



ORANGA TAMARIKI
Ministry for Children

Annual Report 2020/21

Te Kāwanatanga o Aotearoa





**“It’s always about the
Mokopuna
We need to look after the mokopuna.”**

Kura Moeahu, Te Rūnanga o Te Ati Awa Chair

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CE Foreword

Tēnā koutou katoa,

I tēnei tau, he nui ngā wero i pihi ake ki a Oranga Tamariki, i te wā tonu o te kauneke whakamua. E whakawhanake ai i ō mātau tūāpapa, me mārama iho, ko te mātāmua ko te manaakitanga me te haumarutanga o te tamariki.

Ko rātau te anamata o tēnei whenua.

Ko ngā mahi kei mua i te aroaro ehara i te mahi ngāwari, ā, me manawanui – heoi anō, he wāhi tō te katoa, arā, ngā kaimahi, ngā whanau, ngā hapū, ngā iwi me ngā hapori anō hoki, i roto i te anamata kotahi me te huarahi pai ake mō te tamariki me te rangatahi.

Nō te tau 2019 rā anō, arā noa atu ngā arotakenga ā-waho me ngā whakatewhatewhatanga ki ā mātau mahi. Kua whai wāhi katoa mātau ki aua arotakenga i runga tonu i te ngākaupai, ā, kua whāia tētahi rautaki reretahi i roto i tā mātau urupare atu, i roto anō hoki i tā mātau whakaū i ngā tūtohunga i puta i aua arotakenga.

Nā konā i panonitia ai ā mātau kaupapa here me ā mātau mahi, tae noa ki ētahi hihiritanga atu anō i te wā o te whakarite i ngā tono 'whakamōhio-kore' i raro i te wāhanga 78, e whānui ake ai te wāhi ki ngā whānau i roto i ngā whakataua. E whakaterea ana hoki te ratonga urupare whāomoomo hou hei tautoko tika ake i te tamariki me ngā whānau kia noho tahi ai, kia tōnui ai.

Nō ngā tūtohitanga e 79 i puta i ngā arotakenga e whā, e 15 noa iho e mahi tonutia ana hei whakaū, hei whakapūmau rānei; ko te toenga kua oti kē rānei, e whakamahia ana rānei hei whakamōhio i te ahunga ā-rautaki anamata a Oranga Tamariki.

Ā-ao nei, kei te pakanga tonu tātau katoa i te wero e kīia nei ko KOWHEORI-19, ā, e poho kererū ana ahau i tā ngā kaimahi tautoko i ngā tamariki, i ngā rangatahi me ngā whānau e mahi tahi nei rātau i te wā o te mate urutā.

Kei te pīrangi mihi ahau ki ā mātau kaimahi katoa me ngā hoa mahi kua whakamomori nei ki te whakaū i te haumaruru me te oranga o ngā tamariki, me te mihi anō mō ā rātau mahi. Ahakoa ngā wero, he nui tonu ngā whakatutukitanga nō te whakatūnga o Oranga Tamariki.

Heoi anō, ahakoa he whā tau te nui o te wheako nō te whakarewanga, he tūāoma nui kē atu kei mua i te aroaro. E whakakite ana ahau i a Oranga Tamariki hei rōpū whakahaere kairangi, whakapono-nuitia anō hoki, i hangā ai i runga i te tūāpapa mārō me te wairua whitawhita e whakakaurera nei i te mana o ngā tauwhiro. Kei te pīrangi kite ahau i tā te Māori me ngā hapori whakatū i ngā tautoko, ngā urupare me ngā ratonga e mōhio nei rātau ka whai hua mā ō rātau rahi. Me mahi tahi tātau, hei hoa motuhenga, i raro i te Tiriti o Waitangi, mā te whakamahi i ō tātau mōhiotanga me ō tātau wheako katoa, me te āta mahara ake ko tā tātau he manaaki i te tamariki me ō rātau whānau. He wāhi tō te katoa hei whakaū i tō rātau harikoa, haumaruru, tōnui anō hoki.

Kia noho ora mai, kia noho haumaruru hoki koutou katoa.

CE Foreword

Tēnā koutou katoa,

This year, Oranga Tamariki has faced significant challenges, while also making strong progress in the right direction. In order to build our foundations, we need to understand that there is nothing more important than the care and safety of tamariki. They are our future as a nation.

The work ahead is not easy, and change does take time – but collectively our kaimahi, whānau, hapū, iwi, and communities are all part of the common future and a better pathway for tamariki and rangatahi.

Since 2019, there have been a number of external reviews and inquiries into the way we work. We have engaged fully and in good faith with all these reviews and have taken a coordinated approach to our response and in implementing the recommendations from these reviews.

This has resulted in changes to our policies and practices including additional checks when making section 78 'without notice' applications, making sure whānau are more involved in decision-making, and rolling out the new intensive response service to better support more tamariki and whānau to stay together and thrive.

Of the 79 recommendations from four reviews, only 15 still require work to implement or fully embed; the rest have either been completed or are being used to inform the planning for the future strategic direction of Oranga Tamariki.

Globally, we have all continued to face the challenge of COVID-19, and I am proud of the way our kaimahi have supported the tamariki, rangatahi and whānau they work with in navigating the pandemic.

I want to acknowledge all our staff and partners who have dedicated themselves to the safety and wellbeing of children, and thank them for all they do. Despite the challenges, much has been achieved since the establishment of Oranga Tamariki.

However, while we have four years since our establishment behind us, we have a longer journey ahead. I envisage Oranga Tamariki as a high-performing, and a highly-trusted organisation, built on strong foundations and a vibrant culture that supports the mana of social workers. I want to see empowerment amongst Māori and communities to put in place the support, the solutions and the services they know will work for their people. We must navigate this together, as true partners, under the Treaty of Waitangi, using our collective knowledge and experience, always remembering that we are here to serve tamariki and their whānau. We all have a part to play in ensuring they are happy, safe, and thriving.

Noho ora, noho haumaruru hoki koutou katoa.



Chappie TeKani

Acting Secretary for Children/Acting Chief Executive
30 September 2021. 30 o Hepetema 2021



Our achievements

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Our Values

Our values were gifted to us by tamariki, and across our practice are at the centre of how we do what we do. Our six core values are:

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 believe
aroha is vital

It keeps us focused on what's right.



We
value whakapapa

Tamariki are a part of a whānau
and community.



Our Year at a Glance

	June 2020	June 2021	
Employees	4,656	4,977	↗
Māori staff	26.7%	27.1%	↗
Pacific staff	15.6%	16.3%	↗
Māori tier 4 leaders	27.7%	28.9%	↗
Pacific tier 4 leaders	8.3%	8.3%	→
Social workers	1,777	1,835	↗
Tamariki in care	5,950	5,250	↘
Total number of Care Family Group Conferences held in the previous 12 months	7,650	8,900	↗
Number of distinct tamariki who entered care in the previous 12 months	1,000	790	↘
Distinct rangatahi who entered custody in the previous 12 months	550	450	↘
Percentage of rangatahi in Youth Justice custody who are Māori	70%	66%	↘

We are employing more staff to work in the regions.

FTEs by Region

	June 2020	June 2021	
Northland	199.2	220.3	↗
Auckland	1,224.9	1,280.5	↗
Waikato	338.8	351.6	↗
Bay of Plenty	361.2	361.1	↘
Gisborne	42.2	46.9	↗
Hawke's Bay	162.4	175.5	↗
Taranaki	72.6	72.6	→
Manawatu Whanganui	312.6	321.2	↗
Wellington	1,075.8	1,245.7	↗
West Coast	19.8	17.9	↘
Canterbury	529.9	558.2	↗
Otago	138.2	146.2	↗
Southland	72.0	74.4	↗
Nelson Tasman	67.2	63.7	↘
Marlborough	36.1	40.8	↗

Our Commitment to Māori through Te Tiriti and Section 7AA of the Oranga Tamariki Act

Oranga Tamariki is committed to giving effect to the principles of te Tiriti o Waitangi (the Treaty of Waitangi). The principles of te Tiriti (the Treaty) that are critical for Oranga Tamariki are partnership and participation, active protection, and equity.

In addition to our broader obligations to Te Tiriti as a Crown agency, how the Ministry gives effect to the principles of Te Tiriti is outlined in Section 7AA of the Oranga Tamariki Act 1989. This section is specifically for tamariki and rangatahi Māori. It means the Chief Executive, through the actions of the Ministry, must have regard to the mana and whakapapa of tamariki and rangatahi Māori, and the whanaungatanga responsibilities of whānau, hapū, and iwi.

Section 7AA highlights the importance of ensuring tamariki, rangatahi and whānau Māori are supported to be heard and that their views, experiences, and perspectives influence decisions.

Oranga Tamariki publishes a 7AA Report each year. In it we report publicly on progress being made against these commitments to improve outcomes and equity for tamariki Māori.

How the work we do is linked to our Outcomes and Performance Frameworks

The Oranga Tamariki Outcomes Framework sets out the main services we provide, and how we provide them differently from the past. It also outlines how we will know we're making a difference for tamariki and whānau.

Our performance framework helps keep us on track to achieve our goal of improving the experience for tamariki and whānau, and how we can learn and improve.

Throughout the year, we have developed work programmes, and continued existing initiatives, that contribute to achieving our high-level outcomes. Highlights from these initiatives are included in this section.

Additionally, the Synthesis of Tamariki Insights programme has generated high-level themes from across all Voices of Children and Young People qualitative projects since the team was established, bringing to life the voices and messages that tamariki and rangatahi tell us. As part of this programme:

- Over 700 tamariki and rangatahi have been engaged with;
- 55% Māori, 30% NZ European, 25% Other, 18% Pacific (participants are able to indicate more than one ethnicity);
- Aged 6 months to 25 years.

Quotes from these tamariki and rangatahi have been used throughout this report. We acknowledge and thank these tamariki and rangatahi for sharing their experience with us, and our kaimahi who have provided a safe space for them to speak.

Our purpose:

To ensure all tamariki are in loving whānau and communities where oranga tamariki can be realised

We work with children and young people:

- Who are at significant risk of harm now and into the future as a consequence of their family environment, and/or their own complex needs
- Who have entered or are at risk of entering the youth justice system

We are committed to our obligations under the Treaty of Waitangi to uphold and protect Māori rights and interests

Our end goals:

Tamariki Māori are thriving under the protection of whānau, hapū, and iwi

Children who have offended do not reoffend

Children and young people's wellbeing needs are understood and met

Children in care or custody are safe, recovering and flourishing

Children are safe and flourishing in their homes

Children do not need to be in our care or custody

Young people leaving care or youth justice get a good start to their adult lives

What it means for Tamariki Māori

Tamariki Māori are connected to, and nurtured by whānau, hapū, and iwi

Ensuring participation in decision-making

We will ensure early participation of whānau, hapū, and iwi in decisions affecting tamariki Māori



Preventing entry into care or custody

We will work with whānau to prevent the entry of tamariki Māori into state care or a youth justice response



Placing with whānau, hapū, and iwi

We will preference placements for tamariki Māori, and their siblings, with members of whānau, hapū, and iwi



Supporting identity and belonging

We will support tamariki Māori to establish, maintain, or strengthen cultural identity and connections to whānau, hapū, and iwi



Leaving care or custody

We will support, strengthen, and assist tamariki Māori and their whānau to prepare for return home or transition into the community





“At home I learn it,

whakapapa

I learn more at home cause I’m learning from my family.”

“My Whānau

is where I look for love, acceptance, belonging and connection to my culture and whakapapa.”

Outcome:

Tamariki Māori are connected to, and nurtured by, whānau, hapū, and iwi

Initiative:

Partnerships with Māori

Theme: Relationships, partnering and decision-making

As of June 2021, Oranga Tamariki has nine strategic partnerships agreements with iwi and Māori organisations, eleven Whānau Care partnerships, seven Memoranda of Understanding, and four other Treaty-based arrangements.

Oranga Tamariki is committed to building enduring relationships with hapū, iwi, and Māori organisations that serve to improve outcomes for tamariki, rangatahi, and whānau Māori. This includes ensuring that:

- tamariki and rangatahi Māori are supported to establish, maintain and strengthen their sense of belonging through cultural identity and whakapapa connections;
- whānau, hapū and iwi participate in decision-making about tamariki and rangatahi Māori at the earliest opportunity;
- Oranga Tamariki works with whānau to prevent tamariki and rangatahi Māori entering care or custody, and, if entering care is necessary, that tamariki and rangatahi Māori are placed with whānau, hapū and iwi; and
- tamariki and rangatahi Māori, alongside whānau, are supported to return home or transition into the community.

Oranga Tamariki will continue to work with these and other Māori partners to determine how they want to meet the needs of their tamariki and rangatahi, including connecting them to their whakapapa and culture.

Our partners will exercise rangatiratanga by determining how this happens in practice for tamariki, rangatahi and their whānau, and our shared work programmes reflect these aspirations accordingly.

We recognise that our partners often support tamariki and rangatahi Māori in care outside our partnerships. It is common for our iwi and Māori partners to work together to improve outcomes for all tamariki Māori.



“I need to know
my voice
can be heard.”



Outcome: We will partner with iwi and Māori organisations to improve outcomes for tamariki Māori and their whānau

Rangatahi in Napier safe with iwi Trust

Iwi Social Service Provider for the Ahuriri region, Roopu a Iwi Trust, has opened a whare for tamariki and rangatahi in need of emergency care.

The home was blessed in December 2020 and opened in January 2021 to meet a demand for improved emergency care options for children and rangatahi in the East Coast area.

CEO of Roopu a Iwi Trust Maureen Mua says, when rangatahi arrive at the home, the aim is to make them feel like the whare is their place.

“Our focus is on stabilising them.”

Rangatahi often arrive at night. They could be, for example, a young person who has been placed into Oranga Tamariki custody by Police and there is nowhere safe for them to go at that time.

The staff who greet the children or young people when they arrive are called ‘kaimanaaki’. They are eight wāhine who work shifts in the whare, staying fresh, enthused, and consistent for the young people.

Maureen says the women came from the local community.

“They’re nannies and aunties and their skills can’t be taught.”

The opportunity for Roopu a Iwi Trust to run the whare gives rise to “Whakahokia te tamaiti” and a pathway for tamariki and rangatahi to connect with whānau, hapū and iwi, if appropriate.

The home is open 24/7 and has a kaupapa Māori approach of care underpinned by Roopu a Iwi Trust’s own values.

When a child or young person arrives, they get their own room and a manaaki plan is put together for them.

The whare was gifted the name ‘Te Iti Kahurangi’ by local kaumatua. It comes from the whakataukī: Whāia te iti Kahurangi, ki te tuohu koe, me he maunga teitei—seek the treasure that you value most dearly, if you bow your head, let it be to a lofty mountain.

The whakataukī is about perseverance and endurance; refusing to let obstacles get in your way while striving to reach your goals.

One kaimanaaki at the whare says she treats the rangatahi who stay in the whare as if they were her own.

“These kids remind me of my own kids. We try to be firm but fair.”

Another was in care herself as a child and has always had a passion for working with at-risk young people.

“What I think is most important

for the rangatahi is building trust and showing them that you care.”

Outcome:

Placing with whānau, hapū, and iwi

Initiative:

Whānau Care partnerships

Theme:

Relationships, partnering and decision making

At the heart of Whānau Care partnerships is the vision that all tamariki and rangatahi in care are safe, stable, connected to their whakapapa and in a loving home with whānau, hapū, or iwi.

Oranga Tamariki works with iwi to co-design care models and to plan for how that care is delivered through partnerships with kaupapa Māori providers. As at June 2021, there were eleven Whānau Care partnerships agreements.

These agreements mean our partners can find whānau caregivers for tamariki and rangatahi, and to determine and deliver the support provided such as training, whakapapa searching, and learning.

Whānau Care partnerships also help ensure the right people are involved with important decisions around care for tamariki and rangatahi.

This ensures that information is shared to all the right people in the right way, and that everyone is clear what role they have in the care journey.



“I got to choose how
I spent my birthday
and I spent it with
my besties.”

“I want to have the same experiences, choices and opportunities as other tamariki and rangatahi.”

Outcome:

Fewer young people are escalated within the justice system

Theme:

Social work practice

Story:

Backing young people to succeed on bail

In 2020, there were 794 bail breaches, with 565 by those 16 and younger. A bail breach can make it more likely that a young person is remanded in custody, so helping them successfully complete bail can have a big impact on keeping them out of police cells or a secure placement.

The Youth Justice service has developed the Success on Bail programme, working alongside internal experts and the frontline as well as agency partners and local communities.

We’ve partnered with Talking Trouble Aotearoa to deliver training to staff to help explain the conditions and ensure the young person understands—and we’re making a greater contribution to the decision to bail as well as the experience young people and whānau have while bailed.

The Remand Options Investigation Tool (ROIT) is intended to inform the remand decision-making process and supports participants to reach a joint recommendation for the judge based on information gathered about identity, culture, past trauma, relationships, and protective factors alongside risk factors. The ROIT enables us, Police, and other agencies, to explore alternatives to custody by building our shared understanding of each young person and their personal circumstances, resulting in more suitable conditions. We’re now working with frontline practitioners to digitise the ROIT and make it more accessible and easier to complete.

We’ve also increased the number of community homes that can offer a young person a place to stay when staying at home carries some risk that bail conditions can’t be complied with. It’s a short-term placement while the young person and the people they live with are provided support to reduce that risk.

Already, these homes are making a difference. Young people can be bailed rather than remanded and with more homes around New Zealand, can stay closer to home and the people supporting them.

“I need my voice to be heard, valued and acted on.”

Outcome:

Ensuring participation in decision making

Initiative:

Strengthening Family Group Conferences

Theme:

Social work practice

The Family Group Conference is a legislated process where tamariki, rangatahi, their whānau and supporting professionals come together to discuss concerns for the care and wellbeing of te tamaiti, and to develop plans that address these issues.

Family Group Conferences are convened by a Coordinator. Support for tamariki and rangatahi can come from a range of people, for example whānau or VOYCE – Whakarongo Mai, and the social worker has a responsibility to encourage tamariki participation.

Decisions made in Family Group Conferences inform other important plans (such as court plans) that shape tamariki and rangatahi experiences, including their contact with whānau. It is essential that tamariki and rangatahi are supported to safely participate in this decision-making process, and have their voices heard on matters such as contact arrangements.

In October 2020, Family Group Conference Team Leader roles were introduced to strengthen professional support for Family Group Conference Coordinators and their practice. The Team Leaders drive practice improvements through coaching and monitoring, and provide case supervision and case analysis.

Team Leaders also provide support for the implementation of Family Group Conference Practice Standards. These Standards are being updated in 2021 to give greater regard to tamariki and rangatahi rights under section 7AA, especially the right to participate in decisions. The updated standards will have a strengthened focus on the role of VOYCE – Whakarongo Mai in supporting tamariki participation.

A weekend of healing

Care and protection coordinators Hine Morrison and Davina Wainohu have had a vision to run Family Group Conferences (FGCs) in a therapeutic, wānanga-based format designed to fully support and embrace whānau needing support. They ensure whānau are empowered to help themselves and create their own plans and solutions.

With the support of social worker Jess Schaw and Kairaranga ā-whānau Tuterangi Apatu, and Site Manager Davina Winiata's faith in their vision, they've now achieved the dream – and the whānau they worked with has a positive way forward.

"We ask whānau to come together and unearth trauma in such a short time," Hine says.

In this case, there were multiple serious issues – including family violence, overcrowding in the home and challenges meeting the children's extensive health needs as well as their basic needs.

"With this weekend, the first day was about everyone coming together as a whole whānau; we gave initial information about concerns held and whānau were able to have their own hui. They were able to move from a dark state into the noa/light with their minds and hearts open.

"The next day we had the FGC."

Earlier, Jess, as the children's social worker, had conversations with their mum about how they might go about the FGC. As their mum was care-experienced, she had negative associations with FGCs – bringing her into the office wasn't going to work.

After discussions, Pukemokimoki Marae was chosen as the location. The whānau marae was unavailable but Pukemokimoki Marae was known to them.

When the weekend came around, hui were held in the wharenuī, while the Oranga Tamariki team prepared kai in the kitchen – with the help of Davina's own whānau.

They cooked meals for up to 40 people at a time, having brought three families together.

Providing kai in this way was about whakanoa (removing tapu), Hine says.

"We wanted to provide a kai hakari, soul food, to celebrate the whānau, us, each other.

"It's worth it – it's all about manaakitanga and we know it makes a difference."

For Jess, who moved here from England when she was 14, this was her first marae-based FGC and what it stirred up for her was massive.

"Everything I'd learned about privilege back in my studies, it hit me all over again like a tonne of bricks.

"This whānau were battling everything they could possibly be battling. But the marae brought out their talents, pride and love. Together there, singing, we could see a shine in their eyes.

"I was blessed to be able to have this experience. The outcomes for this whānau are going to be unmeasurable and I personally now feel more at peace with my role. I trust us, the people around me and what we're doing."

At the end of the weekend, the whānau finalised a plan of their own to ensure the children's safety – with input from the tamariki themselves.

They sang a waiata filled with love and told Jess "thank you – we get it now; we understand why you're involved".

"I walked away thinking 'this whānau has got this'; she says.

"There was so much healing that weekend."



“I want my voice to be valued by everyone at Oranga Tamariki.”

Initiative:
Youth Advisory Group

Outcome:
Children, young people, their whānau and communities feel more listened to and better understood

Theme:
Relationships, partnering and decision making

The Oranga Tamariki Youth Advisory Group provides care-experienced perspectives and contributions on the design and implementation of Oranga Tamariki policies, practices and services.

The current Youth Advisory Group was established in November 2020, and has a two-year term. It is made up of 10 rangatahi aged between 18–25 years, who have experience of the care and protection and/or youth justice systems. Each group member brings unique experiences, insights, and accomplishments. A key focus of the Youth Advisory Group is to promote the importance of care-experienced tamariki and rangatahi voices in the ongoing transformation of the Oranga Tamariki system.

The 2020–22 Youth Advisory Group have agreed on three core principles to guide their mahi:

- Honouring Te Tiriti o Waitangi in its entirety, including the underlying principles;
- Taking a lifelong approach to system development and considering the long-term impacts for tamariki in care; and
- Upholding the rights of te tamaiti in all undertakings.

Key areas of interest to the Youth Advisory Group include:

- Changing the narrative around tamariki and rangatahi in care or with care experience, with a view to eliminate stigma;
- Developing regional-based Youth Advisory Groups;
- Facilitating whānau placements and whānau support;
- Supporting core services like Youth Justice, Transition Support and Intensive Response;
- Providing support for teen parents and their pēpi; and
- Enhancing inter-organisational relationships, including between Oranga Tamariki and VOYCE – Whakarongo Mai.

Members are currently involved with the following projects:

- Specialist Group Homes;
- Review of approach to long-term care arrangements (permanency);
- Pacific White Sunday Project;
- Whakatakāpokai residence;
- Digital tools to support tamariki engagement;
- Prime Minister’s Oranga Tamariki Awards
- Organisational Strategy; and
- Me Whakarongo Mātou ki o Rātou Reo project.

The Youth Advisory Group emphasise the importance of tamariki and rangatahi with lived experience of the care system participating in the organisational transformation alongside whānau, hapū and iwi.

“I trust my social worker because she always sticks to what she says... she sticks up for you and has good things to say to you.”

A close-up portrait of a young girl with vibrant red hair and freckles. She is looking slightly to her right with a thoughtful expression. She is wearing a white t-shirt with a black graphic of three stylized figures. The background is dark and out of focus.

“I’ve had heaps of social workers.

Thousands.

**I don’t even remember their names.
When I was born, I already had
a social worker.”**

'Standards of truth' for taitamariki

Theme: Social work practice

Taitamariki facing criminal convictions have been discharged and shown more positive pathways through wānanga and creative solutions with whānau and community partners in Te Tai Tokerau.

Te Turanga Pono, meaning the Standards of Truth, is a wānanga by Coordinator Isaiah Apiata and the Youth Justice team in Kaikohe including Senior Practitioner Mary-Lou Croft.

"We are helping taitamariki gain a greater understanding of te reo me ona tikanga Māori (Māori language and cultural practices) so they can use this knowledge to give back to their community," Isaiah says.

"Tuia te rangi e tuiho nei, Tuia te moana e hora na, Te tai ki tai, Te tai ki uta."

The first wānanga was held at Waitangi late last year with 40 people including six young people and their whānau. Community partners also involved included Ngāpuhi Iwi Social Services, New Zealand Police and Waitangi Waka Ama.

"The day started with a history lesson based on the legends and principles of Waitangi and the surrounding districts," Isaiah says.

"We then loaded onto Waka Ama and paddled the waters of Bay of Islands for four hours, journeying to significant places such as Motu Maire and Waitangi Awa. We finished our day with a massive kai near Waitangi Marae."

The wānanga touches upon their whakapapa and delves into the values and principles of te ao Māori including Mana Atua, Mana Whenua and Mana Moana.

It was part of the plans made with taitamariki and whānau through the Family Group Conference (FGC) process.

"It's our intention to help taitamariki on their journey of self-discovery through these wānanga. They were mesmerised by the experience," he says.

Inclusive and innovative practices

Te Turanga Pono is an example of how we can find more inclusive and innovative ways to engage with taitamariki and whānau through FGCs, Isaiah says.

"I think this was the original intention when FGCs were established. These hui don't have to be on a marae or in buildings, and we don't have to put barriers up. The marae is your environment, and within it there are many ways for taitamariki and whānau to engage in te reo me ona tikanga Māori."

The aim is to make these wānanga a regular occurrence for taitamariki in Youth Justice next year, and Isaiah and his team are looking to partner with Police to make it happen.

"I need continuity and consistency from my social worker."

Performance Framework:
Strong Foundations

Initiative:
Practice Change Programme for social workers

Theme:
Social work practice

Social workers play a pivotal role in improving tamariki and rangatahi experiences, and make a significant impact in the lives of the tamariki, rangatahi, and whānau that they work with. They have a responsibility to support tamariki and rangatahi to maintain positive connections with whānau, put them in contact with the right people to provide guidance and information about whakapapa and culture, and to ensure they are heard and understood when decisions are being made about them.

Social workers need to be receptive to the needs, concerns, and aspirations of tamariki and rangatahi, and respond with appropriate support throughout their care or youth justice experience. Their ability to build early relationships with tamariki and rangatahi is a vital factor to successful and sustained change being achieved, and for tamariki, rangatahi, and their whānau feeling heard and supported.

Oranga Tamariki is embarking on a journey to shift social work practice drawing from te ao Māori principles. One of the key intentions is that social workers are supported to develop a deep understanding of whakapapa: what it is, and why it is so critical to tamariki and rangatahi wellbeing.

To support this practice shift, Oranga Tamariki has introduced a programme of professional development that includes a strengthened focus on understanding tamariki and rangatahi wellbeing in the context of their whānau, whakapapa and whanaungatanga relationships and connections, and an emphasis on relationship-based practice that recognises the unique and inherent mana of those we work with.

Practice models that support the unique needs of tamariki, rangatahi and whānau Māori, Pacific children and fanau, and tamariki and rangatahi who identify as both Māori and Pacific are being developed.

Alongside this practice shift is a continued focus on early engagement and participation of Māori tamariki, rangatahi, whānau, hapū and iwi, supported by kairaranga ā-whānau, senior Māori

practitioners, mana whenua, and iwi and Māori organisations.

The kairaranga ā-whānau roles will continue to be expanded, providing additional support for social workers to connect tamariki and rangatahi to their whānau, whakapapa, and whanaungatanga networks.

Story

Our team at the Sydenham site in Christchurch is reporting good outcomes for tamariki and their whānau as a result of the development of the intake and early assessment process. Kaimahi are walking alongside whānau and supporting them to develop plans, ensuring that the voice of te tamaiti is guiding our decision making.

It begins with our kaimahi treating reports of concern as if they were about children in their own families. By using this to guide them, they can consider who can best meet the needs of te tamaiti and their whānau. Is it the community, is it whānau or is it Oranga Tamariki? This new approach encourages and supports shared responsibility. Giving back decision-making to whānau, usually through hui ā-whānau, is central to the new approach. Staff are engaging earlier, and building relationships and trust.

Oranga Tamariki kaimahi sit in on pastoral care meetings at local schools and provide advice on identifying children who may be at risk. Schools and pre-schools are now proactively contacting the site and asking to meet with the kaimahi.

“The community is engaging

better with us because we’re saying, ‘you guys have got this!’”

If there are professionals in the community who already have relationships with these families, then we don’t necessarily need to play a lead role – instead, the site is there to provide whatever support might be required.

For example, when two young people came to our attention we said to the family ‘we’re going to have a hui, we want you to lead it and who do you want there?’ We had family phoning in to the hui from Australia and from a couple of places up north; the concerns were laid out to them; there was a lot of discussion and then the family said ‘right, this is our plan, this is how we want to do it’. And for us it was like, ‘right, what can we do to support you?’

Mereana Mita

Supervisor, Sydenham site, Christchurch

**“I asked my social worker if I could stay with my mate and she said
yes!”**

All I had to do was get my mate’s parents’ names and tell her where they stay. Then it was all good. You get some sense of being like a normal person.”

Outcome:

Caregivers are better supported to provide safe, stable, and loving homes

Initiative:

Support for caregiving whānau

Theme:

Social work practice

We know that the people who open their homes and hearts to look after tamariki and rangatahi in care have a significant effect on their lives.

Oranga Tamariki supports caregiving whānau to help them understand their roles and responsibilities, and those of others in the care system, so that they are better able to support the tamariki and rangatahi they care for.

The Learning Strategy for Caregiving Whānau was adopted in November 2020 and sets out strategic outcomes that aim to ensure all caregiving whānau feel well supported to care for tamariki and rangatahi. This includes caregiving whānau feeling better able to support tamariki and rangatahi to maintain a healthy connection with their whānau and ensuring that they recognise opportunities to enable mana tamaiti, whanaungatanga and connection with whakapapa.

Caregiving whānau are provided with resources and information, including the Prepare to Care modules. This helps them understand why tamariki and rangatahi participation in decisions is important, and where and how this participation should be happening.

Story

Two years of our Caregiver Recruitment and Support service

March 2021 marked two years since the Caregiver Recruitment and Support (CGRS) Service was set up. Over that time, the team has brought significant benefits to caregivers and delivered support designed just for them.

CGRS was established following recommendations from the EAP report, to ensure that caregiver assessment and the learning and support needs of caregivers were raised to the forefront and given the focus and attention they require on a daily basis.

In that time, the CGRS team assessed and approved

1,249

whānau caregivers and

549

non-whānau.

The team is currently supporting around

3,500

caregivers, both whānau and non-whānau.

These caregivers are caring for

over 80%

of tamariki in care.

They have seen many significant benefits put in place for caregiving whānau, such as the caregiver assistance programme and

20 days paid

respite care.

Thanks to the work of the CGRS team,

93%

of caregivers now have a Caregiver Support Plan. Developed as part of the National Care Standards, these plans are crucially important in ensuring our caregiving whānau have the support they need to provide tamariki with safe and stable homes. This proved especially important during the COVID-19 response, allowing us to identify the increased needs of many caregivers over this time.

Over 1,000

caregivers have received the new Prepare to Care learning material or a needs-based learning option this year.

Outcome:

We will increase the quality of care, in accordance with the new Care Standards

Initiative:

Implementation of the National Care Standards

Theme:

Social work practice

The Oranga Tamariki National Care Standards (the Care Standards) came into effect in 2019. The Care Standards were designed around what tamariki and rangatahi have said is important to them when they are in care. They set out the standard of care every tamaiti and rangatahi needs for their wellbeing, as well as the support that whānau who are caring for tamariki and rangatahi can expect.

The Care Standards support contact with whānau, knowledge of whakapapa and culture, participation in decisions and ensuring confidence in the future through planning to leave care.

The embedding of the Care Standards is an ongoing process supported through a learning programme delivered on site for all social workers working with tamariki, rangatahi and caregiving whānau that focuses on principles and rights within the Care Standards.

The importance of collaboration in assessment and planning is highlighted with particular emphasis on the development of All About Me Plans for tamariki and rangatahi and how they link with Caregiver Support Plans to help caregiving whānau meet the needs of tamariki and rangatahi in their care.

Throughout this learning programme, individual sites and regions identify areas of practice that require further development, and plans are developed to ensure support for ongoing professional and practice development is identified and delivered.

“It felt like they wanted

the best

for me and they tried to put my voice in place.”

Outcome:

We prepare and support young people leaving care and youth justice to transition successfully to adulthood

Initiative:

Support for transition to adulthood

Theme:

Social work practice

The Transition Support Service supports the approximately 600 rangatahi who leave Oranga Tamariki care or custody each year to transition to adulthood.

The importance to youth wellbeing of having this support is well recognised, including in the Child and Youth Wellbeing Strategy. The Service is optional for rangatahi and is relationship based. It is delivered in partnership with community and iwi organisations.

One of the key roles of these partners is providing transition workers who support rangatahi with a range of needs such as health, housing and food security. Transition workers maintain regular contact with rangatahi up to the age of 21 and help rangatahi stay in contact with whānau and support networks. In addition, they can activate opportunities for rangatahi growth such as linking to cultural and community groups, financial planning, education, training, employment and parenting support.

Findings from a 2020 survey of rangatahi using the Transition Support Service suggest that the service is working well for rangatahi who access it and they value the support they get from their transition worker. We also heard that many rangatahi in care or custody had moderate to serious worries about what might happen after they leave care or custody, and that not all rangatahi are aware of their entitlements.

In response to this feedback, and feedback from rangatahi in Te Tohu o te Ora (Children's Experiences Survey) about not having confidence in the future, Oranga Tamariki is looking at ways it can increase awareness of the service among rangatahi in care. This includes increasing the number of referrals to the Transition Support Service, ensuring rangatahi are being referred earlier (ideally at 16 years), and ensuring rangatahi are involved in a planning process for their future that includes building life skills, seeking employment and maintaining strong support networks.

Outcome: Reduced disparities in outcomes and experiences for tamariki Māori and their whānau

Initiative: Improving responses to tamariki and rangatahi with both Māori and Pacific identify

Theme:
Social work practice

While Oranga Tamariki has developed practice models and other care considerations specific to tamariki, rangatahi and whānau who identify as Māori or Pacific, little is understood about the unique cultural needs, perspectives and aspirations for those who identify as both Māori and Pacific. We know there are similarities between Māori and Pacific cultural values, practices and beliefs across Te Moana-nui-a-Kiwa.

We also value the unique experiences of Pacific peoples as a collective and as independent cultures, communities and nations of people. Not enough is understood about these similarities and differences in terms of how they are experienced and responded to in the care system, and the subsequent impact on the wellbeing of tamariki, rangatahi and their whānau.

Through Te Tohu o te Ora (Children's Experiences Survey), we have become more aware of the group of tamariki and rangatahi who have both Māori and Pacific heritage, and how their experience of care compares to other ethnicity groups such as Māori, Pacific and those who are non-Māori and non-Pacific.

The Oranga Tamariki Pacific Strategy 2018–21 also recognises tamariki and rangatahi with dual Māori and Pacific heritage as a distinct cohort and closely monitors the numbers of these tamariki throughout the care system and how that is changing over time. This strategy is being refreshed in 2021 and will draw from these survey findings as well as other data that monitors trends in how Māori and Pacific tamariki, rangatahi and their whānau experience care.

To develop deeper understanding of the unique considerations for this group, Oranga Tamariki will be undertaking research with, and listening to, the voices of whānau and communities who identify as both Māori and Pacific about their experiences in the Oranga Tamariki system. These insights will support the development of models and approaches that will improve experiences for these tamariki and rangatahi.

A partnership project is also underway between Pacific leaders and mana whenua in Auckland to co-design appropriate approaches for intensive response. This will be trialled in Ōtāhuhu during 2021. Oranga Tamariki is also looking to work with procured providers and community partners to develop a competency framework that is responsive to Māori and Pacific tamariki, rangatahi and their whānau.



**“Unconditional love
comes from my whānau.”**

Diversity and Inclusion

Theme:

Organisational blueprint, people and culture

We know that in order to fully support our staff, along with the tamariki, whānau and communities they serve, Oranga Tamariki aspires to be a workplace where our people feel valued, respected, and comfortable to be themselves. We continue to find ways to foster a sense of kaimahi ora (wellbeing) for our staff, to ensure they are best equipped to awahi our tamariki and rangatahi. To meet this goal, we are accountable to the five Papa Pounamu priority commitments:

Addressing bias and discrimination

In 2018 the New Zealand Government committed to addressing the gender pay gap in the public sector and to help organisations to remove any gender bias or discrimination in remuneration policies, practices, systems, and workplace culture.

A sector-wide Gender Pay Gap Action Plan was established by Te Kawa Mataaho (TKM) and the Oranga Tamariki Gender Pay Action Plan was developed in collaboration with TKM and the unions, and published in July 2020. Starting salary guidelines have been developed and implemented to provide managers with advice on the recruitment process and hiring employees at an appropriate level without bias.

To further address bias and discrimination, we have conversations with hiring managers prior to their hiring process, so support and increase understanding of the impact of bias on decision-making. Focusing on removing bias from our recruitment process will enable us to hire staff that better reflect the communities we serve. As we move into a Te Ao Māori approach with our mahi, we endeavour to remove bias and discrimination from our policies and practice, allowing us to operate with best practice, placing people in the roles who are best placed to support our rangatahi and tamariki and meet their individual needs.

Oranga Tamariki continues to work with TKM to address bias and discrimination. Our 2021/2022 Action Plan is currently being developed and will be broadened to include and emphasise eliminating ethnicity bias. We want to focus on bringing in an inclusive approach to ethnicity and diversity, reducing any inherent bias that may be present. The Action Plan will be published in late 2021.

Strengthening cultural competency

In order to meet all our obligations under Te Tiriti and do better for tamariki Māori, it's crucial that we continue raising our Māori cultural capability. Our Māori Cultural Framework was an important step forward in the last year, and this year we collated our internal resources to support this. Of particular note this year was the establishment of the Pou Tikanga role, currently held by Doug Hauraki.

In FY2021–2022 Oranga Tamariki will move into alignment with Te Whāinga Amorangi framework (from Te Ara Whiti). Te Whāinga Amorangi framework requires not only a deeper commitment to our own framework, but to also raise our Māori cultural capability by aligning ourselves with their six key pou: NZ history/Treaty of Waitangi literacy, te reo Māori, understanding racial equity and institutional racism, worldview knowledge, tikanga/kawa, and engagement with Māori. With our alignment to Te Whāinga Amorangi framework and our Māori Cultural Framework, we aim to enable all kaimahi to practise consciously and build deeper cultural confidence.

Our plans for the next year include adapting our practice and response. The five key principles of our Māori Cultural Framework, co-designed with the Māori Design Group, orient around mana and setting standards for all staff to meet.

Strengthening our cultural confidence allows our kaimahi to better understand Te Ao Māori, the reo, and understanding of tikanga, ideally benefiting our understanding of how we can better support Rangatira and kaimahi.

To attract more Māori kaimahi to work for Oranga Tamariki, we need to ensure that we are authentic with our responsiveness to Te Tiriti, and truly being inclusive by strengthening our cultural competence.



Developing relationships that are responsive to diversity

Our connection to our vision, our purpose, and our values drives our determination to develop diversity responsive relationships.

Similarly, our Oranga Tamariki code of conduct leads us to value diversity in both internal and external connections.

Our core and common learning is part of our continuous improvement plan. A new Code of Conduct module was created in June 2021 which incorporates scenarios to learn from and to enable our kaimahi to understand the alignment to our Oranga Tamariki way, vision, and values. These scenarios include diversity and inclusion aspects such as respect and care, creating safe spaces, and our responsibilities as kaitiaki – guardians of information.

Supporting and engaging with employee-led networks

As we continue our journey towards realising oranga tamariki, we must ensure the way our kaimahi engage with each other reflects the level of aroha and respect they show our tamariki, whānau, caregivers and sector partners. We can do this by actively listening to their voices, to enable us to work and empower them to create solutions.

We check in with our kaimahi regularly – whether it's via pulse surveys or through feedback mechanisms such as our Speak Up campaign.

We have various cross-agency network groups including full employee-led networks at Oranga Tamariki. These enable our kaimahi to connect in an inclusive and safe space with likeminded individuals, which contributes to our wider sense of belonging.

Flexible working

Flexible working forms part of our wider Oranga Tamariki diversity and inclusion approach. Our approach has always included "Supporting a Family Friendly environment" and over the last three years we have implemented many changes to allow our kaimahi to work flexibly. This has been an evolving phased approach.

All roles are treated as flexible unless there is a good business reason not to be – also ensuring working flexibly does not undermine career progression or opportunities. Any changes implemented have been done after various focus groups, surveys, and interviews to better understand how we can make flexible working work for our different places and spaces, and business needs.

Flexible working is important to us, as we know it allows us to support our other obligations in addition to our mahi. Flexible working also enables those who are able bodied and those with a disability to work in different places and spaces than the traditional office. Normalising a flexible work week adds to wider feelings of inclusion, as different needs can be freely negotiated with their leader without fear of bias or discrimination – it is part of our culture.

Our flexible working approach is aligned with Te Kawa Mataaho "flexible work by default" mandate.

Given the nature of our mahi, flexible working will look different for each kaimahi and rōpu. We have now created a flexible working kete, which includes a Team Charter, allowing our rangatira to have conversations with their kaimahi and determine the right flexible working fit for their team, workload, and overall business requirements, whānau, iwi and community.

Flexible working workshops will run across the country to aid our kaimahi from 2021 through to 2023 supporting our business changes such as work on sites and the 'places and spaces' project.



“I want to have the same experiences, choices and **opportunities** as other tamariki and rangatahi.”



Our Performance

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Understanding Our Performance

Oranga Tamariki was established on 1 April 2017 and we have worked hard over the last four years alongside our iwi, Māori, and non-governmental organisation (NGO) partners to transform the way we do things. While we have a long journey ahead of us, and while we acknowledge and learn from the past, we must also champion and celebrate the positive impacts of our people's mahi that supports the Government's vision, to make New Zealand the best place in the world for children and young people. We want New Zealand to be a place where all children and young people are loved, confident, happy, healthy and empowered to reach their full potential.

This section will walk you through our performance against the suite of appropriation measures for the financial year 2020/21. It will cover: what we achieved during the year; how we got there; how this work supported the realisation of the Government's Child and Youth Wellbeing Strategy; and the values at a core of our outcome and performance frameworks. Tamariki and rangatahi are at the heart of everything we do. We want to see the reflection of the mahi we do in the everyday lives of the children and young people in care.

There are several core documents that help us stay focused and accountable. These are pivotal to understanding our performance as a Ministry. This starts in the wider context of the Government's strategy, through to the granular level of measurable outputs that keep us accountable both to the Government and to the public.

What we do

We put children's needs at the heart of what we do. Our goal is to work with families, whānau and the wider community to ensure circles of protection and care for our children and young people whose wellbeing is at risk. Our core services range from prevention through to support into early adulthood.



Prevention and Early Support

We are moving from a system focused on crisis response to one focused on prevention, with the aim of having fewer children moving through the system and into care. Early response ensures more efficient and better targeting of services to meet the needs of children and prevent escalation of risk.



Intensive Response

We support families and whānau so that, wherever possible, tamariki can remain or return to living safely at home within their culture and connected

to their communities. We work with our partners to develop models of intensive support based on the nature and needs of each community, to meet the children's full range of needs as early as possible.



Care Support

When it is not possible for children and young people to remain safely at home within their birth family, we find stable homes and loving care for them. We look to place them firstly within their own families and whānau, and, if that's not possible, with a caregiving family that best meets their needs. We support children to maintain relationships with their birth family where possible, to nurture the development of their personal and cultural identity.

We also work to build a larger and more diverse pool of caregiver families who have the capacity, skills, resources and support to create and maintain loving, stable, life-long relationships.



Youth Justice

We help young people who: are alleged to have offended; have offended; or are at risk of offending – and their whānau. We work with the victims of offending by young people. We also work with sector and community-based partners to support young people to find new pathways. We want: more young people stopping offending before adulthood; fewer young people being escalated within the justice system; and more young people being safely managed in the least restrictive placement possible. We want to see reduced disparities in outcomes and experiences for tamariki Māori and their whānau and communities. We want them to feel valued and understood.



Transition Support Service

We provide ongoing support as young people find their way in the world and become young adults. We want to ensure that young people leaving our care have the support and opportunities they need to successfully transition to adulthood and achieve their goals. To become more independent and achieve their goals, young people need responsive, flexible, relationship-based support. We want more young people to: have the life skills they need to thrive as adults; have safe and stable living arrangements; have a trusted adult in their lives; be engaged with family, cultural and community groups; and have whānau, hapū and iwi involved in decisions affecting them through their journey towards adulthood.

The Government's Child and Youth Wellbeing Strategy Framework

The Strategy provides an overarching Framework for the work of government and others to align with. It includes a vision to aspire to, principles to guide the way we work and wellbeing outcomes to set the direction and indicators for measuring progress over time.

The six interconnected wellbeing outcomes reflect what children and young people said was important to them. They signpost the social, economic and environmental factors needed for children and youth to thrive.

Children and young people:

- are loved, safe and nurtured;
- have what they need;
- are happy and healthy;
- are learning and developing;
- are accepted, respected and connected;
- are involved and empowered.

What are mana tamaiti objectives?

The mana tamaiti objectives provide us with a route to achieve the goal of ensuring that tamariki Māori are thriving under the protection of whānau, hapū and iwi. They demonstrate how Oranga Tamariki will have regard to mana tamaiti, whakapapa and whanaungatanga in policies, practices and services.

The objectives are applied in two ways:

- When we develop or design a policy, practice or service
- When we deliver a service (including those we commission others to deliver on our behalf).

These objectives form a part of our outcomes framework

Our Strategic Focus

Our vision

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

Our roles

We seek to be :

- A high performing, highly trusted statutory care and protection and youth justice agency that works in an integrated way with other agencies and communities;

- an enabler and coordinator for Māori and communities, to empower them to put in place the support, the solutions, and the services they know will work for their people to prevent tamariki coming to our attention.

This strategic direction reflects the call for change through surveys and reviews, through a Waitangi Tribunal inquiry and a report by the new Ministerial Advisory Board. This new direction was agreed by Cabinet and will be reflected in our new Strategic Intentions (Statement of Intent, SOI) 2021–2025. The document will set out our intentions for the next three to four years, while making space for the voice of new leadership and communities to shape the direction for Oranga Tamariki.

Our last SOI covered 2017–2021, setting the course for our initial five-year transformation to set up a new agency. It was aligned to the vision set out by the Expert Advisory Panel and the reform of the Oranga Tamariki Act. This was due to be refreshed last year, but was delayed by changes to the strategic landscape. As a result, we have not met the legislative requirement under section 38 of the Public Finance Act to provide the Minister for Children with a new SOI at least once every three years.

The current SOI will remain in force until the new SOI is agreed. The new SOI is anticipated to be published later this year.

Section 7AA Obligations

To honor the Crown's Treaty of Waitangi obligations, a new inclusion, Section 7AA titled 'the duties of the Chief Executive in relation to the Treaty of Waitangi (Tiriti o Waitangi) was added to the Oranga Tamariki Act. As part of that obligation, the Chief Executive of Oranga Tamariki reports to New Zealanders, at least annually, on the progress being made to improve outcomes for tamariki Māori.

We welcomed the first report in July 2020.

This year's report will be available on our website in early November.

Our outcomes framework

Our outcomes framework sets out the core services we provide, how we intend to deliver them differently from the past and sets out indicators to tell us where we are making a difference for tamariki and whānau. It is a guiding road map which links our mission to the Government's vision for tamariki and rangatahi in New Zealand. As our strategic direction changes, we anticipate we will update the outcomes framework.

“Support
my whānau
to support me.”



Our Performance Framework

The Oranga Tamariki Performance Framework builds on our Outcomes Framework to detail what it means for Oranga Tamariki to be a high-performing organisation. It lays out the chain of inputs and outputs that would allow us to deliver positive experiences and outcomes for tamariki, rangatahi, whānau, hapū and iwi, including through meeting our Mana Tamaiti objectives. It outlines that we consider performance from quantity, quality and equity perspectives.

Like the Outcomes Framework, everything we do should map on to the Performance Framework somewhere, including our appropriation measures (see page 37).

 Represents number of appropriation measures in our current suite that support particular outcomes in our performance framework. The appropriation measures have been mapped out to show which outcomes are being reinforced the most.

Performance aspect	Early support*	Intake, assessment and referral	Intensive response	Care	Youth justice	Transitions
Better outcomes	Improved outcomes for tamariki Māori and their whānau, hapū, and iwi					
Positive experiences	<p>Families and whānau are able to meet their children's needs</p> <p>Improved outcomes for tamariki Maori and their whānau, hapū, and iwi</p>		<p>Children and young people do not need to enter care or youth justice system</p> 	<p>Children and young people in care have their needs met</p> <p>Children and young people have loving places to live</p> 	<p>Young people stop offending before entering adulthood</p> 	<p>Young people leaving care or youth justice have safe, stable, productive and connected lives</p>
Well delivered	<p>Children, young people, families and whānau receive support to improve their wellbeing</p> <p>High-quality intake and referral decisions are made in a timely way</p>		<p>Families and whānau receive intensive, long-term support to help them provide safe, stable and loving homes</p>	<p>Children and young people are connected to the people, groups and support they need</p> <p>Families, whānau, caregivers, hapū and iwi are supported to provide safe, stable and loving homes</p>  	<p>Young people in Youth Justice, their victims and the public, are kept safe</p> <p>Young people in youth justice are supported to find new pathways: Te Ara Hou, Te Ara Tika, Te Ara Oranga</p>	<p>Young people are able to access advice and assistance to reach services, and develop the skills and support networks they need</p> <p>Young people are provided with a safe and stable home</p>
Accessible	<p>Children, young people, families and whānau who will benefit from support are receiving it</p> <p>Children, young people, families, whānau, hapū, iwi, and professionals are involved in decision-making as early as possible</p>		<p>Children, young people, families and whānau who will benefit from Intensive Response services are accessing them</p> 	<p>There is thorough assessment and planning around each child's needs</p>      <p>Children and young people are referred quickly and easily to support</p> <p>Each child and young person is found a loving home that meets their needs</p>   	<p>There is thorough assessment and planning around each young person's needs</p> <p>We ensure young people in youth justice can access therapeutic programmes</p> <p>Each young person in custody is matched to the least restrictive placement appropriate</p> 	<p>There is thorough assessment and planning around each young person's needs</p> <p>Young people are referred or self-refer to transition services</p>  <p>Young people are offered supported accommodation or to return to or remain living with a caregiver</p> 
Available	<p>Partners are resourced and supported to make services available for children, young people, families and whānau</p> <p>Staff and partners are well trained, equipped and supported</p> <p>Professionals and the public can easily report concerns about children and young people</p>		<p>Locally-tailored services are available for families and whānau</p> 	<p>Staff and partners are well trained, equipped and supported</p> <p>Appropriate support is available for children and young people</p> <p>There are loving places available to suit each child and young person in care</p> 	<p>Staff and partners are well trained, equipped and supported</p> <p>Appropriate whānau and victim centred therapeutic programmes are available</p> <p>There are enough community and residential youth justice placements available</p> 	<p>Staff and partners are well trained, equipped and supported</p> <p>There is a transition support service in place</p> <p>Supported accommodation and caregivers are available for young people</p>  <p>Young people are proactively informed and reminded of their entitlements</p>
Well designed	<p>For children, young people, families and whānau with greater needs</p> <p>For children and young people notified to us, their families, whānau, hapū, iwi</p> 		<p>For children and families needing statutory support</p>	<p>For children and young people in care and protection custody</p>	<p>For children and young people in the youth justice system</p> 	<p>For young people who are leaving or have recently left care or youth justice to transition to adulthood</p>

Ensuring equity of our services for tamariki Māori, for other ethnicities, across gender, age, geography, sexual orientation and for disabled children, young people, families and whānau





“My hope for the future is just,
**my family
back together.**”

Our Appropriation Measures

On the highest level, appropriations give Oranga Tamariki the mandate to incur expenses and spend public money, which allows the Ministry to govern. They are an important aspect of our performance framework and form the core of this report delivered to you annually. Our funding is closely tied to the suite of appropriation measures, which ensures money is spent where it matters most and that we can measure our outputs from Government's investment. The suite of measures is reviewed annually. This is when measures are updated or replaced, tested for relevance and meaningfulness, and standards adjusted to allow us to closely monitor our performance in the context of outcomes we strive to achieve.

While Oranga Tamariki matures as an organisation, the suite of measures will evolve with it from an output to an outcome focused performance mechanism. In the longer-term, we will be able to understand, track and continue supporting positive shifts in the wellbeing of tamariki and rangatahi. We have high aspirations for tamariki in our care, and we know that the collective impact of the positive mahi our people do every day will get us where we need to be. Below is an overview of this year's performance.

What Appropriation Measures are changing and why

In 2019/20, we refreshed our suite of measures for the Multi Category Appropriation (MCA) Investing in Children and Young People, where the majority of our operating funding sits. The refresh last year was the culmination of several consecutive years of change, and as such, we have not proposed any changes to these measures for 2020/21. Instead, we have focused on supplementing the existing suite with other measures over time as our data collection improves.

This year we introduced two additional quality measures. These measures are focused on demonstrating our commitment to increasing the quality of care, in accordance with the new Care Standards, and our section 7AA obligations, in particular through the lens of the Mana Tamaiti objective 4: Supporting identity and belonging.

There were also elements of our appropriation measures which were not refreshed in 2019/20; and these have now been changed and updated to bring them in line with the other measures. Specifically, for 2020/21, we have developed new or replacement measures for the following appropriations:

- Adoption services, we have added an additional measure to demonstrate the timeliness of suitability to adopt assessments;
- Capital Expenditure, we have re-framed the performance measure to align it with the Ministry's Long-Term Capital Plan;
- Non-Department Connection and Advocacy Services, we have replaced the performance measure with one that aligns with the contract deliverables for Voyce – Whakarongo Mai who are responsible for delivering advocacy and connection services for care experienced children and young people; and
- Evaluation and Auditing Expenses for the Reducing Youth Reoffending Social Bond Pilot, the performance measure has been revised to specify the type of evaluation expected to occur in 2020/21.

We have been shaping the new performance framework throughout the year. With the framework now in place, we will refine and expand our suite of appropriation measures to reflect new sources of data and information. As our new service lines reach maturity, we will look to replace establishment measures that are focused on accountability for the scaling of those services and demonstrating activity volumes and reach of cohort, with more specific outcome measures in the coming years.

2020/21 At a Glance

Overall Results

The 2020/21 results show that in 76% of cases we have either achieved or exceeded our appropriation measure standards.

How did we do against our Performance Framework?

Everything we do should map on to the Performance Framework somewhere, including our appropriation measures. They have been mapped onto the performance framework, as below, to demonstrate which outputs and outcomes are being reinforced the most by the current suite of measures and across our core functions.

76% (28)

of the suite of 37 appropriation measures have been achieved or exceeded and 9 have not been achieved.

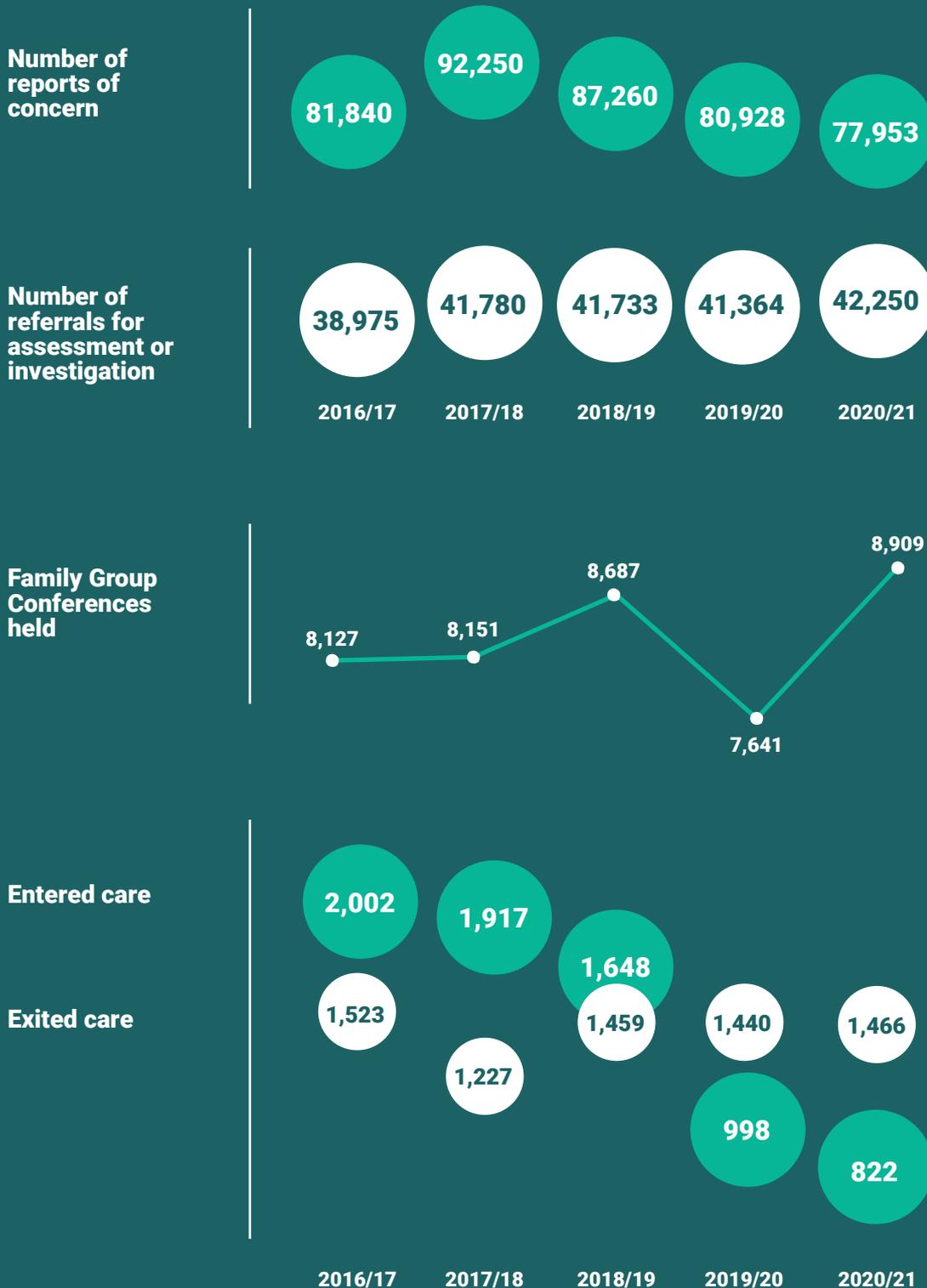


	Early Support	Intakes, assessments referrals	Intensive response	Care	Youth justice	Transitions
Core Services						
Better Outcomes for tamariki, rangatahi and whānau			⊗	✓	✓	
Positive Experiences				✓	✓	
Services are well delivered				✓ ✓		
Services are accessible			✓	✓ ✓ ⊗ ⊗ ✓ ✓ ⊗ ⊗	✓	✓ ✓
Services are available			✓	✓	✓	✓
Services are well designed		⊗		✓	✓	

Building strong foundations



Significant shifts in care and protection



While the number of reports of concern has been gradually falling over the past 4 years, and heavily impacted by COVID-19 in the last two years, there is an increase of cases being assessed and investigated further. Despite that increase, and despite the number of family group conferences remaining relatively stable over the years, we can see a significant reduction in the number of children entering care.

2020/21 Across Core Functions

Throughout the fourth year of our transformation journey, we focused our efforts on strengthening the practice we've built over prior years by:

- Improving our intakes procedures and ensuring whānau participation in decision making at the earliest opportunity;
- enabling community-led responses to prevent tamariki from entering care;
- establishing innovative ways of working and delivery models for the future alongside our strategic partners, iwi and Māori organisations; and
- supporting young people entering adulthood by expanding transition support services.

Focusing on what's important

Transparency and building public trust and confidence in our operations are important aspects of our development, and pivotal to the direction of our transformation. It is important to recognise that the tangible representation of our achievements this year are intertwined with ongoing performance challenges we face as an organisation. Both aspects of our performance in 2020/21 are covered in this section and represented by a selection of appropriation measures that are the most critical to our operations and most accurately mirror our achievements and challenges throughout 2020/21.

It is important to note that, while we have success indicators for our measures, and while we understand that compliance with quantitative standards is essential, it will always be the tamariki and rangatahi who are at the forefront of our efforts.

Better Intakes and Assessment



High-quality intake and referral decisions are made in a timely way



Children, young people, families, whānau, hapū, iwi, and professionals are involved in decision making as early as possible



Ensuring that intakes and assessments are well designed for children and young people notified to us, their families, whānau, hapū and iwi



We want to ensure children, young people, families and whānau get the right support at the right time.

We want families and whānau to be able to meet the children's needs

Each child and young person we engage with is unique and complex – their safety, wellbeing and best interests are our first and most important considerations.

Reports of Concern (RoC)

Of the more than 1.1 million children in New Zealand, the majority (approximately 80%) will never come to the attention of Oranga Tamariki. But there are some families and whānau who need extra help and support. We're working in partnership with an increasing number of iwi, Māori and community organisations to help families and whānau earlier with issues that put children at risk. About 10 people contact us every hour with concerns about a child. Over the past year we have averaged 240 calls and emails every day from the community, doctors, teachers, neighbours, and police. Concerns relate to drug and alcohol addiction among parents, neglect, physical, sexual and emotional abuse of children, and family violence¹. From the reports of concern we receive, we make 100 assessments each day. Of these assessments there is the equivalent of two classrooms of children who we have never had contact with before.

¹ *The social sector is complex, with a range of government, non-government, and private sector organisations involved in providing a wide range of services to all New Zealanders. Many communities and families are dealing with difficult social problems that go beyond the boundaries of generations, agencies and services. To address these problems, agencies are finding new ways to work together to make services more accessible and effective.*

Critical and Very Urgent Reports of Concern Received by Oranga Tamariki

A report of concern is made when a member of the public or a community, a professional or whānau or family has a concern for a tamaiti and they share their concern with Oranga Tamariki. It is the role of Oranga Tamariki to:

- Consider the concern
- Determine the appropriate response for te tamaiti and their whānau
- Complete an assessment appropriate to the level of concern
- Put in place the support or intervention that te tamaiti and their whānau require if necessary.

When considering the appropriate response we consider, based on the information provided and any known history:

- The potential impact on tamariki;
- The whānau or family's responsiveness and any supports they have;
- Safety and wellbeing;
- Vulnerability, pattern and impact;
- Willingness and capacity to engage to make change; and
- Offending.

The National Contact Centre take the above into consideration and then choose the appropriate response. This might be to take no further action as there is not a concern for a child, to refer to other services, or to assess safety within a 24 hour (critical), 48 hour (very urgent), or 10 day timeframe (urgent).



24 HOURS (CRITICAL)

Te tamaiti has been seriously harmed or is at immediate risk of serious harm and requires immediate involvement by Oranga Tamariki to establish safety.



48 HOURS (VERY URGENT)

Te tamaiti has been seriously harmed or is at risk of serious harm but some protective factors are present for the next 48 hours. However, as the situation and/or need are likely to change, high priority follow-up is required.

The National Contact Centre immediately contact the Oranga Tamariki site where te tamaiti is believed to be for them to commence work on the 24 hour or 48 hour response.

The supervisor/s at the site will review the information, and if they agree with the response decision, they will allocate a social worker to respond. The supervisor will work with the social worker to agree the plan for assessment, the activity required, and the supervisor will liaise with the Police if the matter is covered by the Child Protection Protocol.

Social workers do not respond to critical and very urgent reports of concern in isolation. Any visiting of tamariki and their whānau usually takes place alongside a social work colleague or another professional e.g. Police. Any decision making by the social worker is done in consultation with their colleague, other professionals, and with the oversight of the supervisor.

Supervision is a critical part of social work practice. It is the primary mechanism for ensuring effective oversight and to think critically about the circumstances for te tamaiti. Supervision is a forum to share and reflectively explore developing understanding of te tamaiti and their whānau or family, to think about how we are making sense of complex information and to test assumptions, and any bias influencing assessment and decision-making. Supervision will also support and build effectiveness in responding to the cultural diversity of the tamariki and whānau we are working with.

The new approach

In 2020/21 we focused on rolling out and solidifying the new intakes and early assessment approach to all our sites. Keeping regional consistency in mind has led to greater engagement with regional staff as change leaders, which supported a tangible performance shift in timely and accurate decision making at early assessment stages of tamariki and their whānau.

How's the new approach different?

- Whānau, hapū and iwi are given the opportunity to address concerns about tamariki at the earliest opportunity.
- Communities are able to help us to understand the needs, strengths, risks and vulnerabilities for tamariki, so that we can more consistently and reliably identify tamariki requiring statutory assessment – and provide them with the appropriate support earlier (i.e. Intensive Response).
- We're able to reduce the number children getting re-notified to us by providing them with help earlier, and we can prevent a picture of ongoing harm by building understanding of the history of concerns for our tamariki and making decisions with a lens focused on effects of trauma and cumulative harm.

Zooming in on Performance

Measure results

82% critical or very urgent reports of concern (RoC) were addressed within operational timeframes

Success Indicator



Observed Trend



 **Critical** Addressed within 24 hours

 **Very Urgent** Addressed with 48 hours

The standard for this measure is 95%, which we did not reach in 2020/21.

There are a number of reasons why a case will not be recognised as meeting this timeliness measure. For example, a family might be avoiding Oranga Tamariki engagement or have moved/been away at the time, or the social worker did not engage with key people we would have expected them to e.g. the parent/s. This does not necessarily mean the child was left in an unsafe situation, and, in the majority of these cases, the ongoing assessment of safety and support needs for tamariki and their whānau commenced/continued soon after the initial response timeframe. Where the reviewing team identified practice issues in the sample, these are being fed back to sites for continuous development/improvement.

A number of other next steps have been identified:

- The findings of this review will be shared with Services for Children and Families Regional Managers for their awareness and potential inclusion in regionalised plans for improving quality practice.
- The findings will be shared with the Site Practice Team, who provide intensive support and coaching to sites on quality practice.
- We will work with the National Contact Centre on guidance around how initial response decisions are made when there are sibling groups.
- We will work with the Professional Practice Group on whether we need to strengthen guidance around expected practice when responding to critical and very urgent RoCs, and ensure this is communicated to staff.
- Additional opportunities to strengthen include guidance on how and when to use the exemption case note to capture why the timeframe was not met, and for supervisors, how they think about their approval of a safety and risk screen as the first step in assurance of quality practice and accurate recording.
- Already in development is a feature in our new reporting tool, Whiti, which will allow frontline staff easier visibility of information about whether critical and very urgent RoCs were done on time. This will encourage more regular monitoring.

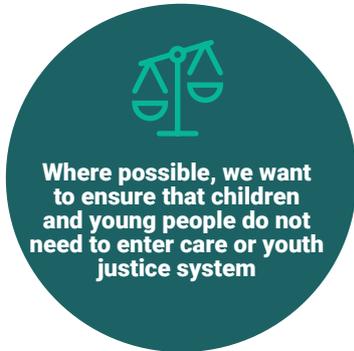
Strengthening Families



Making locally tailored services available for families and whānau



Ensuring children, young people, families and whānau who will benefit from intensive response services are accessing them



Where possible, we want to ensure that children and young people do not need to enter care or youth justice system

Partnered Support

Local and international evidence tells us the best support for families is provided by multiple agencies and the community. There needs to be a more holistic view to recognise all factors that affect people's lives. We and our partners recognise the need to improve the support to whānau who are at risk of having their tamariki taken into care. We believe that with better support, more tamariki and whānau can stay together and thrive.

Intensive response is being designed in collaboration with iwi, Māori and Pacific organisations and the wider community sector. For now, this involves four Oranga Tamariki sites: Christchurch East, Tokoroa, Horowhenua, and Ōtāhuhu. How we do this depends on the strengths and nature of the four communities.

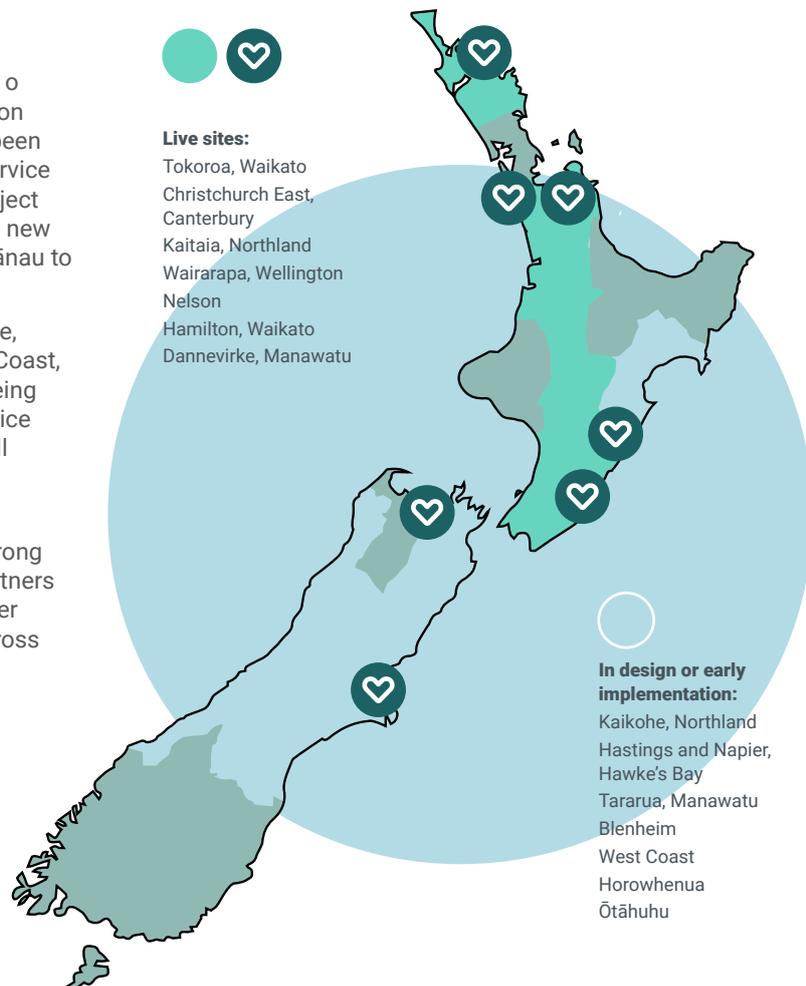
So, it's important we take our time to develop the new services with our partners. They know what their tamariki need and it's vital we support them to find and develop the solutions.

Te Kei o Te Waka

At the Tokoroa site, an iwi led model – Te Kei o Te Waka (the stern of the canoe) – went live on 31 August 2020. The first hui-a-whānau has been held with whānau referred to the Raukawa service and a shared agreement was signed. The project continues to learn and grow as it implements new ways of working and prepares for further whānau to come on board.

Existing intensive response-like sites (Kaikohe, Hamilton, Hastings/Napier, Wairarapa, West Coast, Nelson, Blenheim, Kaitaia and Tararua) are being developed to strengthen and expand the service models. We are currently working towards full implementation of these sites.

We're supporting the implementation of intensive response models in areas where strong relationships between us and community partners are already in place. These are supporting over 150 families and whānau to stay together across the country.



Zooming in on Performance

Measure results

150 Families now engage with intensive response services

Success Indicator



Observed Trend



More and more families are benefiting from intensive response services. As the newly established services grow and mature, and more sites are made available, we will encourage more engagement with families and communities.

Measure results

6 Sites across the country now offer intensive response services (7 as at 31 August 2021)

Success Indicator



Observed Trend



The total of six includes one phase 1 intensive response site (Tokoroa, live since August 2020) and five existing intensive response-like services (Kaitaia, Wairarapa, Nelson, Hamilton and Dannevirke) which were brought into the programme in 2020/21.

% baseline

Was not established for the percentage of children who received intensive intervention services in the last twelve months, who subsequently required an out of home placement

Success Indicator



Observed Trend



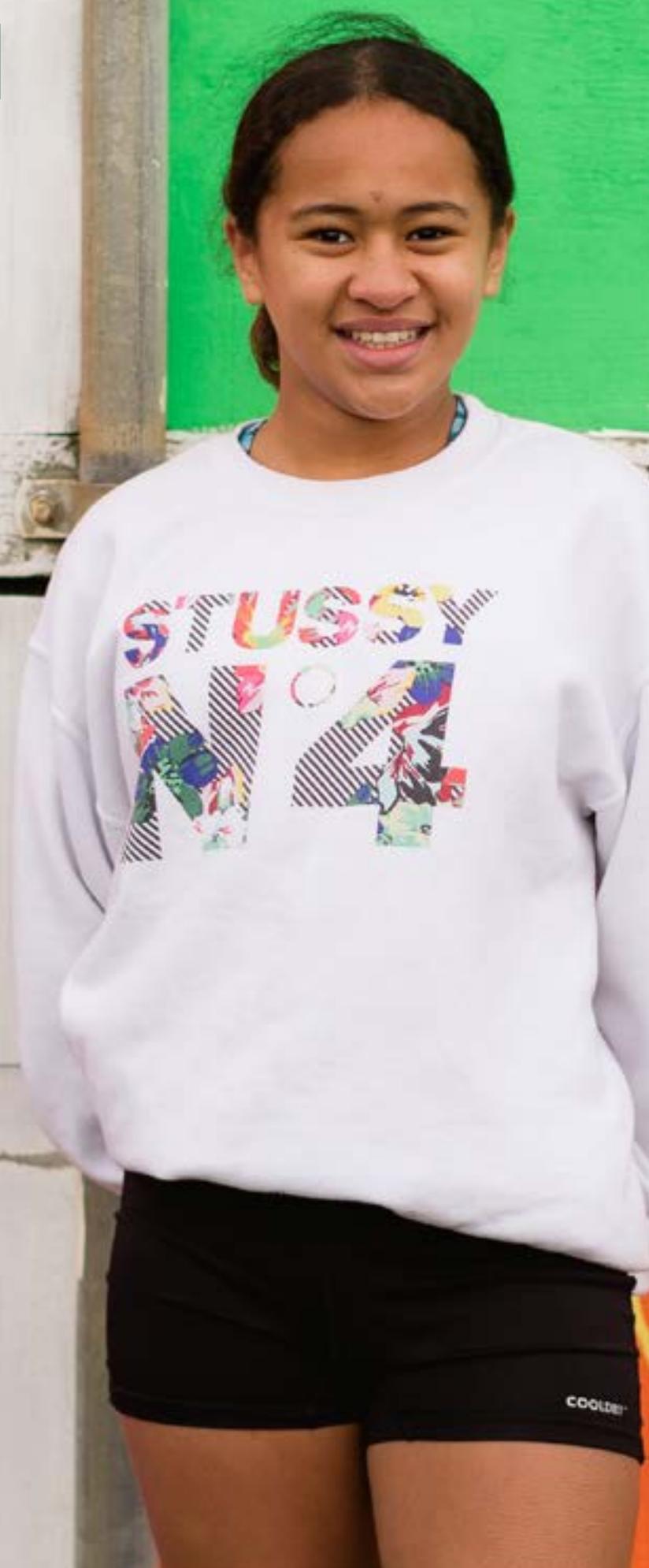
It is too early to establish a baseline with the majority of locations still in the early design or implementation phases. Outcomes and benefits are planned to evolve over time with initial reporting measures and theories of change agreed for each of the areas that are in the implementation phase.



The measures are intended as a starting point for the ongoing evidence of the impact in supporting tamariki and whānau through the local designed models of Intensive Response. Effort will continue to establish a baseline as the service reaches maturity.

“It means,
being loved

and that you have food,
furniture, bed, clothes on
your back and you know
when you go to school,
someone will drop you off
and pick you up.”



Building Stronger Care Support



Thorough assessment and planning around each child's needs



Supporting families, whānau, caregivers, hapū and iwi to provide safe, stable and loving homes



Ensuring each child and young person is found in a loving home that meets their needs



Children and young people in care have their needs met and have loving places to live

Partnered Care

The way we work with Care Partners is aligned with the intent and aspirations of the National Care Standards and our wider commitments such as Section 7AA. We are committed to a collaborative approach of working together that is focused on meeting our collective obligations, continuous improvement, and achieving better outcomes for children and young people in care. Child-centric agreements give us a clear, shared understanding of partners' care models, our respective roles and responsibilities, and how we work together in partnership.

Two years of our Caregiver Recruitment and Support Service

Caregiver Recruitment and Support Service was set up in March 2019. Since then, the team has brought significant benefits to caregivers and delivered support designed just for them. The team was established to ensure that caregiver assessment and the learning and support needs of caregivers were raised to the forefront and given the focus and attention they require on a daily basis. Over the two years, as at March 2021 we:

- Have assessed and approved 1,249 whānau caregivers and 549 non-whānau;
- Are supporting 3,500 caregivers both whānau and non-whānau, who care for over 80% of tamariki in care;
- So far, gave 93% of our caregivers Caregiver Support Plans developed as part of the National Care Standards. These plans are crucially important in ensuring our caregiving whānau have the support they need to provide tamariki with safe and stable homes;
- Ensured that over 1,000 caregivers have received the new Prepare to Care learning material or a needs-based learning option.

Prepare to Care

New Prepare to Care learning modules have been developed for caregiving whānau.

The six modules cover a range of topics that are critical for caregiving whānau to understand – from the role they play as caregivers, to understanding the experiences of tamariki in care, through to strategies to keep themselves and tamariki safe. More than 62% of Oranga Tamariki caregivers are whānau, and Prepare to Care has been designed with their needs front of mind.

Drawing on mātauranga Māori, the modules reflect our obligations under the Care Standards and to tamariki Māori under section 7AA of the Oranga Tamariki Act.

Prepare to Care gives potential caregiving whānau the information they need to confidently decide whether caregiving is right for them. It's also relevant for existing caregiving whānau who want a refresher on the fundamentals of supporting tamariki in care. Prepare to Care aims to help caregiving whānau to understand what caregiving involves, what the Care Standards mean in practice, and their role in enabling mana tamaiti, whanaungatanga and connection with whānau and whakapapa for the tamariki in their care.

Over Twenty New Kairaranga ā-whānau on Board

Kairaranga ā-whānau help tamariki to:

- **strengthen their whanaungatanga relationships with their whānau, hapū and iwi**
- **identify whakapapa connections that affirm positive identity, cultural connectedness, belonging and self-worth for tamariki**

We now have over 60 Kairaranga-ā-whānau social workers with a unique role in working closely with tamariki and whānau Māori who have most often experienced historical, intergenerational, and present-day trauma. 20 of them came on board in 2020/21.

They have the expertise to connect with tamariki in ways that are trauma responsive, supportive of healing and restorative of mana (mana-enhancing practice). They bring specific cultural skills, knowledge, wisdom, and experience to help them establish strong, trusting and culturally responsive relationships.

The role of Kairaranga-ā-whānau is pivotal in the transformation of Oranga Tamariki. It involves:

- identifying and engaging significant whānau, hapū and iwi members in decision-making for their tamariki as early as possible;
- supporting and/or facilitating hui ā-whānau and assisting Oranga Tamariki staff to integrate appropriate cultural knowledge and practice into the decision-making processes.

Early involvement of Kairaranga-ā-whānau ensures that tamariki Māori have their rights to whānau, hapū and iwi Māori connection met. Oranga Tamariki based Kairaranga-ā-whānau work towards achieving the objectives of section 7AA of the Oranga Tamariki Act 1989 for improving outcomes for Māori and are guided by Te Toka Tūmoana Indigenous and Bicultural Wellbeing Principled Practice Framework, our Māori cultural tool and other Māori models of practice.

The Kairaranga-ā-whānau role may have different names depending on the tikanga or customs of mana whenua, the local whānau, hapū and iwi in the area.

However, the general sense of meaning across these names is that of a person who weaves and connects together families, whānau, hapū, iwi and whakapapa: people, places, and values.

Te Tohu o te Ora survey and Te Mātātaki report

Te Tohu o te Ora is an annual survey conducted by Oranga Tamariki that seeks to let us better understand the experiences of tamariki and rangatahi in care. It was delivered for the first time in 2019/20. The survey was designed with input from tamariki and rangatahi to ensure it is engaging, accessible and focuses on aspects of care experiences that are important to them. Te Tohu o te Ora helps Oranga Tamariki fulfil its legislative responsibilities to assist tamariki and rangatahi to express their views on matters that affect them. The survey findings will be used by Oranga Tamariki to drive high quality, culturally responsive improvements to policies, practices, and services.

Te Tohu o te Ora comes from the words “tohu” (symbol) and “ora” (wellbeing). The survey is a snapshot in time of tamariki and rangatahi experiences, informed by the journey that tamariki and rangatahi have taken leading up to the moment they completed the survey. The name Te Tohu o te Ora reminds us that tamariki and rangatahi want assurance from Oranga Tamariki that their “oranga” (wellbeing) is prioritised.

Te Mātātaki is the annual report on the findings of Te Tohu o te Ora. Through this report, Oranga Tamariki makes public our commitment to listen to the voices of tamariki and rangatahi in care and our accountability to act on what we hear. In the first publication of Te Mātātaki, we outline how findings from Te Tohu o te Ora 2019-20 were used to identify priority areas where focused action and engagement is required across Oranga Tamariki to improve experiences for tamariki and rangatahi.

Te Mātātaki comes from the process of close observation performed by kaiwero during pōwhiri, to understand and confirm the intent and purpose of manuhiri. The survey is likened to the kaiwero as it gathers the lived experiences of tamariki and rangatahi in care and challenges Oranga Tamariki and others to act based on what has been shared.

Positively, the survey results suggest that many tamariki and rangatahi in care feel settled, well looked after, loved and accepted. The results also highlight areas where tamariki and rangatahi in care are not having positive experiences, or where particular groups of tamariki and rangatahi are not having positive experiences. To ensure Oranga Tamariki is engaged and active in areas where the need to improve is greatest, we have identified six priority areas:



1. Supporting contact with whānau



2. Enabling participation in decisions



3. Strengthening relationships with social workers



4. Providing opportunities to learn about whakapapa and culture



5. Supporting tamariki and rangatahi to have confidence in the future



6. Improving experiences for tamariki and rangatahi who identify as Māori and Pacific

You can read the report here
[Te Mātātaki 2021 \(orangatamariki.govt.nz\)](https://orangatamariki.govt.nz)

Zooming in on Performance

Measure results

81% of children who have been in statutory care for more than six months have a completed Gateway assessment

Success Indicator



Observed Trend



The gateway assessment is a formal needs assessment, covering health, education, and other needs of the child. After the completion of an assessment, Oranga Tamariki records whether a recommendation has been made for a child to be referred to receive a relevant service for the identified need.



The total number of completed assessments has continued to decrease since 2019/20 in line with the reduction in the number of children in care. However, the proportion of children that have a completed Gateway assessment has increased slightly to 81%. Improving the Gateway process is an on-going area of focus, which is reflected in the overall positive trend we see over time.

Measure results

91% of children, in care for more than three months, with an actionable plan

Success Indicator



Observed Trend



An example of an actionable plan are All About Me Plans which are unique for every child, and include information about how they'll be supported and have their needs met while they are in care. It's closely linked to the Caregiver Support Plan prepared in parallel. This means better supported caregivers, and more children having their needs met.



The standard for this measure is 95%, which was established in the prior financial year. Over the past 12 months we saw a considerable increase in the number of plans prepared from 75% to 91% at the end of 2020/21.

Measure results

60% of children in care, with regular quality engagement with an Oranga Tamariki practitioner

Success Indicator



Observed Trend



Principal Advisors for Care Standards have been delivering learning to support the continuous embedding of the Care Standards (which specifically includes a focus on quality planning and engagement).

Workshops have been delivered in 12 sites to approximately 300 participants. A further four workshops have been delivered between end of June and beginning of August. To date approximately 400 kaimahi have attended the workshops. By the end of 2021, a further 24 workshops will have been delivered across the motu.

Measure results

10% of children in out of home placement have had more than two caregivers over the year

Success Indicator



Observed Trend



Stable living arrangements can support children in out of home care to develop and maintain family, peer and community relationships while separated from their families. While some changes can be beneficial, multiple and unplanned care arrangements have been associated with negative outcomes for children and young people.

We have seen a 7% reduction in the percentage of children with multiple care arrangements since 2017/18. Through planning around each child's needs, financial and non-financial caregiver support and increasing and diversifying the pool of trained caregivers, we are able to build stable and loving care arrangements that meet children's needs, and enable them to feel safe, recover and flourish.

Measure results

75% of siblings in out of home placements are placed with at least one sibling

Success Indicator



Observed Trend



Measure results

57% of children in out of home placement more than three months were placed with family/whānau

Success Indicator



Observed Trend



Where possible, we want tamariki and rangatahi to safely remain within their wider whānau/family while they're away from home. While we'd like this percentage to rise over time, and while we have success indicators for our measures, each child and young person we engage with is unique and complex – their safety, wellbeing and best interests is the first and most important consideration.

This measure, though 1% below the standard, has been incrementally rising over the last few years.

“Being surrounded by
**loved ones
and friends**
that support me and provide
me with opportunities.”



Growing Youth Justice



Children, young people, their families, whānau, hapū and iwi, and the victims of youth crime, are listened to, understood, respected, informed, involved and supported



Young people stop offending before entering adulthood



Ensuring young people in youth justice can access therapeutic programmes



Each young person in custody is matched to the least restrictive placement appropriate and there are enough community and residential youth justice placements



Ensuring our services are well designed for children and young people in the youth justice system

Bringing Rangatahi into The Light

A new and unique, Māori-informed Youth Justice residence, Whakatakāpokai, opened in South Auckland in April. Designed by Oranga Tamariki in partnership with Waikato-Tainui, the facility provides wraparound care and support for up to 20 rangatahi at full capacity. The residence will also have space for whānau engagement, hui-a-whānau and family group conferences, and education and health services that incorporate mātauranga Māori.

At the heart of its design lies enabling rangatahi to remain connected to whānau, and other important community supports and providing safe, therapeutic, and secure accommodation for vulnerable youth. All rangatahi will strengthen their connection to whānau, hapū, iwi and their culture and develop the skills to make positive decisions. This will support them to flourish, transform their lives and reduce the risk of future offending.

The name Whakatakāpokai embodies the plight of a rangatahi falling into a dark place and then being assisted to move out into the light.

Improving Quality of Family Group Conferences

11 new Youth Justice Team Leaders have been appointed during the year and are supporting the regional Youth Justice Teams. There is now more direct supervision of all Youth Justice coordinators in the three Youth Justice Regions and added support to caseloads. Each coordinator is better supported, and a better structure is in place to identify and share good practice.

54 new Whakatakāpokai kaimahi all underwent 6 weeks of training prior to the go-live day

Support on Bail

We continue to build the suite of options available to rangatahi who are on remand. We have added 70 new community based bail and remand places in specifically chosen geographic locations. These are small, customised homes and the majority of them are run by iwi or NGO partners. The community homes offer a young person a place to stay when staying at home carries some risk with bail conditions. It's a short-term placement while the young person and the people they live with are provided support to reduce those risks.

Already, these homes are making a difference. Young people can be bailed rather than remanded, and with more homes around New Zealand, can stay closer to home and the people supporting them.

Talking Trouble

We've learned that some bail conditions can be confusing to young people, so we partnered with Talking Trouble Aotearoa to deliver training to staff to help explain the conditions and ensure the young person understands their circumstances. We are making a greater contribution to the decision to bail as well as the experience young people and whānau have while bailed.

Talking Trouble

Talking Trouble Aotearoa NZ are linguistic therapists addressing the speech, language and communication needs of children, youth and adults involved with justice, care and protection, mental health, and behavior services.



Growing Our Influence

The Remand Options Investigation Tool (ROIT) continues to be imbedded into the Youth Justice practice. It is intended to inform the remand decision making process and supports participants to reach a joint recommendation for the judge based on information gathered about identity, culture, past trauma, relationships, and protective factors alongside risk factors. The ROIT enables us, Police, and other agencies to explore alternatives to custody by building our shared understanding of each young person and their personal circumstances, resulting in more suitable conditions. This enables us to understand each young person's unique situation and recommend the right support at the right time.

Hoani Waititi Marae

Oranga Tamariki and Hoani Waititi Marae have co-designed a marae-based programme that aims to facilitate transformational change in the lives of rangatahi and their whānau involved in the youth justice system to improve their wellbeing (as defined by them), and supports them in decision-making that promotes a positive life pathway.

A café with a difference

The café at Te Au rere a te Tonga in Palmerston North is a café with a difference. It's run by the young people at the Oranga Tamariki youth justice residence.

The young people cook and serve food for staff and visitors and run all aspects of the café from stock ordering to customer service. The new skills learnt can help get their lives back on track, learn how to cook for their loved ones or help get into a career in hospitality. The youth justice residences are not the destination, but rather a tool to prepare the young person, their family or whānau for an independent life.

Zooming in on Performance

Measure results

38%

of under 18-year-olds &

34%

of under 17-year-olds

had a subsequent Youth Justice family group conference

Success Indicator



Observed Trend



A youth justice family group conference gives a young person, along with their whānau, victims and professionals, a chance to help find solutions when they have offended.



The recent appointment of specialist FGC team leaders aims to further strengthen the practice. Youth Justice services is also involved in a number of workstreams to improve the FGC experience for rangatahi and avoid repeat FGCs.

We are leading a cross-ministry approach to improving the way we work with children who offend - getting in early and wrapping supports around them and their whānau to avoid escalation through the Youth Justice system.

We have also reviewed the health and education assessment programme to improve information to FGCs and access to services for rangatahi.

Measure results

26%

of under 18-year-olds &

28%

of under 17-year-olds

held on remand, are placed within their community,

Success Indicator



Observed Trend



We continue to build the suite of options available to rangatahi who are on remand. We have added over 70 new community based bail and remand places in specifically chosen geographic locations. These are small, bespoke homes that have 3-5 beds with the majority run by Iwi/NGO partners. Alongside of this runs our 'Success on Bail' workstream which incorporates the roll out of the Remand Options Investigation Tool, the piloting of a upgraded Supported Bail programme as well as improvements to the Electronic Monitoring of rangatahi whilst on bail.



These service improvements along with the increased capacity in bail/remand home placements has allowed the continued downward trend in numbers being remanded into one of our four main Youth Justice Residences - with more people remaining at home (with added supports) or within their local community in a bespoke home.

Measure results

57

under 18-year-olds &

35

under 17-year-olds

held in police custody for more than 24 hours

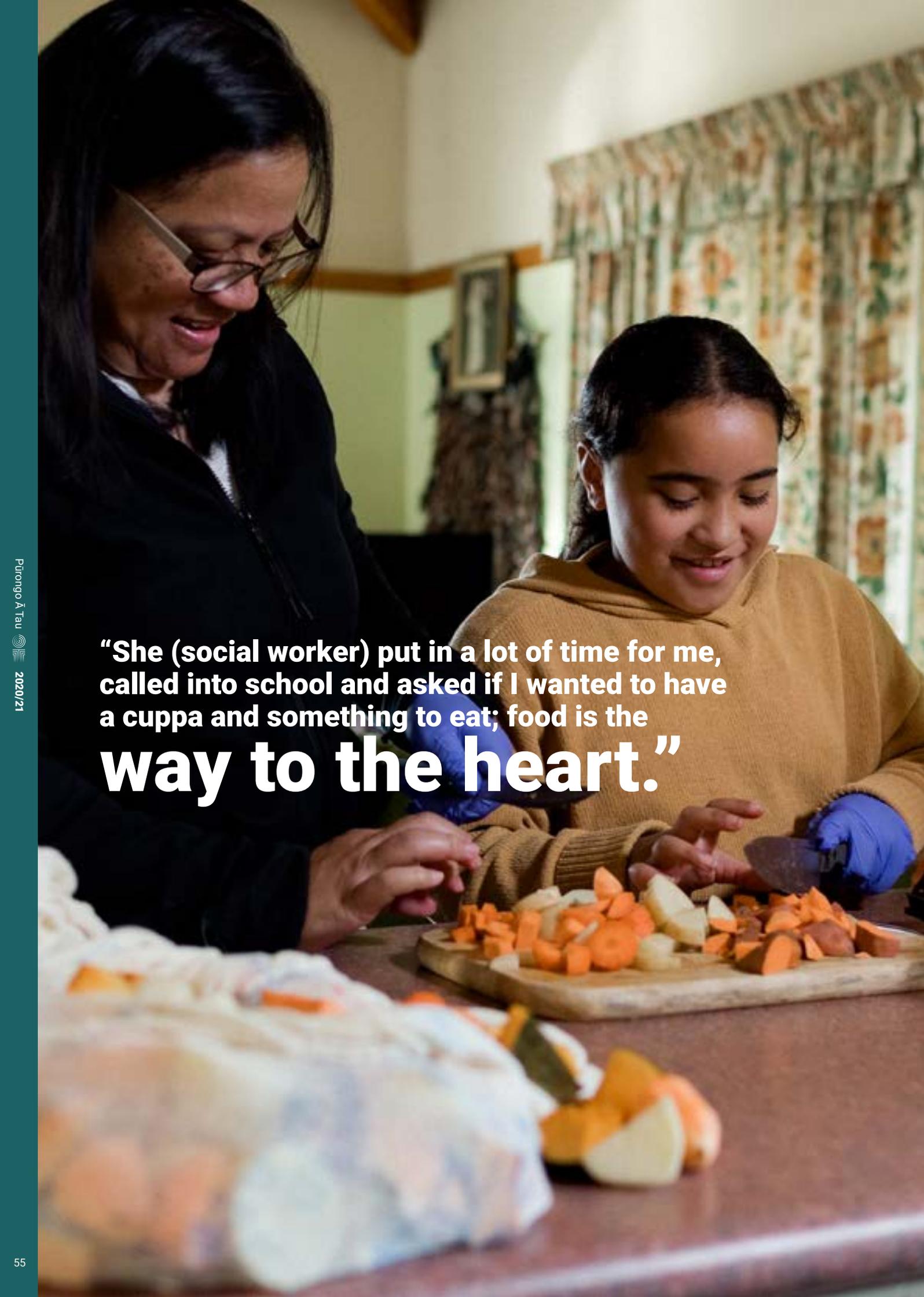
Success Indicator



Observed Trend



We want to ensure that a young person spends as little time as possible in police custody after their arrest. A number of initiatives have been introduced to improve the recording of a young person's arrest in our system. Further, Youth Justice staff and Police conduct daily meetings to discuss daily arrests and explore alternative placement options for each young person.



“She (social worker) put in a lot of time for me, called into school and asked if I wanted to have a cuppa and something to eat; food is the way to the heart.”

Supported through to Adulthood

Leaving home is a fragile time for young adults; the journey to adulthood for anyone is not without its risks and challenges. We want to make sure that more and more rangatahi leaving care and youth justice have access to safe and stable living arrangements, take up education, employment, or volunteering opportunities, are healthy and engaged with family or whānau and community groups and have the skills they need to thrive as adults.



Ensuring staff and partners are well trained, equipped and supported



Ensuring young people are referred or self-refer to transition services



Ensuring young people are offered supported accommodation or to return to or remain living with a caregiver



Safe Places, Safe People

Oranga Tamariki partnered with 54 community and iwi and Māori partners to provide national coverage for the Transition Support service. This included the provision of 127 transition support workers across the country and offering 107 placements to young people requiring more support to develop life skills and gradually transition from fully supported care to independent living. This will increase to 228 placements over the next four years. We're now working with over 1,300 care or youth justice experienced rangatahi transitioning to adulthood.

A call at the right time

It's not always easy to reach rangatahi once they have left our care, but the team of Transition Advisors at the National Contact Centre work to reach out to over 300 rangatahi each month who have left care to tell them about the Transition Support Service. Some rangatahi, especially those who left care after the service started, are still unaware of this new entitlement and how it can support them through challenges of becoming an adult. That's why a call received at a right time can make a tremendous difference to a young person's wellbeing.

A dedicated phone line to offer advice and assistance to young adults has been set up, along with processes to ensure that young people get financial assistance and other support they need. The dedicated phone line has helped over 4,400 callers since its establishment, including support to:

- source emergency accommodation;
- secure access to income support, healthcare, and counselling services;

- obtain identification like driver licences and passports;
- provide financial support for emergency food, clothing or other immediate needs.

Everyday Impacts

One of our Transition Advisors reached out to a rangatahi aged 19 who was experiencing significant stress while trying to support a younger family member. The team were able to help her in terms of receiving her correct income entitlements and obtain essential household items. Alleviating this immediate pressure enabled her to focus on the decisions she needed to make for the wellbeing of her whānau.

Access to Employment

To improve access to employment, Oranga Tamariki is working with the Ministry for Social Development to access programmes such as He Poutama Rangatahi and Mana in Mahi, and is partnering with employers to provide supported employment placements. Seven care-experienced young people have completed the Oranga Tamariki Intern Programme to date. The planning for the next round of interns is underway.

Each year we offer paid internships to help young people gain skills and confidence in the workplace. The internships are open to anyone who has been in the care of Oranga Tamariki, aged between 18 and 24 and living in Wellington.



**" To lead the way for
change
reduce isolation, build leadership and
connect
young people in care to hope,
is to show
honour
and
respect
to their care journey,
and also to ours."**

- **Monique Goodhew and Tupua Ulrich**, Care Experienced Members of the
Minister's Youth Advisory Panel and Steering Group, The Care Connection business case, 2015

VOYCE – Whakarongo Mai

Established in 2017, VOYCE – Whakarongo Mai was made by young people in care for young people in care. It is an independent non-government organisation (separate from Oranga Tamariki) that offers advocacy and community for tamariki and rangatahi.

VOYCE – Whakarongo Mai provides independent one-on-one and systemic advocacy for all tamariki and rangatahi in care or who have been in care (aged 0 – 25 years), including those in the Youth Justice system.

VOYCE Kaiwhakamana also provide specific grievance advocacy within our care and protection and youth justice residences and are working with Oranga Tamariki to provide specialist disability advocacy for tamariki and rangatahi known to us. The tangata whaikaha team is skilled at supporting disabled tamariki and rangatahi, specifically those with communication needs.

Kaiwhakamana (Advocates) work throughout Aotearoa, helping tamariki and rangatahi to be heard and supported in decisions made about their care, while making sure their rights are upheld.

Kaiwhakamana also host regular tūhono events nationwide, creating fun and safe spaces for young people to be part of an inclusive care experienced community.

In 2020/2021, VOYCE – Whakarongo Mai:

Worked with tamariki and rangatahi throughout Aotearoa New Zealand on 760 advocacy goals with more than 90% positively resolved.

Key advocacy themes included:

- Connections with whānau
- Connections with peers
- Having my voice heard clearly
- Working with my social worker
- Transition to adulthood

Hosted 74 tūhono (connection) events, which included:

- Poetry and Pizza
- Otara Pop Up Markets
- Mau Rakau
- Caregiver Coffee Groups for Pēpi
- Chipmunks for the Under 10s
- Rainbow Group
- Tūhono in Residences
- Pool Parties
- Matariki events
- Young People at Council Meetings

Supported young people to have their say

on issues relevant to the care sector, which included:

- The 6 Promises for 6000 Campaign, launched September 2020
- Opposing the Oranga Tamariki Youth Justice Demerit Points Amendment Bill, March 2021
- Waitangi Tribunal Report - He Pāharakeke, he Rito Whakakīkinga Whāruarua, April 2021
- Advocating for an end to strip searching in Oranga Tamariki Residences, May 2021
- Royal Commission of Inquiry into Abuse in State Care Redress Recommendations, June 2021
- Advocacy at Te Oranga and across Youth Justice Residences, July 2021

Just Sayin'

Oranga Tamariki is taking a continuous improvement approach to evaluating the effectiveness of the service. A key part of this approach is seeking the views of rangatahi through an annual survey called Just Sayin'. The 2020 survey results show a positive and encouraging start for the service. Rangatahi are taking up the assistance being offered, and value the support of their transition workers.

They told us that having a transition worker they trusted, and who was supportive and reliable, made a difference to their lives. We also heard that many young people had moderate to serious worries about what might happen after they turn 18.

To address this, we will:

- work with young people to plan for what they need when they leave care
- involve transition workers earlier in the process to help young people feel more prepared, and ensure that they have another person to talk to about their concerns.

While the service is performing quite well, there is more to do to ensure that rangatahi are aware of their entitlements, and are referred to an appropriate transition support worker early enough to form a strong relationship.

The results of the survey can be found on our website:

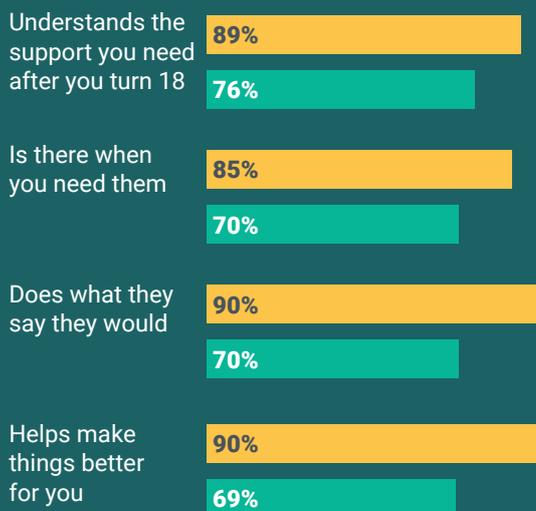
Just Sayin': Survey of rangatahi eligible for a Transition Worker | Oranga Tamariki – Ministry for Children



What Rangatahi Told Us

Leaving home is a fragile time for young adults; the journey to adulthood for anyone is not without its risks and challenges. We want to make sure that more and more rangatahi leaving care and youth justice have access to safe and stable living arrangements, take up education, employment, or volunteering opportunities, are healthy and engaged with family or whānau and community groups and have the skills they need to thrive as adults.

■ **Transition worker** ■ **Social worker**



“Working full-time on the way to save up for a house”



“Pursuing my postgraduate degree, hopefully it is in a stable location and stable financially”

65%

had a Transition Support Worker

77%

had a positive general wellbeing

75%

are ‘reasonably’ or ‘very’ hopeful about the future

66%

said they were secure in their identity and proud of who they are.

Only

40%

said they knew their whakapapa.

1/2

of rangatahi wanted to know more about their whakapapa and many wanted support to find out more.

“She has helped me talk through problems I have had and has

supported

me in being independent”

“When I was in the process of moving out, she came with me to buy the things I needed for my flat and

helped

 drop things off”

Zooming in on Performance

Measure results

46

young people were eligible to return or remain with a caregiver beyond age eighteen, who were enabled to do so

Success Indicator



Observed Trend



For some young people remaining with or returning to live with a caregiver will give them the stability they need to thrive. We can support young people to stay with their caregiver until they turn 21 years old.



We can see an increasing awareness and uptake of the entitlement to remain or return (ETRR) service amongst rangatahi. We have surpassed the standard of 20 young people by 26. This represents 37 new rangatahi since last year that are entitled to the service and taking advantage of it. This is owing to ongoing co-operation with Services for Children and Families to pro-actively identify rangatahi likely in need of an ETRR support, which has resulted in a boost to the awareness of the service and its uptake amongst rangatahi. The standard for this measure in 2021/22 will be increased to 40 to reflect the growth in this rangatahi cohort.

Measure results

107

eligible young people received supported accommodation

Success Indicator



Observed Trend



Young people may require a bit more support and manaaki in their journey to adulthood. Supported accommodation helps bridge the gap to independence by providing young people with opportunities to experience and learn in a safe and supported environment.

We now have 107 supported accommodation placements available to young people jointly funded by Oranga Tamariki and the Ministry of Housing and Urban Development (HUD) and a further 30 in contract negotiation. The financial year 2020/21 standard of 40 only considered Oranga Tamariki funded accommodation at the time of its adoption – the standard for this measure had been set to 150 for 2021/22 to better represent the partnered approach, funding arrangements between the ministries and the growing demand for this service.

Measure results

59%

of eligible young people do not opt out from receiving support from a transition support worker

Success Indicator



Observed Trend



Referral rates are continuing to improve and are tracking as desired as the service develops and matures. It is useful to note that many rangatahi are still aging into the service.

The service will reach capacity in the next financial year, 2021/22. The standard for this measure will be adjusted accordingly to a range of 45% to 65% - this is to encourage the growth in referral rates and awareness of the entitlement while still operating within the capacity of the new services we're building.

Conclusions

The investments in improving various aspects of the care system can reasonably be expected to take several years before we are able to observe data-evidenced impacts. In this regard, impacts refer to improved outcomes for tamariki and rangatahi that can be directly attributed to our actions, initiatives and investment, and would have been unlikely to have occurred by chance or through other means without the programmes and activities invested in. Given the multiple needs and complex circumstances of the families involved, it is very difficult to disentangle the various factors that may have contributed to change and improved outcomes.

In the interim, learn-and-grow and process evaluations can help us to test investment theories of change in the real world. We can capture early outcomes for those involved and implement lessons, understand what people feel makes a difference for them, and supports behaviour change, consider subjective wellbeing, and enable continuous improvement.

The circumstances of many families, tamariki and rangatahi need to be addressed before the journey towards improved outcomes can begin, meaning achievements for individuals, families and communities through whatever means, and not necessarily directly through our investment. We will, however, seek to understand and draw a line of sight from investment and inputs to outcomes we can evidence a contribution towards and continue to develop measures that support it.



Detailed Performance Information

Departmental: Adoption Services

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.

What we intend to achieve with this appropriation

This appropriation is intended to prepare and assess adoptive applicants, support the legal adoption of children by approved parents and to provide access to information on adoptions.

Performance Measure	2019/20 Actual	2020/21 Actual	2020/21 Standard
The number of requests from adults seeking identifying information on birth parents will be between	254	189	150 and 250
The percentage of assessments of suitability to adopt that are completed within 3 months will be no less than	New Measure for 2020/21	94.4%	95%

Financial Performance

Actual 2020 \$000		Main Estimates 2021 \$000	Supplementary Estimates 2021 \$000	Actual 2021 \$000	Main Estimates 2022 \$000
Revenue					
8,482	Crown	9,645	10,548	10,548	9,996
-	Department	-	13	8	19
-	Other	-	-	-	-
8,482	Total Revenue	9,645	10,561	10,556	10,015
7,603	Total Expense	9,645	10,561	10,375	10,015
879	Net Surplus/(Deficit)	-	-	181	-

Departmental: Crown Response to the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-Based Institutions

This appropriation is limited to the provision of 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.

What we intend to achieve with this appropriation

This appropriation is intended to achieve an effective, timely and joined-up Crown response to, and engagement with, the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-Based Institutions.

Performance Measure	2019/20 Actual	2020/21 Actual	2020/21 Standard
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	Achieved	Achieved	Report On

Financial Performance

Actual 2020 \$000		Main Estimates 2021 \$000	Supplementary Estimates 2021 \$000	Actual 2021 \$000	Main Estimates 2022 \$000
Revenue					
6,996	Crown	7,964	10,055	10,055	8,489
-	- Department	-	-	-	-
-	- Other	-	-	-	-
6,996	Total Revenue	7,964	10,055	10,055	8,489
2,905	Total Expense	7,964	10,055	5,230	8,489
4,091	Net Surplus/(Deficit)	-	-	4,825	-

Departmental: Investing in Children and Young People (Multi-Category Appropriation)

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

What we intend to achieve with this appropriation

This appropriation is intended to enhance the wellbeing of children and young people, their families, and their communities, who are most in need of extra support

This is a Multi-Category Appropriation detailed as follows:

Intensive Intervention

This category is limited to intensive intervention services for children and young people exhibiting needs which place them at risk of harm and/or requiring a statutory intervention.

Performance Measure	2019/20 Actual	2020/21 Actual	2020/21 Standard
The number of sites, offering intensive intervention services, will be no less than	Achieved	6	5
The number of families, who engage with intensive intervention services, will be no less than	Achieved	150	150
The percentage of children who received intensive intervention services in the last twelve months, who subsequently required an out of home placement, will be no more than	Not achieved ²	Not achieved	Establish baseline

Prevention and Early Intervention

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.

Performance Measure	2019/20 Actual	2020/21 Actual	2020/21 Standard
Report on the number of strategic partnerships signed with Iwi & Māori organisations over the year	1 new SPA signed	5 new SPA signed	Report On
The percentage of all service contract funding contracted with Iwi and Māori organisations will be greater than	23%	27%	23%
The percentage of all contracted services which achieved or exceeded the target for their primary contracted measure will be no less than	58%	61%	75%
The percentage of providers that meet their contractual reporting requirements will be no less than	92%	87%	100%
The percentage of critical or very urgent reports of concern, addressed within operational timeframes, will be no less than	95%	82%	95%

² This measure was incorrectly reported as Achieved in the 2019/20 Annual Report.

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.

Performance Measure	2019/20 Actual	2020/21 Actual	2020/21 Standard
The number of young people eligible to return or remain with a caregiver beyond age eighteen, who are enabled to do so, will be no less than	Achieved	46	20
The percentage of eligible young people, who do not opt out from receiving support from a transition support worker, will be no less than	Achieved	59%	45%
The number of eligible young people, who receive supported accommodation, will be no less than	Achieved	107	40
The percentage of siblings in out of home placements, who are placed with at least one sibling, will be no less than	75%	75%	73%
The percentage of children in out of home placement more than three months, who are placed with family/whānau, will be no less than	59%	57%	58%
The percentage of children in out of home placements, who have had more than two caregivers over the year, will be no more than	12%	10%	15%
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	22%	21%	Report On
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	78%	81%	75%
Report on rates of harm while in statutory care	Achieved	Achieved	Report On
The percentage of children, in care for more than three months, with an actionable plan will be no less than	Achieved	91%	95%
The percentage of children in care, with regular quality engagement with an Oranga Tamariki practitioner, will be no less than	Achieved	60%	95%
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	New measure for 2020/21	Achieved	Establish a baseline
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	New measure for 2020/21	Achieved	Establish a baseline
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	Achieved	38%	40%
The percentage of young people held on remand, who are placed within their community, will be no less than	Achieved	26%	18%
The number of young people, held in police custody for more than 24 hours will be less than	Achieved	57	140

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.

Performance Measure	2019/20 Actual	2020/21 Actual	2020/21 Standard
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	4.025	3.3	4
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	3.64	4.07	3.5
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:	48%	67%	20%
Score 4 or higher	100%	100%	100%
Score 3 or higher			
The percentage of ministerial OIA request replies completed five working days prior to the statutory time limit (unless otherwise agreed) will be between	100%	100%	95%-100%
The percentage of ministerial replies completed within twenty working days of receipt by Oranga Tamariki, unless otherwise agreed, will be between	99%	100%	95%-100%
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	100%	100%	95%-100%

Financial Performance

Actual 2020 \$000		Main Estimates 2021 \$000	Supplementary Estimates 2021 \$000	Actual 2021 \$000	Main Estimates 2022 \$000
Revenue					
1,123,551	Crown	1,283,839	1,261,475	1,261,475	1,338,012
10,131	Department	9,052	12,832	12,489	10,333
5,962	Other	5,499	5,746	6,300	5,424
1,139,644	Total Revenue	1,298,390	1,280,053	1,280,264	1,353,769
1,087,217	Total Expense	1,298,390	1,280,053	1,277,902	1,353,769
52,427	Net Surplus/(Deficit)	-	-	2,362	-

Multi-Year Appropriation: Evaluation and Auditing Expenses for the Reducing Youth Reoffending Social Bond Pilot

This appropriation is limited to the costs of evaluating and auditing the Reducing Youth Reoffending Social Bond Pilot.

Commences: 01 July 2017

Expires: 30 June 2022

What we intend to achieve with this appropriation

This appropriation is intended to achieve effective and efficient evaluations and audits of the Reducing Youth Reoffending Social Bond Pilot.

Performance Measure	2019/20 Actual	2020/21 Actual	2020/21 Standard
Feasibility study for the outcomes evaluation and social return on investment analysis completed by June 2021	New measure for 2020/21	Achieved	Achieved

Financial Performance

	Actual 2020 \$000	Main Estimates 2021 \$000	Supplementary Estimates 2021 \$000	Actual 2021 \$000	Main Estimates 2022 \$000
Revenue					
75 Crown		140	155	7	75
- Department		-	-	-	-
- Other		-	-	-	-
75 Total Revenue		140	155	7	75
60 Total Expense		140	155	7	75
15 Net Surplus/(Deficit)		-	-	-	-

Capital Expenditure

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.

What we intend to achieve with this appropriation

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

Performance Measure	2019/20 Actual	2020/21 Actual	2020/21 Standard
Expenditure is in accordance with the Ministry's annual capital asset management and Long Term Capital Investment Plan priorities which relate to:	New measure for 2020/21	Achieved	Achieved
<ul style="list-style-type: none"> – developing and improving our core technology platforms to fully support frontline services – developing and enhancing our residential spaces to improve the experience and wellbeing of tamariki and rangatahi in our care – upgrading our community sites to ensure they are safe, welcoming, and conducive to productive work alongside partners 			

Financial Performance

Actual 2020 \$000	(Figures are GST exclusive)	Main Estimates 2021 \$000	Supplementary Estimates 2021 \$000	Actual 2021 \$000	Main Estimates 2022 \$000
8,306	Capital Expenditure (PLA)	70,715	60,200	53,852	85,518

Non-departmental: Connection and Advocacy Service

This appropriation is limited to supporting an independent connection and advocacy service for children and young people in statutory care.

What we intend to achieve with this appropriation

This appropriation is intended to achieve reduced isolation for children and young people in care, by connecting them with each other, and individual and collective advocacy by supporting their voice to be heard and building their leadership.

Performance Measure	2019/20 Actual	2020/21 Actual	2020/21 Standard
Expenditure supports the delivery of services to children and young people with care experience in accordance with the Ministry's contracting measurables which are: - connecting with the care community - establishing geographical service coverage - advocacy – individual and systemic	New measure for 2020/21	Achieved	Achieved

Financial Performance

Actual 2020 \$000	(Figures are GST exclusive)	Main Estimates 2021 \$000	Supplementary Estimates 2021 \$000	Actual 2021 \$000	Main Estimates 2022 \$000
4,000	Total Expense	4,000	4,000	4,000	4,000

Non-departmental: Reducing Youth Reoffending Social Bond Pilot

This appropriation is limited to the outcome payments incurred under the Reducing Youth Reoffending Social Bond Pilot.

Commences: 01 July 2017

Expires: 30 June 2022

What we intend to achieve with this appropriation

This appropriation is intended to achieve a reduction in reoffending by children and young people.

Performance Measure	2019/20 Actual	2020/21 Actual	2020/21 Standard
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	Achieved	Achieved	Report progress

Financial Performance

Actual 2020 \$000	(Figures are GST exclusive)	Main Estimates 2021 \$000	Supplementary Estimates 2021 \$000	Actual 2021 \$000	Main Estimates 2022 \$000
6,496	Total Expenditure	4,110	8,623	8,623	5,172

Our financials

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Statement of Responsibility

I am 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 2021 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 2022 and its operations for the year ending on that date.



Chappie TeKani

Acting Secretary for Children/Acting Chief Executive
30 September 2021

Independent Auditor's Report

To the readers of Oranga Tamariki – Ministry for Children's annual report for the year ended 30 June 2021

The Auditor-General is the auditor of Oranga Tamariki – Ministry for Children (the Ministry). The Auditor-General has appointed me, Ajay Sharma, 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 77 to 105, that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2021, 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 2021 and the notes to the financial statements that include accounting policies and other explanatory information;
- the performance information prepared by the Ministry for the year ended 30 June 2021 on pages 31 to 71;
- the statements of expenses and capital expenditure of the Ministry for the year ended 30 June 2021 on pages 112 to 113; and
- the schedules of non-departmental activities which are managed by the Ministry on behalf of the Crown on pages 107 to 111 that comprise:
 - the schedules of assets; liabilities; commitments; and contingent liabilities and assets as at 30 June 2021;
 - the schedules of expenses; and revenue for the year ended 30 June 2021; and
 - the notes to the schedules that include accounting policies and other explanatory information.

Opinion

In our opinion:

- the financial statements of the Ministry on pages 77 to 105:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2021; and
 - its financial performance and cash flows for the year ended on that date;
 - statement of trust monies for the year ended 30 June 2021; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards.

- the performance information of the Ministry on pages 31 to 71:
 - presents fairly, in all material respects, for the year ended 30 June 2021:
 - what has been achieved with the appropriation; and
 - the actual expenses or capital expenditure incurred compared with the appropriated or forecast expenses or capital expenditure; and
 - complies with generally accepted accounting practice in New Zealand.
- the statements of expenses and capital expenditure of the Ministry on pages 112 to 113 are presented fairly, in all material respects, in accordance with the requirements of section 45A of the Public Finance Act 1989; and
- the schedules of non-departmental activities which are managed by the Ministry on behalf of the Crown on pages 107 to 111 present fairly, in all material respects, in accordance with the Treasury Instructions:
 - the assets; liabilities; commitments; and contingent liabilities and assets as at 30 June 2021; and
 - expenses; and revenue for the year ended 30 June 2021; and

Our audit was completed on 30 September 2021. 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.

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 information to be audited

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 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 information to be audited

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 strategic intentions 2017-2022 and relevant Estimates and Supplementary Estimates of Appropriations 2020/21, and the 2020/21 forecast financial figures included in the Ministry's 2019/20 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 within the Ministry's framework for reporting its performance.
- 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 4 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 issued by the New Zealand Auditing and Assurance Standards Board.

Between 1 July 2020 and 29 March 2021 a member of the Auditor-General's Audit and Risk Committee was also the independent Chair of the Ministry's Audit and Risk Committee. The Auditor-General's Audit and Risk Committee is regulated by a Charter that specifies that it provides independent advice to the Auditor-General and does not assume any management functions. There are appropriate safeguards to reduce any threat to auditor independence, as the member of the Auditor-General's Audit and Risk Committee has no involvement in, or influence over, the audit of the Ministry.

Other than in our capacity as auditor, and the relationship with the Auditor-General's Audit and Risk Committee, we have no relationship with, or interests, in the Ministry.

AUDIT NEW ZEALAND
Mana Arotake Aotearoa



Ajay Sharma | Audit New Zealand

On behalf of the Auditor-General
Wellington, New Zealand

Oranga Tamariki—Ministry for Children

Statement of Comprehensive Revenue and Expense

For the year ended 30 June 2021

Actual 2020 \$000		Notes	Actual 2021 \$000	Unaudited Budget 2021 \$000	Unaudited Forecast 2022 \$000
Revenue					
1,157,816	Revenue Crown		1,282,085	1,301,588	1,356,572
10,131	Department Revenue		12,497	9,052	10,352
5,962	Other Revenue	2	6,300	5,499	5,424
1,173,909	Total revenue		1,300,882	1,316,139	1,372,348
Expenses					
419,995	Personnel costs	3	494,473	410,124	439,168
6,587	Depreciation and amortisation expense	10,11	8,508	8,954	18,124
13,414	Capital charge	4	12,158	13,624	11,934
66,701	Shared service fees		56,351	74,258	74,258
607,196	Other expenses	5	722,024	809,179	828,864
1,113,893	Total expenses		1,293,514	1,316,139	1,372,348
60,016	Net Operating Surplus/(deficit)		7,368	-	-
Remeasurements					
(1,219)	Unrealised (loss)/ gain in fair value in discount rates for retiring and long service leave		1,072	-	-
(1,219)	Total Remeasurements		1,072	-	-
58,797	Net surplus/(deficit)		8,440	-	-
Other comprehensive revenue and expense					
Item that will not be reclassified to net surplus/ (deficit)					
-	Gain on property revaluations		91,525	-	-
-	Total other comprehensive revenue and expense		91,525	-	-
58,797	Total comprehensive revenue and expense		99,965	-	-

Explanations of significant variances against the original 2020/21 budget are provided in Note 20.

The accompanying notes form part of these financial statements.

Oranga Tamariki—Ministry for Children

Statement of Financial Position

As at 30 June 2021

Actual 2020 \$000		Notes	Actual 2021 \$000	Unaudited Budget 2021 \$000	Unaudited Forecast 2022 \$000
Equity					
126,316	Taxpayers' funds	16	144,198	144,198	211,659
97,244	Property revaluation reserve	16	188,769	97,244	97,244
17,882	Capital contribution	16	67,461	69,285	72,806
241,442	Total equity		400,428	310,727	381,709
Assets					
Current assets					
143,637	Cash and cash equivalents	7	147,702	65,777	84,048
233	Receivables	8	2,330	52	35
1,713	Prepayments		5,551	1,048	1,713
-	Crown receivable	9	-	-	19,965
13,358	Receivables from Ministry of Social Development		15,280	5,509	13,556
158,941	Total current assets		170,863	72,386	119,317
Non-current assets					
267,095	Property, plant and equipment	10	396,888	341,739	354,893
7,498	Intangible assets	11	14,571	6,062	40,790
274,593	Total non-current assets		411,459	347,801	395,683
433,534	Total assets		582,322	420,187	515,000
Liabilities					
Current liabilities					
70,145	Payable and accruals	12	82,027	52,153	70,142
-	Crown payable		22,199	-	-
-	Income in advance	12	1,435	-	-
58,797	Return of operating surplus	13	8,440	-	-
42,688	Employee entitlements	15	47,322	34,169	42,688
5,136	Other provisions	14	5,625	2,937	5,135
176,766	Total current liabilities		167,048	89,259	117,965
Non-current liabilities					
15,326	Employee entitlements	15	14,846	20,201	15,326
15,326	Total non-current liabilities		14,846	20,201	15,326
192,092	Total liabilities		181,894	109,460	133,291
241,442	Net assets		400,428	310,727	381,709

Explanations of significant variances against the original 2020/21 budget are provided in Note 20.

The accompanying notes form part of these financial statements.

Oranga Tamariki—Ministry for Children

Statement of Changes in Equity

For the year ended 30 June 2021

Actual 2020 \$000		Notes	Actual 2021 \$000	Unaudited Budget 2021 \$000	Unaudited Forecast 2022 \$000
223,560	Balance at 1 July		241,442	241,442	308,903
58,797	Total comprehensive revenue and expense		99,965	-	-
	Owner transactions				
(58,797)	Return of operating surplus to the Crown	13	(8,440)	-	-
17,882	Capital injections	16	46,755	69,285	72,806
-	Capital injections - non cash	16	20,706	-	-
241,442	Balance at 30 June		400,428	310,727	381,709

Explanations of significant variances against the original 2020/21 budget are provided in Note 20.

Oranga Tamariki—Ministry for Children

Statement of Cash Flows

For the year ended 30 June 2021

Actual 2020 \$000		Actual 2021 \$000	Unaudited Budget 2021 \$000	Unaudited Forecast 2022 \$000
Cash flows from operating activities				
1,157,751	Receipts from Revenue Crown	1,304,285	1,301,588	1,336,607
16,006	Receipts from other revenue	16,790	14,551	15,776
(598,632)	Payments to suppliers	(709,763)	(809,179)	(828,864)
(413,195)	Payments to employees	(487,160)	(410,124)	(439,168)
(13,414)	Payments for capital charge	(12,158)	(13,624)	(11,934)
6,670	Goods and services tax (net)	(4,468)	-	-
(61,430)	Payments to the Ministry of Social Development	(58,273)	(74,258)	(74,258)
93,756	Net cash flow from operating activities	49,253	8,954	(1,841)
Cash flows from investing activities				
(2,948)	Purchase of property, plant and equipment	(22,096)	(69,307)	(45,600)
(5,358)	Purchase of intangible assets	(11,050)	(1,408)	(39,918)
(8,306)	Net cash flow from investing activities	(33,146)	(70,715)	(85,518)
Cash flows from financing activities				
17,882	Capital injections	46,755	69,285	72,806
(28,315)	Return of operating surplus	(58,797)	-	-
(10,433)	Net cash flow from financing activities	(12,042)	69,285	72,806
75,017	Net (decrease)/ increase in cash	4,065	7,524	(14,553)
68,620	Cash at the beginning of the period	143,637	58,253	98,601
143,637	Cash at the end of the period	147,702	65,777	84,048

Explanations of significant variances against the original 2020/21 budget are provided in Note 20.

The accompanying notes form part of these financial statements.

Oranga Tamariki—Ministry for Children

Statement of Cash Flows

For the year ended 30 June 2021

Reconciliation of net surplus/ (deficit) to net cash flow from operating activities

Actual 2020 \$000		Notes	Actual 2021 \$000	Unaudited Budget 2021 \$000	Unaudited Forecast 2022 \$000
58,797	Net surplus/(deficit)		8,440	-	-
Add/(less) non-cash items					
3,148	Depreciation expense	10	4,532	7,882	6,300
3,439	Amortisation expense	11	3,975	1,072	11,824
6,587	Total non-cash items		8,507	8,954	18,124
Add/(less) movements in statement of financial position items					
5,205	(Increase)/Decrease in receivables		(3,928)	-	(19,965)
(665)	(Increase)/Decrease in prepayments		(3,816)	-	-
17,991	Increase/(Decrease) in payable and accruals		34,062	-	-
-	Increase/(decrease) in revenue received in advance		1,435	-	-
8,519	Increase/(Decrease) in employee entitlements		4,634	-	-
2,197	Increase/(Decrease) other provisions		398	-	-
33,247	Total net movements in working capital items		32,785	-	(19,965)
Add/(less) movements in non-current liabilities					
(4,875)	Increase/(Decrease) in employee entitlements		(479)	-	-
(4,875)	Net movements in non-current liabilities		(479)	-	-
93,756	Net cash flow from operating activities		49,253	8,954	(1,841)

The accompanying notes form part of these financial statements.

Oranga Tamariki—Ministry for Children

Statement of Commitments

As at 30 June 2021

Actual 2020 \$000		Actual 2021 \$000
Operating leases as lessee		
The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:		
5,085	Not later than one year	17,135
19,312	Later than one year and not later than five years	42,492
6,737	Later than five years	8,432
31,134	Total commitments	68,059

Capital Commitments

The Ministry has no capital commitments (2020: 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.

The accompanying notes form part of these financial statements.

Oranga Tamariki—Ministry for Children

Statement of Contingent Liabilities and Contingent Assets

As at 30 June 2021

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 2020 \$000	Actual 2021 \$000
134 Personal grievances	112
134 Total contingent liabilities	112

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 15 personal grievance claims (2020: 16 personal grievance 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.

Oranga Tamariki—Ministry for Children

Statement of Trust Monies

For the year ended 30 June 2021

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 2021 are not included in the financial statements for Oranga Tamariki—Ministry for Children.

Actual 2020 \$000		Actual 2021 \$000
William Wallace Trust		
525	Balance at 1 July	558
43	Contributions	41
(24)	Distributions	(50)
14	Revenue	10
558	Balance at 30 June	559
Custody Trust		
7	Balance at 1 July	7
-	Contributions	63
-	Distributions	(7)
7	Balance at 30 June	63

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.

The accompanying notes form part of these 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 107 to 108.

The financial statements were authorised for issue by the Chief Executive of Oranga Tamariki—Ministry for Children on 30 September 2021.

The primary objective for 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 the right environment, with the right people surrounding and nurturing them, any child can, and should flourish which in turn will reduce reoffending. 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.

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.

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

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 2021 budget figures are for the year ended 30 June 2021. They are consistent with the best estimate financial forecast information for Oranga Tamariki—Ministry for Children submitted to the Treasury for the Pre-Election Economic and Fiscal Update (PREFU) for the year ending 2020/21.

The 2022 forecast figures are for the year ending 30 June 2022 which are consistent with the best estimate financial forecast information submitted to the Treasury for Budget Economic and Fiscal Update (BEFU) for the year ending 2021/22.

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 30th June 2022 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 14 April 2021.

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 2022 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 2021/22 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 14 April 2021, 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 2020/21 was used as the opening position for the 2021/22 forecasts.

The actual financial results achieved for 30 June 2022 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 2020 \$000	Actual 2021 \$000
5,962 Other recoveries	6,300
5,962 Total revenue other	6,300

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 2020 \$000	Actual 2021 \$000
396,445 Salaries and wages	462,412
3,538 Increase/(decrease) in employee entitlements	5,226
11,189 Employer contributions to defined contribution plans	13,174
8,823 Other	13,661
419,995 Total personnel costs	494,473

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 2021 was 5% (2020: 6%).

Accounting policy

The capital charge is recognised as an expense in the financial year to which the charge relates.

Note 5: Other expenses

Actual 2020 \$000		Actual 2021 \$000
406	Audit fees ¹	418
13,189	Rental, leasing and occupancy costs	22,197
57	Impairment of receivables	58
236,875	Client financial plan costs ²	295,793
253,501	Non-specific client costs ³	296,819
14,634	Office operating expenses	11,667
44,777	IT related operating expenses	44,317
4,829	Travel expenses	7,544
19,551	Consultancy and contractors' fees	19,260
9,124	Professional fees	11,646
10,253	Other operating expenses	12,305
607,196	Total operating costs	722,024

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.

1 Audit fees includes statutory audit fees only

2 Client financial plan costs includes monies paid for the provision of the care and protection of children and young persons, 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.

3 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 persons 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

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 (2020: nil).

Note 7: Cash and cash equivalents

Actual 2020 \$000		Actual 2021 \$000
143,637	Cash at bank and on hand	147,702
143,637	Total cash and cash equivalents	147,702

Accounting policy

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.

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 2020 \$000		Actual 2021 \$000
Trade and other receivables		
426	Debtors (Gross)	2,581
(193)	Less provision for uncollectability	(251)
233	Net debtors (from exchange transactions)	2,330
Impairment of trade and other receivables		
136	Balance at 1 July	193
57	Additional provisions made during the year	58
193	Balance at end of the year	251

The ageing profile of receivables at year end is detailed below:

As at 30 June 2020			As at 30 June 2021			
	Gross \$000	Provision for uncollectability \$000	Net \$000	Gross \$000	Provision for uncollectability \$000	Net \$000
Not past due	263	(40)	223	2,430	(107)	2,323
Past due 1–30 days	7	(5)	2	6	(4)	2
Past due 31–60 days	9	(9)	0	9	(9)	0
Past due 61–90 days	7	(7)	0	7	(7)	0
Past due >91 days	140	(132)	8	129	(124)	5
Total	426	(193)	233	2,581	(251)	2,330

Accounting policy

Short-term receivables are recorded at the amount due, less any provision for uncollectability.

Debtors uncollectability

As at 30 June 2021 impairment of trade and other receivables has been calculated based on a review of specific overdue receivables and a collective assessment. The collective impairment provision is based on an analysis of past collection history and debt write-offs.

As at 30 June 2021 Oranga Tamariki—Ministry for Children had no debtors deemed insolvent (2020: Nil).

All receivables more than 30 days in age are considered to be past due

Note 9: Crown receivable

Crown receivable represents cash yet to be drawn down from the Treasury. As at 30 June 2021 Crown Receivable was nil (2020: nil).

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 2019	90,614	176,540	47	3,187	-	93	40	270,521
Additions	-	3,408	-	4	-	-	13	3,425
Work in progress movement	-	(662)	110	-	-	-	75	(477)
Other asset movement	-	-	-	(3,185)	-	-	1	(3,184)
Balance at 30 June 2020 and 1 July 2020	90,614	179,286	157	6	-	93	129	270,285
Additions	16,859	8,971	6	17	13,073	-	17	38,943
Revaluation increase	69,361	15,747	-	-	-	-	-	85,108
Work in progress movement	-	1,419	2,530	-	-	-	-	3,949
Other asset movement	-	-	-	-	-	-	(91)	(91)
Balance at 30 June 2021	176,834	205,423	2,693	23	13,073	93	55	398,194
Accumulated depreciation and impairment losses								
Balance at 1 July 2019	-	-	19	1	-	15	7	42
Depreciation expense	-	3,116	9	1	-	15	7	3,148
Balance at 30 June 2020 and 1 July 2020	-	3,116	28	2	-	30	14	3,190
Depreciation expense	-	3,301	16	4	1,175	15	22	4,533
Eliminate on revaluation	-	(6,417)	-	-	-	-	-	(6,417)
Other asset movement	-	-	-	(1)	-	-	1	-
Balance at 30 June 2021	-	-	44	5	1,175	45	37	1,306
Carrying amounts								
At 1 July 2019	90,614	176,540	28	3,186	-	78	33	270,479
At 30 June 2020 and 1 July 2020	90,614	176,170	129	4	-	63	115	267,095
At 30 June 2021	176,834	205,423	2,649	18	11,898	48	18	396,888

As at 30 June 2021 buildings in the course of construction total \$2.142 million (2020: \$724,000), furniture and fittings in the course of construction total \$2.640 million (2020: \$110,000), and plant and equipment in the course of construction total \$nil (2020: \$90,000). 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:

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%

Leasehold improvements are depreciated over the unexpired period of the lease.

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each balance date.

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 valuation of land and buildings owned by Oranga Tamariki—Ministry for Children was completed by Telfer Young Limited as at 30 June 2021. Registered valuer Hayden Doody, from Telfer Young Limited was the project manager.

The valuation involved mostly full physical inspections but also, desktop valuations of Oranga Tamariki—Ministry for Children's land and buildings assets and has been completed in compliance with Public Benefit Entity International Public Sector Accounting Standards (IPSAS).

The next full valuation is scheduled for 2023/24.

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 2019	7,506
Additions	4,542
Work in progress movement	816
Other asset movement	3,185
Balance at 30 June 2020 and 1 July 2020	16,049
Additions	6,295
Work in progress movement	4,755
Other asset movement	-
Balance at 30 June 2021	27,099
Accumulated amortisation and impairment losses	
Balance at 1 July 2019	5,113
Amortisation expense	3,439
Other asset movement	(1)
Balance at 30 June 2020 and 1 July 2020	8,551
Amortisation expense	3,975
Other asset movement	2
Balance at 30 June 2021	12,528
Carrying amounts	
At 1 July 2019	2,393
At 30 June 2020 and 1 July 2020	7,498
At 30 June 2021	14,571

The total amount of intangibles in the course of construction is \$5.571 million (2020: \$816,000).

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.

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 (2020: 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 2020 \$000		Actual 2021 \$000
Payables and deferred revenue under exchange transactions		
2,154	Creditors	1,536
-	Income in advance	1,435
50,123	Accrued expenses	67,091
52,277	Total payables and deferred revenue under exchange transactions	70,062
Payables and deferred revenue under non-exchange transactions		
17,868	GST payable	13,400
70,145	Total payables and accruals	83,462

Accounting policy:

Short-term payables are recorded at the amount payable.

Note 13: Return of operating surplus

Actual 2020 \$000		Actual 2021 \$000
58,797	Net surplus/(deficit)	8,440
58,797	Total return of operating surplus	8,440

The return of operating surplus to the Crown is required to be paid by 31 October of each year.

Note 14: Provisions

Actual 2020 \$000		Actual 2021 \$000
5,136	Other provisions	5,625
5,136	Total provisions	5,625

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”.

Others

Oranga Tamariki—Ministry for Children provides an ex-gratia payment to employees related to return to work for a period of time following parental leave. Oranga Tamariki—Ministry for Children anticipates that this provision will be realised within 12 months.

Oranga Tamariki—Ministry for Children has provided for decommissioning costs relating to IT systems being replaced or closed due to the completion or partial completion of IT project upgrades. Oranga Tamariki—Ministry for Children anticipates that this provision will be realised within 12 months.

Oranga Tamariki—Ministry for Children has provided for a lump sum payout to effected employees related to the gender equity pay work completed by the Ministry prior to the end of the financial year. Oranga Tamariki—Ministry for Children anticipates that this provision will be realised within 12 months.

Note 15: Employee entitlements

Note 15- A: Employee entitlements

Actual 2020 \$000		Actual 2021 \$000
Current liabilities		
7,694	Retirement and long service leave	8,335
34,994	Provision for annual leave	38,987
42,688	Total current portion	47,322
Non-current liabilities		
15,326	Retirement and long service leave	14,846
15,326	Total non-current portion	14,846
58,014	Total employment entitlements	62,168

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, and retiring and long service leave entitlements expected to be settled within 12 months.

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; and
- the present value of the estimated future cash flows.

Independent valuer David Chamberlain from Melville Jessup Weaver valued the retiring and long service leave as at 30 June 2021.

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 15- B:

Discount rates and salary inflation applied

as at 30 June 2020			Employee Entitlement Variables	as at 30 June 2021		
2020 %	2021 %	2022 %		2020 %	2021 %	2022 %
0.22	0.25	0.41	Discount rates	0.38	0.81	1.18
2.72	2.72	2.72	Salary inflation	3.08	3.08	3.08

Note 15- C:

The financial impact of changes to the discount rates and salary inflation variables

Movements	Actual 2021 \$000	Salary + 1% 2021 \$000	Salary - 1% 2021 \$000	Discount + 1% 2021 \$000	Discount - 1% 2021 \$000
Total	23,181	1,220	(1,093)	(1,092)	1,242

Note 16: Equity

Actual 2020 \$000		Actual 2021 \$000
Taxpayers' funds		
126,316	Balance at 1 July	144,198
58,797	Surplus/(deficit)	8,440
17,882	Capital Contribution	46,755
-	Capital Contribution - non cash	20,706
(58,797)	Repayment of surplus	(8,440)
144,198	Balance at 30 June	211,659
Property revaluation reserves		
97,244	Balance at 1 July	97,244
-	Revaluation gains	91,525
97,244	Balance at 30 June	188,769
Property revaluation reserves consists of:		
55,090	Land revaluation reserve	124,451
42,154	Building revaluation reserve	64,318
97,244	Total property revaluation reserves	188,769
241,442	Total equity	400,428

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 10 members of the Senior Management Team (2020: Chief Executive and 9 members of the Senior Management Team).

Actual 2020		Actual 2021
	Leadership Team, including the Chief Executive	
\$3,606,388	Remuneration	\$3,785,753
10	Full-time equivalent members	11

The above key management personnel disclosure excludes the Minister for Children. The Minister's remuneration and other benefits are received not only for his 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

On 1 July 2021, the Chief Executive of Oranga Tamariki-Ministry for Children directed the closure of Te Oranga Care and Protection Residence in Christchurch under section 366 of the Oranga Tamariki Act 1989. The financial implications of this closure are not yet known, and the event happened after balance date and therefore has not been included in the financial statements.

In August 2021 Cabinet accepted the recommendations of the Ministerial Advisory Board and agreed to the future direction of Oranga Tamariki for the next two to five years. This includes an Action Plan that draws together themes from across Hipokingia ki te Kahu Aroha Hipokingia ki te Katoa, the report of the Ministerial Advisory Board as well as recommendations from previous reviews and the Waitangi Tribunal report.

There have been no other 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 2020 \$000		Actual 2021 \$000
Financial assets measured at amortised cost		
143,637	Cash and cash equivalents	147,702
13,591	Receivables	17,610
157,228	Total financial assets measured at amortised cost	165,312
Financial liabilities measured at amortised cost		
70,145	Payables and accruals (excluding taxes payable)	70,062
70,145	Total financial liabilities measured at amortised cost	70,062

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, receivables, and derivative financial instrument assets. 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 2020 \$000		Actual 2021 \$000
Creditors and other payables		
70,145	Less than six months	70,062
70,145	Total creditors and other payables	70,062

Note 20: Explanations of major variances against budget

Explanations for major variances from the estimated figures in the Forecast Financial Statements 2020/21 are as follows:

	Notes	Actual 2021 \$000	Unaudited Budget 2021 \$000	Variance 2021 \$000
Statement of Comprehensive Revenue and Expense				
Expenses				
Personnel costs	a	494,473	410,124	84,349
Shared service fees	b	56,351	74,258	(17,907)
Other expenses	c	722,024	809,179	(87,155)
Statement of Financial Position				
Current assets				
Non-current assets				
Property, plant and equipment	d	396,888	341,739	55,149
Current liabilities				
Payables and accruals	e	82,027	52,153	29,874
Statement of Cash flows				
Cash flows from operating activities				
Payments to suppliers	a	(709,763)	(809,179)	99,416
Payments to employees	c	(487,160)	(410,124)	(77,036)
Payments to the Ministry of Social Development	b	(58,273)	(74,258)	15,985

a. Personnel cost variance to budget is mainly driven by higher recruitment due to organisational changes made during the year.

b. 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.

c. Other expenses/ payments to suppliers variance to budget is mainly due to underspends in major projects throughout the year, underspends in Child Financial Plans costs, and a reduction in our contractor and consultant fees. These underspends are mainly due to project changes out of our control throughout the year, board payments and support services costs for wellness related services being less than budgeted, and some major IT projects coming to a close.

d. Property, plant and equipment variance against budget is mainly due to the revaluation of land and buildings that has seen the value of both asset classes increase.

e. Payables and accruals are higher than budget due to the growth in the organisation in order to deliver the services required.



Non-departmental
financial statements
& schedules

Non-Departmental Statements and Schedules

For the year ended 30 June 2021

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 period ended 30 June 2021

Actual 2020		Actual 2021	Unaudited Budget 2021
\$000		\$000	\$000
-	Personnel costs	338	-
10,496	Other operating expenses	13,095	8,110
1,574	GST input tax	1,955	-
12,070	Total non-departmental expenses	15,388	8,110

Note: The prior year has been restated to include the GST input tax expense for non-departmental expenses.

Schedule of Non-Departmental Assets

As at 30 June 2021

Actual 2020		Actual 2021	Unaudited Budget 2021
\$000		\$000	\$000
Current assets			
9,210	Cash and cash equivalents	9,243	5,312
9,210	Total current assets	9,243	5,312

Explanations of significant variances against budget are detailed in Note 2.

Schedule of Non-Departmental Liabilities

As at 30 June 2021

Actual 2020		Actual 2021	Unaudited Budget 2021
\$000		\$000	\$000
Current liabilities			
-	Accruals - other than government departments	163	-
-	Total non-departmental liabilities	163	-

Explanations of significant variances against budget are detailed in Note 2.

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 2021.

Schedule of Non-Departmental Commitments

As at 30 June 2021

Oranga Tamariki—Ministry for Children on behalf of the Crown has no lease commitments (2020: nil).

Schedule of Non-Departmental Contingent Liabilities and Contingent Assets

As at 30 June 2021

Unquantifiable contingent liabilities

Oranga Tamariki—Ministry for Children on behalf of the Crown has no unquantifiable contingent liabilities (2020: nil).

Quantifiable contingent liabilities

There are no quantifiable cases lodged against Oranga Tamariki—Ministry for Children that remain unresolved as at 30 June 2021 (2020: nil).

Contingent assets

Oranga Tamariki—Ministry for Children on behalf of the Crown has no contingent assets (2020: 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 2021.



Notes to non-departmental
financial statements
& schedules

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 2021. 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 2021.

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 (i.e. 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 recognised 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 2021 budget figures are for the year ended 30 June 2021, which are consistent with the best estimate financial information submitted to the Treasury for the PREFU for the year ended 30 June 2021.

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

There are no significant variances against budget.

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.

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.

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 2021

The statement reports information about the expenses and capital expenditure incurred against each appropriation administered by Oranga Tamariki—Ministry for Children for the year ended 30 June 2021. They are prepared on a GST exclusive basis.

Expenditure including Remeasure-ments	Appropriation title	Expenditure including Remeasure-ments	Remeasure-ments ¹⁷	Expenditure excluding Remeasure-ments	Main Estimates	Appropriation Voted ¹⁸	Main Estimates	Location of end-of-year performance information ¹⁹
Vote Oranga Tamariki								
Departmental output expenses								
7,621	Adoption Services	10,360	(15)	10,375	9,645	10,561	10,015	1
2,905	Crown Response to the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-Based Institutions	5,230	-	5,230	7,964	10,055	8,489	1
8,318	Data, Analytics and Evidence Services	-	-	-	-	-	-	1
1,207	Ministerial Services	-	-	-	-	-	-	1
6,608	Policy Advice	-	-	-	-	-	-	1
26,659	Total departmental output expenses	15,590	(15)	15,605	17,609	20,616	18,504	
Departmental capital expenditure								
8,306	Ministry for Vulnerable Children, Oranga Tamariki - Capital Expenditure PLA	53,852	-	53,852	70,715	60,200	85,518	1
8,306	Total departmental capital expenditure	53,852	-	53,852	70,715	60,200	85,518	
Non-departmental output expenses								
4,000	Connection and Advocacy Service	4,000	-	4,000	4,000	4,000	4,000	2
4,000	Total non-departmental output expenses	4,000	-	4,000	4,000	4,000	4,000	
Multi-category appropriations								
Investing in Children and Young People MCA Departmental output expenses								
6,077	Intensive Intervention	18,607	(4)	18,611	14,526	24,093	23,566	1
336,383	Prevention and Early Intervention	402,595	(291)	402,886	369,635	395,454	403,736	1
745,933	Statutory Intervention and Transition	846,426	(749)	847,175	904,552	849,530	916,674	1
-	Policy Advice and Ministerial Services	9,217	(13)	9,230	9,677	10,976	9,793	1
1,088,393	Total multi-category appropriations	1,276,845	(1,057)	1,277,902	1,298,390	1,280,053	1,353,769	
Multi-year appropriations								
Departmental output expenses								
60	Evaluation and Auditing Expenses for the Reducing Youth Reoffending Social Bond Pilot	7	-	7	140	155	75	1
Non-departmental output expenses								
6,496	Reducing Youth Reoffending Social Bond Pilot	8,623	-	8,623	4,110	8,623	5,172	2
-	Independent Advice on Oranga Tamariki	810	-	810	-	645	1,290	
6,556	Total multi-year appropriations	9,440	-	9,440	4,250	9,423	6,537	
1,133,914	Total annual, permanent and multi-year appropriations	1,359,727	(1,072)	1,360,799	1,394,964	1,374,292	1,468,328	

⁴ 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.

⁵ These are the appropriations from the Supplementary Estimates, adjusted for any transfers under section 26A of the Public Finance Act.

⁶ 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:

1. The annual report for Oranga Tamariki—Ministry for Children.

2. 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 2021

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 2021

Actual capital injections 2020 \$000		Actual capital injections 2021 \$000	Approved appropriation 2021 \$000
Vote Oranga Tamariki			
17,882	Ministry for Children	67,461	69,285

Statement of Departmental Capital Injections without, or in excess of, authority

For the period ended 30 June 2021

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

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