



**ORANGA
TAMARIKI**
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**Te Kāwanatanga
o Aotearoa**
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STRATEGY, INSIGHTS, AND PERFORMANCE

Oranga Tamariki Providers' Survey

Topline Findings

December 2025

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Topline Findings

Summary of Findings

Background

An online survey of n=251 providers was conducted between 15 July and August 7 2025.

Through understanding providers' experiences, Oranga Tamariki can identify and improve the support and resources provided to deliver high-quality care services for children, young people, caregivers, and whānau.

Providers value true partnership

Most providers felt that Oranga Tamariki values their partnership, with almost three quarters of survey respondents agreeing with this. Qualitative comments suggest a strong desire to work in true partnership together with core themes of shared vision and mutual respect, communicating openly and transparently, enabling and empowering, and collaboration and co-design. A strong theme noted amongst providers is that they are experts in their field of work and this should be recognised. This is shown through a greater level of confidence in providers' own abilities to support tamariki and whānau, with almost all (97%) agreeing they are confident in their ability, compared to 69% who were confident in the abilities of Oranga Tamariki to support tamariki and whānau. This demonstrates the importance for providers to have their expertise acknowledged and included when considering what a partnership may look like.

Greater responsiveness and inclusion of provider voices may strengthen communication

Around 40% of providers expressed some level of disagreement across communication measures, suggesting room for improvement. This was evident through feedback around responsiveness and considering providers' voice in decision making. Thirteen per cent disagreed that they felt supported making decisions, mirroring lower ratings in other support measures. This indicates the potential to enhance communication by fostering greater reciprocity and ensuring providers' views are sought and included in decision-making.

There are clear opportunities to enhance provider support through resourcing, guidance, and enabling innovative solutions.

Over a quarter of providers felt that funding and staffing resources were insufficient and less than half were satisfied with the guidance and training provided and the support for developing and implementing innovative solutions. Across the survey, these measures were rated the lowest. The importance of providing support for these aspects is further highlighted in the qualitative comments which identified clear



contracts, robust workforce support, and strong partnerships as crucial enablers. On the other hand, barriers such as limited workforce capacity, and poor communication can hinder high-quality care. Ensuring funding is fair, adequate, and equitable presents as a challenge to working in partnership, with some respondents mentioning a lack of trust due to recent contracting and funding cuts. Addressing these areas will be key to enhancing overall provider support.

Background and Methodology

Background

Oranga Tamariki wants to better understand and measure the experience of service providers and understand how they can strengthen these relationships. To do this, a survey was conducted which focuses on partnership, support, resources and information provided by Oranga Tamariki. Through understanding providers' experiences, Oranga Tamariki can identify and improve the support and resources provided to deliver high-quality care services for children, young people, caregivers, and whānau.

This report presents a topline summary of the survey results.

Methodology

A 10-minute online survey was conducted to gather information from providers about their experiences. A survey link was emailed to n=547 providers on 15 July 2025. A total of n=251 providers responded to the survey; a response rate of 46%.

The survey questionnaire consisted primarily of 6-point Likert rating statements, with four opportunities for open-ended feedback. Results are displayed by question, with rating scales presented as stacked bar charts. Open-ended questions have been themed with supporting quotes provided. Please note, labels on charts under 5% have been omitted for readability.

Survey Findings

Most providers agreed that Oranga Tamariki values their partnership and expressed a desire to work together in partnership

Providers were asked whether they felt that Oranga Tamariki values their partnership. Figure 1 shows providers felt positively about the partnership, with almost three-quarters (73%) agreeing with this, while 27% disagreed. Most responses fell within the slightly agree or agree categories, with fewer providers strongly agreeing (9%) or strongly disagreeing (5%) with this statement.

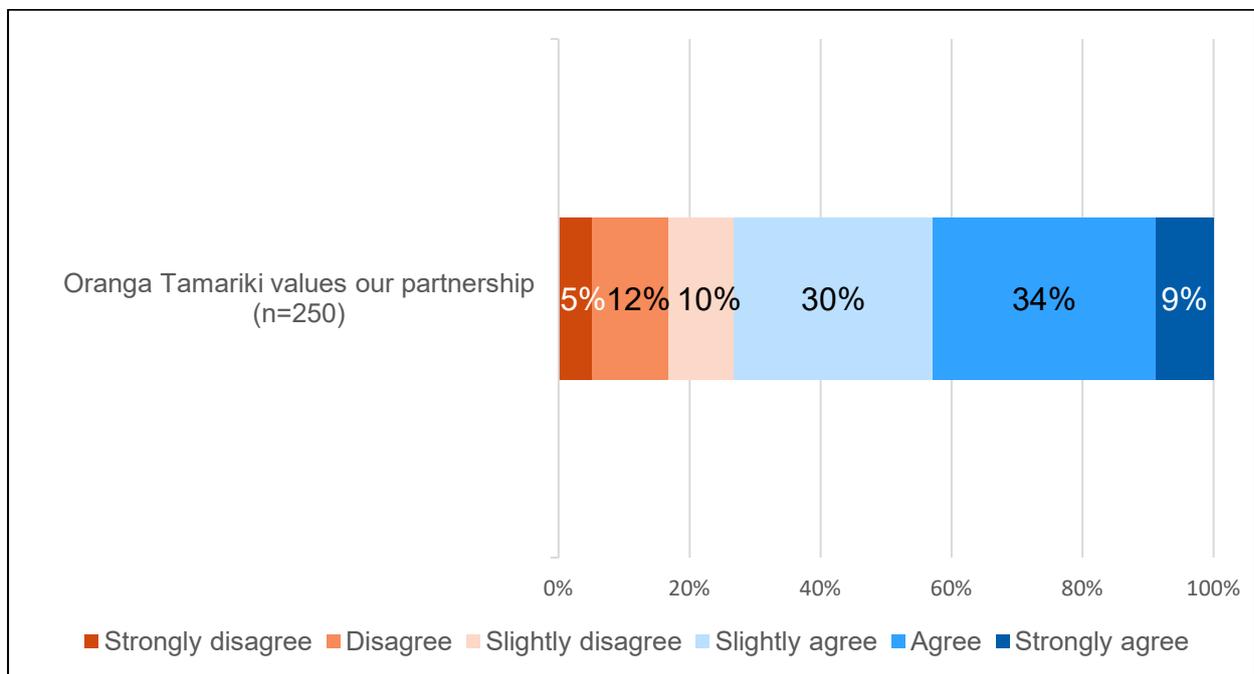


Figure 1: Oranga Tamariki values our partnership¹

Providers were asked what an ideal partnership with Oranga Tamariki would look like and what would strengthen this relationship. This was an open-ended survey question; responses have been qualitatively themed. Responses indicated a desire to work together with Oranga Tamariki and highlighted themes such as:

- **Working together with a shared vision and mutual respect**
- **Communicating openly, honestly, and transparently**
- **Enabling and empowering community-led solutions**
- **Collaborating and co-designing, recognising the level of providers' expertise**
- **Ensuring funding is fair and equitable**

¹ Please indicate how strongly you agree or disagree with...I feel that Oranga Tamariki values our partnership.

“An ideal partnership with Oranga Tamariki would be collaborative, transparent, and grounded in shared goals of protecting and empowering tamariki and whānau. It would involve open communication, regular feedback, and joint planning to ensure our programmes complement their services and reach those who need them most. Strengthening this relationship would require adequate and reliable funding levels, rather than having providers operating on the smell of an oily rag after facing unexpected and sweeping funding cuts, as well as opportunities for co-design of initiatives and clear pathways for referral and information sharing, all underpinned by a mutual commitment to cultural safety and child-centred practice.”
 – Survey respondent.

While most providers are satisfied with communication overall, a notable number still feel there is room for improvement

Figure 2 shows that 61% of providers felt that communication from Oranga Tamariki is open and consistent, with 30% agreeing (25%) or strongly agreeing (5%) with this measure. Similar levels of agreement were seen for being kept informed about care plan changes (58%), providing critical information for being kept informed about care plan changes (58%), providing critical information (64%), and providing timely and relevant updates (60%). Around 40%, however, disagreed with these measures, indicating there is room for improvement regarding communication.

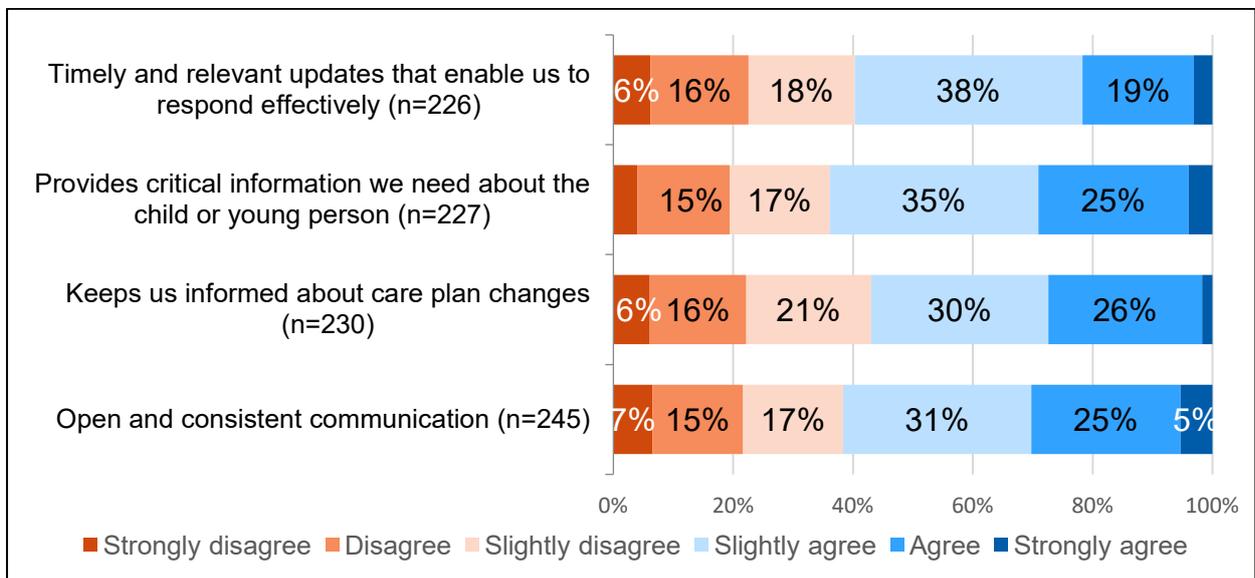


Figure 2: Oranga Tamariki communication with providers²

² Please indicate how strongly you agree or disagree with... Oranga Tamariki...

While providers view the reliability of Oranga Tamariki positively, there may be opportunity for greater responsiveness and inclusion of provider voices

Providers were asked to rate how strongly they agreed or disagreed with a number of statements regarding the reliability of Oranga Tamariki. Figure 3 shows a strong level of agreement that Oranga Tamariki respects the provider’s role and contribution, with 70% slightly agreeing (33%), agreeing (27%), or strongly agreeing (10%) with this. This was followed by 59% of providers slightly agreeing (34%), agreeing (18%) or strongly agreeing (7%) that Oranga Tamariki follows through on commitments. A similar level of agreement (59%) is noted for being responsive and considering provider voice (53%), however both measures have a slightly higher level of strongly disagreed ratings (9%).

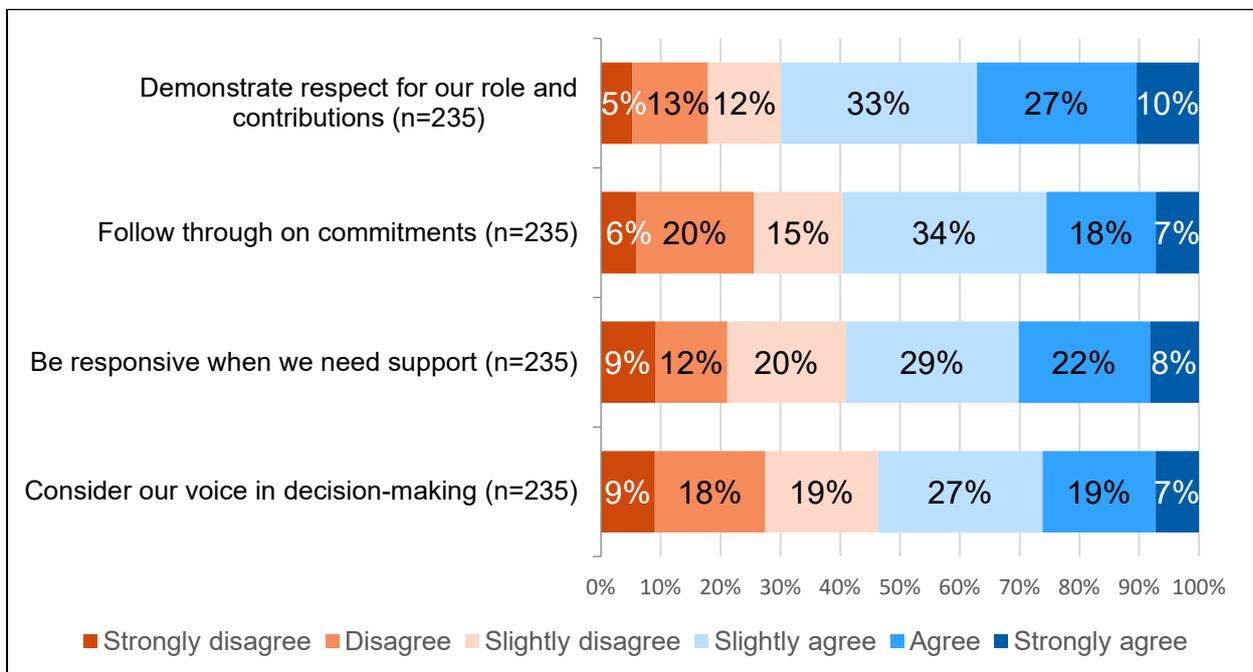


Figure 3: Oranga Tamariki reliability³

³ Please indicate how strongly you agree or disagree with... We can rely on Oranga Tamariki to:

There are clear opportunities to enhance provider support through resourcing, guidance, and enabling innovative solutions

Figure 4 indicates that there is notable room for improvement regarding the supports provided by Oranga Tamariki. Significantly, over a quarter (27%) of respondents strongly disagreed that there was sufficient funding and staffing resources, the greatest proportion of strongly disagree ratings noted across the survey. The highest rated measure of this set, adequate guidance, advocacy, and training is rated positively by under half (41%) of providers while 37% of providers agreed Oranga Tamariki supports them with developing and implementing innovative solutions. Across the board, these are the lowest rated measures of the survey, indicating that provider support is the area that may require the most attention to improving.

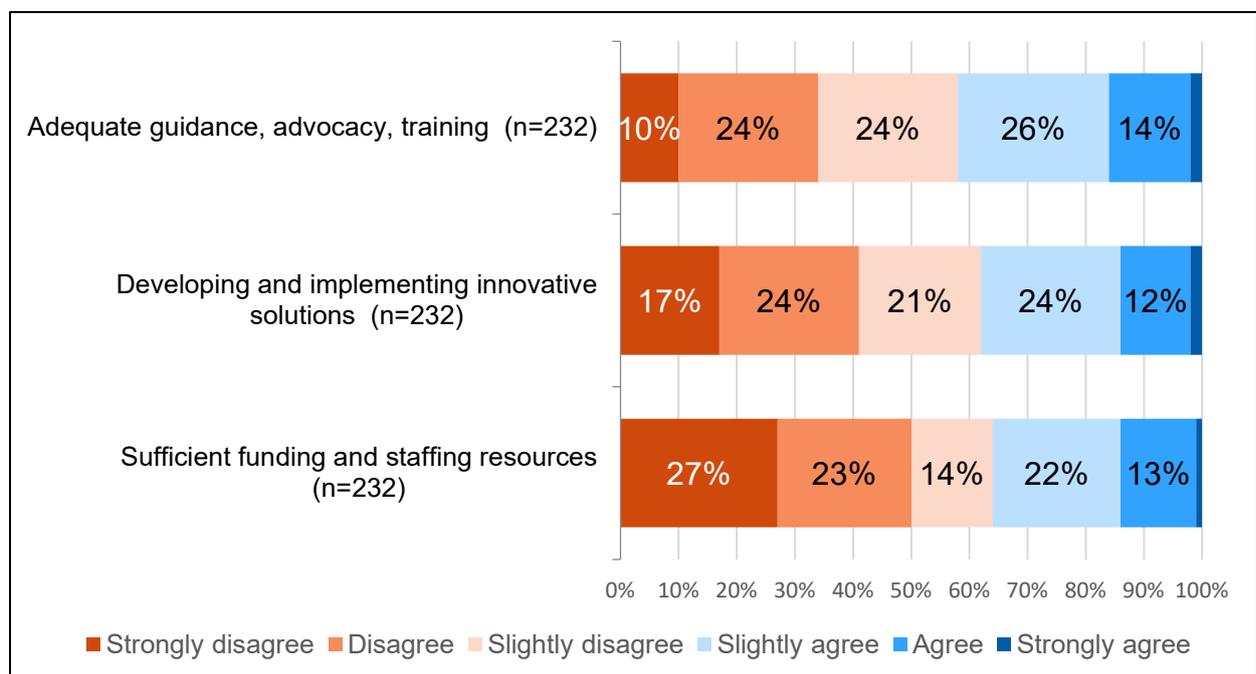


Figure 4: Oranga Tamariki support⁴

Providers were asked about the enablers and barriers to delivering high quality care⁵. This was an open-ended survey question, and responses have been qualitatively themed into the following:

- **Funding** was both an enabler and a barrier, with providers identifying sufficient, fair, and flexible funding enables them to do their jobs, while insufficient and inadequate funding creates challenges within their mahi.
- Fit-for-purpose **contracting** was important, providers mentioned aspects such as flexibility and multi-year contracts as beneficial, while there were several mentions of the damaged trust due to contract cuts.

⁴ To deliver high quality care for children, young people, caregivers, and whānau, Oranga Tamariki supports us with...

⁵ What supports and resources help your organisation deliver high quality care and what challenges make this harder?

- **Workforce support** looks like assistance with training and development, ensuring sufficient capacity and capability within staffing, and ensuring adequate resourcing is put towards maintaining an important workforce.
- **Partnership and relationship management** were crucial aspects that were mentioned, extending both to relationships with Oranga Tamariki and with community. Having strong relationships was an enabler, while a lack of trust, respect, and reciprocity can be a challenge for providers.
- **Information sharing and communication** were key enablers for providers; without open, transparent, and reliable information it becomes challenging to deliver effective services.

“Skilled kaimahi, committed to making a difference within their community are what allows us to deliver high-quality care for tamariki. To recruit and retain them we need stable and full cost funding that supports the payment of equitable wages (at S/W pay equity level - qualified or unqualified), tools of the job (i.e. technology, vehicles), and support (i.e. internal/external supervision, access to training, EAP etc.) Challenges: contract uncertainty, short-term contracting, inequitable funding across providers and across govt. departments, increased reporting (from annual to 3 monthly) and other compliance that takes leaders time away from supporting front line.” – Survey respondent

“Having strong relationships with whānau, access to skilled staff, and culturally grounded resources helps us deliver great care for tamariki — but limited funding, high demand, and system pressures can make it challenging at times.” – Survey respondent

Providers are confident in their care capabilities; however, findings show a need for more support

Providers felt positively about how prepared they are to provide care. Figure 5 shows over 90% agreed that their care reflects their values and principles, they possess the necessary skills and knowledge, and they reflect on practice regularly. While more than half strongly agreed with these measures, ratings for support for decision-making were lower with only 18% strongly agreeing and 13% disagreeing that they feel supported making decisions, mirroring lower ratings in other support measures.

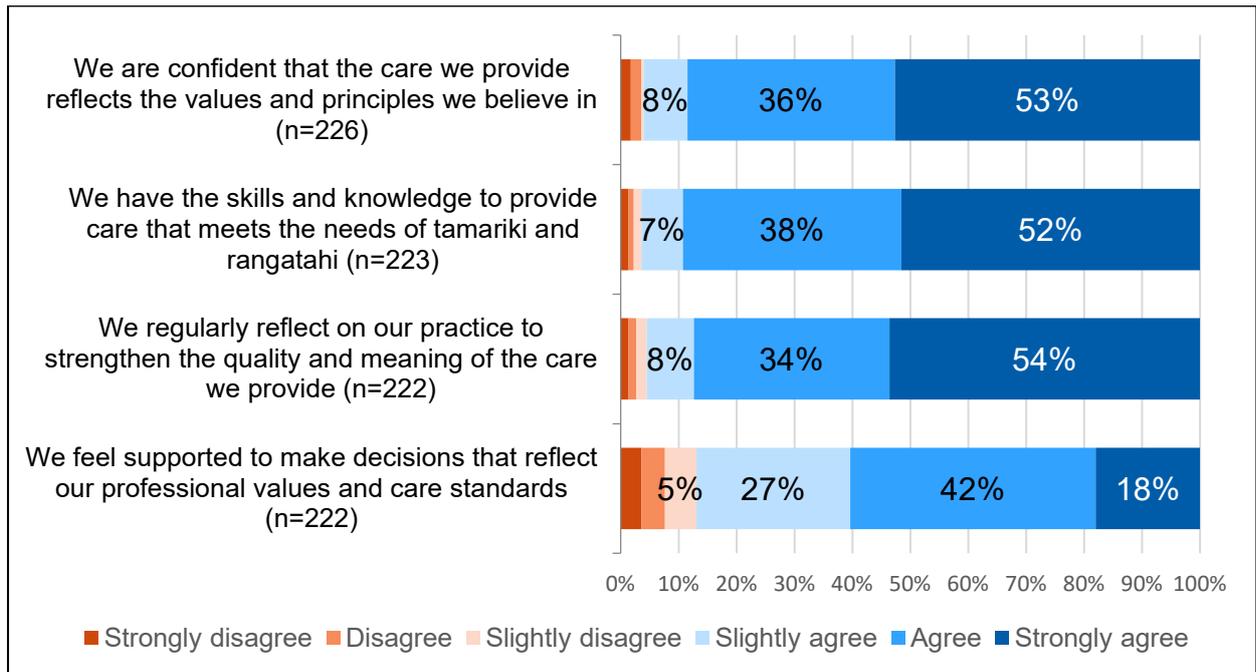


Figure 5: Provider self-efficacy⁶

⁶ How well prepared is your organisation to provide care? Please indicate how strongly you agree or disagree with...

Providers have high confidence in their own abilities to support tamariki and whānau however, this confidence does not fully translate to the same levels of trust in Oranga Tamariki abilities

Providers were asked to rate their confidence in both their ability and the ability of Oranga Tamariki to support tamariki and whānau in becoming more self-determinant and self-sufficient. Figure 6 shows a greater level of confidence in providers' own abilities to support tamariki and whānau, with almost all (97%) agreeing they are confident in their ability, compared to 69% who were confident in the abilities of Oranga Tamariki.

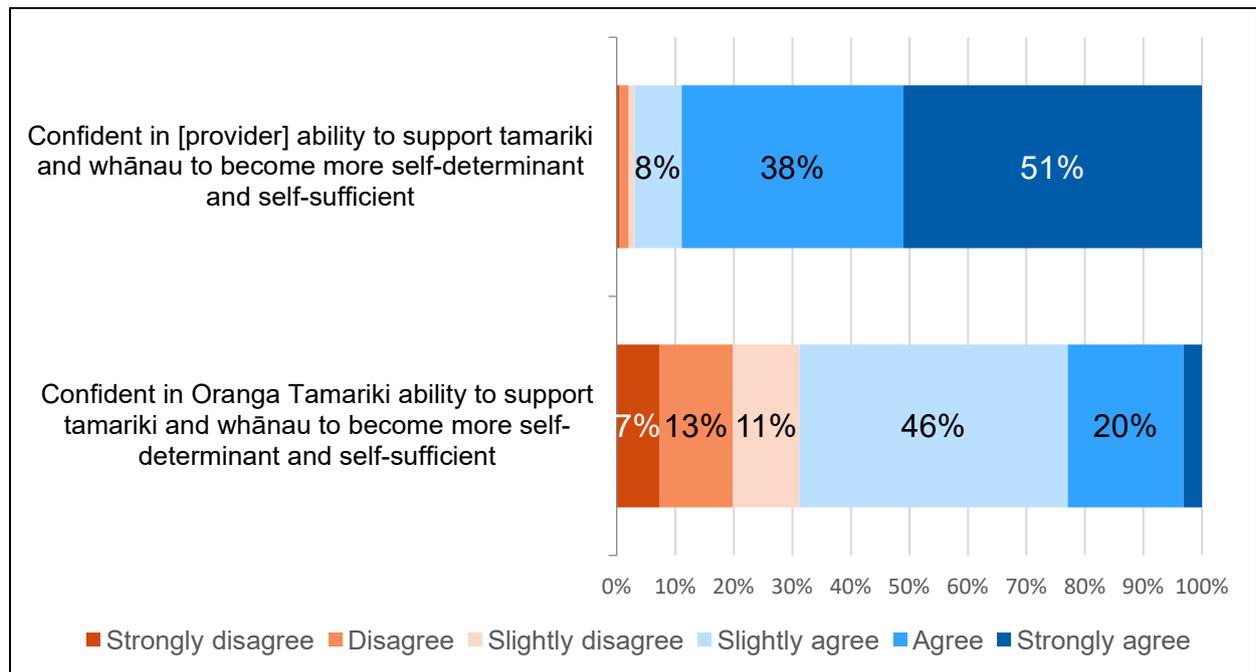


Figure 6: Whānau self-sufficiency and self-determination⁷

Providers were asked, through an open-text question, to identify what strategies they use to support child and whānau self-determination, and how they know when they are successful in achieving this. With a range of providers responding to the survey, it was clear that providers utilise a range of relevant strategies to their work. The following common themes were noted across provider responses.

- **Walking alongside** whānau with whānau and young person at the centre and ensuring an individualised approach to working with whānau.
- **Te Ao Māori** values were often central to providers models of work. This included manaaki, rangatiratanga, mana motuhake. Providers also identified embedding Te Whare Tapa Whā into their mahi and their commitment to Te Tiriti o Waitangi as being core.

⁷ Please indicate how strongly you agree or disagree with... We are confident in our ability to support tamariki and whānau in becoming more self-determinant and self-sufficient in their life journeys and livelihoods

- Providers identified the significance of the **relationship** with whānau emphasising the importance of trust, respect, inclusion, and truly listening to their needs.

Our values are tika, pono and aroha with principles of mana motuhake, whānau centred, manaakitanga, kotahitanga in our practice framework. Ensuring that whānau are participating in decision making for them and their tamariki every step of the way. Enabling whānau to have the capacity to make informed and reasonable decisions whilst not under duress or unwellness for themselves.

Through our evaluation processes, ensuring whānau voices are front and centre when evaluating our service delivery and experiences. Strong practice structures and supports within the organisations that quality assure the mahi being undertaken across the organisation.

Providers discussed that they knew they were successful in their approach through both formal and informal means. Formal methods mentioned included surveys, pre- and post-assessments, ImpactLab reports, and evaluation processes. Informal success measures included providers recognised when whānau are doing well, whānau self-report their own successes, whānau and tamariki no longer need their service, or through meaningful indicators such as being invited into their home or through a positive relationship.

Conclusions

The purpose of the survey is for Oranga Tamariki to identify and improve the support and resources provided to providers to help deliver high-quality care services for children, young people, caregivers, and whānau. Findings indicate that while most providers felt Oranga Tamariki values their partnership, there are key areas for improvement; through acknowledging and addressing the need for greater support, stronger communication, and a commitment to working together, Oranga Tamariki can further enhance the partnership with providers. This includes aspects such as:

- The importance for providers to have their expertise acknowledged and included when considering what a partnership may look like.
- The desire of providers to work in true partnership, with a shared vision, and collaboration.
- The potential to enhance communication by fostering greater reciprocity and ensuring providers' views are sought and included in decision-making.
- Enhancing support through resourcing, training and guidance, and enabling innovative solutions.
- Ensuring funding is fair, adequate, and equitable, while restoring trust amongst providers regarding contracting.

Appendix One: Questionnaire

Kia ora NAME Thank you for taking the time to participate in our Provider Survey. Your feedback is invaluable in helping us understand and improve the support and resources provided by Oranga Tamariki to deliver high-quality care services for children, young people, caregivers, and whānau. This survey consists of several statements regarding the support, resources, and information you receive from Oranga Tamariki. We ask that you rate each statement on a 6-point scale, ranging from "Strongly Disagree" to "Strongly Agree." Additionally, there are a couple of open-ended questions where you can share your thoughts in more detail. The survey should take approximately 10 minutes to complete. Your responses will remain confidential and will be used to enhance our collaboration and the overall quality of care provided. We appreciate your honesty and insights.

1. Please indicate how strongly you agree or disagree with the following statements: I feel that Oranga Tamariki values our partnership.

Strongly disagree (1)	Disagree (2)	Slightly disagree (3)	Slightly agree (4)	Agree (5)	Strongly agree (6)
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2. Oranga Tamariki maintains open and consistent communication with us about the care of tamariki.

Strongly disagree (1)	Disagree (2)	Slightly disagree (3)	Slightly agree (4)	Agree (5)	Strongly agree (6)
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3. Oranga Tamariki keeps us informed about care plan changes affecting the children we support.

Strongly disagree (1)	Disagree (2)	Slightly disagree (3)	Slightly agree (4)	Agree (5)	Strongly agree (6)
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**4. Please indicate how strongly you agree or disagree with the following statements:
We can rely on Oranga Tamariki to:**

	Strongly disagree (1)	Disagree (2)	Slightly disagree (3)	Slightly agree (4)	Agree (5)	Strongly agree (6)
Follow through on its commitments	<input type="radio"/>					
Consider our voice in decision-making	<input type="radio"/>					
Be responsive when we need support	<input type="radio"/>					
Demonstrate respect for our role and contributions to the tamariki in-care	<input type="radio"/>					

5. To deliver high quality care for children, young people, caregivers, and whānau, Oranga Tamariki supports us with:

	Strongly disagree (1)	Disagree (2)	Slightly disagree (3)	Slightly agree (4)	Agree (5)	Strongly agree (6)
Adequate guidance, advocacy, and training	<input type="radio"/>					
Sufficient funding and staffing resources	<input type="radio"/>					
Developing and implementing innovative solutions	<input type="radio"/>					



6. How satisfied are you with Oranga Tamariki providing:

	Very dissatisfied (1)	Dissatisfied (2)	Slightly dissatisfied (3)	Slightly satisfied (4)	Satisfied (5)	Very satisfied (6)
Critical information we need about the child or young person to effectively carry-out our mahi	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timely and relevant updates that enable us to respond effectively to the needs of the child	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. How well prepared is your organisation to provide care? Please indicate how strongly you agree or disagree with the following statements: We are confident that the care we provide reflects the values and principles we believe in.

Strongly disagree (1) Disagree (2) Slightly disagree (3) Slightly agree (4) Agree (5) Strongly agree (6)

8. We have the skills and knowledge to provide care that meets the needs of tamariki and rangatahi we support.

Strongly disagree (1) Disagree (2) Slightly disagree (3) Slightly agree (4) Agree (5) Strongly agree (6)

9. We feel supported to make decisions that reflect our professional values and care standards.

Strongly disagree (1) Disagree (2) Slightly disagree (3) Slightly agree (4) Agree (5) Strongly agree (6)

10. We regularly reflect on our practice to strengthen the quality and meaning of the care we provide.

Strongly disagree (1) Disagree (2) Slightly disagree (3) Slightly agree (4) Agree (5) Strongly agree (6)



**11. Please indicate how strongly you agree or disagree with the following statements:
We are confident in our ability to support tamariki and whānau in becoming more self-determinant and self-sufficient in their life journey and livelihoods.**

Strongly disagree (1) Disagree (2) Slightly disagree (3) Slightly agree (4) Agree (5) Strongly agree (6)

12. What strategies does your organisation use to support child and whānau self-determination, and how do you know when you are successful in achieving this?

13. We feel confident that Oranga Tamariki is able to support tamariki and whānau in becoming more self-determinant and self-sufficient in their life journey and livelihoods.

Strongly disagree (1) Disagree (2) Slightly disagree (3) Slightly agree (4) Agree (5) Strongly agree (6)

14. In your view, how well does Oranga Tamariki support tamariki and whānau to achieve self-determination and self-sufficiency?

15. What supports or resources help your organisation deliver high-quality care for tamariki, and what challenges make this harder?

16. What does an ideal partnership with Oranga Tamariki look like and what would help strengthen this relationship?

