be material.

Note 2: Revenue

Accounting policy

The specific accounting policies for significant revenue items are explained below:

Revenue Crown

Revenue from the Crown is measured based on Oranga Tamariki—Ministry for Children’s funding entitlement for the reporting period. The funding entitlement is established by Parliament when it passes the Appropriation Acts for the financial year. The amount of revenue recognised takes into account any amendments to appropriations approved in the Appropriation (Supplementary Estimates) Act for the year and certain other unconditional funding adjustments formally approved prior to balance date.

There are no conditions attached to the funding from the Crown. However, Oranga Tamariki—Ministry for Children can incur expenses only within the scope and limits of its appropriations.

The fair value of Revenue Crown has been determined to be equivalent to the funding entitlement.

Breakdown of Department and Other Revenue

Actual 2022 \$000	Actual 2023 \$000
6,737 Other recoveries	5,743
6,737 Total revenue other	5,743

Other Recoveries

Oranga Tamariki—Ministry for Children received revenue from child support receipts on behalf of children in the care of the Chief Executive. Revenue is recognised when the obligation is incurred.

Note 3: Personnel costs

Actual 2022 \$000	Actual 2023 \$000
495,875 Salaries and wages	510,195
3,570 Increase/(decrease) in employee entitlements	8,064
14,195 Employer contributions to defined contribution plans	14,492
15,023 Other	9,309
528,663 Total personnel costs	542,060

Accounting policy

Salaries and Wages

Salaries and wages are recognised as an expense as employees provide services.

Superannuation schemes – Defined contribution scheme

Employee contributions to the State Sector Retirement Savings Scheme, KiwiSaver, and the Government Superannuation Fund are accounted for as defined contribution superannuation schemes and are expensed in the surplus or deficit as incurred.

Note 4: Capital charge

Oranga Tamariki—Ministry for Children pays a capital charge to the Crown on its equity at 31 December and 30 June each financial year. The capital charge rate for the year ended 30 June 2023 was 5% (2022: 5%).

Accounting policy

The capital charge is recognised as an expense in the financial year to which the charge relates.

Notes to Financial Statements

Note 5: Other expenses

Actual 2022 \$000		Actual 2023 \$000
430	Audit fees ⁶⁹	443
36,275	Rental, leasing and occupancy costs	32,063
	– Bad debts written off	304
112	Impairment of receivables	(110)
334,405	Client financial plan costs ⁷⁰	321,833
332,432	Non-specific client costs ⁷¹	341,746
9,331	Office operating expenses	7,073
44,141	IT related operating expenses	58,988
3,558	Travel expenses	5,411
42,433	Consultancy and contractors' fee	25,076
14,430	Professional fees	11,672
12,260	Other operating expenses	20,072
829,807	Total operating costs	824,571

Accounting policy

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to the ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

Other expenses

Other expenses are recognised as an expense in the financial year in which they are incurred.

Note 6: Loss on disposal of property, plant and equipment

During the year, Oranga Tamariki—Ministry for Children did not dispose any property, plant and equipment. (2022: Nil)

Note 7: Cash and cash equivalents

Actual 2022 \$000		Actual 2023 \$000
132,212	Cash at bank and on hand	147,619
132,212	Total cash and cash equivalents	147,619

69 Audit fees includes statutory audit fees only

70 Client financial plan costs includes monies paid for the provision of the care and protection of children and young people, and the provision of programmes and services to support the resolution of behaviour and relationship difficulties. A portion of these costs is used to support statutory processes to promote opportunities for family/whānau, hapū/iwi and family groups to consider care and protection and youth justice issues and to contribute to a decision-making process that often removes the need for court involvement.

71 Non-specific client costs include costs which cannot be attributed to a specific client. It includes costs for maintaining an infrastructure that supports Oranga Tamariki—Ministry for Children to meet its legal and support obligations for the care and protection of children and young people and the casework resolution process. The costs can be grouped into four main categories:

- family home costs including bed availability allowances, family home supplies and foster parent resettlement grants
- residential costs including programmes and client costs
- costs for Care and Protection resource panels of external advisors mandated by the Oranga Tamariki Act 1989, to advise on procedures
- external provider contract costs for specific programmes run by non-government organisations to help children and young people.

Accounting policy

Cash and cash equivalents include cash on hand, cash in transit, bank accounts and deposits with a maturity of no more than three months from the date of acquisition.

Although cash and cash equivalents at 30 June 2023 are subject to the expected credit loss requirements of PBE IPSAS 41, no loss allowance has been recognised because the estimated loss allowance for credit losses is trivial.

Oranga Tamariki—Ministry for Children is only permitted to expend its cash and cash equivalents within the scope and limits of its appropriations.

Note 8: Debtors and other receivables

Actual 2022 \$000		Actual 2023 \$000
Trade and other receivables		
6,470	Debtors (Gross)	4,185
(363)	Less allowance for credit loss	(252)
6,107	Net debtors	3,933
6,107	Receivables from exchange transactions	3,933
6,107	Total debtors and other receivables	3,933
The movement in the allowance for credit loss is as follows:		
251	Balance at 1 July	309
58	Additional/Reduction of credit loss made during the year	(57)
309	Balance at end of the year	252

The allowance for credit losses is detailed below:

	As at 30 June 2022				As at 30 June 2023			
	Gross	Lifetime expected credit loss	Net	Expected credit loss rate	Gross	Lifetime expected credit loss	Net	Expected credit loss rate
	\$000	\$000	\$000	%	\$000	\$000	\$000	%
Not past due	4,294	-	4,294	-	2,566	-	2,566	-
Past due 1–30 days	307	-	307	-	777	-	777	-
Past due 31–60 days	129	-	129	-	63	-	63	-
Past due 61–90 days	400	-	400	-	72	-	72	-
Past due >91 days	1,340	(363)	977	5.61	707	(252)	455	6.03
Total gross carrying amount	6,470	(363)	6,107	5.61	4,185	(252)	3,933	6.03

Accounting policy

Short-term receivables are recorded at the amount due, less an allowance for expected credit losses (ECL).

Debtors allowance for credit loss

As at 30 June 2023 of the expected credit loss rates for trade and other receivables has been calculated based on a review of specific overdue receivables and a collective assessment. The collective credit loss is based on an analysis of past collection history and debt write-offs. Although cash and cash equivalents at 30 June 2023 are subject to the expected credit loss requirements of PBE IPSAS 41, no loss allowance has been recognised because the estimated loss allowance for credit losses is trivial.

As at 30 June 2023 Oranga Tamariki—Ministry for Children had no debtors deemed insolvent (2022: Nil).

All receivables more than 30 days in age are considered to be past due.

Notes to Financial Statements

Note 9: Crown receivable

Crown receivable represents cash yet to be drawn down from the Treasury. As at 30 June 2023, Crown receivable was \$58.529m. (2022: \$58.529m).

Note 10: Property, plant and equipment

	Land \$000	Buildings \$000	Furniture & Fittings \$000	Computer Equipment \$000	Leasehold Improvement \$000	Motor Vehicles \$000	Plant & Equipment \$000	Total \$000
Cost or revaluation								
Balance at 1 July 2021	176,834	205,423	2,693	23	13,073	93	55	398,194
Additions	599	6,088	7	-	8,076	-	-	14,730
Revaluation increase	42,118	25,707	-	-	-	-	-	67,825
Work in progress movement	-	6,313	(501)	-	-	874	-	6,686
Other asset movement	-	54	-	-	-	-	-	54
Balance at 30 June 2022	219,511	243,585	2,199	23	21,149	967	55	487,489
Balance at 1 July 2021	219,511	243,585	2,199	23	21,149	967	55	487,489
Additions	2,445	17,281	1,844	116	5,464	1,235	246	28,631
Work in progress movement	-	(5,827)	(598)	3,651	-	(463)	62	(3,175)
Other asset movement	-	(362)	(36)	92	-	-	-	(306)
Balance at 30 June 2023	221,956	254,677	3,409	3,882	26,613	1,739	363	512,639
Accumulated depreciation and impairment losses								
Balance at 1 July 2021	-	-	44	5	1,175	45	37	1,306
Depreciation expense	-	3,803	10	6	3,669	16	9	7,513
Eliminate on revaluation	-	(3,765)	(46)	-	-	-	-	(3,811)
Other asset movement	-	54	-	(1)	-	-	1	54
Balance at 30 June 2022	-	92	8	10	4,844	61	47	5,062
Balance at 1 July 2021	-	92	8	10	4,844	61	47	5,062
Depreciation expense	-	4,472	243	81	4,226	78	26	9,126
Other asset movement	-	(125)	10	40	-	-	-	(75)
Balance at 30 June 2023	-	4,439	261	131	9,070	139	73	14,113
Carrying amounts								
At 1 July 2021	176,834	205,423	2,649	18	11,898	48	18	396,888
At 30 June 2022 and 1 July 2022	219,511	243,493	2,191	13	16,305	906	8	482,427
At 1 July 2023	221,956	250,238	3,148	3,751	17,543	1,600	290	498,526

As at 30 June 2023 buildings in the course of construction total \$1.754m (2022: \$8.455m), furniture and fittings in the course of construction total \$1.540m (2022: \$2.139m), computer equipment in the course of construction total \$3.651m (2022: \$Nil), Motor Vehicles in the course of construction total \$411,000 (2022: \$874,000 and Plant & Equipment in the course of construction total \$62,000 (2022: \$Nil). No other asset classes have assets in the course of construction.

Accounting policy

Property, plant and equipment consist of the following asset classes: land, buildings, leasehold improvements, furniture and fittings, computer equipment, motor vehicles, plant and equipment.

Land is measured at fair value and buildings are measured at fair value less accumulated depreciation. All other asset classes are measured at cost, less accumulated depreciation and impairment losses.

Individual and groups of like assets are capitalised if their cost is greater than \$2,000.

Revaluations

Land and buildings are revalued at least every three years to ensure the carrying amount does not differ materially from the fair value. Fair value is determined from market-based evidence by an independent valuer. All other asset classes are carried at depreciated historical cost. The carrying values of revalued items are reviewed at each balance date to ensure those values are not materially different from fair value. Additions to assets between revaluations are recorded at cost.

Oranga Tamariki—Ministry for Children accounts for revaluations of property, plant and equipment on a class of asset basis.

The results of revaluations are recorded in the asset revaluation reserve for that class of asset. Where this results in a debit balance in the asset revaluation reserve, the balance is expensed in the Statement of Comprehensive Revenue and Expense. Any subsequent increase in value after revaluation that offsets a previous decrease in value recognised in the Statement of Comprehensive Revenue and Expense will be recognised first in the Statement of Comprehensive Revenue and Expense up to the amount previously expensed, and then credited to the revaluation reserve for that class of asset.

Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable the future economic benefits or service potential associated with the item will flow to Oranga Tamariki—Ministry for Children and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

In most instances, an item of property, plant and equipment is recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value at the date of acquisition.

Disposals

Gains and losses on disposal are determined by comparing the proceeds of disposal with the carrying amount of the asset. Gains and losses on disposal are included in the surplus or deficit. When a revalued asset is sold, the amount included in the property revaluation reserve in respect of the disposed asset is transferred to taxpayers' funds.

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable the future economic benefits or service potential associated with the item will flow to Oranga Tamariki—Ministry for Children and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant and equipment are recognised in the surplus or deficit as they are incurred.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment, other than land, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of property, plant and equipment have been estimated as follows:

Leasehold improvements are depreciated over the unexpired period of the lease.

Asset Type	Estimated Life	Depreciation Rate
Buildings (including components)	10–80 years	1.25%–10%
Furniture and fittings	3–5 years	20%–33%
Computer equipment	3–5 years	20%–33%
Motor vehicles	4–5 years	20%–25%
Plant and equipment	3–5 years	20%–33%

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each balance date.

Notes to Financial Statements

Impairment

Oranga Tamariki—Ministry for Children does not hold any cash-generating assets. Assets are considered cash generating where their primary objective is to generate a commercial return.

Non-cash-generating assets

Property, plant and equipment held at cost that have a finite useful life are reviewed for impairment at each balance date whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable service amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and its value in use.

Value in use is determined using an approach based on either a depreciated replacement cost approach, a restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is considered to be impaired and the carrying amount is written-down to the recoverable service amount. The total impairment loss is recognised in the surplus or deficit.

The reversal of an impairment loss is recognised in the surplus or deficit.

Critical accounting estimates and assumptions

Estimating the fair value of land and buildings

A desktop valuation of land and buildings owned by Oranga Tamariki—Ministry for Children was completed by Telfer Young Limited as at 30 June 2023. Registered valuer Hayden Doody, from Telfer Young Limited was the project manager. The valuations are in compliance with Public Benefit Entity International Public Sector Accounting Standards (IPSAS).

The next full valuation is scheduled for 2024/25.

Land

Land is valued at fair value using market-based evidence based on its highest and best use with reference to comparable land values.

Buildings

Non-specialised buildings such as, family homes, are valued at fair value using market-based evidence. Market rents and capitalisation rate methodologies were applied in determining the fair value of buildings. Residential centers such as, Care and Protection Residences and Youth Justice Residences, have been valued using optimised depreciated replacement cost. Optimised depreciated replacement cost is used for these buildings because of the specialised nature of the assets.

Restrictions

There are no restrictions over the title of the property, plant and equipment assets for Oranga Tamariki—Ministry for Children; nor are any property, plant and equipment assets pledged as security for liabilities.

Note 11: Intangible assets

	Internally Generated Software \$000
Cost	
Balance at 1 July 2021	27,099
Additions	2,759
Work in progress movement	(10,861)
Balance at 30 June 2022 and 1 July 2022	18,997
Additions	-
Work in progress movement	4,970
Other asset movement	(92)
Balance at 30 June 2023	23,875
Accumulated amortisation and impairment losses	
Balance at 1 July 2021	12,528
Amortisation expense	1,084
Other asset movement	(2,907)
Balance at 30 June 2022 and 1 July 2022	10,705
Amortisation expense	183
Other asset movement	(314)
Balance at 30 June 2023	10,575
Carrying amounts	
At 1 July 2021	14,571
At 30 June 2022 and 1 July 2022	8,292
At 30 June 2023	13,300

The total amount of intangibles in the course of construction is \$13.300m (2022: \$8.330m).

Accounting policy

Software acquisition and development

Acquired computer software and licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs include the cost of services, software development employee costs, and an appropriate portion of relevant overheads.

Costs associated with maintaining computer software and staff training costs are recognised as an expense when incurred.

Costs of software updates or upgrades are only capitalised when they increase the usefulness or value of the software.

Costs associated with the development and maintenance of the website are recognised as an expense when incurred for Oranga Tamariki—Ministry for Children.

Notes to Financial Statements

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each financial year is recognised in the surplus or deficit.

The useful lives and associated amortisation rate is as follows:

Asset Type	Estimated Life	Amortisation Rate
Developed computer software	3–8 years	12.5%–33%

Impairment

Oranga Tamariki—Ministry for Children has recognised an impairment loss of nil for the current year (2022: Nil) for internally developed software.

Intangible assets subsequently measured at cost that have an indefinite useful life, or are not yet available for use, are not subject to amortisation and are tested annually for impairment.

For further details, refer to the policy for impairment of property, plant and equipment in Note 10. The same approach applies to the impairment of intangible assets.

Critical accounting estimates and assumptions

Restrictions

There are no restrictions over the title of the intangible assets, nor are any pledged as security for liabilities.

Note 12: Payables and accruals

Actual 2022 \$000		Actual 2023 \$000
Payables and deferred revenue under exchange transactions		
859	Creditors	7,391
947	Income in advance	-
65,196	Accrued expenses	60,261
67,002	Total payables and deferred revenue under exchange transactions	67,652
Payables and deferred revenue under non-exchange transactions		
15,366	GST payable	8,663
82,368	Total payables and accruals	76,315

Accounting policy

Short-term payables are recorded at the amount payable.

Note 13: Return of operating surplus

Actual 2022 \$000		Actual 2023 \$000
16,713	Net surplus/(deficit)	3,509
16,713	Total return of operating surplus	3,509

The return of operating surplus to the Crown is required to be paid by 31 October of each year.

Note 14: Provisions

Actual 2022 \$000		Actual 2023 \$000
-	ACC	3,301
3,992	Other provisions	725
3,992	Total provisions	4,026

ACC Partnership programme

The Ministry belongs to the ACC Accredited Employer programme, whereby it accepts the management and financial responsibility of the work-related illnesses and accidents. Under the Programme, the Ministry is liable for all claim costs for a period of five years after the end of the cover period in which the injury occurred. At the end of the five-year period, the Ministry pays a premium to ACC for the value of residual claims, and the liability for ongoing claims from that point passes to ACC.

Accounting policy

A provision is recognised for future expenditure of uncertain amount or time when:

- there is a present obligation (either legal or constructive) as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation.

Provisions are not recognised for net deficits from future operating activities.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate based on market yields on government bonds at balance date with terms to maturity that match, as closely as possible, the estimated timing of the future cash outflows. The increase in the provision due to the passage of time is recognised as an interest expense and is included in “finance costs”.

Note 15a: Employee entitlements

Actual 2022 \$000		Actual 2023 \$000
Current liabilities		
9,982	Retirement and long service leave	10,405
40,339	Provision for annual leave	46,673
50,321	Total current portion	57,078
Non-current liabilities		
13,427	Retirement and long service leave	14,086
13,427	Total non-current portion	14,086
63,748	Total employment entitlements	71,164

Notes to Financial Statements

Short-term employee entitlements

Employee entitlements that are due to be settled within 12 months after the end of the year in which the employee provides the related service are measured based on accrued entitlement at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned but not yet taken at balance date, retiring and long service leave entitlements expected to be settled within 12 months and sick leave.

Oranga Tamariki—Ministry for Children recognises a liability and an expense for performance payments where it is contractually obliged to pay them, or where there is a past practice that has created a constructive obligation.

Long-term employee entitlements

Entitlements payable beyond 12 months, such as long service leave and retiring leave, have been calculated on an actuarial basis.

An independent actuarial valuation has been undertaken in the current year and will continue to be undertaken annually to estimate the present value of long service and retiring leave liabilities.

The calculations are based on:

- likely future entitlements accrued to employees, based on years of service, years to entitlement, the likelihood that employees will reach the point of entitlement and contractual entitlements.
- the present value of the estimated future cash flows.

Independent valuer Jordan Borchowsky from Melville Jessup Weaver valued the retiring and long service leave as at 30 June 2023.

Critical accounting estimates and assumptions

Long service leave and retirement gratuities

The present value of the retirement and long service leave obligations is determined on an actuarial basis using a number of assumptions. Two key assumptions used in calculating this liability are the discount rate and the salary inflation factor. Any changes in these assumptions will have an impact on the carrying amount of the liability.

Oranga Tamariki—Ministry for Children uses the interest rates and the salary inflation factor as supplied and published by the Treasury.

Note 15b: Discount rates and salary inflation applied

As at 30 June 2022			Employee Entitlement Variables	As at 30 June 2023		
2022 %	2023 %	2024 %		2024 %	2025 %	2026 %
3.34	3.70	4.29	Discount rates	5.43	4.85	4.84
3.01	3.01	3.01	Salary inflation	3.35	3.35	3.35

Note 15c: The financial impact of changes to the discount rates and salary inflation variables

Movements	Actual	Salary + 1%	Salary - 1%	Discount + 1%	Discount - 1%
	2023 \$000	2023 \$000	2023 \$000	2023 \$000	2023 \$000
Total	24,491	1,052	(951)	(912)	1,050

Note 16: Equity

Actual 2022 \$000		Actual 2023 \$000
Taxpayers' funds		
211,659	Balance at 1 July	273,547
16,713	Surplus/(deficit)	3,509
76,556	Capital Contribution	43,499
(15,793)	Capital Withdrawal	-
1,125	Capital Contribution - non cash	-
(16,713)	Repayment of surplus	(3,509)
273,547	Balance at 30 June	317,046
Property revaluation reserves		
188,769	Balance at 1 July	260,405
71,636	Revaluation gains	-
260,405	Balance at 30 June	260,405
Property revaluation reserves consists of:		
166,569	Land revaluation reserve	166,569
93,836	Building revaluation reserve	93,836
260,405	Total property revaluation reserves	260,405
533,952	Total equity	577,451

Accounting policy

Equity is the Crown's investment in Oranga Tamariki—Ministry for Children and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified as taxpayers' funds and property revaluation reserves.

Property revaluation reserves

These reserves relate to the revaluation of land and buildings to fair value.

Capital management

Oranga Tamariki—Ministry for Children's capital is its equity, which comprise taxpayers' funds and property revaluation reserves. Equity is represented by net assets.

Oranga Tamariki—Ministry for Children manages its revenues, expenses, assets, liabilities and general financial dealings prudently. Oranga Tamariki—Ministry for Children's equity is largely managed as a by-product of managing revenue, expenses, assets, liabilities and compliance with the government budget processes, Treasury Instructions and the PFA.

The objective of managing the equity is to ensure that Oranga Tamariki—Ministry for Children effectively achieves its goals and objectives for which it has been established while remaining a going concern.

Note 17: Related party transactions

Oranga Tamariki—Ministry for Children is a wholly-owned entity of the Crown.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and conditions no more or less favorable than those that it is reasonable to expect Oranga Tamariki—Ministry for Children would have adopted in dealing with the party at arm's length in the same circumstances. Further, transactions with other government agencies (for example, Government departments and Crown entities) are not disclosed as related party transactions when they are consistent with the normal operating arrangements between government agencies and undertaken in the normal terms and conditions for such transactions.

Transactions with key management personnel

Key management personnel compensation includes the remuneration for the Chief Executive and 13 members of the Senior Management Team (2022: Chief Executive and 6 members of the Senior Management Team).

Actual 2022		Actual 2023
\$3,609,636	Leadership Team, including the Chief Executive Remuneration	\$4,251,623
7.9 Full-time equivalent members		11.5

The above key management personnel disclosure excludes the Minister for Children. The Minister's remuneration and other benefits are received not only for her role as a member of the key management personnel of Oranga Tamariki—Ministry for Children. The Minister's remuneration and other benefits are set by the Remuneration Authority under the Civil List Act 1979 and are paid under Permanent Legislative Authority and are not paid by Oranga Tamariki—Ministry for Children.

Note 18: Events after the balance sheet date

There have been no significant events after balance date.

Note 19: Financial instruments

Financial instrument categories

The carrying amounts of financial assets and liabilities in each of the financial instrument categories are as follows:

Actual 2022 \$000		Actual 2023 \$000
Loans and receivables		
132,212	Cash and cash equivalents	147,619
71,603	Receivables (excluding payments)	64,245
203,815	Total loans and receivables	211,864
Financial liabilities measured at amortised cost		
67,002	Payables and accruals (excluding taxes payable)	67,652
67,002	Total financial liabilities measured at amortised cost	67,652

Financial instrument risks

The activities of Oranga Tamariki—Ministry for Children expose it to a variety of financial instrument risks, including market risk, credit risk and liquidity risk. Oranga Tamariki—Ministry for Children has policies to manage the risks associated with financial instruments and seeks to minimise its exposure from financial instruments. These policies do not allow any transactions that are speculative in nature to be entered into.

Market risk

Currency risk and interest rate risk

Oranga Tamariki—Ministry for Children has no exposure to interest rate risk or currency risk on its financial instruments, as there were no foreign currency forward contracts at balance date and Oranga Tamariki—Ministry for Children does not hold any interest-bearing financial instruments.

Credit risk

Credit risk is the risk a third party will default on its obligation to Oranga Tamariki—Ministry for Children, causing Oranga Tamariki—Ministry for Children to incur a loss.

In the normal course of its business, credit risk arises from receivables, deposits with banks and derivative financial instruments.

Oranga Tamariki—Ministry for Children is permitted to deposit funds only with Westpac (Standard & Poor's credit rating of AA-), a registered bank. For its other financial instruments, Oranga Tamariki—Ministry for Children does not have significant concentrations of credit risk.

The maximum credit exposure for each class of financial instrument is represented by the total carrying amount of cash and cash equivalents, and receivables. There is no collateral held as security against these financial instruments, including those instruments that are overdue or impaired.

Liquidity risk

Liquidity risk is the risk Oranga Tamariki—Ministry for Children will encounter difficulty raising liquid funds to meet its commitments as they fall due.

As part of meeting its liquidity requirements, Oranga Tamariki—Ministry for Children closely monitors its forecast cash requirements with expected cash draw-downs from the New Zealand Debt Management Office. Oranga Tamariki—Ministry for Children maintains a target level of available cash to meet liquidity requirements.

The table below analyses the financial liabilities of Oranga Tamariki—Ministry for Children (excluding derivatives) into relevant maturity groupings based on the remaining period at balance date to the contractual maturity date. The amounts disclosed are the contractual undiscounted cash flows.

Actual 2022 \$000		Actual 2023 \$000
Creditors and other payables		
67,002	Less than six months	67,652
67,002	Total creditors and other payables	67,652

Note 20: Explanations of major variances against budget

Explanations for major variances from the estimated figures in the Forecast Financial Statements 2022/23 are as follows:

		Actual 2023	Unaudited Budget 2023	Variance 2023
	Notes	\$000	\$000	\$000
Statement of Comprehensive Revenue and Expense				
Revenue				
Revenue Crown	a	1,406,233	1,329,585	76,648
Expenses				
Personnel costs	b	542,060	517,664	24,396
Shared service fees	c	15,971	43,254	(27,283)
Other expenses	d	824,571	737,169	87,402
Statement of Financial Position				
Current assets				
Intangible assets	e	13,300	21,321	(8,021)
Current liabilities				
Payables and accruals	f	76,315	82,028	(5,713)
Statement of Cash Flows				
Cash Flows from operating activities				
Receipts from Revenue Crown	a	1,406,233	1,329,585	76,648
Payments to suppliers	d	(839,761)	(735,935)	(103,826)
Payments to employees	b	(520,684)	(518,898)	(1,786)
Payments to the Ministry of Social Development	c	(10,787)	(43,254)	32,467
Cash flows from investing activities				
Purchase of property, plant and equipment	g	(25,225)	(72,300)	47,075

- a. Revenue Crown variance to budget is primarily from the additional funding received to settle the Public Sector Pay Adjustment, changes to SaaS accounting treatment and the drawdown of Budget 21 and 22 tagged contingencies related to Enabling Communities
- b. Personnel cost variance to budget is mainly due to the Public Sector Pay Adjustment which was not included in the budget.
- c. Shared service fees variance against budget is due to a reduction in services provided by MSD to Oranga Tamariki—Ministry for Children, agreed between the two agencies during the year.
- d. Other operating expenses variance is mostly due to increased costs associated with the change in accounting treatment for SAAS. These costs have now been expensed.
- e. Intangible asset variance against budget is mainly due to SaaS accounting treatment wherein the Budget 2023 balance was treating the Caregiver Information System, Human Resource Information System & Financial Management Information System as asset at the time of budget.
- f. Payable and accruals are lower than budget due to quicker time frame to process payments.
- g. The purchase of property, plant and equipment variance to budget is mainly due to a slower uptake in spend than expected.

Non-Departmental Statements and Schedules

FOR THE YEAR ENDED 30 JUNE 2023

The following non-departmental statements and schedules record the revenue (Nil), capital receipts (Nil), expenses, assets, liabilities, commitments, contingent liabilities, contingent assets and trust accounts that Oranga Tamariki—Ministry for Children manages on behalf of the Crown.

Schedule of Non-Departmental Expenses

FOR THE YEAR ENDED 30 JUNE 2023

Actual 2022		Actual 2023	Unaudited Budget 2023
\$000		\$000	\$000
10,671	Non-departmental output expenses	26,866	6,555
1,445	GST input tax	3,865	217
12,116	Total non-departmental expenses	30,731	6,772

Explanations of significant variances against the original 2022/23 budget are provided in Note 20

Schedule of Non-Departmental Assets

AS AT 30 JUNE 2023

Actual 2022		Actual 2023	Unaudited Budget 2023
\$000		\$000	\$000
Current assets			
10,665	Cash and cash equivalents	9,800	9,243
10,665	Total current assets	9,800	9,243

Explanations of significant variances against the original 2022/23 budget are provided in Note 2

Schedule of Non-Departmental Liabilities

AS AT 30 JUNE 2023

Actual 2022		Actual 2023	Unaudited Budget 2023
\$000		\$000	\$000
Current liabilities			
406	Accruals - other than government departments	329	163
406	Total non-departmental liabilities	329	163

Explanations of significant variances against the original 2022/23 budget are provided in Note 2

Schedule of Non-Departmental Commitments

AS AT 30 JUNE 2023

Oranga Tamariki—Ministry for Children on behalf of the Crown has no commitments (2022: Nil).

Schedule of Non-Departmental Contingent Liabilities and Contingent Assets

AS AT 30 JUNE 2023

Unquantifiable contingent liabilities

Oranga Tamariki—Ministry for Children on behalf of the Crown has no unquantifiable contingent liabilities (2022: Nil).

Quantifiable contingent liabilities

There are no quantifiable cases lodged against Oranga Tamariki—Ministry for Children that remain unresolved (2022: Nil).

Contingent assets

Oranga Tamariki—Ministry for Children on behalf of the Crown has no contingent assets (2022: Nil).

The accompanying notes form part of these financial statements.

For a full understanding of the Crown's financial position and the results of its operations for the year, refer to the consolidated Financial Statement of the Government for the year ended 30 June 2023.

Notes to the Non-Departmental Statements and Schedules

Note 1: Statement of Accounting Policies: Non Departmental

Reporting entity

These non-departmental statements and schedules present financial information on public funds managed by Oranga Tamariki—Ministry for Children on behalf of the Crown.

These non-departmental balances are consolidated into the Financial Statements of the Government for the year ended 30 June 2023. For a full understanding of the Crown's financial position, results of operations, and cash flows for the year, refer to the Financial Statements of the Government for the year ended 30 June 2023.

Basis of preparation

The non-departmental statements and schedules have been prepared in accordance with the accounting policies of the Consolidated Financial Statements of the Government, Treasury Instructions and Treasury Circulars.

Measurement and recognition rules applied in the preparation of these non-departmental statements and schedules are consistent with New Zealand generally accepted accounting practice (Tier 1 Public Sector Benefit Entity Accounting Standards) as appropriate for public benefit entities.

Presentation currency and rounding

The non-departmental statements and schedules are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

Summary of significant accounting policies

Significant accounting policies are included in the notes to which they relate.

Significant accounting policies that do not relate to a specific note are outlined below.

Expenses

Expenses are recognised in the period they relate to.

Financial instruments

Financial assets

Cash and cash equivalents includes cash on hand, cash in transit, bank accounts and deposits with a maturity of no more than three months from the date of acquisition.

Financial liabilities

The major financial liability type is accounts payable. This is designated at amortised cost using the effective interest rate method. Financial liabilities entered into with a duration of less than 12 months are recognised at their nominal value.

Commitments

Commitments are future expenses and liabilities to be incurred on non-cancellable contracts entered into at balance date. Information on non-cancellable capital and operating lease commitments are reported in the statement of commitments.

Cancellable capital commitments that have penalty or exit costs explicit in the agreement on exercising that option to cancel are reported in the statement of commitments at the lower of the remaining contractual commitment and the value of these penalty or exit costs, that is the minimum future payments.

Goods and services tax

Items in the non-departmental statements and schedules are stated exclusive of GST, except for receivables and payables, which are stated on a GST inclusive basis. GST is returned on revenue received on behalf of the Crown, where applicable. However, an input tax deduction is not claimed on non-departmental expenditure. Instead, the amount of GST applicable to non-departmental expenditure is recognized as a separate expense and eliminated against GST revenue on consolidation of the Financial Statements of the Government.

Contingent assets and liabilities

Contingent assets and liabilities are disclosed at the point the contingency is evident.

Critical accounting estimates

There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Budget figures

The 2023 budget figures are for the year ended 30 June 2023, which are consistent with the best estimate financial information submitted to the Treasury for the BEFU for the year ended 30 June 2023.

Note 2: Explanation of major variances against budget

Explanations for major variances from the non-departmental budget figures for Oranga Tamariki—Ministry for Children, is as follows:

Schedule of expenses

		Actual 2023	Unaudited Budget 2023	Variance 2023
	Notes	\$000	\$000	\$000
Non-departmental output expenses	a	26,866	6,555	20,311
GST input tax	b	3,865	217	3,648

- a. This variance is mainly due to new appropriations being created within the financial year.
b. This variance is due to the above.

Schedule of assets and liabilities

There are no significant variances against budget.

Note 3: Financial instruments

Financial instrument categories

Funds must be deposited with Westpac, a registered bank.

Credit risk

The maximum credit exposure for each class of financial instrument is represented by the total carrying amount of cash and cash equivalents and receivables. There is no collateral held as security against these financial instruments, including those instruments that are overdue or impaired. Other than Westpac bank, there are no significant concentrations of credit risk.

Although cash and cash equivalents at 30 June 2023 are subject to the expected credit loss requirements of PBE IPSAS 41, no loss allowance has been recognised because the estimated loss allowance for credit losses is trivial.

Note 4: Payables

Credit risk

Credit risk is the risk a third party will default on its obligation, causing a loss to be incurred. Credit risk arises from deposits with banks and receivables.

Statement of Budgeted and Actual Expenses and Capital Expenditure incurred against appropriations

FOR THE PERIOD ENDED 30 JUNE 2023

The statements report information about the expenses and capital expenditure incurred against each appropriation administered by Oranga Tamariki—Ministry for Children for the year ended 30 June 2023. They are prepared on a GST exclusive basis.

Expenditure including Remeasure -ments	Appropriation title	Expenditure including Remeasure -ments	Remeasure -ments ⁷²	Expenditure excluding Remeasure -ments	Main Estimates	Appropriation voted ⁷³	Main Estimates	Location of end-of-year performance information ⁷⁴
2022 \$000		2023 \$000	2023 \$000	2023 \$000	2023 \$000	2023 \$000	2024 \$000	
Vote Oranga Tamariki Departmental output expenses								
9,665	Adoption Services	10,360	(9)	10,369	10,039	10,575	10,900	1
6,755	Crown Response to the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-Based Institutions	3,393	-	3,393	8,955	3,393	-	1
-	Crown Response to Abuse in Care Royal Commission of Inquiry and establishment of a new redress system for abuse survivors	9,832	-	9,832	-	10,195	18,842	1
16,420	Total departmental output expenses	23,585	(9)	23,594	18,994	24,163	29,742	
Departmental capital expenditure								
13,314	Ministry for Vulnerable Children, Oranga Tamariki - Capital Expenditure PLA	30,334	-	30,334	83,318	83,318	48,600	1
13,314	Total departmental capital expenditure	30,334	-	30,334	83,318	83,318	48,600	
Non-departmental output expenses								
4,000	Connection and Advocacy Service	6,075	-	6,075	6,075	6,075	6,336	2
-	Pay Equity Claim for Social Worker Employed by Agencies Funded by the Crown	16,544	-	16,544	-	16,545	-	2
-	Tā Harawira Gardiner Centre for the Child and Endowed Chair	2,830	-	2,830	-	2,830	-	2
4,000	Total non-departmental output expenses	25,449	-	25,449	6,075	25,450	6,336	
Multi-category appropriations								
Investing in Children and Young People MCA								
Departmental output expenses								
18,033	Intensive Intervention	18,506	(2)	18,508	13,538	13,663	13,751	1
439,142	Prevention and Early Intervention	436,061	(168)	436,229	395,154	420,925	467,565	1
922,558	Statutory Intervention and Transition	930,983	(8)	930,991	902,958	952,132	1,013,911	1
8,027	Policy Advice and Ministerial Services	8,854	(433)	9,287	9,578	10,023	10,327	1
1,387,760	Total multi-category appropriations	1,394,404	(611)	1,395,015	1,321,228	1,396,743	1,505,554	
Multi-year appropriations								
Departmental output expenses								
105	Evaluation and Auditing Expenses for the Reducing Youth Reoffending Social Bond Pilot	-	-	-	-	-	-	1
Non-departmental output expenses								
4,935	Reducing Youth Reoffending Social Bond Pilot	-	-	-	-	-	-	2
1,737	Independent Advice on Oranga Tamariki	1,420	-	1,420	480	1,633	1,100	2
6,777	Total multi-year appropriations	1,420	-	1,420	480	1,633	1,100	
1,428,271	Total annual, permanent and multi-year appropriations	1,475,192	(620)	1,475,812	1,430,095	1,531,307	1,591,332	

72 The remeasurement adjustment to departmental output expense appropriations relates to movement in the unvested long service leave provision due to changes in discount rates. Oranga Tamariki—Ministry for Children is appropriated for expenditure excluding remeasurements.

73 These are the appropriations from the Supplementary Estimates, adjusted for any transfers under section 26A of the Public Finance Act.

74 The numbers in this column represent where the end-of-year performance information has been reported for each appropriation administered by Oranga Tamariki—Ministry for Children, as detailed below:

- The annual report for Oranga Tamariki—Ministry for Children.

- To be reported by Oranga Tamariki—Ministry for Children in the Vote Ministry Non-Departmental Appropriations Report.

Transfers approved under section 26A of the Public Finance Act

There were no transfers made under section 26A of the Public Finance Act.

Statement of Expenses and Capital Expenditure incurred without, or in excess of, appropriation or other authority

FOR THE PERIOD ENDED 30 JUNE 2023

Expenses and capital expenditure approved under section 26B of the Public Finance Act -Nil

Expenses and capital expenditure incurred in excess of appropriation - Nil

Statement of Departmental Capital Injections

FOR THE PERIOD ENDED 30 JUNE 2023

Actual capital injections 2022 \$000		Actual capital injections 2023 \$000	Approved appropriation 2023 \$000
Vote Oranga Tamariki			
77,681	Ministry for Children	43,499	68,943

Statement of Departmental Capital Injections without, or in excess of, authority

FOR THE PERIOD ENDED 30 JUNE 2023

Oranga Tamariki—Ministry for Children has not received any capital injections during the year without, or in excess of, authority.





ORANGA TAMARIKI
Ministry for Children

Te Kāwanatanga o Aotearoa
New Zealand Government