



Oranga Tamariki Performance Report Quarter Three 2024/25

As at 31 March 2025

Introduction

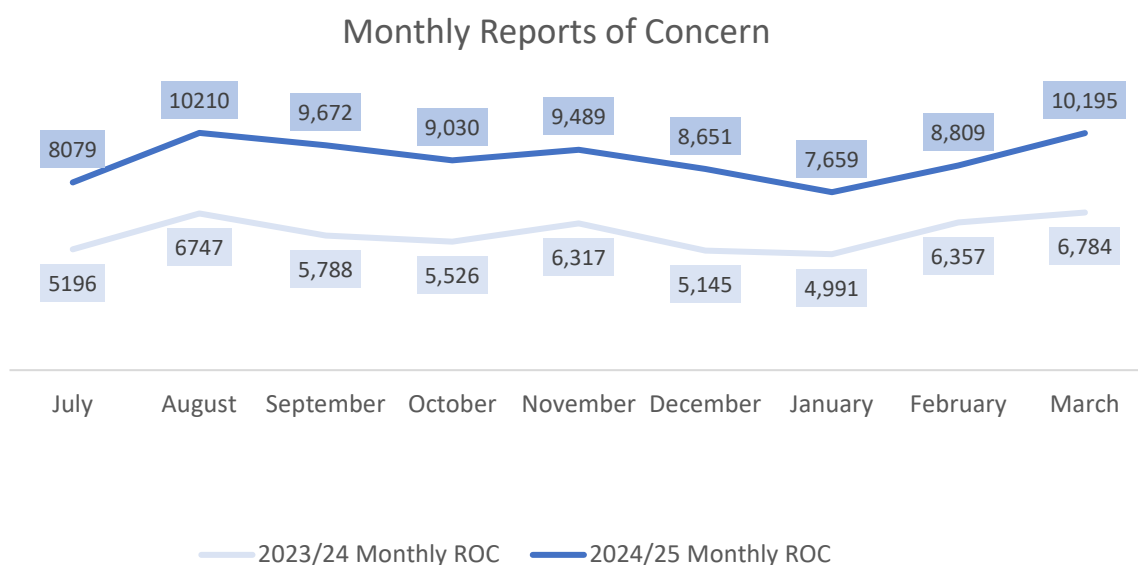
The Oranga Tamariki Performance Report describes progress we made during quarter three of the 2024/25 financial year against two key performance areas:

1. **Performance against appropriation measures.** How Oranga Tamariki is performing against measures that relate to our funded functions and activities (pages 5 to 9) and
2. **Financial performance.** How we are tracking in terms of financial performance and budget expectations (page 10).

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

We continue to see increased need for our support

Oranga Tamariki recorded a significant and ongoing increase in the number of reports of concern in first three quarters of 2024/25. There were 28,943 more reports of concern when compared to same period for 2023/24 - 81,794 reports of concern from July 2024 to March 2025 as compared to 52,851 from July 2023 to March 2024. In the current financial year, August 2024 (10,210) and March 2025 (10,195) have been the two highest months for volumes of reports of concern since our records go back.



The number of reports of concern received surpassed the forecasted demand projections for three quarters of 2024/25. We forecasted 23,397 but received 26,663 reports of concern in quarter three. We anticipate high volumes of reports of concern in quarter four especially in May and June 2025 based on seasonal trends.

FY2024/25	2023/24 Actual	2024/25 Forecast	2024/25 Actual
Quarter 1	17,731	23,202 (+31%)	27,961 (+58%)
Quarter 2	16,988	23,103 (+36%)	27,170 (+60%)
Quarter 3	18,132	23,397 (+29%)	26,663 (+47%)

We are focusing on priority work to improve performance

Oranga Tamariki started implementing priority work based on our new Strategic Intentions 2024/25–2029/30¹ in quarter two of 2024/25 to improve performance over the rest of the financial year. This priority work 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 and getting the basics right.

Delivery on our Core Purpose is a focus on our core statutory functions and our Minister's priorities – how we delivery them, address and work with the challenges encountered.

We continue to show good performance in key areas of child safety. This reflects our continued commitment to ensuring the safety and wellbeing of tamariki through regular, meaningful social worker engagement and improvements to the tools available to our kaimahi. We have also successfully launched a new independent function to ensure children's safety is paramount. There has been a delay in how we respond to new reports of concern identified as critical and very urgent. Whilst we continue to look for ways to improve, we also note that volumes of reports of concern have been significantly higher in 2024/25 compared to previous years.

Work is underway to make caregiving more attractive and empower caregivers with greater autonomy to make everyday decisions regarding the children in their care.

Our performance against Government Target 3 – Reduced Child and Youth Offending remains positive - highlights progress in expanding Fast-Track to include 14 to 17 years olds at more sites and our continued work with the Military-style Academy pilot.

Actions are underway to provide focused support at site and regional levels to prioritise timely and quality complaint responses. We are confident that a significant improvement will be seen in complaint management by end of this year.

Changing our Culture is focused on lifting our management and leadership capability, improving accountability across the Ministry, and leading the culture change required to deliver our core purpose.

Tū Māia Training programme is in progress and will be delivered from June to October 2025. Kaimahi can work towards achieving the Tū Māia - Certificate in Building Māori Cultural Capability (it is a 20-credit, Level 5, NZQA programme). We are investing in our people to make the necessary shifts to change our culture.

Getting the Basics Right is about the essentials/sound communication, budget management, people management, reporting and management of requests.

Oranga Tamariki has a fiscally sustained operating model. Our year-to-date expenditure of \$1,041.4 million is in line with budgeted expectations as end of quarter three and is 68 percent of the total \$1,527.3 million appropriated funding for 2024/25. Oranga Tamariki is also focussed on growing and developing the right workforce. All Ministerial, Official Information Act requests, and Written Parliamentary Questions were responded to within statutory timeframes.

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

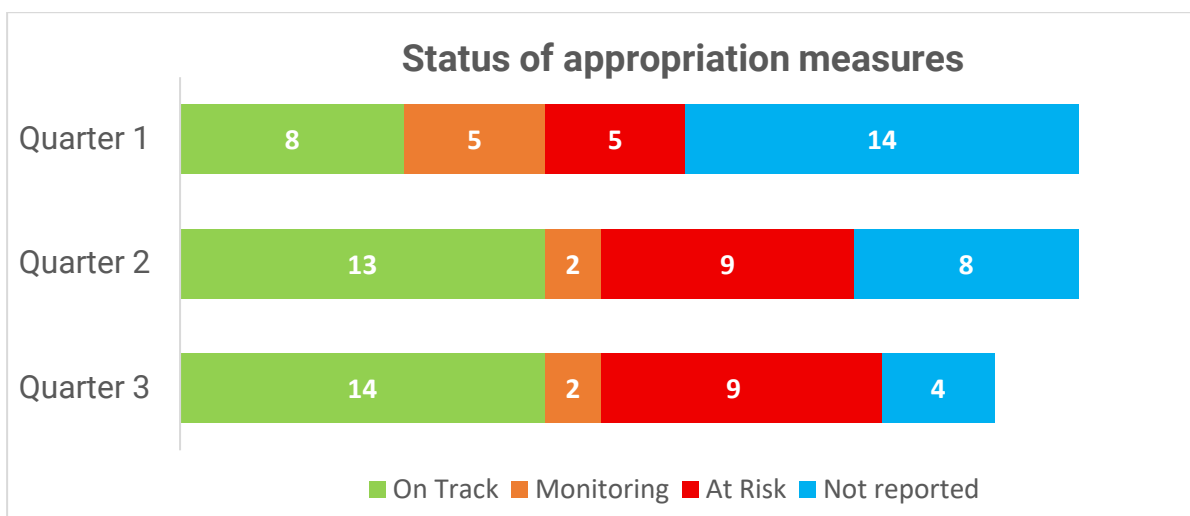
Hine Wawata – a new approach to understanding our performance

In our Oranga Tamariki Strategic Intentions 2024/25 – 2029/30, we introduced our new performance system, Hine Wawata. Hine Wawata is an interconnected performance system centred on the aspirations of tamariki and rangatahi and was designed alongside the Oranga Tamariki Youth Advisory Group. Hine Wawata replaces our previous organisational impacts. We will report against the outcomes and performance measures outlined in Hine Wawata in our 2024/25 Annual Report.

Performance against Appropriation Measures

Our appropriation measures indicate how Oranga Tamariki is performing in delivering the core services and activities we are funded for. We assess this performance against 29 appropriation measures in quarter three report² as compared to 32 appropriation measures within Vote Oranga Tamariki³ for 2024/25 in previous quarters.

The diagram below shows the status of our appropriation measures for quarter three compared with previous quarters.



Oranga Tamariki has been focusing on the 'At risk' measures to better understand the actions we can take to improve performance. We have also progressed several initiatives that we expect to impact performance over long term, as summarised below.

[Appendix One](#) includes the quarter three appropriation measure results with status and commentary and comparisons with quarter one and two results.

[Appendix Two](#) includes a list of eight appropriation measures that have not been reported in quarter three –

- four measures not reported as they are reported at year-end
- two policy measures have been removed, and
- two Crown's Response and redress measures were no longer relevant and hence replaced with a new measure reported in quarter three.

²Based on amendment through Supplementary Estimates process, April 2025 for proposed changes to 2024/25 Vote Oranga Tamariki appropriation measures to be reflected in 2024/25 Oranga Tamariki Annual Report.

³ Read about our Vote Oranga Tamariki Estimates at: [Vote Oranga Tamariki - Vol 9 Social Services and Community Sector - The Estimates of Appropriations 2024/25 - Budget 2024](#)

Performance measures where we are at risk of not meeting our standard by end of Financial Year 2024/25

We have actions underway on the following nine performance measures where we are at risk of not meeting the target (one was on track in quarter two report).

Critical or very urgent reports of concern, addressed within operational timeframes (Target: 95%, Quarter 3 result: 84%)

This is also a Ministerial priority performance measure. We have not achieved the target for this measure, despite a strong focus on improving social work practice and accuracy of reporting during quarter three, as the performance against this measure is mainly driven by volumes of reports of concern.

As mentioned earlier in the report, we have recorded a significant and ongoing increase in the number of reports of concern in first three quarters of 2024/25. The number of reports of concern received also surpassed the forecasted demand projections for the same period.

Our data indicates that when reports of concern increases, a negative impact is seen on operational performance measures in the following month/s. The industrial action reduced social work hours across the country, that also had an impact on our performance. Though present status shows that we are seeing a recovery in May 2025 already.

Work is underway to improve social work practice (case allocations, safety assessments, visits and engagements to children in care) and accuracy of reporting. Over the past 12 months, we have rolled out the following tools and resources: Tangata Whenua and Bicultural Supervision Model, Oranga Framed Practice Prompts, Organising My Practice Resource, Tiaki Oranga and New Assessment Approach and Report.

We are currently undertaking analysis to better understand the increase in demand we are seeing and its regional impact. It is likely, we can draw on the insights to refine our measurements and structure our resourcing to best effect.

Young people held on remand placed within the community (Target: 30%, Quarter 3 result: 22%)

While the data shows that we have not hit our target, there are some nuances in how this is calculated. There is ongoing work to assess if we have the appropriate placement options in place to meet demand, including having placement options in the locations where they are most needed or that are as close to their own whānau and community as possible.

There is a process underway to increase the visibility of community homes and their availability, including through the introduction of a 'care capacity heat map' which shows availability for emergency placements. This process is informing the development of a Graduated Response Model for Residences and Homes in the coming months.

Supported accommodation places available to young people (Target: 150, Quarter 3 result: 134)

As noted in our Quarter Two Performance Report, we will not be increasing placements this financial year as we work through a more sustainable plan for

2025/26. There has been a reduction of two placements this quarter that was part of an agreed discontinuation of an underutilised property.

***Young people held in police custody over 24 hours
(Target: less than 140, Quarter 3 result: 203)***

We have not yet achieved the standard for this measure (<140 young people held in custody for more than 24 hours). However, we have seen positive improvement when compared to our quarter one result (222), and the 2023/24 annual result (462).

One of the drivers of this measure being high relates to the change in the youth justice age to under 18 years in 2019. The baseline for this measure was established in 2019/20 using information captured for rangatahi under 17 years old (with some adjustment to account for the impact of COVID-19 lockdown). The numbers spiked in the last two years reflecting true picture of increase in the maximum age for the youth justice jurisdiction and severe and persistent youth offending.

Whilst our current result is a positive trend, we note we are working with New Zealand Police to streamline data capturing and accurate reporting. We will review this measure and its methodology as part of our appropriation measure review in 2025/26.

From time to time, demand across the youth justice system, from a combination of the volume of rangatahi arrested, before the courts, and in custody in youth justice facilities, can increase the number of young people held in police custody for more than 24 hours. This occurs when alternatives to custody, or placement to custody in a youth justice facility, cannot be immediately provided due to the increased demand.

***Children in care plans reflect actions to establish, maintain or strengthen connections with members of their family, whānau, and/or family group
(Target: 95%, Quarter 3 result: 84%)***

This measure is one of our National Care Standards Regulation indicators and is measured through an assessment of sampled case files over the year. The case file analysis process is completed in three rounds for the financial year. We have now completed two rounds of analysis: Round one (October/November 2024) and Round two (February/March 2025).

The combined Round one and Round two results give an indicative performance result of 84 percent (395 of 468) of the cases sampled had a current plan that contained actions to address the need of the tamariki to establish, maintain or strengthen connections with members of their family, whānau, and /or family group. The completion of Round three analysis will confirm our annual result.

In quarter four we began specific action to improve performance in this space. As part of our National Care Standards Action Plan, All About Me plans are being reviewed to confirm they are up to date and include relevant actions around supporting family, whānau, hapu, iwi, marae and family group connections for tamariki Māori. Progress is being recorded against each child or young person in care on regional work trackers.

Children in care with a current plan containing actions to address their needs, when those actions will be taken, and by whom
(Target: 95%, Quarter 3 result: 86%)

Based on case file analysis, the indicative results are that 96 percent (451 of the 470 cases sampled) had a current plan⁴. However, only 86 percent (405) had a current plan that *also* contained information on actions to be taken to address the needs of the tamaiti, when those actions would be taken, and by whom.

Through the National Care Standards Action Plan, a review of All About Me plans for children in care has been initiated. This work will largely impact performance in quarter four and subsequent quarters.

Children in care with regular engagement with an Oranga Tamariki practitioner⁵
(Target: 95%, Quarter 3 result: 62%)

The current result for this measure is 62 percent (290 of the 470 cases sampled) evidenced regular engagement⁶. This is slightly lower than the 2023/24 annual result of 66 percent. Regular engagement is counted when te tamaiti has been visited as per the frequency of visits set out in their assessment or plan (or visited at least once every eight weeks if no visiting frequency was specified in the plan).

For those tamariki who had not received all planned visits over the course of the preceding 12 months, 58 percent had been visited at least six times over that period, and 89 percent had been visited at least four times.

While we are not meeting our appropriation standard of 95 percent, we are on-track for our ministerial priority measure visits to children and young people in care when measured as visits every eight weeks.

Timely and quality engagement with children in care, i.e., well planned and well engaged visits are a top priority for Oranga Tamariki leadership. Operational tracking through Whiti was seeing some improvements in reducing the volumes of overdue visits, however the progress was reversed at the end of quarter three, likely due to a combination of industrial action that started on 7 March 2025, and the significant volumes of reports of concern received in the same month. With industrial action now resolved, quarter four will see better results, although this will be more difficult if volumes of reports of concern continue to be substantial.

Children in care with quality engagement with an Oranga Tamariki practitioner
(Target: 95%, Quarter 3 result: 84%)

Our quarter three result for this measure is 84 percent (393 of the 470) of the cases sampled demonstrated evidence of quality engagement with a social worker over the last 12 months⁷.

⁴ This result is measured through Case File Analysis of sampled cases completed in three rounds for the financial year. We have completed two rounds of analysis: Round 1 (October/November 2024) & Round 2 (February/March 2025). The margin of error for this analysis will decrease when the final Round is completed. The annual result will be confirmed by the completion of Round 3 and will be reported in our Annual Report for 2024/25.

⁵ This measure reports on social worker visits to sampled group of children in care from the last 12 months and complements ministerial priorities measure that reports visits to all children in care using structured quantitative data - *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 as at end of Quarter 2..*

⁶ See note 5

⁷ See footnote 5

As noted above, timely and quality engagement with children in care are a top priority for Oranga Tamariki and we have been supporting improvement in this space through Whiti to support good planning, mobilising resources to support sites, regional and sites developing their own strategies to carry out this mahi and guidance regarding quality recording.

Tamariki Māori in care, for more than three months, being supported to establish, maintain or strengthen connections with their marae, hapū or iwi or for whom strong connections are already in place
(Target: 95%, Quarter 3 result: 44%)

Only 44 percent (137 of 314) of the tamariki Māori cases sampled had evidence of casework addressing the need of the tamariki to establish, maintain or strengthen connections with their marae, hapu or iwi (beyond their immediate whanau), or for whom strong connections were already in place⁸. Whilst this result is slightly higher than last years annual result, it remains statistically consistent.

Strengthening our understanding of the quality of practice for tamariki and whānau Māori is a foundational principle and key priority of our self-monitoring approach against the National Care Standards. We are focusing on improving this area as part of our dedicated focus on National Care Standards Action Plan and Resolute about Safety Actions will lead to improved performance.

⁸ See footnote 5

Financial performance

Funding summary

The Oranga Tamariki appropriated baseline funding for 2024/25 is **\$1,527.5** million.

Funding is allocated across three areas:

- Personnel – 37 percent
- Administration – 16 percent
- Third party children's expenditure – 47 percent

Oranga Tamariki Expenditure vs Appropriated Funding



Financial expenditure summary

Quarter Three expenditure was on track with budgeted expectations.

Our year-to-date expenditure of **\$1,041.4** million is in line with budgeted expectations as at 31 March 2025 and is **68 percent** of the total **\$1,527.3** million appropriated funding for 2024/25 as shown in figure above.

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

Measure	Why is this measure important?	Target	Quarter 1	Quarter 2	Quarter 3		
			Result & Status	Result & Status	Result	Status	Commentary
Adoption Services							
The percentage of assessments of suitability to adopt that are completed within 3 months will be at least 90%	We handle adoption assessments in a timely way to make the process quick, while still being thorough. A suitability check requires us to gather and consider specific information about individuals like police vetting and referee checks, to inform our overall assessment of suitability and risk.	90%	98.5% On track	94% On track	94%	On track	Regular and close monitoring of the timeframes for completion of assessments has contributed to achieving the target for this measure.
Connection and Advocacy Service							
Expenditure supports the delivery of services to children and young people with care experience and progress on contracting measurables is reported quarterly to Oranga Tamariki.	This measure relates to government non-departmental expenditure funding for VOYCE – Whakarongo Mai, a non-government organisation, to provide care experienced children and young people with connection and advocacy services independent of Oranga Tamariki.	Achieved	Achieved On track	Achieved On track	Achieved	On track	VOYCE - Whakarongo Mai continued to support children and young people with care experience with 687 new advocacy requests and 27 tuhono/ connection events. VOYCE - Whakarongo Mai provided written submissions on several bills including Oversight of Oranga Tamariki System Legislation Amendment Bill and Response to Abuse in Care Legislation Amendment Bill.
Policy Advice and Ministerial Services							
The percentage of ministerial OIA request replies completed five working days prior to the statutory time limit, unless otherwise agreed, will be at least 95%	This measure allows us to track if we're supporting the Minister to meet legislative obligations under the Official Information Act. This includes being transparent and giving people timely access to information unless there is a good reason to withhold it.	95%	86% Monitoring	95% On track	100%	On track	Concerted focus by Oranga Tamariki leadership team has supported and improved result in this area, as well as the delivery of the Ministerial Services team improvement initiatives.
The percentage of ministerial replies completed within twenty working days of receipt by Oranga Tamariki, unless otherwise agreed, will be at least 95%	This measure allows us to track if we are providing a timely response for questions from the public to the Minister or Associate Minister for a written answer.	95%	100% On track	100% On track	100%	On track	
The percentage of Parliamentary question responses provided to the Minister's Office so that the answers can meet the timeframe set in Parliamentary Standing Orders will be at least 95%	This measure allows us to track if we are providing a timely response for questions from opposition members in the House of Parliament to the Minister or Associate Minister for a written or oral answer.	95%	82% At risk	95% On track	100%	On track	
Prevention and Early Support							
The percentage of all contracted services which achieved or exceeded the target for their primary contracted measure will be at least 75%	Most of our Early Support work is delivered by service partners who are contracted to reach certain volumes, or specific results, with the goal that more families receive appropriate support, and fewer children require statutory intervention. Working in partnership with providers enables our social workers to focus on case management if or when issues eventuate or compound.	75%	63% Monitoring	77% On track	74%	Monitoring	This measure is slightly below the target. Several contracts have been transitioned during 2024/25 which has impacted on the performance of this measure.
The percentage of all service contract funding contracted with Iwi and Māori organisations will be greater than 23%	The majority of children in care, and young people in custody, are Māori. This measurement shows our commitment to procuring iwi and Māori organisations that can play a unique role in supporting, strengthening and culturally connecting tamariki Māori, supplemented by specialist tauīwi services.	23%	33% On track	33% On track	32%	On track	The percentage of funding with Iwi and Maori organisations was 32% (\$176.8m). The total Oranga Tamariki contracted investment in third party delivered services is \$550m. The percentage of unique organisations funded that are Iwi and Maori is 28% (142 of 512 providers).
The percentage of critical or very urgent reports of concern, addressed within operational timeframes, will be at least 95%	When a critical or very urgent report of concern is made, it indicates that a child may have been seriously harmed or be at risk of serious harm. This measure tells us if responding in an appropriate timeframe, based on the level of risk identified, to ensure the immediate safety of the child.	95%	89.4% At risk	86% At risk	86%	At risk	Detailed commentary on page 6 of this report.

Measure	Why is this measure important?	Target	Quarter 1	Quarter 2	Quarter 3		
			Result & Status	Result & Status	Result	Status	Commentary
Statutory Intervention and Transition							
The percentage of siblings in out of home placements, who are placed with at least one sibling, will be at least 73%	Keeping siblings together is key to healing from harm and avoiding trauma when staying at home isn't safe. Siblings must be placed together where possible and practical unless there are safety concerns like family abuse that are being addressed.	73%	72% Monitoring	75% On track	74%	On track	Noting this measure is meeting its appropriation standard.
The percentage of young people held on remand who are placed within the community will be at least 30%	We want to keep rangatahi who have offended close to their support networks, so they can more easily settle back into their community after rehabilitation. More community-based remand options will help rangatahi remain home (with added supports) or within their local community in a bespoke home.	30%	24% (26% < 17 years old) At risk	22% (24% <17 years old) At risk	22% (25% < 17 years old)	At risk	Refer to the commentary on page 6 of this report.
The number of supported accommodation places available to young people, will be at least 150	For rangatahi leaving care, getting into their first flat can be hard. Supported accommodation entitles them to access safe accommodation up to age 25 with support to increase knowledge and skills to live independently in a safe environment.	150	136 At risk	136 At risk	134	At risk	Refer to the commentary on page 7 of this report.
The percentage of eligible young people who are referred for support from a transition support worker will be at least 60%	This target was exceeded for 2023/24 with continued growth in referrals. Targeted efforts and better access to data for sites and regions contributed to this improved result. The proportion of young people being offered a transition support worker is at 74% with the proportion of young people declining a referral to a transition worker reducing over time to 5%	60%	71% On track	72% On track	72%	On track	The 'offered' rate for referrals was 77%, with five percent of rangatahi declining support. Further work is underway to monitor and increase referral rates as part of the focus on Care Standards for quarter four.
The percentage of under eighteen-year-olds who previously had a Youth Justice family group conference, who had a subsequent Youth Justice family group conference, will be less than 40%	Youth Justice family group conferences give young people, along with their family, victims and professionals, a chance to help find solutions when they have offended. We want to strengthen this practice and avoid reoffending that leads to repeat family group conferences.	40%	41% Monitoring	40% Monitoring	39%	On track	We have achieved this measure. Work is continuing to prevent serious youth offending. Intensive case management teams (ICMTs) have now been established within youth justice sites to provide more intensive and holistic support for rangatahi and whānau. A pilot of a new approach to programming activities in youth justice residences, including access to additional therapeutic programmes intended to address the causes of offending behaviour, has commenced.
The number of young people eligible to return or remain with a caregiver beyond age eighteen, who are enabled to do so, will be at least 95	Young people in care should continue to be supported if they need it after they turn 18. Like all children, they should be welcome to continue to stay with their caregiver as long as they need to.	95	121 On track	124 On track	118	On track	We continue to exceed the measure, with better understanding of this entitlement and the related processes now being embedded in the organisation.
The number of young people, held in police custody for more than 24 hours will be less than 140	We want to ensure that rangatahi spend as little time as possible in police custody after their arrest. Although Police respond in the first instance, we want young people to be redirected to safer placements.	140	222 (173 <17 years old) At risk	205 (159 <17 years old) At risk	203 (144 <17 years old)	At risk	Refer to the commentary on page 7 of this report.
The percentage of children in out of home placement more than three months, who are placed with family/ whānau, will be at least 58%	Ideally, we want children to safely remain within their wider family or whānau when they're away from home, but the situation of each tamaiti is unique and complex, and their safety, wellbeing and best interests are the most important consideration.	58%	49% Monitoring	50% Monitoring	50%	Monitoring	<p>This measure is consistent with the previous year but lower than the target. With focus put into prevention, it is possible that tamariki and rangatahi who now come into care have higher levels of need which are challenging for whānau to meet.</p> <p>We have recently updated the provisional Approval to enable more flexibility when there are sufficient safeguards. We expect this change will have some impact on this measure because it is generally family members who we are seeking provisional approval for.</p>

IN-CONFIDENCE

Measure	Why is this measure important?	Target	Quarter 1	Quarter 2	Quarter 3		
			Result & Status	Result & Status	Result	Status	Commentary
The percentage of children in out of home placement who have two or fewer caregivers over the year will be at least 85%	Stable living arrangements can support children living away from home. While some changes can be beneficial, multiple and unplanned care arrangements have been associated with negative outcomes for children.	85%	87% On track	87% On track	87%	On track	Oranga Tamariki continue to meet the appropriation measure for children in out of home placement who have two or fewer caregivers over the year.
The percentage of children who have been in statutory care for more than six months, who have a completed Gateway assessment, will be at least 75%	A Gateway assessment is an interagency process that helps to clarify and identify ways to address the health and education needs of children we work with. A gateway assessment referral should be made within 10 working days of entering our care, but the assessment process can take time to complete.	75%	85% On track	84% On track	83%	On track	In 2024 Oranga Tamariki began the Gateway Redesign to improve health, disability and education outcomes for children and young people in contact with Oranga Tamariki. Oranga Tamariki, Health Agencies, and the Ministry of Education have completed detailed service design and options for implementation. Agencies have developed a prototype for a new Gateway service and are working together to explore options to test this model in different regional settings.
The percentage of children, in care for more than three months, whose plan reflects actions to establish, maintain or strengthen connections with members of their family, whānau, and/or family group, will be at least 95%	Each tamaiti in our care must have a clear plan for how their unique circumstances and needs will be supported. An example of an ‘actionable’ plan is the All About Me Plan, which includes detailed and comprehensive information about their interests, needs and goals, and how these will be met while they’re in care.	95%	Not reported	81% At risk	84%	At risk	Refer to the commentary on page 7 of this report.
The percentage of children, in care for more than three months, with a current plan that contains actions to address their needs, when those actions will be taken, and by whom, will be at least 95%	Each tamaiti in our care must have a clear plan for how their unique circumstances and needs will be supported. An example of an ‘actionable’ plan is the All About Me Plan, which includes detailed and comprehensive information about their interests, needs and goals, and how these will be met while they’re in care.	95%	Not reported	88% At risk	86%	At risk	Refer to the commentary on page 8 of this report.
The percentage of children in care with regular engagement with an Oranga Tamariki practitioner will be at least 95%	We want to be confident that our visits to children in care are occurring regularly, where the child is visited as per the frequency of visits set out in their assessment or plan or visited at least once every eight weeks if no visiting frequency was specified.	95%	Not reported	64% At risk	62%	At risk	Refer to the commentary on page 8 of this report.
The percentage of children in care with quality engagement with an Oranga Tamariki practitioner will be at least 95%	We want to be confident that our visits to children in care are regularly but also include quality engagement and give the tamaiti the opportunity to safely share any concerns.	95%	Not reported	85% At risk	84%	At risk	Refer to the commentary on page 8 and 9 of this report.
The percentage of tamariki Māori, in care for more than three months, who are being supported to establish, maintain or strengthen connections with their marae, hapū or iwi or for whom strong connections are already in place will be at least 95%	It is important for tamariki to be cared for within their whānau to protect or strengthen their sense of belonging through their cultural identity and connections to their ancestors and whakapapa.	95%	Not reported	39% At risk	44%	At risk	Refer to the commentary on page 9 of this report.
Report on the percentage of children to exit out of home placement in the last eighteen months, who subsequently require an out of home placement	We want to decrease and prevent children re-entering our care where possible. However, it’s important that children can return to care if their home life becomes unsafe again. Therefore, there is no target for this measure.	Report on (no target)	Not reported	Achieved: 23% On track		On track	There is no target for this measure.
Coordinate the delivery of the public apology and concurrent events for survivors of abuse in care on 12 November 2024	This measure replaces two previous measures for the ‘Crown response to the Abuse in Care Royal Commission of Inquiry and establishment of a new redress system for abuse survivors’ appropriation. They relate to the performance of the 2023/24 year. This measure is for delivery of the appropriation for the duration of 1 July to 1 December 2024. Please refer to Public Service	Achieved	Not reported	New measure was Achieved On track	Achieved	On track	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

Measure	Why is this measure important?	Target	Quarter 1	Quarter 2	Quarter 3		
			Result & Status	Result & Status	Result	Status	Commentary
	Commission’s Annual Report for performance from 2 December 2024 onwards.						Government to develop its response to the Royal Commission of Inquiry into Abuse in State Care. As per Supplementary Estimates process carried out in Quarter 3, responsibility for these appropriations was transferred to the Public Service Commission from 2 December 2024. Oranga Tamariki will have no appropriation measure to report on in 2025/26.

Appendix Two: Oranga Tamariki Appropriation Measures not reported in Quarter Three 2024/25⁹

Appropriation measures not reported in this report	Why is this measure important?	Commentary
The percentage of children who received intensive response services in the last twelve months, who subsequently did not require an out of home placement will be at least 97%	Stopping re-entry to care through effective intensive response is an early but significant step towards breaking cycles of harm.	This measure will be reported at year-end.
The score for the Minister's satisfaction with the services provided by the policy function, based on the common Ministerial Policy Satisfaction Survey and on a five-point scale, will be at least 4	From the survey, we aim for the Minister to be mostly satisfied with our policy services. The survey covers engagement through the policy process, feedback being taken on board, ability to access relevant expertise, understanding priorities and context, and being received within agreed timeframes.	This measure will be reported at year-end. Oranga Tamariki commissions an annual technical review of our policy advice and surveys our Minister on satisfaction with the policy advice provided. These shared performance measures are used by departments with appropriations for policy advice.
In relation to the quality of policy advice, the average score for policy papers assessed using the common Policy Quality Framework, on a five-point scale, will be at least 3.5	We aim for the Minister to receive quality policy advice, including clarity of the problem and/or opportunity and rationale, a focus on child well-being, and including Te Tiriti analysis and other relevant research, longer-term implications understood, and clear next steps.	This measure will be reported at year-end. Oranga Tamariki commissions an annual technical review of our policy advice and surveys our Minister on satisfaction with the policy advice provided. These shared performance measures are used by departments with appropriations for policy advice.
In relation to the quality of policy advice, the distribution of scores for policy papers assessed using the common Policy Quality Framework will be at least 95% with score 3 or higher	These are two of seven measures that Oranga Tamariki has used historically to provide assurance of the quality of policy advice provided by Oranga Tamariki.	There are seven policy measures, two of the seven appropriation measures have been removed to better reflect the proportionality of funding of the appropriation without losing the performance measuring of the quality of policy advice. The quality of policy advice is still captured as part of the average total score of assessed policy papers.
In relation to the quality of policy advice, the distribution of scores for policy papers assessed using the common Policy Quality Framework will be at least 40% with score 4 or higher		
"Expenditure is in accordance with the Ministry's annual capital asset management and Long-Term Investment Intentions to: - develop our infrastructure - develop/enhance our residential spaces to improve the experience and wellbeing of tamariki and rangatahi in our care - upgrade our community sites to ensure they are safe, welcoming and conducive to productive work alongside partners "	It takes time to get the right buildings, equipment, and systems in place. To be able to deliver on Our Strategy in the future, we need to be investing in the right assets and infrastructure now, with a plan in place that we're tracking towards, and good capital project management	This measure is reported at year-end. Appropriation measure wording has been changed to – “ <i>Expenditure is in accordance with the Ministry's approved capital plan</i> ”. This change was made to better reflect expenditure captured under this appropriation and align with correct terms e.g. replacing Long-Term Capital Investment Plan with Long-Term Investment Intentions.
Complete high-level design, and commence detailed design, of the Redress System as agreed by Cabinet by 30 June 2024	These two measures relate to the Crown Response to the Abuse in Care Royal Commission of Inquiry and establishment of a new redress system for abuse survivors. They relate to the performance of the 2023/24 year.	The measures for the 2023/24 year were replaced with a new measure “ <i>Coordinate the delivery of the public apology and concurrent events for survivors of abuse in care on 12 November 2024</i> ”. This measure was for delivery of the appropriation for the duration of 1 July to 1 December 2024. Please refer to Public Service Commission’s Annual Report for performance from 2 December 2024 onwards.
Commence co-ordination of the Crown’s response to the Royal Commission final report and reporting to the Minister for the Public Service by 30 June 2024		

⁹Amendments to the appropriation measures whether the measure is removed or reworded in the below table are made through the Supplementary Estimates process, April 2025 for proposed changes to 2024/25 Vote Oranga Tamariki appropriation measures to be reflected in 2024/25 Oranga Tamariki Annual Report.