



**Performance Measures for  
Ministerial Priorities  
Quarter Two 2024/25**

As at 31 December 2024

# Executive Summary

This report describes progress Oranga Tamariki made against Government and Ministerial priorities during quarter two of the 2024/25 financial year. This report should be read in conjunction with the **Oranga Tamariki Performance Report – Quarter Two 2024/25** that is published separately on the Oranga Tamariki website.

The Minister for Children identified four key priorities for Oranga Tamariki to ensure we remain focused on our core purpose:

1. Ensuring the safety of children and young people (pages 3 to 7)
2. Supporting caregivers (pages 8 to 10)
3. Addressing youth offending (pages 10 to 12)
4. Improving complaint management and practice (page 13).

Oranga Tamariki reports against these priorities through the measures and targets in the table below. This table compares quarter two 2024/25 performance with quarter one 2024/25 results.

**Three measures are on track in quarter two as compared to one in quarter one report.**

Measure	Target	Q1 2024/25 Result & Status	Q2 2024/25 Result & Status
<b>Ensuring the safety of children and young people</b>			
The percentage of children in care who have been visited by their social worker at least once in the last eight weeks to ensure their ongoing safety and wellbeing.	Minimum 1 visit every 8 weeks	95% <b>On track</b>	96% <b>On track</b>
The percentage of critical or very urgent reports of concern, addressed within operational timeframes, will be at least 95% <sup>1</sup> .	95%	89% <b>At risk</b>	86% <b>At risk</b>
<b>Supporting Caregivers</b>			
Results of a rolling survey of Oranga Tamariki caregivers: 1) The percentage of caregivers satisfied with support from their social worker 2) The percentage of caregivers who are satisfied with overall support from Oranga Tamarik 3) The percentage of caregivers who would recommend becoming a caregiver to their family and friends 4) The percentage of caregivers who are thinking about stopping being a caregiver.	Not applicable	74%  45%  47%  22%	Not applicable

<sup>1</sup> This measure is also an appropriation measure and will be reported on the Oranga Tamarik website and through the Annual Report for 2024/25.

Measure	Target	Q1 2024/25 Result & Status	Q2 2024/25 Result & Status
<b>Addressing youth offending</b>			
A 15% reduction in the total number of children and young people with serious and persistent offending behaviour <sup>2</sup> . [2023 Baseline: 1,081]	919 by 2030	1,002 (7% reduction) Monitoring	948 (12% reduction) On track
<b>Improving complaint management and practices</b>			
The proportion of complaints audited that were handled in a way that fully met Oranga Tamariki standards. [Baseline: 48 percent]	60% (25% increase from baseline)	51% Monitoring	59% On track

In quarter two of 2024/25, after agreeing our new Strategic Intentions 2024/25–2029/30<sup>3</sup>, Oranga Tamariki started implementing a plan to improve performance over the rest of the financial year. This Implementation Plan is focussed on three themes, which aim to improve performance against Government and Ministerial priorities, statutory functions and other key expectations:

- Delivery on our core purpose
- Culture change
- Getting the basics right.

# Performance against priorities

## 1. Ensuring the safety of children and young people

Oranga Tamariki continued dedicated focus on the most important areas of practice to engage with and keep children and young people safe.

Oranga Tamariki measures performance for this priority using two key measures: social worker visits to children in care and response to critical or very urgent reports of concern. We are also leading work to improve the wider child protection system and supporting regulatory changes.

### Social worker visits to children in care

Measure	Target	Quarter one result (Status)	Quarter two result (Status)
The percentage of children in care who have been visited by their social worker at least once in the last eight weeks to ensure their ongoing safety and wellbeing.	Minimum 1 visit every 8 weeks	95% On track	96% On track

<sup>2</sup> More information about this target and associated reporting can be found here - [Factsheet - Target 3 - Reduced child and youth offending - June 2024](#).

<sup>3</sup> Read about our Strategic Intentions at: [www.orangatamariki.govt.nz/about-us/corporate-reports/statement-of-intent/](http://www.orangatamariki.govt.nz/about-us/corporate-reports/statement-of-intent/)

This measure was included in our quarter one reporting under key priorities for Oranga Tamariki to build and maintain relationships, help us meet the needs of children in care, and to ensure we are alert to any emerging safety concerns<sup>4</sup>.

As at 31 December 2024, 3863 children out of 4028 children in care were visited at least once in the last eight weeks by their social worker. Our quarter two result shows 96% of visits were completed within the expected timeframe.

There are some common reasons why all visits are not completed on time. These include: older rangatahi or their families not supporting visits taking place, one or more siblings unavailable during a visit, failing to reschedule visits in time and families being unable to meet again in the timeframe, recording errors and workload demands coupled with inadequate planning. Therefore, to reflect these factors the status for this measure is considered on track as the results are equal to or above 95 percent.

This year a significant focus by Oranga Tamariki has been put on planning and preparing for visits using a digital tool (Whiti) with close operational oversight and monitoring, mobilising resources to support regional sites with high workload and providing guidance supporting quality recording. Feedback from sites that are managing visits to children in care well consistently refer to good planning, usually by drawing on regular and consistent use of Whiti. Some regions, such as Auckland South, have mobilised resources to support sites with visiting sizable backlogs. This approach is difficult to replicate in smaller and more remote sites. Oranga Tamariki is also focused on reviewing and updating children’s plans with tamariki and their caregivers/whānau during visits and strengthening social worker recording and evidencing of the actions that they are taking to implement plans. We expect good planning will be further supported by embedding use of the Practice Approach ‘organising my practice’ tool<sup>5</sup>.

### Responding to critical or very urgent reports of concern

Measure	Target	Quarter one result (Status)	Quarter two result (Status)
The percentage of critical (within 24hrs) or very urgent (within 48hrs) reports of concern, addressed within existing operational timeframes	95%	89% <b>At risk</b>	86% <b>At risk</b>

We have not achieved the target for this measure, despite a strong focus on improving social work practice and accuracy of reporting during quarter two, including these actions:

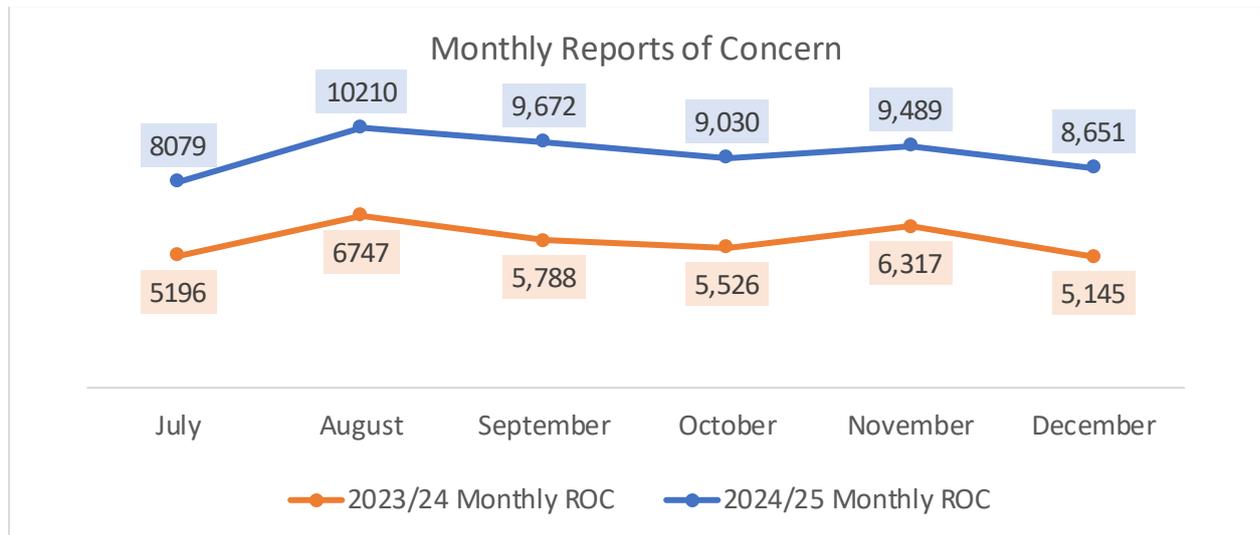
- distributing updated data to operational leaders each week, so they can review delivery priorities data and actions, and agree priorities for the coming week
- sharing a ‘Heatmap’ with all National and Regional Commissioners to identify sites in most need of support and enable regional planning,

<sup>4</sup> This measure reports on social worker visits to all children in care and complements our appropriation measure ‘The percentage of children in care with regular engagement with an Oranga Tamariki practitioner’ that is reported in the Oranga Tamariki Quarterly Performance Report. These two measures use different methodologies: the Ministerial Priority measure uses structured operational data to provide an indication of visits as at end of Quarter 2. The Appropriation measure reflect case file analysis of sampled case files from the last 12 months.

<sup>5</sup> Organising my practice tool supports practitioners to organise, plan and review their social work practice, through the domains of the Practice Framework.

- sending guidance to all sites and regions on quality recording of safety and risk screens, including to avoid common recording errors.

Performance against this measure is driven by volumes of reports of concern. We have recorded a significant and ongoing increase in the number of reports of concern in 2024/25 with 20,412 more reports of concern compared to 2023/24 (55,131 reports of concern from July to December 2024 as compared to 34,719 from July to December 2023).



The number of reports of concern received surpassed the forecasted demand projections for quarter one and two. We forecasted 23,103 but received 27,170 reports of concern in quarter two.

	2023/24 Actual	2024/25 Forecast	2024/25 Actual
<b>Quarter 1</b>	17,731	23,202 (+31%)	27,961 (+58%)
<b>Quarter 2</b>	16,988	23,103 (+36%)	27,170 (+60%)

We are currently undertaking analysis to identify and understand factors behind the increase and will provide a fuller report once complete. Our early findings suggest much of the increase occurred relatively evenly across demographic groups, locations, and notifier types, and cannot be explained by a single event or change. Two underlying themes are likely to have had an impact: public awareness and reporting, and social and economic factors such as an increase in cost of living, increase in the number of children living in material hardship, increase in the unemployment rate.

In addition, an internal process change in recording practice contributed to at least a quarter of the increase in Reports of Concern over the 2024 calendar year, and there may have been specific events that may have contributed to regional increases. We are working to finalise this analysis and will have more conclusive insights in quarter four.

We have also recorded a corresponding increase in the reports of concern requiring a critical or very urgent response. Comparing the period July to December 2024 with the same period in 2023 has shown a:

- 38% increase in critical reports of concern
- 39% increase in very urgent reports of concern
- 23% increase in overall reports of concern.

Sites can find it difficult to respond within operational timeframes when they receive multiple critical and very urgent reports of concern in quick succession. Some areas around the country also continue to struggle to fill social work vacancies, as there is a shortage of qualified social workers in New Zealand.

Despite these challenges, in some locations we have improved social worker allocations, safety assessments, visits and engagements to children in care. We have started collating data across a range of measures to better understand the performance of various sites including contributing factors like seasonal trends. A new tool 'Tiaki Oranga' has been launched that helps us understand safety, harm and risk for te tamaiti or rangatahi, and to plan for this.

The Enterprise Data Analytics Platform (EDAP) was launched on 19 November 2024, to provide a modern, fit-for-purpose in-house data system, without reliance on very old Ministry of Social Development systems. Other initiatives that will support performance include the Frontline Technology Systems Upgrade (FTSU) which will streamline administration and record keeping, improving social worker efficiency.

Developing and scaling our Enabling Communities prototypes and Strategic Partnerships and activating the Oranga Tamariki Action Plan, is expected to reduce reports of concern in relevant locations over the medium term.

### **Child Protection Investigation Unit**

Oranga Tamariki does not want any harm to come to those we care for. On 22 November 2024, the establishment of the new independent Child Protection Investigation Unit in Oranga Tamariki was confirmed and the unit was established in December 2024. Its objectives are to:

- conduct rigorous and transparent investigations into cases where the care provided to a child by the state has caused harm
- identify systemic failures to reform the systems and practices of Oranga Tamariki
- provide a voice for survivors by working with the Crown Response Office – ensuring the experiences of survivors inform ongoing improvements in care standards
- promote accountability at all levels of the care system.

### **Child protection system leadership**

Oranga Tamariki continues to focus on our role in leading the child protection system.

In quarter two, the Oranga Tamariki Action Plan continued to make progress on its implementation initiatives. The latest six-monthly report for the period January to June 2024 was published in December 2024. The full report can be found here - [Oranga Tamariki Action Plan Six-monthly Implementation Report January to June 2024](#). The Minister approved a set of focus areas for the Action Plan for 2024/25 to improve key health, education and housing outcomes for children and young people in care.

Oranga Tamariki, Ministry of Health and Health New Zealand completed targeted engagement, developed the preferred policy option and scoped financial implications for sharing care information for enhanced visibility of children and young people in the care of Oranga Tamariki within the health system. The joint report is scheduled to be submitted by the end of March 2025. With the recent whooping cough outbreak declared in New Zealand, Oranga Tamariki worked with Health New Zealand to expedite a one-off

data sharing exercise to enable social workers to work with health professionals to increase the vaccination rate and reduce the risks of the outbreak among children in care.

Under the Oranga Tamariki Action Plan, we signed an information sharing agreement with the Ministry of Education to receive data in the education space including enrolment and attendance of children within our care or custody. We are now finalising steps with the Ministry of Education to stand up the first of several regular, ongoing information shares. This will enable both agencies to work together to provide appropriate and meaningful interventions and support to address the specific needs of children in care or youth justice who are disengaged, or at risk of becoming disengaged, from education.

### **Second Te Aorerekura Action Plan launched**

The second Te Aorerekura Action Plan was launched in December 2024, updating the focus for cross-government work on family violence and sexual violence. Te Puna Aonui and agencies, including Oranga Tamariki are working together to deliver the Action Plan with a phased approach.

### **Supporting changes to our regulatory system**

#### *Amendments to residential care regulations*

The Responding to Abuse in Care Legislation Amendment Bill had its first reading on 12 November 2024 following the public apology to survivors of abuse in care. The Bill proposes changes to the Oranga Tamariki Act 1989, Children's Act 2014, Crimes Act 1961, and Public Records Act 2005.

On 10 March 2025, the Social Services and Community Committee reported back to the House of Representatives with its recommended amendments to the Bill. Crown Response Office was the lead advisor to the Social Services and Community Committee's consideration of the Bill. Oranga Tamariki supported the Crown Response Office and led advice on the proposed changes to the Oranga Tamariki Act 1989.

The purpose of the changes to the Oranga Tamariki Act 1989 are to improve the safety and wellbeing of children and young people in care. The changes include:

- allowing universal searches on entry to secure youth justice residences
- requiring search plans to be made with children and young people in all secure residences
- repealing the ability to undertake strip searches of children and young people
- clarifying the length of time that a child or young person may be in secure care prior to judicial oversight.

#### *Repealing section 7AA of the Oranga Tamariki Act*

The purpose of the repeal of section 7AA of the Oranga Tamariki Act 1989 is to clarify that the wellbeing and best interests of the child and young person are the first and paramount consideration in the administration and application of the Act.

The Oranga Tamariki (Repeal of Section 7AA) Amendment Bill was considered by the Social Services and Community Select Committee from May 2024 to November 2024. On 15 November 2024, the Committee reported back to the House with its recommended amendments to the Bill. On 29 January 2025, the Bill was read for a second time. The next legislative stages will happen in due course.

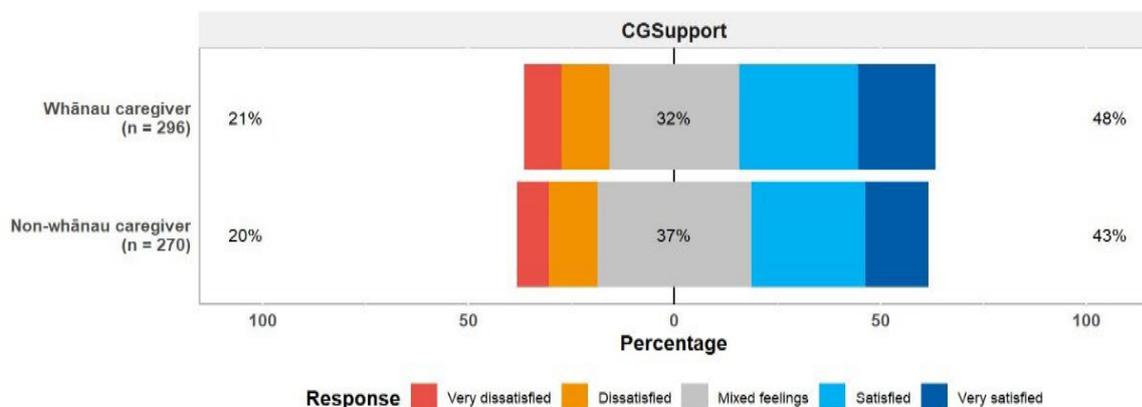
## 2. Supporting caregivers

Strengthening caregiver support is a key priority area for Oranga Tamariki in 2024/25. Oranga Tamariki measures performance for this priority by using an annual survey of caregivers and periodic case file analysis.

### Our 2024 annual survey

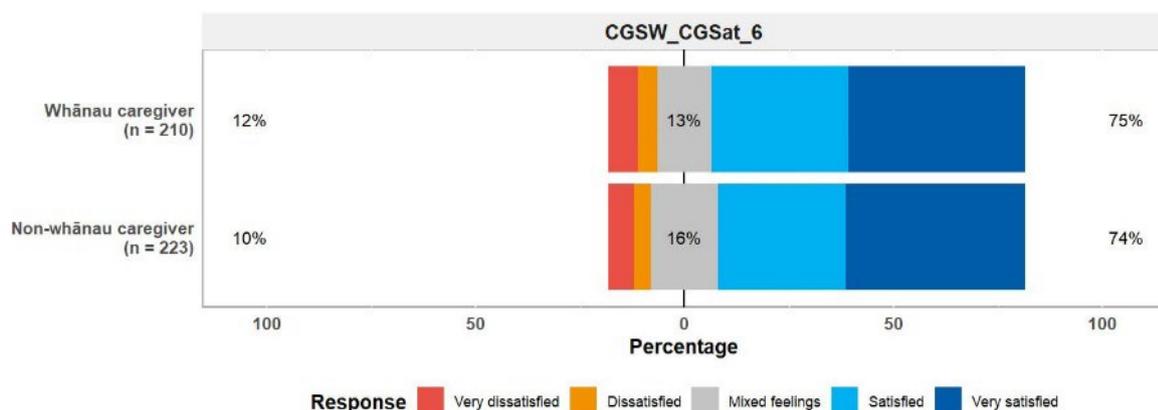
Our 2024 annual survey of caregivers was completed in October 2024, and the high-level overview of findings are published in the “Annual Caregiver Satisfaction Survey: Topline report one” on the Oranga Tamariki website<sup>6</sup>. Caregivers find their roles rewarding yet highlighted gaps in financial support, communication, and consistent social work practice. Key results are below.

*Around 43 to 48% of whānau and non-whānau caregivers are satisfied or very satisfied with the overall support provided by Oranga Tamariki.*



Base: all caregivers approved by Oranga Tamariki or its partners, excluding not answered, prefer not to say and not applicable (n = 566)

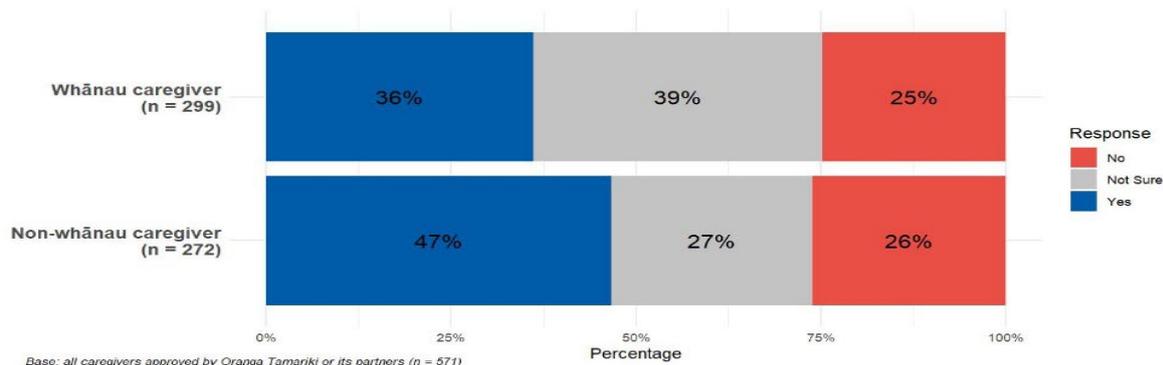
*Positive satisfaction with their social workers was reported as 75% for Whānau caregivers and 74% for non-whānau caregivers.*



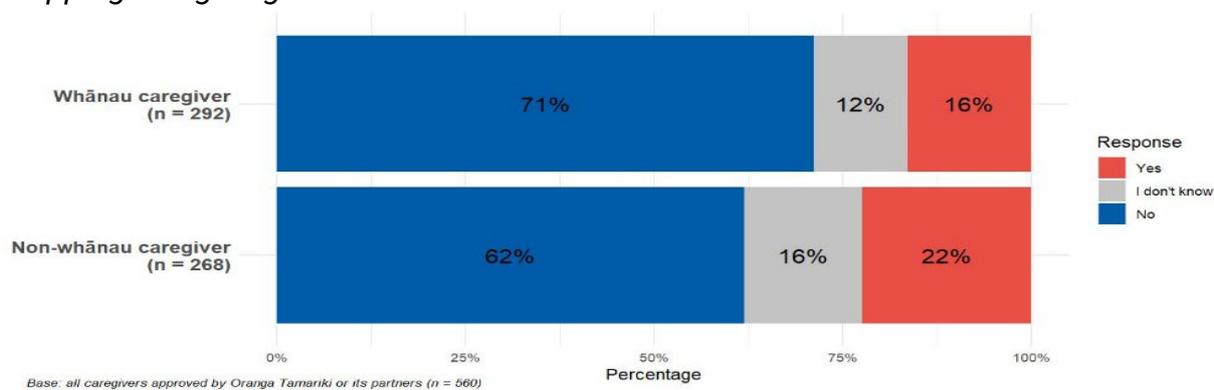
Base: all caregivers approved by Oranga Tamariki or its partners, excluding not answered, prefer not to say and not applicable (n = 433)

<sup>6</sup> Read *Annual Caregiver Satisfaction Survey: Topline Report One* at: [Annual Caregiver Satisfaction Survey 2024 | Oranga Tamariki – Ministry for Children](#)

Forty seven percent of non-whānau caregivers would recommend becoming a caregiver for Oranga Tamariki. Among whānau caregivers, 36 % said “Yes” to recommend.



Seventy one percent of whānau and 62% of non-whānau caregivers are not thinking about stopping caregiving.



Oranga Tamariki is now considering how to improve inclusive communication pathways, bolster caregiver financial and resource support, enhance training and professional development, streamline bureaucratic processes, and shift organisational culture and additional resources. A further ‘deep dive’ report will be published in April 2025.

### Initial results from case file analysis

Oranga Tamariki also assesses performance in supporting caregivers’ measures using case file analysis<sup>7</sup>. Case file analysis is conducted in three tranches over the financial year from quarter two. The first results from the analysis are considered provisional and will be updated to reflect further analysis that is completed in quarters three and four.

Measure	2023/24 result	2024/25 Provisional Result (1/3)
There is a current caregiver support plan that sets out the actions that will be taken to meet caregiver needs, to enable them to provide quality care	67% Moderate compliance	79% Near compliance
There is evidence the caregiver social worker is carrying out the actions agreed to in the caregiver support plan	75% Near compliance	77% Near compliance

<sup>7</sup> Case file analysis is the detailed, manual review of a random sample of cases. The analysis is conducted thrice a year – surveying ~700 case files in total across the year. As more cases are surveyed, confidence in the analysis also increases. The results in this report are based on the first round of analysis for 2024/25 involving 235 cases and hence considered as a provisional result. Compliance is indicated by: At compliance when 90% and above of the reviewed case files are compliant, near compliance when 70 to 89% are compliant, moderate compliance when 50 to 69% are compliant and low compliance when less than 50% are compliant.

The results on the first round of analysis for 2024/25 suggests there has been an increase in the percentage of caregivers with a current support plan that sets out the actions to meet their needs.

Work is underway to make caregiving more attractive and empower caregivers with greater autonomy to make everyday decisions regarding the children in their care. We are developing a National Care System Action Plan that includes actions to better support caregivers and enable a shift to a more devolved caregiver workforce. We are also forming a Caregiver Panel to gather regular feedback and drive ongoing improvements for caregivers.

### 3. Addressing youth offending

Oranga Tamariki is carrying out four projects within the reducing youth offending programme – Serious and Persistent Offending Response, Military-Style Academy Pilot, Legislation Development and Implementation, and response to the Mike Bush Rapid Review findings.

#### Progress on Target 3 - Reducing child and youth offending

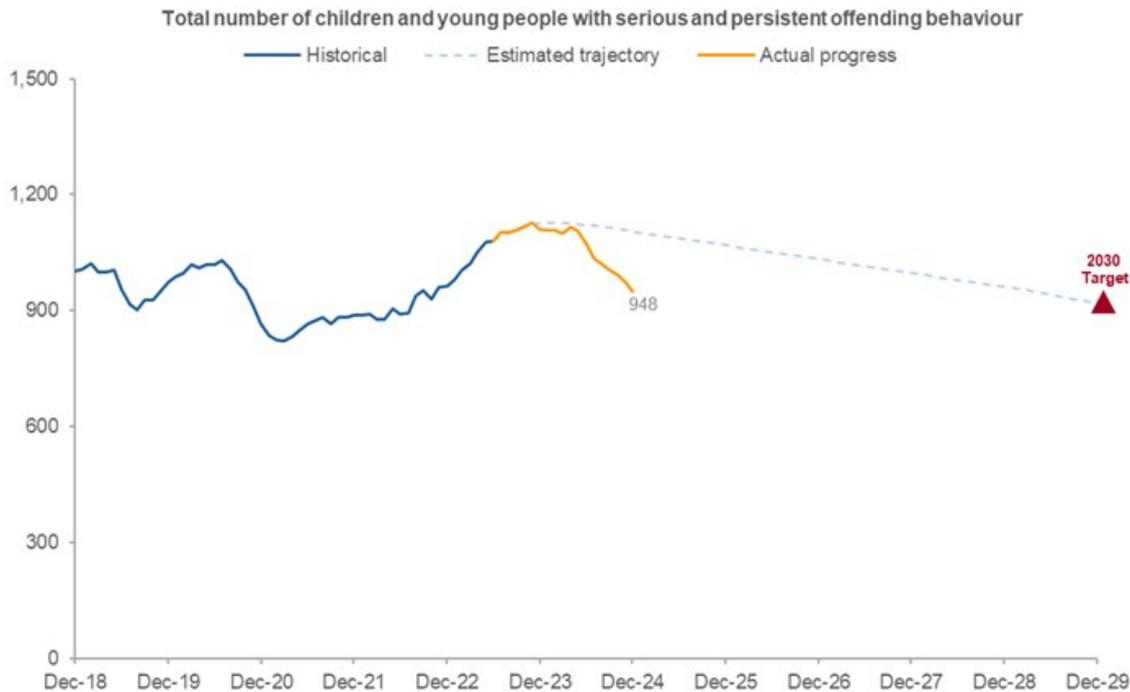
Oranga Tamariki is the lead agency for the Government’s Better Public Service Target 3 - to reduce the total number of children and young people with serious and persistent offending behaviour by 15% by 2030<sup>8</sup>.

This section provides an update on the Target 3 delivery plan activities relating to our accountability for reducing the number of children and young people with serious and persistent offending behaviour.

Measure	Target	Quarter one result (Status)	Quarter two result (Status)
A 15% reduction in the total number of children and young people with serious and persistent offending behaviour. <i>Baseline: 1,081 in June-2023</i>	919 by 2030	1,002 (7% reduction) Monitoring	948 (12% reduction) On track

There has been a 12% reduction in the total number of children and young people with serious and persistent offending behaviour from the baseline (June 2023) to 31 December 2024 (it was a 7% reduction from the baseline by end of quarter one). The main driver of this decrease is the focus Oranga Tamariki has had on operational responses, including working closely with Police on intensive responses to a high-priority cohort and initiatives such as Fast Track. Oranga Tamariki will continue to closely monitor this measure given it is influenced by a wide range of societal, policy and economic factors.

<sup>8</sup> Read more about the Government’s Target 3 at: [www.dPMC.govt.nz/sites/default/files/2024-09/gt-factsheet-target-3-jun24.pdf](http://www.dPMC.govt.nz/sites/default/files/2024-09/gt-factsheet-target-3-jun24.pdf)



To help meet the government’s law and order targets, Oranga Tamariki has continued to progress Target 3 delivery plan initiatives.

**Intensive Case Management Teams**

This includes the establishment of new Oranga Tamariki Intensive Case Management Teams (ICMT) in Rotorua and Christchurch, which became operational in December 2024. Each team is made up of three social workers and a youth worker to support a limited number of rangatahi and their whānau from a priority cohort that were identified as serious and persistent offenders by Oranga Tamariki and Police. The intention is that each young person will have a bespoke plan that clearly identifies their needs and articulates how and when these will be addressed. Hamilton has been identified as the location for a third ICMT and recruitment for this team is underway.

**The Military-Style Academy Pilot**

The Military-Style Academy Pilot is a 12-month programme, running from July 2024 to July 2025. The three-month residential phase of the Military-Style Academy Pilot officially concluded on 20 October 2024. A graduation event was held on 16 October 2024 to mark the milestone at Te Au rere a te Tonga youth justice residence in Palmerston North. The cohort of rangatahi transitioned from the residence to the in-community phase.

The rangatahi have been provided with intensive support throughout the pilot, including mentors who work closely with them. The first independent interim evaluation report on the three-month residence stage, and the assessment stage that preceded it, was completed during the quarter and subsequently publicly released in February 2025<sup>9</sup>. The interim evaluation was undertaken by an external, independent company. It combined both qualitative and quantitative data to provide a comprehensive understanding of the

<sup>9</sup>Read about preliminary evaluation report one on the Military Style Academy pilot at: [OT-MSA-residence-stage-preliminary-evaluation.pdf](#).

pilot. The report finds that the residence stage of the military-style academy pilot largely ran as planned and achieved its intended outcomes. Learnings from this report are being used for continuous improvement on the Military-Style Academy Pilot.

The final weeks of the residence stage were focused on the transition process for the young people. This included putting individual transition to community plans in place (a court approved plan as part of their Supervision with Residence Order) with details of the practicalities of their transition back into the community like living arrangements, their support network, involvement in certain activities, and how they will continue to progress what they learned in the residence phase of the programme.

We are realistic that there will be challenges for these young people during the nine months of the community stage.

The legislation that would allow the creation of any future iterations of Military-Style Academies – the Oranga Tamariki (Responding to Serious Youth Offending) Amendment Bill, is going through the parliamentary process. Therefore, no further development or implementation of the Military-Style Academy can happen until that legislation is passed.

### **Introducing a Young Serious Offender declaration**

The Oranga Tamariki (Responding to Serious Youth Offending) Amendment Bill was introduced into the House of Representatives on 18 November 2024 and had its first reading on 21 November 2024.

The purpose of the Bill is to create a faster, stronger and targeted response to serious and persistent offending by young people aged 14 – 17 years old, where previous interventions have been unsuccessful in reducing re-offending and there is a high risk that offending will continue or escalate without increased and strengthened intervention.

The Bill establishes a young serious offender (YSO) declaration and a new military-style academy order in the youth justice system. The YSO declaration unlocks additional powers to New Zealand Police and the Youth Court to respond to youth offending.

The Bill balances two policy objectives:

- increased public safety and accountability for offending and reoffending
- a reduction in seriousness and frequency of offending by young people through access to a timely and enhanced rehabilitative service response.

During this period Oranga Tamariki have been meeting regularly with New Zealand Police and the Ministry of Justice Implementation Teams. An inter-agency design team has been convened with a workshop held late October 2024 to consider what was required to operationalise the YSO declaration process end-to-end. Detailed business processes are in development and are shared with the interagency design group. Implementation planning is underway, including the development of draft regulations.

## 4. Improving complaint management and practices

People should be able to provide feedback to Oranga Tamariki and be treated fairly and respectfully, with their words heard and actioned when necessary. We value feedback – good and bad – and are committed to responding to and working with people to resolve their concerns through our feedback and complaints process<sup>10</sup>.

Measure	Target	Quarter one result (Status)	Quarter two result (Status)
The proportion of complaints audited that were handled in a way that fully met Oranga Tamariki standards	25% increase from baseline	51% Monitoring	59% On track

This is a new measure for Oranga Tamariki in 2024/25 and a baseline for this measure will be established throughout this year. In quarter two, there was an increase in the percentage of complaints audited that fully met standards (59%) as compared to quarter one results (51%). We are on track with implementing and further developing an improvement plan to enable uplift of standards in complaint responses.

### A national apology to survivors of abuse in state care

On 12 November 2024, the Government delivered a national apology to survivors of abuse in state care. Oranga Tamariki Chief Executive, Andrew Bridgman, joined leaders of Health, Education, Police, Crown Law, Public Service Commission and the Ministry of Social Development to apologise for the failings of the public service.

Oranga Tamariki has been actively supporting the Government to develop its response to the Royal Commission of Inquiry into Abuse in State Care, which will be announced in due course.

<sup>10</sup> Read about our feedback and complaints processes at: [www.orangatamariki.govt.nz/about-us/contact-us/feedback/](http://www.orangatamariki.govt.nz/about-us/contact-us/feedback/)