



Performance Measures for Ministerial Priorities Quarter One 2024/25

As at 30 September 2024

Executive Summary

This report describes progress Oranga Tamariki made against government and Minister priorities during quarter one of the 2024/25 financial year. The report sets the baseline for 2024/25 performance against these priorities.

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 5)
2. Supporting caregivers (page 5 and 6)
3. Addressing youth offending (pages 6 to 8)
4. Improving complaint management and practice (page 9).

We measure our success against these priorities through the measures in the table below. This table shows how Oranga Tamariki is tracking against our measures and targets for each of our priority performance areas.

Measure	Q1 Result
Ensuring the safety of children and young people	
The percentage of critical or very urgent reports of concern, addressed within operational timeframes, will be at least 95% ¹ .	89.4%
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.	95.1%
Addressing youth offending	
A 15% reduction in the total number of children and young people with serious and persistent offending behaviour ² . [2023 Baseline: 1,081 and 2030 Target: 919]	1,002 (7% reduction)
Supporting Caregivers	
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 Tamariki 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	74% 45% 47% 22%
Improving complaint management and practices	
The proportion of complaints audited that were handled in a way that fully met Oranga Tamariki standards (25% from baseline).	50.8%

¹ This measure is also an appropriation measure and will be reported on the Oranga Tamarik website and through the Annual Report.

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

This year we have progressed several initiatives we expect to positively impact priority performance over 2024/25. This includes commencing a three-month in-residence military-style academy pilot programme in Palmerston North in July 2024.

Our focus next quarter will be to better understand the necessary actions we can take to improve overall performance against these priorities. In October 2024, Oranga Tamariki published our Strategic Intentions 2024/25–2029/30. These Strategic Intentions set out the short- and medium-term delivery priorities we aim to achieve. The Strategic Intentions is published on the Oranga Tamariki website³.

Performance against priorities

1. Ensuring the safety of children and young people

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

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	95.1%	On track
Why is this important? Regular engagement by Social Workers with Children in Care is essential to maintain and build relationships. It ensures children can alert us to concerns they have or harm they are experiencing in order that we can act; to ensure children have opportunities to exercise their right to input into what’s happening for them, and to ensure their needs are being met.			

This measure has now been included in our quarterly 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 concerns⁴.

Our quarter one result reflects progress for this measure and shows that over 95 percent of visits were completed within the expected timeframe. This is a result of a significant focus by Oranga Tamariki on planning and preparing for visits. The focus was supported by guidance to avoid common recording errors and emphasised the benefits and efficiencies of reviewing and updating children’s plans during visits. Common reasons why visits are not completed on time include: older rangatahi or their families not supporting visits taking place, one or more siblings missing during a visit, failing to reschedule visits in time and families being unable to meet again in the timeframe. In

³ Read about our Strategic Intentions at: www.orangatamariki.govt.nz/about-us/corporate-reports/statement-of-intent/

⁴ This measure reports on social worker visits to all children in care by using operational data that complements appropriation measure ‘The percentage of children in care with regular engagement with an Oranga Tamariki practitioner’ based on sampled case file analysis.

some cases, recording errors and workload demands coupled with inadequate planning have contributed to missed visits. The focus on visits will continue into quarter two 2024/25.

Responding to critical or very urgent reports of concern

Measure	Target	Quarter one result	Status
The percentage of critical (within 24hrs) or very urgent (within 48hrs) reports of concern, addressed within existing operational timeframes	95%	89.4%	At risk
Why is this important? 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.			

Our quarter one result for this measure has not improved yet to reflect our efforts that included improving the accuracy of our reporting and using Whiti, our reporting tool, to track our recording and make necessary improvements.

We have also recorded increased number of reports of concerns received over time, and an increase in the reports of concerns requiring a critical or very urgent response. We are analysing this data to determine its impact on our performance. The details will be shared in next quarterly report.

We have also collated data across a range of measures to better understand performance of various sites for the contributing factors behind this. We also trialed a new, frontline role to support our social workers. The role of allied support worker helps us deliver our core services more efficiently for children, young people and their families. This trial is part of our wider workforce planning.

Child protection system leadership

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

In quarter one, under Oranga Tamariki Action, we signed an information sharing agreement with the Ministry of Education to get data in the education space like enrolment and attendance of children within our care. 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.

Supporting changes to our regulatory system

Amendments to residential care regulations.

Some serious incidents at Oranga Tamariki secure youth justice residences have highlighted safety risks. These risks call for changes to the Oranga Tamariki Act to improve the safety of young people and staff. Amendments are also needed to improve the statutory processes and safeguards when detaining children and young people in

secure care and protection residences. We are working to support the introduction of Bills into the House to address these matters this financial year.

Repealing section 7AA of the Oranga Tamariki Act

Oranga Tamariki is focused on making decisions that are in the best interests of children and young people. The purpose of the repeal of section 7AA of the Oranga Tamariki Act 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. The next legislative stages will happen in due course.

2. Supporting caregivers

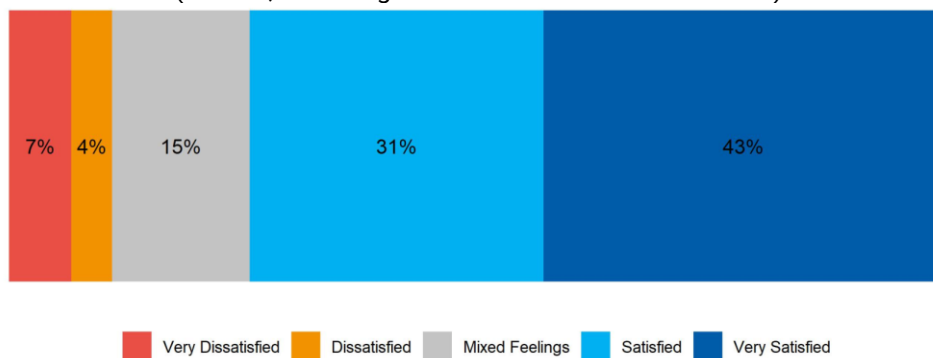
Our 2024 annual survey of caregivers was completed in October 2024. The results for the priority measures are included in this report, further insights related to these measures will be reported in quarter two report. A full analysis of the complete survey results will be published in a separate report in early 2025.

Our 2023 annual survey⁵ highlighted that while many caregivers are satisfied with the support they receive from their social workers, they are less satisfied with Oranga Tamariki more generally. This trend continues in the results for 2024⁶.

This year, 74 percent of respondents reported being satisfied or very satisfied with the overall support from their Oranga Tamariki social worker, while 11 percent expressed dissatisfaction.

Caregiver satisfaction with overall support from their social worker, 2024

(n = 435, excluding 'I don't know' and not answered)



This year's survey also noted a decrease in caregiver satisfaction with overall support from Oranga Tamariki compared to 2023 (see table below). We will prioritise understanding those expressing dissatisfaction and with mixed feelings through analysis of qualitative responses for these questions, to improve satisfaction within those groups.

⁵ Read more about the 2023 caregiver survey results on the Oranga Tamariki website at: www.orangatamariki.govt.nz/about-us/research/our-research/how-well-is-oranga-tamariki-supporting-caregivers-results-from-the-2023-oranga-tamariki-caregiver-survey/

⁶ Interpretation requires caution and more reliable conclusions about the trend would require directly measuring changes for the same cohort of individuals, a goal that is more achievable with the latest revisions to the survey questionnaire.

Survey of Oranga Tamariki caregivers, 2024

Measure	2023 survey result	2024 survey result
Percentage of caregivers satisfied or very satisfied with overall support from their social worker	76% satisfied with support	74% satisfied with support
Percentage of caregivers who are satisfied or very satisfied with overall support from Oranga Tamariki	52% satisfied with support	45% satisfied with support
Percentage of non-whānau caregivers who would recommend becoming a caregiver	57% likely to recommend	47% likely to recommend
Percentage of non-whānau caregivers who are thinking about stopping being a caregiver	22% thinking to stop	22% thinking to stop

Note. Above results exclude 'I don't know' and not answered.

Building on this year's full survey results, we will identify areas where our services for caregivers can be strengthened while maintaining the practices that are already working well. Our goal is to implement thoughtful improvements that ensure caregivers have what they need to provide stable, loving homes for the children in their care. Work is underway to make caregiving more attractive and empowering caregivers with greater autonomy to make everyday decisions regarding the children they nurture.

We are also forming a Caregiver Panel to gather regular feedback and drive ongoing improvements for caregivers. Full results from this year's Caregiver Survey are expected to be published in quarter three of 2024/25. These are new measures for Oranga Tamariki quarterly reporting, and we are in the process of developing a new standard for them.

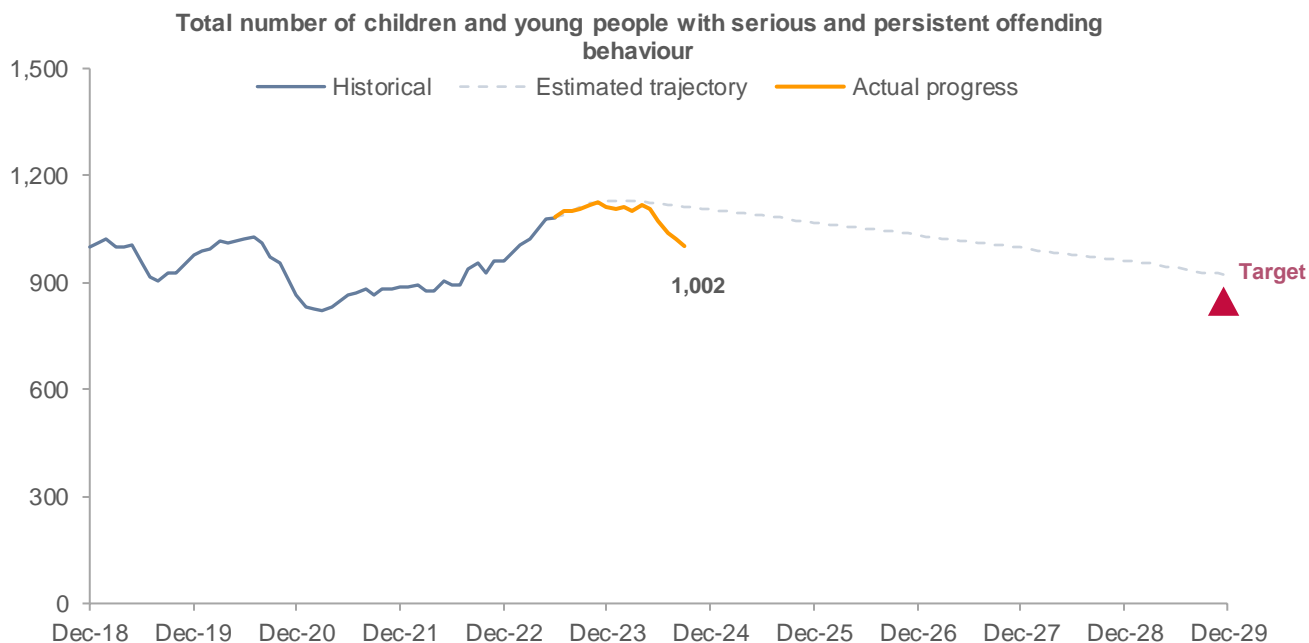
3. Addressing youth offending

Oranga Tamariki is committed to adopting a nationally led, regionally supported approach to addressing youth offending. We are working alongside other government departments, and with providers to develop supports, tools and interventions to reach families and whānau where children are most at risk.

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 percent by 2030⁷.

⁷ Read more about the Government's Better Public Service Target 3 at: www.dpmc.govt.nz/sites/default/files/2024-09/gt-factsheet-target-3-jun24.pdf



Measure	Target	Quarter one 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 31-December 2029	1,002 30 September 2024	Monitoring
Why is this important? Government is focused on restoring law and order to ensure all New Zealanders feel safer in their communities, and children and young people are supported to grow up to be the best versions of themselves.			

There has been a seven percent reduction in the total number of children and young people with serious and persistent offending behaviour from the baseline (June 2023) to 30 September 2024. This equates to being over one-third of the way to achieving the target.

Although this is a positive result, Oranga Tamariki will continue to closely monitor this measure given it is influenced by a wide range of societal, policy and economic factors, and is a relatively small number, which is likely to fluctuate.

Establishing the military-style academy programme

The military-style academy pilot programme is intended to deliver the real change needed for youth offenders, providing a disciplined and structured environment to help them turn their life around.

Oranga Tamariki is leading the pilot programme. We are working with providers and kaimahi with appropriate capability and expertise, and other government departments in a multi-agency approach, to ensure a well-rounded and effective programme.

The military-style academy pilot is a 12-month programme, with three key stages:

- The first stage – assessment of teenagers who will be involved throughout the pilot programme.
- The second stage – staying within a residence for three months, involving military-style activities, combined with a rehabilitative approach; a trauma-informed care model; cultural activity; education programming; vocational sessions and health/wellbeing training.
- The third stage – based within the community for nine months and our teenagers are supported by a tailored plan with intensive mentoring support.

Ten males, aged between 15 and 17 at the time of the offending, took part in the pilot. They were all in Oranga Tamariki youth justice facilities before joining the pilot.

The three-month in-residence programme commenced operating within a dedicated refurbished unit at Te Au rere a te Tonga Youth Justice facility in Palmerston North on 29 July 2024.

A tailored individual transition plan was developed for each young person during the 12-week pilot, based on their needs and aspirations to support their transition to the community and reduce their risk of reoffending. A dedicated mentor has also been appointed to each young person to work with them for the nine-month community phase.

Legislation providing options for the future operation of military-style academies will be introduced as part of the Oranga Tamariki (Responding to Serious Youth Offending) Amendment Bill.

An independent evaluator has been appointed to work in partnership with the Oranga Tamariki Social Impact and Research team, who are facilitating the provision of internal data and monitoring metrics. The evaluation will combine both qualitative and quantitative data to provide a comprehensive understanding of the pilot. This will support continuous improvement by identifying what works well and what could be improved. The evaluation will report on early outcomes for rangatahi and seek to understand their experience of the pilot, alongside the experiences of whānau, kaimahi and partners.

Fieldwork has commenced this quarter. The next milestones for the evaluation are an interim report on the residential phase at the end of Quarter Two, and a second interim report on the process of transitioning out of the residence and lessons learnt from the first part of the community phase at the end of Quarter Three.

Introducing a Young Serious Offender declaration

We are working in collaboration with the Ministry of Justice and New Zealand Police to establish a new Young Serious Offender (YSO) declaration, targeting the most serious and persistent young offenders. The Oranga Tamariki (Reducing Serious Youth Offending) Amendment Bill is scheduled to be introduced to the House by the end of 2024.

The Minister for Children is scheduled to take proposals to Cabinet relating to children (10–13-year-olds) with serious and persistent offending behaviour.

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 process⁸.

Measure	Target	Quarter one result	Status
The proportion of complaints audited that were handled in a way that fully met Oranga Tamariki standards	25% increase from baseline	50.8%	Monitoring
Why is this important? This measure will show if assurance activities for complaints are effective and leading to improvements in complaint practice. Standards required in complaints practice reviews include timeliness of response, accuracy of information, relational practice and communication methods, accuracy of decision making, and communication of outcomes.			

This is a new measure for Oranga Tamariki in 2024/25 and a baseline for this measure will be established throughout this year. We are developing a performance improvement plan to enable uplift of standards in complaint responses across the new regional structure.

⁸ Read about our feedback and complaints processes at: www.orangatamariki.govt.nz/about-us/contact-us/feedback/