

# Annual Report

1 May 2023 - 30 June 2024





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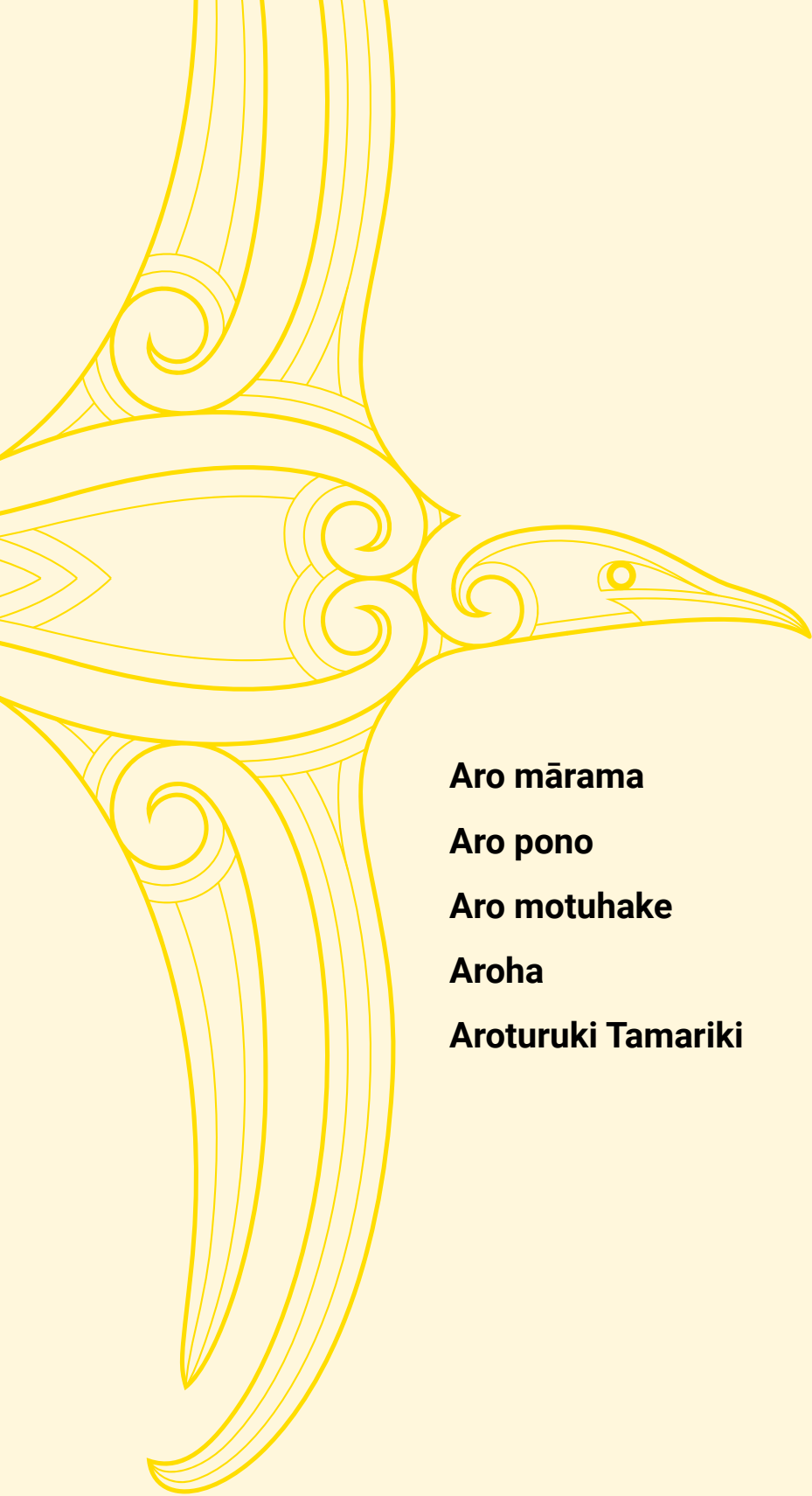
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**Aro mārama**

*Clear insight*

**Aro pono**

*Truthful insight*

**Aro motuhake**

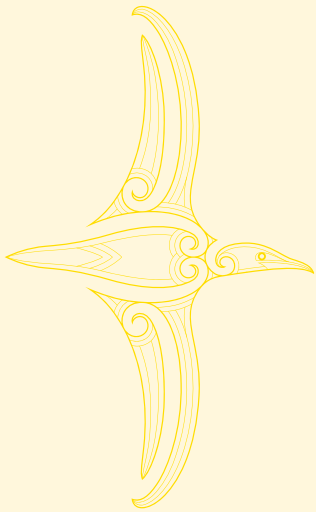
*Independent insight*

**Aroha**

*Caring insight*

**Aroturuki Tamariki**

*Independent  
Children's Monitor*



## 2023/24 He tirohanga whānui nā Te Tumu Whakarae



Koinei tō mātou pūrongo ā-tau tuatahi. Ko te pahemotanga o ngā marama 14 tae noa ki te Hune 2024, te wā i kapi i tēnei pūrongo, he wā hurihuri nui, i tō mātou tūnga hei tari kāwanatanga, i tū hei mana aroturuki, i tīmata hoki tā mātou mahi ki te pūnaha tirohanga hou. He kawenga haeretanga ēnei hurihuri o te kukunetanga i tīmata i te 2019, otirā ko te āhua nei ka tū pea hei Hinonga Karauna Motuhake i muri nei.

I te 2019/20, i te aroturuki mātou i ētahi waeture Paerewa Tiaki ā-Motu, me te whakawhanake me te whakapai haere i tō mātou tikanga mahi i a mātou e mahi ana. Nō te 2020/21 i rite mātou ki te aroturuki i te tūtohu ki ngā waeture katoa, ā, nō te 2023/24 i te whakatinana mātou i tā mātou tikanga mahi pakari rawa ki te aroturuki i te whānuitanga o te pūnaha oranga tamariki.

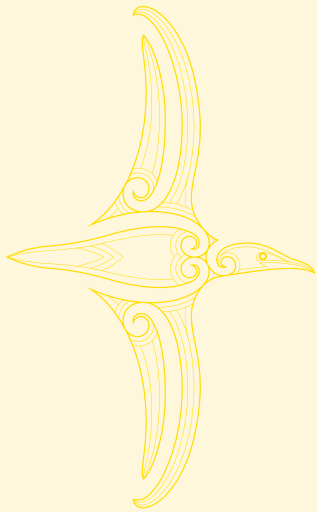
Ko tō mātou pakaritanga ahurei ko te tō mai i ngā reo me ngā wheako tamariki, rangatahi, whānau me ngā kaimahi i te pūnaha, hui ki ngā raraunga, ki te whakarato pūrongo i poua ki ngā taunakitanga, o ngā mahi e pai ana te haere, ā, me ngā āhuetanga hei panoni.

Kua tipu te nui o te tangata ka whakawhiti kōrero mai, me te nui o te raraunga ka kohia, ā, kua tātarihia hoki. Engari, i roto i ngā tau e toru kua taha, kāore anō kia rerekē ngā mea e rongō nei mātou puta noa i te motu. Kua kite mātou i ētahi whakapainga ki ngā raraunga, ā, kua rongō i ētahi kōrero o ngā tikanga mahi pai engari kāore i eke ki ngā wawatatanga o te whā tau mai i te whakatinanatanga o ngā waeture NCS.

I te tau 2023/24, i whakawhānuhia ngā mōhiohio ka tukua e mātou, ā, me te hunga ka whiwhi i aua mōhiohio. E pukumahi ana mātou ki te tuku mōhiohio paetata ki ngā tari me ngā kaimahi hei whakamahi mā rātou ki te whakapai i ō rātou hapori. Te āta kōkiri i ngā whanaketanga ā-hapori. Ka tae hoki ā mātou tirohanga me ngā taunakitanga ki te hunga waihanga kaupapahere ā-motu me ngā tikanga mahi, hei miramira i ngā panoni e hiahiatia ana mā ngā tamariki me ngā rangatahi katoa i te pūnaha oranga tamariki.

Ka tukua ā mātou pūrongo ā-motu whānui ki ngā Minita, ā, ka whakaaturia i te Pāremata. He oranga ngākau te rongō e rua ngā whāinga kua whakaputaina e te Minita o ngā Tamariki kua oti kē i a mātou te tautohu ake kāore i te pai - arā ko te toro atu a ngā kaimahi tauwhiro ki ngā tamariki me ngā rangatahi kei ngā whare tiaki, me te tautoko i ngā kaitiaki. Ka noho mātou ki te tiro tiro i ngā raraunga me te whakarongo ki ngā hapori ki te kite mēnā kua pai haere ake ēnei wāhanga hira e rua.

Ko ō mātou hoa mahi tahi me tā mātou tūranga hou kua whakawhānuhia, ko te Mana



Mokopuna me te Kaitiaki Mana Tangata. I āta whakarite mātou i te tūāpapa o te hononga mahi kia tika ai, ā, nō te tatanga ki te hiku o te 2023/24, i tīmata te kite i te mahinga o te pūnaha tūtei, te mahi ngātahi ki te tiroiro mēnā kei te tika te whakatinanahia o te ture, mēnā kei te whaihua te kawenga o ngā ratonga, ā, mēnā kei te piki haere ngā putanga mō ngā tamariki me ngā rangatahi te painga.

Ahakoā ngā whakarerekētanga katoa o te 2023/24, i whakaputaina tonutia e mātou ngā pūrongo torowhānui, atamai hoki. I te pane o te tau i whakaputaina tā mātou arotake hōhonu tuatahi, a Returning Home from Care, otirā i āta titiro ki ngā wheako me ngā tikanga mahi e pā ana ki ngā tamariki me ngā rangatahi e tiakina ana i te kāinga i te wā e herea ana e te kāwanatanga. Whai muri i tēnei ko tā mātou arotake hōhonu tuarua, a Access to Primary Health Services and Dental Care, e arotahi ana ki ngā wheako o te whakauru ki ngā ratonga hauora matua me te hauora niho mā ngā tamariki me ngā rangatahi e herea ana e te kāwanatanga.

I whakaputaina hoki tā mātou pūrongo ā-tau tuatoru, a Experiences of Care in Aotearoa mō te 2022/23, e pūrongo ana i te tūtohu a ngā tari ki Ngā Waeture Paerewa Tiaki ā-motu. Koinei te otinga o tō mātou huringa aroturuki ā-toru tau.

Hei whakakapi haere i te tau 2023/24, ko tā mātou arotake i te whakatinanahia o ngā tūtohu a Kahurangi Karen Poutasi i muri i te

matenga o Malachi Subecz. Ahakoā i tukua tēnei ki ngā Minita me ngā tari hei urupare ōkawa mā rātou i te pane o te Hune, nō te Ākuhata rānō i whakaputaina, ā, ka noho hei wāhanga o ā mātou tutukinga mahi 2024/25.

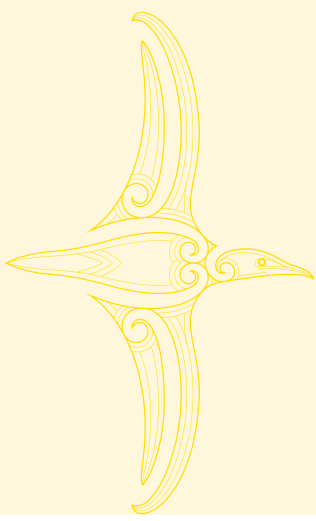
Tuia ki te tuhinga o tēnei pūrongo ā-tau tuatahi, ko tētahi atu 'tuatahitanga' mā mātou ko te whakamutu haere i ā mātou whakaarotau ā-rautaki me tā mātou Rōpū Tohutohu Māori a Te Kāhui, me tō mātou Minita, a Hōnore Louise Upston, me te whakaputa hoki i tō mātou Tauākī Whāinga tuatahi.

Ka whakatakoto tēnei pūrongo i ā mātou mahi o te tau kua hori ki te whakatutuki i ēnei whakaarotau.

Ina aro whakamua ki te 2024/25, ka whakapakari haere mātou i ā mātou tātāritanga ki ngā mātāpuna raraunga hou. Mā tō mātou rangapūtanga ki Te Toihau Tāngata e whakamana i a mātou ki te whakamahi i ngā raraunga whiti-tari ki te ine i ngā putanga oranga o ngā tamariki me ngā rangatahi i te pūnaha oranga tamariki. Ka aro tonu mātou ki te tuku pūrongo hei āwhina i te kōkiritanga o ngā whakapainga e hiahiatia ana hei tautoko pai ake i ngā tamariki, ngā rangatahi me ō rātou whānau.

**Arran Jones**

Te Tumu Whakarae  
Mahuru 2024



## 2023/24 Overview from the Chief Executive



This annual report is our first. The 14 months to June 2024, the period covered by this report, was one of significant change as we became a departmental agency, took up widened monitoring responsibility, and commenced our role in a new oversight system. These changes were a continuation of our evolution, which began in 2019, and looks set to continue with the prospect of becoming an Independent Crown Entity ahead of us.

Back in 2019/20, we were monitoring a few of the National Care Standards (NCS) Regulations, developing and improving our methodology as we went. By 2020/21 we were ready to monitor compliance with all of the regulations, and by 2023/24 we were applying our robust methodology to monitor the wider oranga tamariki system.

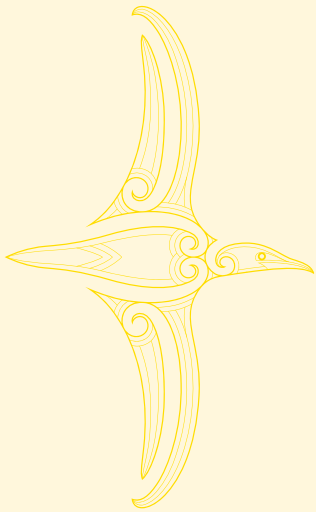
Our unique strength is in bringing the voices and experiences of tamariki (children), rangatahi (young people), whānau (family) and kaimahi (workers) in the system, together with data, to provide evidence-based reports on what's working well and where change is needed.

The number of people we talk to, and the amount of data we collect and analyse, has grown. But, over the last three years, what we have heard across the motu (country) has generally not changed. We've seen some improvements in data, and heard about some pockets of good practice, but not the level of change we expected to see four years on from the NCS Regulations coming into effect.

In 2023/24, we stepped up the information we provide and who we share it with. We're working hard to give agencies and kaimahi local level information they can use to make improvements in their communities, driving change one community at a time. Our insights and evidence also go to those who make the national policies and practices, to highlight the changes needed for all tamariki and rangatahi in the oranga tamariki system.

Our nationwide reports go to Ministers and are presented in Parliament. It was heartening to see two of the targets recently announced by the Minister for Children were areas we've consistently identified are not good enough – social workers visiting tamariki and rangatahi in care, and support for caregivers. We will be watching the data and listening to communities to see whether there is improvement in these important areas.

Working alongside us in our expanded role are our oversight partners, Children and Young People's Commission - Mana Mokopuna (Children and Young People's Commission)



and the Ombudsman. We've spent time getting the foundations of our working relationship right and, as we neared the end of 2023/24, started to see the oversight system in action, working together to check that law is being applied correctly, services are being delivered effectively, and that those services are improving outcomes for tamariki and rangatahi.

Among all the change in 2023/24 we have delivered comprehensive and insightful reports. Early in the year we published our first in-depth review, *Returning Home from Care*, which took a close look at the experiences and practices surrounding tamariki and rangatahi cared for at home while in custody of the State. This was followed by our second in-depth review, *Access to Primary Health Services and Dental Care*, focusing on the experiences of accessing primary health services and dental care for tamariki and rangatahi in the custody of the State.

We also published our third annual *Experiences of Care in Aotearoa* report, for 2022/23, which reports on agency compliance with the NCS Regulations. This completed our three-year monitoring cycle.

Wrapping up the 2023/24 year was our review of the implementation of the recommendations made by Dame Karen Poutasi following the death of Malachi Subecz. While this was delivered to Ministers and agencies for formal response in early June, it was not published until August and will be part of our 2024/25 performance.

Alongside producing this inaugural annual report, another 'first' for us was finalising our strategic priorities with our Māori Advisory Group, Te Kāhui, and our Minister, Hon Louise Upston, and publishing our first Statement of Intent. This report outlines what we have done over the past year to deliver on these priorities.

Looking ahead to 2024/25, we will further strengthen our analysis with new data sources. Our partnership with the Social Investment Agency will enable us to use cross-government data to measure life outcomes for tamariki and rangatahi in the *oranga tamariki* system. Our focus continues to be on providing reports that help drive the improvements needed to better support tamariki, rangatahi and their whānau.

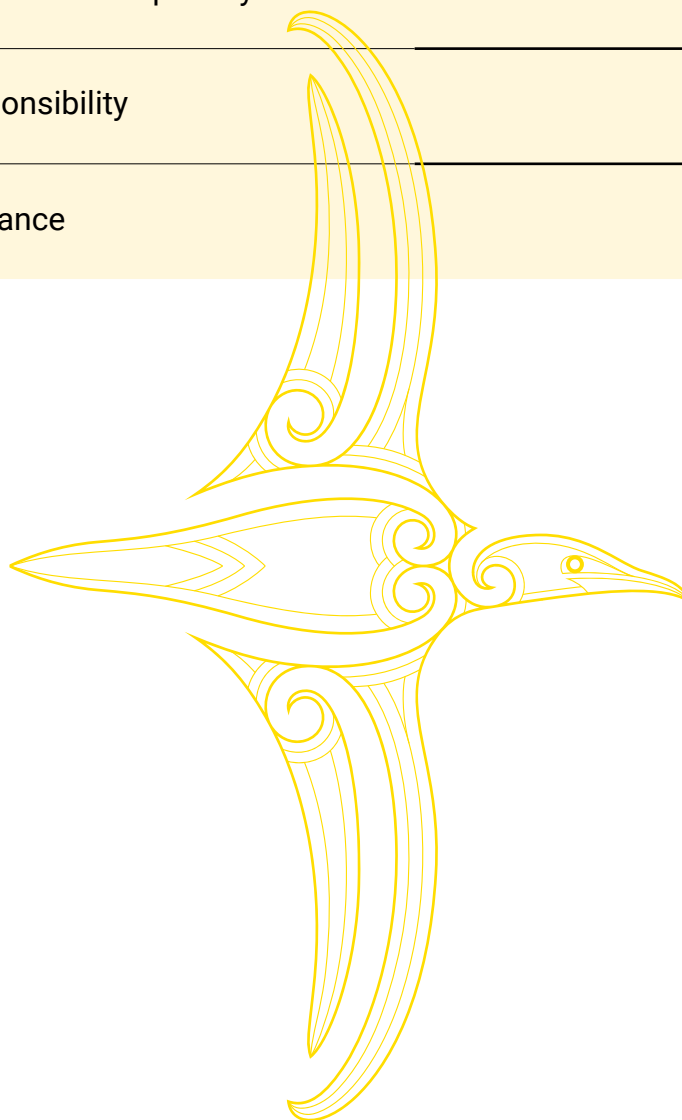
**Arran Jones**

Chief Executive  
September 2024

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# Our context

Aroturuki Tamariki, the Independent Children's Monitor (the Monitor), was established in 2019 to monitor compliance with the National Care Standards Regulations. Our role was expanded on 1 May 2023 to monitor the wider oranga tamariki system. This includes monitoring the agencies that are responsible for providing services or support to tamariki and rangatahi known to Oranga Tamariki.

We have 57 kaimahi (staff) in Tāmaki Makaurau (Auckland), Te Whanganui-a-Tara (Wellington) and Ōtautahi (Christchurch).

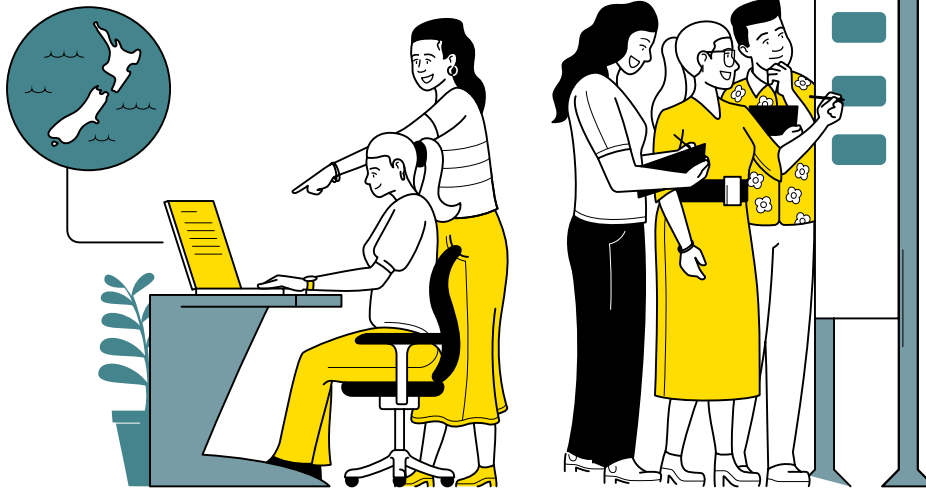
# What we do

We check that organisations supporting and working with tamariki, rangatahi and whānau are meeting their needs, delivering services effectively, and improving outcomes



The voices of tamariki, rangatahi and whānau are at the centre of our monitoring approach

We also gather nationwide data



We analyse what we hear and the data we receive to determine:

Compliance with the Oranga Tamariki Act, National Care Standards, and other regulations.

The quality and impact of service delivery and practices.

Outcomes for tamariki, rangatahi and whānau who receive services or support.

We publish reports that we provide to ministers, Parliament and people who advocate for system change



## The oranga tamariki system

The oranga tamariki system is responsible for providing services and support to tamariki and rangatahi and their whānau under, or in connection with, the Oranga Tamariki Act 1989. This includes services like early support, care, youth justice, and transitions out of care and to independence. It also includes work to support whānau wellbeing and reduce risks to tamariki and rangatahi. Tamariki and rangatahi known to Oranga Tamariki are in the system.

Many organisations are responsible for providing services and support to tamariki and rangatahi known to Oranga Tamariki. These are government organisations, such as Oranga Tamariki and NZ Police, and both government and non-government health and education organisations, as well as iwi, hapū, and Māori social services and community organisations.

## The oversight system

The Oversight of Oranga Tamariki System Act 2022 (the Oversight Act) came into effect on 1 May 2023 and strengthened oversight of the services provided to tamariki and rangatahi experiencing the oranga tamariki system. As the Monitor, we work alongside our two oversight partners, Children and Young People's Commission as the advocate, and the Ombudsman as the agency responsible for investigations and complaints. We work together to check that the law is being applied correctly, services are being delivered effectively, and that those services are improving outcomes for tamariki and rangatahi.

## Who we monitor

### We monitor agencies with statutory obligations under the Oranga Tamariki Act



Oranga Tamariki - Ministry for Children



NZ Police  
(Youth Justice)



Other organisations with statutory custody or delegations under the Oranga Tamariki Act, such as Open Home Foundation and Whakapai Hauora (Best Care Charitable Trust)

### We engage with organisations that provide services to tamariki and whānau under s396 and s403 of the Oranga Tamariki Act



Other non-government organisations such as care partners, youth justice programmes, and early intervention services



Iwi, hapū, and Māori social services

### We also monitor how other government agencies, such as Education, Health, Housing, and Social Development interface with the oranga tamariki system

# Our history

## Independent Children's Monitor

### July 2019

The Oranga Tamariki (National Care Standards and Related Matters) Regulations 2018<sup>1</sup> (NCS Regulations) came into force.

Part 6 of the NCS Regulations established an Independent Monitor to monitor and report to the Minister for Children on compliance with the NCS. The Monitor was initially established as a business unit within the Ministry of Social Development to monitor compliance of relevant agencies with the NCS Regulations.

### December 2019

Our first monitoring report covered agency compliance with two of the NCS Regulations, Regulations 69 and 85.



### June 2020

Our second report continued to monitor Regulations 69 and 85, and monitored Regulation 86, which requires agencies to monitor their own compliance.



### November 2020

This was our third and final monitoring report covering only Regulations 69, 85 and 86.

### January 2022

Our first full report on agencies' compliance with all NCS Regulations, Experiences of Care in Aotearoa 2020/21, was published.



1 <https://www.legislation.govt.nz/regulation/public/2018/0111/latest/LMS56030.html>  
The NCS Regulations prescribe the actions or steps that must be taken to help ensure tamariki and rangatahi in care or custody receive an appropriate standard of care that is consistent with the principles in the Oranga Tamariki Act. They also set out the support that must be provided to caregivers when they have tamariki or rangatahi in their care. The NCS Regulations were developed by Oranga Tamariki in 2019 with input from care-experienced tamariki and rangatahi.

## February 2023

Experiences of Care in Aotearoa 2021/22 report published.



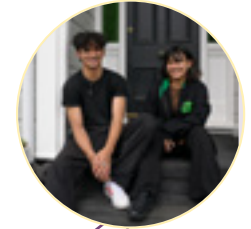
## May 2023

On 1 May the Oversight of Oranga Tamariki System Act 2022 broadened our scope, making us responsible for providing independent oversight and monitoring across the wider oranga tamariki system. We also became an operationally-independent departmental agency, hosted by the Education Review Office (ERO)<sup>2</sup>. We now monitor beyond the care system, including any child that interacts with the oranga tamariki system; for example, prevention or early-intervention.



## August 2023

First in-depth review, Returning Home from Care published.



## January 2024

Access to Primary Health Services and Dental Care, review published.



## February 2024

Experiences of Care in Aotearoa 2022/23 report published.



## August 2024

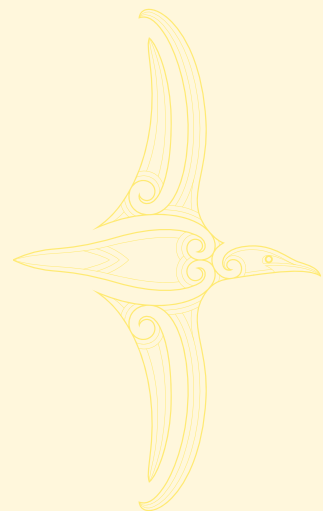
A review of the implementation of the recommendations from Dame Karen Poutasi's review of the children's system response to abuse, *Towards a stronger safety net to prevent abuse of children*, published.



2 Hosting means ERO provides back-office services such as finance and payroll. As an appropriation within Vote Education Review Office – Independent Monitoring and Assurance of the Oranga Tamariki System, financial and performance reporting for the Monitor appears in ERO's annual report. We operate under our own Strategic Intentions and report on performance against these in this report.



# **Our methodology**



# Our methodology

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Our monitoring approach is based on a rigorous methodology with evidence at the centre. We use a mixed-methods approach - collecting and analysing qualitative information from the communities we visit, and triangulating it with quantitative data we gather from agencies we monitor.

Our approach and quality assurance practices have been designed to guard against potential bias and ensure our analysis is robust. They are built into our assessment approach, coding framework, and processes for coding and review.

Through this analysis we determine compliance with legislation and regulations, understand the quality of services, and identify areas of good practice and areas for improvement. We look at whether there are differences for particular groups of tamariki and rangatahi, such as tamariki and rangatahi Māori and disabled tamariki and rangatahi. Our analysis also seeks to identify insights that can drive meaningful change.

## Gathering information from communities

The stories and lived experiences of tamariki and rangatahi, their whānau, caregivers and community are at the centre of our monitoring approach. We also gather information from frontline kaimahi at Oranga Tamariki, other agencies with custody or care of tamariki

and rangatahi, iwi and Māori organisations, non-government organisations, and other government agencies, such as NZ Police and frontline health and education providers.

Our kaimahi are trained in listening and speaking with tamariki and rangatahi and have experience in working with different communities, including Māori communities. They come from a range of backgrounds and areas of expertise including social work, psychology, education and law.

We use a set of structured questions when engaging with people in a community, ensuring a consistent approach<sup>3</sup> to the kōrero (discussions). When engaging with tamariki, rangatahi, their whānau or caregivers, our questions are based on our Outcomes Framework<sup>4</sup>. To assess the quality and impact of service delivery practices, we ask professionals who work in the system questions based on our System Elements<sup>5</sup>. These frameworks are available on our website.

The quotes we share in our reports are selected because they illustrate the themes or insights uncovered through our analysis. The exception to this is that we will sometimes share an example of good practice in an area where the experience is primarily negative. Learning from these pockets of good practice can help drive improvement.

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3 <https://www.aoturuhi.govt.nz/assets/Uploads/Documents/Core-documents/Our-Assessment-Approach.pdf>

4 <https://www.aoturuhi.govt.nz/assets/Uploads/Documents/Core-documents/Our-Outcomes-Framework-with-indicators.pdf>

5 <https://www.aoturuhi.govt.nz/assets/Uploads/Documents/Core-documents/Our-System-Elements.pdf>

## Gathering data from agencies

We request data from monitored agencies such as Oranga Tamariki and NZ Police. We request supplementary data, information or clarification as needed.

For tamariki and rangatahi in care, the NCS regulations require agencies with custodial responsibilities, currently Oranga Tamariki, Open Home Foundation and Barnardos, to also provide us with their own assessments of how well they are complying with the Regulations.

To give us a wider range of data on how well the oranga tamariki system is supporting tamariki and rangatahi, and whether this results in improved life outcomes, we have partnered with the Social Investment Agency (SIA). Through the SIA, we can access data held within Statistics New Zealand's Integrated Data Infrastructure (IDI). Our team of skilled analysts combine data from across government agencies at an outcomes level, such as educational outcomes for tamariki and rangatahi who have experience of the oranga tamariki system.

"The reports were succinct, clear and easy to read. Well done!" – CEO from a NGO

## Finalising and publishing

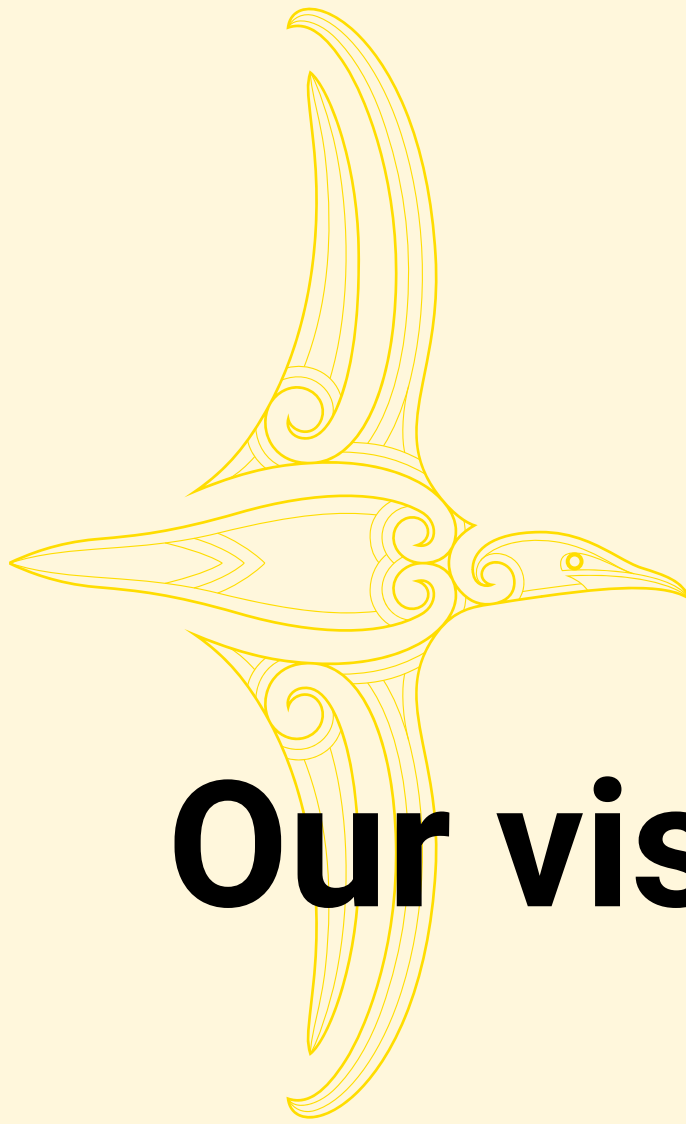
Once finalised, we provide our reports to the Minister responsible for the administration of the Oranga Tamariki Act 1989 (currently the Minister for Children), and the Minister responsible for the Independent Children's Monitor (currently the Minister for Social Development). We also share them with our oversight partners, the Ombudsman and the Children and Young People's Commission.

Agencies that are the subject of the report have the opportunity to review our draft reports to check our interpretation of supplied data, and must formally respond in advance of publication. Agencies must respond in writing to the final report within a statutory timeframe of either 20 working days (for regular reports) or 35 working days (for in-depth review reports). They must state what they intend to do in response to the findings, including timeframes for any changes, and how they intend to monitor the impacts of those changes.

Our final reports are then presented to the House of Representatives and published, along with agencies' responses, on our website: [aroturuki.govt.nz/reports](https://aroturuki.govt.nz/reports)

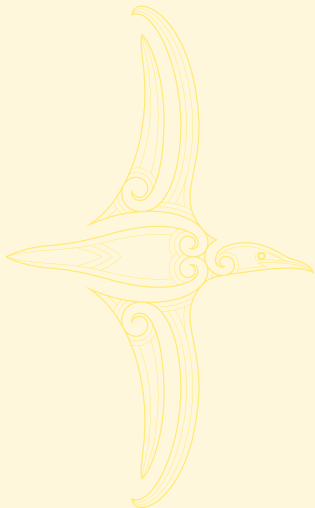
"Thank you guys again for giving me that space to share my experience." – whānau member





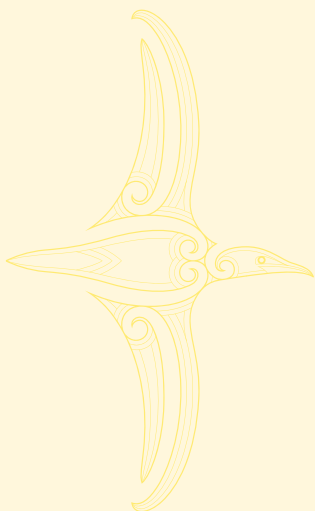
# Our vision

Our reporting drives continuous improvement across the oranga tamariki system so tamariki and rangatahi can thrive with their whānau.





# **Our achievements**



# How we delivered our strategic priorities

Over the 14 months to 30 June 2024, our work programme has centred around the following priority areas:



**Monitor** – to gain a complete picture of the oranga tamariki system and how it is experienced.



**Analyse** – the information we collect to understand how well services are working to improve outcomes for tamariki and rangatahi.



**Identify** – areas of high performance and areas for improvement within Oranga Tamariki and the oranga tamariki system.



**Provide** – impartial and accurate reporting on how the oranga tamariki system is experienced and how it is delivering outcomes for tamariki and rangatahi.



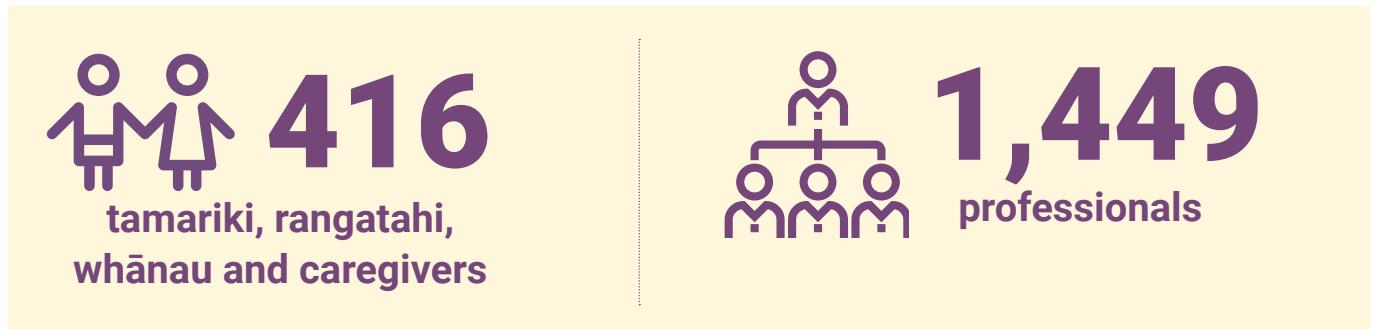
**Work with others** – to ensure our reports are used for system improvements and better outcomes.



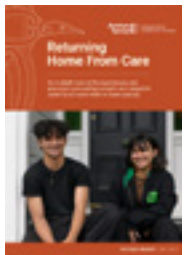
# In 2023/24

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We heard from 1,865 people:



These voices of experience informed our reports:



**August 2023**

First in-depth review, Returning Home from Care, published



**January 2024**

Access to Primary Health Services and Dental Care review published



**February 2024**

Experiences of Care in Aotearoa 2022/23 report published



**August 2024**

Towards a stronger safety net to prevent abuse of children review published

# Strategic priority: Insights that drive real change

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Future state: We are deeply curious and open-minded so we can create and share meaningful insights through a combination of accurate data and the voices of experience.

We will continue to refine our methodologies so that our reports improve understanding of the oranga tamariki system to influence meaningful change. We will do this by using technology, research, and analytics to turn information into useful insights. We will report across the oranga tamariki system to encourage agencies to operate more effectively as a unified system and so the system is better placed to deliver integrated services and outcomes that meet tamariki, rangatahi and whānau needs. We will cultivate our relationships with our oversight partners to strengthen oversight and promote continuous improvement to the system. We will continue to build connections with the agencies that are the subject of our reports so that they have the information they need to drive improvements.

We have used the data and information we collected to develop insights into what is working well, and what isn't, for tamariki and rangatahi. We provided our final reports to Ministers. All of our reports were published on our website<sup>6</sup> and presented to Parliament.

In 2023/24, we published two in-depth reviews under section 26 of the Oversight Act, which allows us to carry out reviews of issues, themes, concerns, or areas of identified practice relating to the delivery of services or support through the oranga tamariki system.

Our Returning Home from Care review, published on 9 August 2023, provided an in-depth look at the experiences and practices surrounding tamariki and rangatahi cared for at home while in State custody. This included what practice, services and supports are wrapped around tamariki, rangatahi and their

parents to ensure they are safe to return, or remain, home. We looked at what works well, and what doesn't, to inform how tamariki transition to home in future.

Our Access to Primary Health Services and Dental Care review, published on 25 January 2024, provided an in-depth look into access to primary health services and dental care for tamariki and rangatahi in the custody of Oranga Tamariki and Open Home Foundation. This review looked at what practice, services and supports are wrapped around tamariki and rangatahi in care to ensure that the health-related NCS Regulations are met. We gathered information on the experiences of tamariki and rangatahi, and those supporting them, to understand what works well, and what doesn't, to inform practice improvements within and across the oranga tamariki system.

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6 <https://aroturuki.govt.nz/reports>

Under section 23 of the Oversight Act, we published our third annual Experiences of Care in Aotearoa report for 2022/23, on 1 February 2024. This reports on whether agencies with custody and care responsibilities are complying with the NCS Regulations and whether it is making a difference for tamariki and rangatahi in care. Since 2019, we have visited every region in Aotearoa New Zealand and gained a comprehensive view of how tamariki and rangatahi experience care and how the system is performing.

Before finalising each of our reports, we gave the chief executive/s of the agencies that were the subject of the report an opportunity to review the report for accuracy.

As required under the Oversight Act, we provided copies of our final reports to:

- the Minister responsible for the Independent Monitor of the Oranga Tamariki system
- the Minister responsible for the administration of the Oranga Tamariki Act 1989 (currently the Minister for Children)
- the Ombudsman and the Children and Young People's Commission
- agencies that were the subject of the report.

## **Agency commitments made in 2023/24**

Chief executives of agencies that are the subject of a report are required to respond in writing to the final report. They are required to state what the agency intends to do in response to the report findings, the timeframes for any changes, and how they intend to monitor the impacts of those changes.

All agency responses received between 1 May 2023 and 30 June 2024 are published on our website<sup>7</sup>.

In response to the findings of our Experiences of Care in Aotearoa 2022/2023 report, Oranga Tamariki, Open Home Foundation, Barnardos, the Ministry of Education, the Ministry of Health and Te Whatu Ora made commitments such as improving information sharing between agencies, increasing social worker visits to tamariki and rangatahi, and focusing on ensuring Reports of Concern made to Oranga Tamariki are assessed correctly. More recently (outside of this report period), the Minister for Children announced performance measures for Oranga Tamariki, including two of the areas we have consistently identified as in need of improvement - social work visits to tamariki and rangatahi, and support for caregivers.

We follow up on commitments made by agencies in response to our findings, and report on progress against these in our subsequent reports. Our reporting on agency commitments from 2021/22 and 2020/21 can be found in Appendix One of Experiences of Care in Aotearoa 2022/23.

Based on the findings of our Returning Home from Care report, Oranga Tamariki and the Ministry of Social Development committed to developing new policy, supporting guidance and enhanced processes to identify a clear and safe pathway to discharge tamariki from Oranga Tamariki custody.

Based on the findings of our Access to Primary Health Services and Dental Care report, Oranga Tamariki, Open Home Foundation, the Ministry of Health and Te Whatu Ora made commitments to improve tamariki and rangatahi access to health and dental services. These included improving data collection and information sharing, and enhancing caregiver support and guidance.

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<sup>7</sup> <https://aroturuki.govt.nz/reports/agency-responses>

## Sharing back

After we visit communities, we share back with them what we heard. This is a way to acknowledge the participation of individuals (particularly tamariki, rangatahi, caregivers and whānau), and to validate what we heard and offer agencies insights into what is working well and the barriers to improving outcomes.

Between 1 May 2023 and 30 June 2024, we shared back with the Upper South, Taranaki/Manawatū and Tāmaki Makaurau Auckland communities.

Our share backs included information about tamariki and rangatahi in each region, their engagement with the system, and their health and education outcomes. They also provided regional data in the context of a national overview, and insights and key themes from what we heard. We presented these findings to the communities we engaged with and surveyed attendees in Tāmaki Makaurau. We found that:

- attendees rated our work, from socialisation, participation interviews through to sharing back, as four out of five
- over 28 percent of respondents also told us they have made, or plan to make, changes to the way they or their organisation works as a result of what we shared with them
- over 86 percent of respondents told us they would recommend participating in a monitoring visit to others
- respondents gave a rating of four out of five for the time they spent with us and saw the reports we produce as contributing to positive change.

As we go forward, we will use the share backs to assess regional progress and change across our three-yearly cycle of visits, and to inform our wider system reporting. Our share backs are increasingly seen as a valuable resource by those we engage with.

“Thank you for the [share back] report, sent through to me, it’s a hard read, but a brutal reality for some of us. I just want to thank you ... for taking the time and allowing me the opportunity to share my story.” – whānau member

“Your reports are very comprehensive and really useful. I’m amazed that you turned it around so quickly. Thank you.” – Police Senior Sergeant Youth Services Coordinator

# Strategic priority: Equity within the system

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Future state: We undertake child-centred, whānau-led practice to promote improved and equitable outcomes for all tamariki and rangatahi.

Over the next four years, we will increasingly look at the extent to which services and supports in the oranga tamariki system are being provided equitably. In our monitoring activities we will take an approach that equitably reflects the full range of experiences. We will visit and monitor all regions across Aotearoa, New Zealand to understand how the oranga tamariki system is experienced and the extent to which it supports the rights, interests and wellbeing of a range of tamariki, rangatahi and whānau. We will engage broadly to understand and reflect information and insights from across the system and will keep improving outcomes for tamariki and rangatahi at the heart of our work.

We visit every Oranga Tamariki region once every three years and look at the equitable provision of services. In the 14 months to 30 June 2024, we spoke with more than 1,860 people about their experiences. In 2023/24 we completed three monitoring visits, covering the Upper South, Taranaki/Manawatū, and Tāmaki-Makaurau Auckland regions. We also carried out visits to support our review of the children's sector implementation of the recommendations of Dame Karen Poutasi. When planning and visiting a community, we follow our monitoring phases, which outline how we engage, and how we acknowledge the tikanga of those communities.

We have established the relationships needed to ensure we reach and speak to the wide range of people impacted by the system whose experiences we need to understand. We engaged broadly so our monitoring equitably reflects the full range of experiences. Since 1 May 2023, we have extended both the number and the range of people we have spoken with in our visits, and have spoken to more tamariki and whānau than ever before.

We have combined data and information from agencies with qualitative data from our monitoring visits to assess the impact of changes of practice and generate evidence-driven insights. We analysed the data we received from agencies with tamariki in their care, including undertaking an equity analysis, to:

- look for trends and changes to understand whether, and how, any new initiatives or practices are affecting the access to, and quality of, services provided to tamariki
- assess whether impacts are equitable for different groups of tamariki, such as tamariki Māori or disabled tamariki
- understand how agencies are complying with the NCS Regulations across the population of tamariki and rangatahi they apply to
- understand the extent to which tamariki and rangatahi have the equitable opportunity to have their voices heard.



This year we worked with SIA to see how the IDI might be used to explore insights and understand outcomes specifically for tamariki and rangatahi Māori for our upcoming annual report on outcomes for tamariki and rangatahi Māori and their whānau. We have developed a list of potential outcome indicators and tested them with our Māori Advisory Group, Te Kāhui, and Oranga Tamariki strategic partners.

Under the Oversight Act, we have the power to request data and information from any agency that delivers services or support to tamariki, rangatahi, and their family and whānau through the oranga tamariki system.

This year:

- we made 24 requests to agencies for data and information that we used to generate the insights in our reports
- Oranga Tamariki and the Open Home Foundation provided us with their assessment of areas of concern and non-compliance, and their plans to improve compliance with the NCS Regulations and strengthen their self-monitoring.



“Our whānau and kaimahi really enjoyed the engagements and how your staff were great to work with.” – Open Home Foundation Regional Manager Practice and Social Worker

# Strategic priority: Improving outcomes for Māori

Future state: We influence system performance and improvements that value tamariki, rangatahi and their whānau and enables them to realise their potential and aspirations.

We will continue to assess whether positive outcomes are being achieved for those experiencing the oranga tamariki system using our outcomes framework, which was developed using a holistic te ao Māori lens. Our work will focus on how the oranga tamariki system can enable tamariki and rangatahi to realise their potential and aspirations with the support of their whānau, hapū, iwi and communities. One way we will do this is by ensuring that our engagement reflects the tikanga of the communities we work in, enabling us to develop meaningful, trusting relationships and gather deeper insights. We will also look for further opportunities for reciprocity by sharing information with hapū, iwi and Māori organisations.

We are required to pay particular attention to the need to support improved outcomes for tamariki and rangatahi Māori and their whānau. Tamariki and rangatahi Māori represent 67 percent of those in State care. We work closely with our Māori Advisory Group, Te Kāhui, which provides expert advice and oversight to help us monitor and report in a way that supports improved outcomes.

This year we have collaborated with Te Kāhui to develop our priorities, work programmes, and monitoring approaches as required under the Oversight Act. The six Te Kāhui members are appointed by our Chief Executive and are key Māori leaders with experience and knowledge of tamariki and rangatahi rights and issues within the oranga tamariki system, and extensive knowledge of tikanga Māori. Te Kāhui supports and advises on our approach to monitoring the oranga tamariki system and engaging with communities. It also provides advice on our obligations as set out in section 6 of the Oversight Act on Te Tiriti o Waitangi.

## Outcomes Framework

We assessed the information we gathered from tamariki, rangatahi and whānau who receive services or support from the oranga tamariki system against our Outcomes Framework to determine whether positive outcomes are being achieved. This framework draws upon six wellbeing outcomes from the Child and Youth Wellbeing Strategy and incorporates key dimensions from the Whānau Ora Outcomes Framework and the Oranga Tamariki Outcomes Framework.

## Annual report on outcomes for tamariki and rangatahi Māori and their whānau

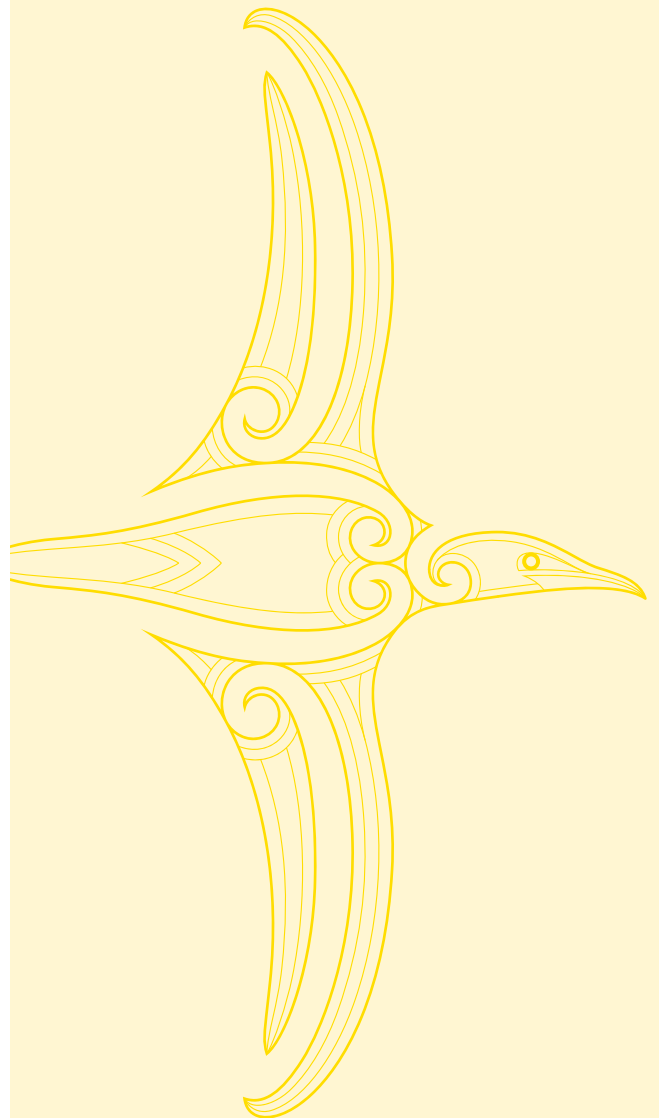
During 2023/24, we have been preparing for our first annual report on outcomes for tamariki and rangatahi Māori and their whānau. We brought together iwi and Māori social service providers, Oranga Tamariki strategic partners<sup>8</sup> and representatives from

SIA to help develop operational measures to assess the performance of the oranga tamariki system in achieving outcomes for tamariki Māori. We considered what we would expect to see if successful intervention, youth justice, care and services supporting rangatahi into adulthood are being delivered.

Under the Oversight Act, we are also required to report on the strategic partnerships that Oranga Tamariki holds with iwi and Māori organisations. We plan to feature three strategic partners (Ngāpuhi, Ngāti Kahungunu and Ngāti Toa) in our first annual report on outcomes for tamariki and rangatahi Māori and their whānau. We will do similar in-depth reporting on the remaining strategic partnerships over the next two years, to create a full picture across the next three years.

## Reflecting the tikanga of the community

During monitoring visit planning to each region, we made an initial assessment of the relevant iwi connections within that region. We connected with iwi prior to beginning monitoring activities in each of the three regions we visited between 1 May 2023 and 30 June 2024 to recognise the status of mana whenua and build and maintain effective working relationships. Monitoring teams were made aware of specific tikanga in the rohe before visiting to ensure they responded appropriately to customs of each region. The positive impact of this approach is reflected in the enduring relationships held across the motu.



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8 Iwi and Māori organisations with which Oranga Tamariki holds strategic partnerships

# Strategic priority: A strong and effective oversight system

Future state: We are independent, transparent, and ethical, and our reporting is trusted and widely used.

For our reporting to have the desired impact on the oranga tamariki system over the next four years, our reports must be impartial and accurate. To enable this, we will use evidence-based methods and undertake data assurance and review processes to ensure accuracy of analysis and reporting. We will operate in a fair, objective way with full transparency and ensure that we are independent and are seen to be independent.

Our reports are used by others, such as Children and Young People's Commission, and VOYCE-Whakarongo Mai, to advocate for system change. To support them in their advocacy role, we briefed them, along with the Ombudsman, prior to the release of our reports, to ensure they were well informed, and could advocate for improvements based on the report findings. Children and Young People's Commission issued media statements advocating for change based on findings in our reports<sup>9</sup>. This demonstrates how the oversight system has worked together this year to influence change by drawing public attention to our findings (through media and advocates) that show where change is needed.

We agreed a terms of reference with the Ombudsman and Children and Young People's Commission, which reflects our shared commitment to 'no wrong door' for enquiries and requests for assistance. A protocol for referring matters between the agencies has been put in place and we have referred several enquiries from members of the public to the

Ombudsman in line with the protocol. We have met regularly and have collaborated on communications materials, resources and information that help the public understand how agencies within the system work together. Our meetings covered operational matters related to the oranga tamariki system and we shared information to support a joined-up response from the oversight system where appropriate.

We also met with our oversight partners individually, as needed. We coordinated our monitoring activities with Children and Young People's Commission and shared reports to inform both agencies' activities. We plan to follow up matters identified through Children and Young People's Commission monitoring under the Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT) reporting, when we visit the same facility. Likewise, where our monitoring identifies an issue we think is relevant to OPCAT, we will inform Children and Young People's Commission. We publish our schedule of

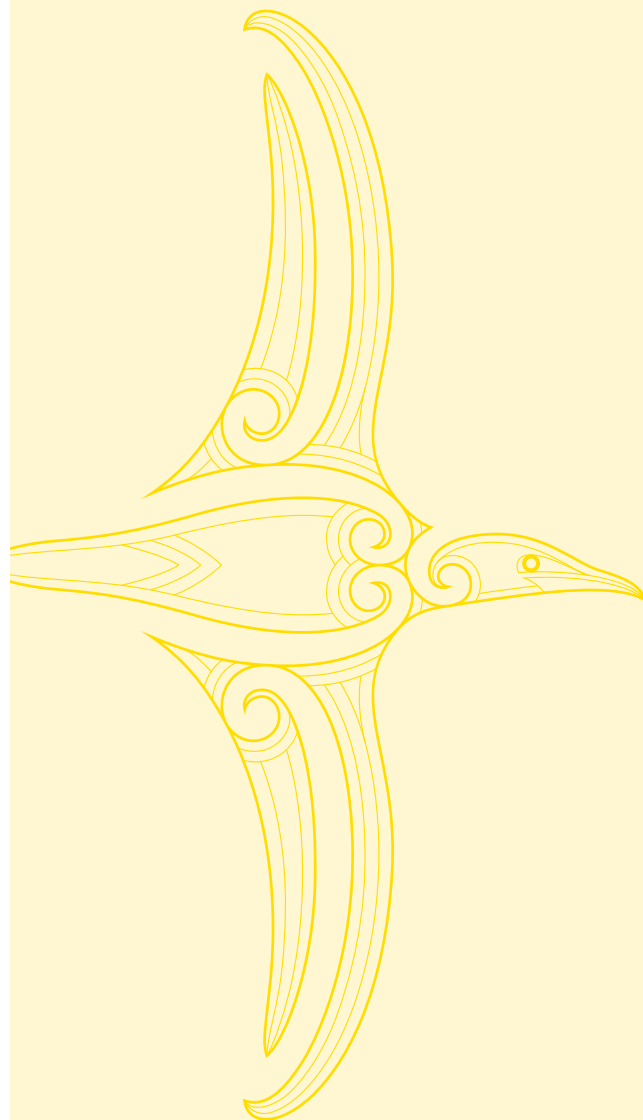
9 <https://www.manamokopuna.org.nz/publications/media-releases/new-report-shows-work-still-needed-to-get-the-basics-right-for-children-in-state-care/> and <https://www.manamokopuna.org.nz/publications/media-releases/new-report-shows-stubborn-barriers-to-good-health-for-children-and-young-people-in-state-care/>

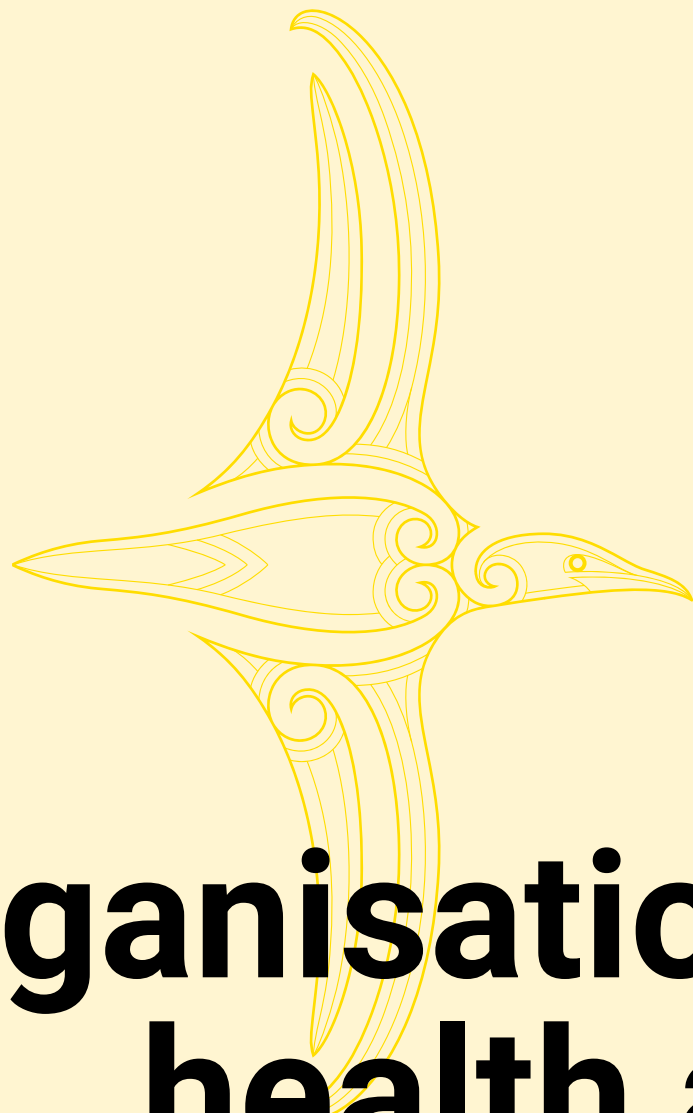
upcoming visits to regions, which Children and Young People's Commission takes into account in planning its unannounced visits. This is in line with our duty under section 7 of the Oversight Act to work together to minimise the impact on tamariki in the residential facilities that we collectively monitor.

As required by section 7 of the Oversight Act, we have worked alongside the other oversight agencies to inform the sector about the oversight system. We jointly led a panel discussion on the oversight system at Whakamanawa 2023, the national conference for social service providers. We explained our roles and demonstrated our coordinated approach. This is an ongoing focus, and we have plans for at least two further joint presentations to the wider sector on the oversight system, our roles and how we work together.

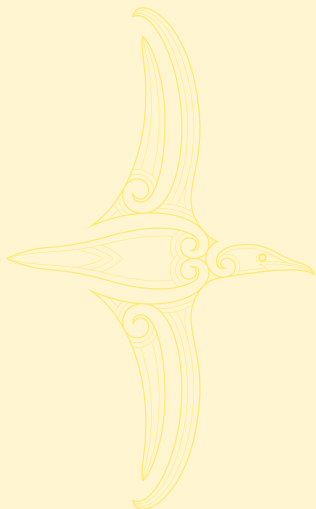
### **Indicators of success**

Our performance measures have been developed to explain how we will work toward our organisational objectives. They represent the priorities of our work programme in an appropriate and meaningful way. Our reporting against these shows how effective our performance has been. Information on our performance measures can be found at the end of this report.





# **Organisational health and capability**



# Māori Advisory Group

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The Kāhui Group was set up in July 2019 by the Ministry of Social Development with an initial focus on overseeing the Ministry's engagement with communities on the development of the oversight of the oranga tamariki system. As Aroturuki Tamariki, the Independent Children's Monitor, (the Monitor) moved through its establishment phases, the Kāhui Group's role transitioned to supporting the Monitor's development. While continuing to advise on the policy and legislative work around the establishment of the oversight system, the group also provided advice on the Monitor's operating and assessment approaches and its initial work programme.

The value of strong advice from Māori was recognised in the requirement that the Monitor establish a Māori Advisory Group under section 17 of the Oversight Act. The existing Kāhui Group members were invited to become that group, renamed Te Kāhui, at the inaugural meeting held in June 2023.

Te Kāhui provides us with expert advice, oversight and guidance to help us monitor and report in a way that supports improved outcomes for tamariki and their whānau. We collaborate with them to develop our priorities, work programmes and monitoring approaches, including engagement with communities.

Te Kāhui:

- advises on our approach to monitoring the oranga tamariki system and our Tiriti o Waitangi/Treaty of Waitangi obligations as set out in section 6 of the Oversight Act
- supports and guides our engagement with Māori, iwi, tamariki, rangatahi, whānau, providers and communities both to:
  - ensure their voices are captured, and
  - help us build effective and enduring relationships
- provides advice that ensures that tamariki and rangatahi are seen within the context of their whānau
- advises on our approach to our reports, particularly our annual report on improving outcomes for tamariki Māori and their whānau, and how we assess outcomes being achieved for tamariki and their whānau
- advises on the focus of our programme of in-depth reviews
- provides input on our departmental reporting and accountability documents to ensure they accurately reflect our monitoring work in communities and how we fulfil our responsibilities under the Oversight Act.

The members of Te Kāhui for this reporting period were:

- Tā Mark Solomon – Ngāi Tahu, Ngāti Kurī
- Druis Barrett – Ngāti Whatua-Ngāpuhi (her hapū are Uriroro and Mahurehure)
- Katie Murray – Te Rarawa, Te Aupouri, Ngāti Kuri, Ngāpuhi, Ngāti Kahu, Ngāi Takoto
- Eugene Ryder – Ngāti Kahu, Ngāti Awa and Tūwharetoa ki Kawerau
- Enid Ratahi-Pryor – Ngāti Awa, Te Whānau-ā-Apanui
- Wayne Blisset – Ngāpuhi

Between 1 May 2023 and 30 June 2024, we have collaborated with Te Kāhui and used its input for the following:

- Development of our strategic priorities and Statement of Intent.
- Development of our organisational performance measures.
- Planning for our organisational Annual Report.
- Our approach to agency information requests for our monitoring reports.
- Our engagement approach, outcomes and success measures for our report on outcomes for tamariki and rangatahi Māori and their whānau.
- How we share back to communities.



Top left: Katie Murray, bottom left: Wayne Blisset  
Right (from left): Eugene Ryder, Enid Ratahi-Pryor, Tā Mark Solomon, Druis Barrett



# Our people

Our organisational goals are enabled by a high performing and engaged workforce where our kaimahi are valued, safe, and supported to succeed. We ensure they have access to the training, support systems, tools and resources required to perform at their best. We achieve this by:

- supporting a diverse and capable workforce, building cultural, technical and professional competency and minimising any gender or ethnicity pay gap
- sustaining a modern and flexible workplace, with an inclusive, respectful and positive working environment
- prioritising assurance and accountability, keeping accurate records and ensuring the right information reaches the right people at the right time.



As at 30 June 2024, we had 57 kamahi and 55.6 FTE. Our workforce is predominantly female (66.7%). Around half (52.6%) of our kaimahi are New Zealand European, 26.3% identify as Māori and 12.3% identify with Pacific ethnic groups.

The average age of our kaimahi is 42 years.

## Equal employment opportunities

We are dedicated to creating strong Equal Employment Opportunities (EEO) across all parts of our organisation. Our EEO policy is published on our intranet and supported by:

- promoting our people's understanding of te ao Māori and the values of other cultures
- developing kaimahi to meet their career aspirations, through our professional development framework - Whakapuāwai
- supporting kaimahi to participate in Te Aratitia Leadership Programme for aspiring Māori and Pacific leaders
- reflecting our EEO commitments in recruitment processes that are robust and equitable
- promoting whānau-friendly and carer-friendly practices in the workplace by following the Public Service Flexible-Work-by-default guidance and our Life / Work Balance policy
- providing development opportunities, and clear, robust policies and processes for kaimahi to fulfill their potential for progressing to senior roles
- our Positive Behavior in the Workplace policy, which promotes an environment where our people treat each other with respect and operate professionally.

## Diverse leadership / inclusive leadership

Women hold 81.8% of our tier three leadership roles, and 100% of our tier two leadership roles. Of our tier three leadership roles, 33% are held by Māori and 11% by Pacific kaimahi. We are actively looking for ways to attract, develop and retain Māori and Pacific leaders.

## Pay gap

The Monitor's gender pay gap is 12.2% in favour of females<sup>10</sup>. We regularly review our human resources and remuneration policies to ensure they are inclusive, equitable and reflect best practice.

We have a structured, step-based remuneration system and use a total remuneration approach. Our salary ranges and steps are published on our intranet. Our Diversity, Equity and Inclusion plan will be published on our website by 15 November 2024.

## Addressing bias

All kaimahi have had the opportunity to attend unconscious bias training and have access to an online learning module. Unconscious bias training has been delivered to new kaimahi as part of our induction since becoming a departmental agency on 1 May 2023. Kaimahi who transitioned with us from the Ministry of Social Development did Understanding Unconscious Bias learning modules as part of their onboarding.

## Flexible working

We follow the Public Service Flexible-Work-by-default guidance and have a Life / Work Balance policy. All kaimahi are able to work flexibly, and arrangements include earlier starts or later finishes, working from home on some days and other arrangements. Flexible working does not undermine career progression or pay.

Seven percent of our kaimahi work part-time (less than 37 hours 55 minutes per week) and the rest work full-time.

## Rainbow LGBTQAI+ Learning and Development

A Senior Monitor held presentations across the agency introducing LGBTQAI+ identities, such as sexuality and gender, and general and culturally specific terms, such as pronouns and takatāpui. The presentation included the findings of the *Making Ourselves Visible* report commissioned by Oranga Tamariki on the experiences of takatāpui and rainbow rangatahi in care, and connected to our monitoring framework. Further work is underway to develop a practice tool for monitoring staff to use when preparing for engagements, and future presentations to enhance understanding and awareness.

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10 Due to the size of the Monitor's workforce, we are unable to provide pay gap information for Māori, Pacific, ethnic, disabled kaimahi or members of rainbow communities.

11 Our agency is not currently responsible for Treaty settlement commitments, so is not required to provide an update in accordance with the He Korowai Whakamana framework.

## Māori language planning

Our Te Ao Māori Development Pathway includes our te reo Māori competency levels and outlines what we offer to kaimahi to improve their skills. We do this so our kaimahi are able to engage well when working in communities<sup>11</sup>. We offer the following:

- Weekly te reo Māori lessons, offered online via an external provider at four different levels with 28 kaimahi attending lessons in 2023/24.
- Informal team sessions to improve kaimahi skills in te reo Māori including practising karakia, waiata, and everyday reo.
- Use of karakia and waiata in team meetings and organisational events.
- A reo Māori allowance that recognises kaimahi who contribute their knowledge of reo Māori and tikanga to support the organisation.

Our new Aro Mārama, Aro Pono framework is focused on ensuring all kaimahi are able to reach the competency level required for their role. It provides pathways to training in various Māori capability areas, including te reo Māori, through:

- in-person group tuition sessions, designed to lift all of our kaimahi to at least a foundational level
- organisational support to pursue additional reo Māori study / training as identified via our professional development process
- development of a resource hub on our intranet containing links and access to various external self-paced resources.

## Health, safety and wellbeing

We prioritise a safe and healthy work environment for our staff.

We take steps to eliminate or minimise risks to health, safety and wellbeing in our workplace, through hazard identification, risk assessment, control and ongoing monitoring. We use an app that allows our staff to immediately report and record any hazards, near misses, incidents, illnesses and injuries, including work-related pain or discomfort, and managers to respond to these situations.

We foster a proactive safety culture by encouraging participation and involvement in health, safety and wellbeing initiatives. We promote health and safety awareness through induction, training and supervision to enable our kaimahi to undertake their duties in a safe manner. Driving on unfamiliar roads was identified as one of the highest risk activities for our staff. We offer comprehensive driving training for staff who are required to drive as part of our community monitoring. This helps keep them, and the communities they are visiting, safe.

The health and wellbeing of our people is a key priority for the Monitor. We understand that workplace wellbeing contributes to the overall wellbeing of each of our kaimahi, which helps us build better relationships and positively impacts our practice and productivity. Our Wellbeing Strategy describes a range of services and supports available to our kaimahi, including EAP, and is built into an organisational culture where people are engaged, happy, supported, valued, and feel safe. It takes a holistic view, is underpinned by our organisational values and guides how we make decisions.

## Employee-led networks

### Te Rōpū Māori

Te Rōpū Māori was established in 2022 to give kaimahi Māori a place of shared connection (whakawhanaungatanga) and to provide support (hei taitūara) to each other and the organisation as a whole. Te Rōpū Māori meets regularly and provides the organisation with a range of views (collective and individual) through a unique Māori lens. Te rōpū provides advice and guidance to help the Monitor meet its legislative obligations, and to develop tools and monitoring approaches that incorporate tikanga Māori and support monitors to engage effectively with tamariki Māori, whānau, hapū, and iwi.

### Pacific Collective

The Pacific Collective was established in March 2023. It provides an opportunity for Pacific staff to strengthen Pacific voice across the work of the Monitor, and develop tools and monitoring approaches that incorporate a Pacific approach and support effective engagement with Pacific children, young people, their aiga, kāinga and anau.



### Rōpū te Taiao

Our environmental group, Rōpū te Taiao, meets every two months to explore ways the organisation can reduce its carbon footprint, and how individual kaimahi can be better caretakers of our planet. The group promotes environmental action across the wider organisation, including 'meatless Monday' events, e-bike promotions, and regular updates on how to reduce our organisational and personal carbon emissions.

# Carbon-Neutral Government Programme reporting

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## Our commitment to achieving carbon neutrality

The Monitor, is committed to supporting the government's aim to reduce carbon emissions through the Carbon-Neutral Government Programme (CNGP). Our goal is to operate in an emission- and energy-efficient way that makes the management of greenhouse gas emissions a key consideration in our operational decisions. We aim to maximise all opportunities for energy savings throughout the organisation.

## Our carbon reduction plan

As this is our first reporting year, our final emissions reduction plan will be developed and reported on in next year's annual report. Our targets will be set using CNGP guidance and chosen to meet the expectations for public sector organisations to set gross emissions reduction targets in line with global emissions that limit warming to no more than 1.5°C.

## Our main sources of carbon emissions

The 2023/24 financial year will be our base year for carbon emissions reporting. Our base year emissions are set out in the following table. These figures are provisional and will go through a verification audit. Our main emission sources are from our monitoring-related business travel and include airfares, rental cars and accommodation.

## Emission intensity by FTE and expenditure

Over the last four quarters, we had an average full-time equivalent (FTE) of 56.0 staff, and an average headcount of 57. Our provisional total annual carbon emissions for 2023/24 were 107.87 tonnes of CO<sub>2</sub> (tCO<sub>2</sub>e) and 1.93 tCO<sub>2</sub>e per FTE. Our overall emissions intensity was 9.09 tCO<sub>2</sub>e per million dollars of expenditure.



## Annual carbon emissions by source for our 2023/24 base year

Source	tCO2e	kg	kg per FTE
Accommodation	7.39	7390	131.96
Airfares-domestic travel	74.30	74300	1326.79
Electricity	9.60	9600	171.42
Electricity T & D losses <sup>12</sup>	0.68	680	12.14
Mileage – staff claims	0.70	700	12.50
Rental cars	7.50	7500	133.93
Staff working from home	1.43	1430	25.55
Taxis	1.30	1300	23.21
Waste landfill	2.18	2180	38.93
Water supply and waste	2.78	2780	49.70
<b>Total</b>	<b>107.87</b>	<b>107,870</b>	<b>1926.25</b>

### Excluded emissions sources

We did not report on the following emissions:

- Fleet vehicles: we do not own any vehicles.
- International travel: we have not travelled internationally in this time period.
- Gas: our heating is powered by electricity.
- Due to materiality and unavailability of data, we also did not report on:
  - freight: our emissions relating to freight are considered insignificant
  - staff commuting: this is not a mandatory scope 3 emission source.

### Our challenges in reducing emissions

Some of our carbon emission sources are difficult to reduce because we have limited control over their use and operation. For

example, our premises are privately-owned buildings that are not environmentally rated, and some electricity and water use is in communal areas of office buildings that are shared with other tenants. Because our monitoring function requires us to regularly visit communities around the country, our ability to reduce travel-related carbon emissions is also somewhat limited. However, we have a number of initiatives to help reduce our emissions. These include, where possible:

- choosing electric or low-emission rental vehicles or taxis
- ride-sharing
- minimising non-essential travel
- improving the quality and accuracy of our data for our emissions reporting
- encouraging staff behaviours that lower emissions (through Rōpū te Taiao and other initiatives).

<sup>12</sup> Transmission and distribution.



# Statement of responsibility

I am responsible, as the Chief Executive of Aroturuki Tamariki, the Independent Children’s Monitor, for the accuracy of any end-of-year performance information prepared by the agency, whether or not that information is included in the annual report.

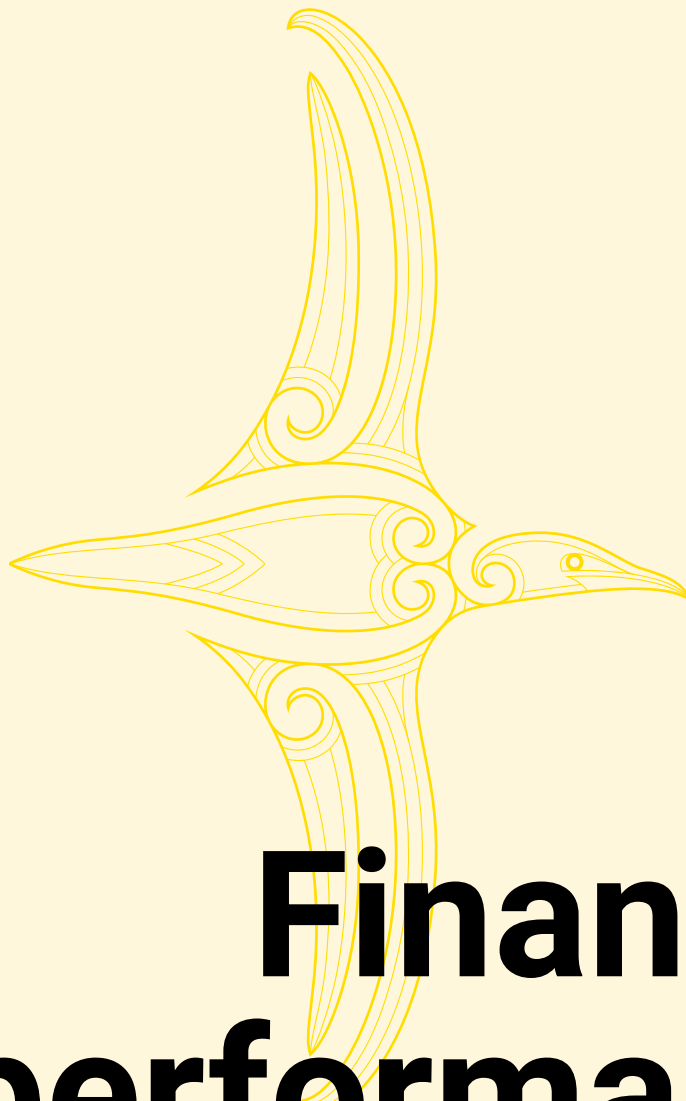
In my opinion, the annual report fairly reflects the operations, progress and organisational health and capability of Aroturuki Tamariki, the Independent Children’s Monitor.



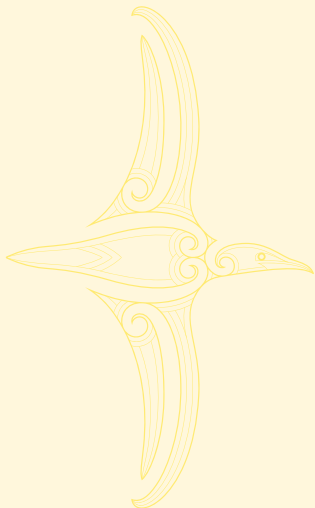
**Arran Jones**

Chief Executive  
September 2024

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# **Financial performance**





# Independent Monitoring and Assurance of the Oranga Tamariki System

## Scope

This appropriation is limited to independent monitoring of compliance with, and delivery of, the Oranga Tamariki system and related regulations and standards.

## What we intended to achieve

This appropriation is intended to achieve a strengthened independent monitoring and assurance function to provide oversight of the Oranga Tamariki system.

## What we achieved

Actual 2023	Performance measures 2023/24	Note	Actual 2023	Target
New measure	Prepare and provide final reports as defined in the <i>Oversight of Oranga Tamariki System Act 2022</i>	1	Achieved	100%
Achieved	Complete visits to at least three regions each year to understand how the oranga tamariki system is experienced	2	Achieved	Achieved
New measure	Oranga tamariki oversight system partners are satisfied with and use Aroturuki Tamariki reports to support them in their functions and duties	3	100%	Baseline 23/24
New measure	All agencies who are the subject of a final report make commitments to implement changes based on our report findings	4	Achieved	100%
New measure	The Māori Advisory group is satisfied that Aroturuki Tamariki have regard to their views when developing priorities, work programmes and monitoring approaches	5	100%	Baseline 23/24
New measure	Regional visits reflect the tikanga of the community within which we are operating including us sharing with the community what we have heard	6	Achieved	90%

## *Note 1: Reports*

Three reports were prepared and published by Aroturuki Tamariki, Independent Children's Monitor (the Monitor) between 1 May 2023 and 30 June 2024.

Under section 26 of the Oversight of Oranga Tamariki System Act 2022, the Monitor published two reviews: *Returning Home from Care*, on 9 August 2023, which provides an in-depth look at the experiences and practices surrounding tamariki and rangatahi cared for at home while in State custody, and *Access to Primary Health Services and Dental Care*, on 25 January 2024, which provides an in-depth look into the experiences of accessing primary health services and dental care for tamariki and rangatahi in the custody of Oranga Tamariki and Open Home Foundation.

Under section 23 of its Act the Monitor published its third annual *Experiences of Care in Aotearoa* report for 2022/23 on 1 February 2024. This reports on and provides insight into whether agencies with custody and care responsibilities are complying with the National Care Standards Regulations and whether it is making a difference for tamariki and rangatahi in care.

As required under its Act, the Monitor's final reports were provided to relevant Ministers, agencies that were the subject of the report, the Ombudsman and the Children and Young People's Commission – Mana Mokopuna, presented to Parliament and published on the Monitor's website<sup>13</sup>.

## *Note 2: Visits*

The Monitor will visit each of its ten regions, covering the whole of Aotearoa New Zealand, every three years to inform the functions of the Monitor as set out in the Oversight of Oranga Tamariki System Act 2022.

Three monitoring visits were completed in 2023/24 to the Upper South, Taranaki/Manawatū and Tāmaki Makaurau Auckland regions .

The monitoring visit process takes approximately 20 weeks, and is considered complete once the Monitor shares back with the community and oranga tamariki system agencies what it heard from them. These community share backs provide information regarding tamariki and rangatahi in the region, including their health and education outcomes, regional data insights and the key themes from what the Monitor heard in their region<sup>14</sup>.

## *Note 3: Oversight partners*

The oversight system partners are the Ombudsman and the Children and Young People's Commission.

The oversight system partners were surveyed to assess their satisfaction with and use of the Monitor's reports in supporting them in their relevant functions and duties as outlined in the Oversight of Oranga Tamariki System Act 2022 and Children and Young People's Act 2022.

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13 <https://aroturuki.govt.nz/reports>

14 <https://aroturuki.govt.nz/our-visits/monitoring-map>

#### *Note 4: Agency commitments*

Under section 30 of the Oversight of Oranga Tamariki System Act 2022, the chief executive of an agency that is the subject of any final report of the Monitor must prepare a response in writing to that report, which outlines what the agency intends to do in response to the Monitor's findings.

The Monitor received responses from all agencies that were the subject of the three reports published under sections 23 and 26 of its Act in 2023/24. These responses are published on the Monitor's website<sup>15</sup> and progress against these will be monitored.

#### *Note 5: Māori Advisory Group*

Under section 18 of the Oversight of Oranga Tamariki System Act 2022, the Monitor must collaborate with and have regard to the views of its Māori Advisory Group, Te Kāhui, when developing its priorities, work programmes and monitoring approaches.

Te Kāhui is appointed by the Monitor and is comprised of key Māori leaders with experience and knowledge of tamariki and rangatahi rights and the oranga tamariki system, as well as extensive knowledge of tikanga Māori. The Monitor meets with Te Kāhui every two months to update them on its work programme, and gather their input and feedback. Seven meetings with Te Kāhui took place between 1 May 2023 and 30 June 2024. Members of Te Kāhui also attended community engagements with the Monitor.

Te Kāhui members were surveyed to provide their assessment of how the Monitor has had regard to their views.

#### *Note 6: Sharing back*

The Monitor's practice reflects a te ao Māori approach, and monitoring activities are tailored to acknowledge the tikanga of each community and those engaged with.

When the Monitor is planning its monitoring visit to a region, it makes an initial assessment of the relevant iwi connections within that region. The Monitor connected with iwi prior to beginning monitoring activities in each of the three regions it visited between 1 May 2023 and 30 June 2024 to recognise the status of mana whenua and build and maintain effective working relationships. Monitoring teams were made aware of specific tikanga in the rohe before visiting to ensure they responded appropriately to customs of each region.

The share back process completed in each region involved the Monitor sharing what was heard back to that community and ensured meaningful engagement through reciprocity.

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15 <https://aroturuki.govt.nz/reports/agency-responses>

Actual 2023 \$000		Actual 2024 \$000	Unaudited main estimates 2024 \$000	Unaudited supps. estimates 2024 \$000
2,800	<b>Revenue</b> Revenue Crown	11,578	11,568	11,578
<b>2,800</b>	<b>Total revenue</b>	<b>11,578</b>	<b>11,568</b>	<b>11,578</b>
<b>2,156</b>	<b>Total expenses</b>	<b>10,576</b>	<b>10,568</b>	<b>11,578</b>

As an appropriation within Vote Education Review Office – Independent Monitoring and Assurance of the Oranga Tamariki System – financial reporting for Aroturuki Tamariki, the Independent Children’s Monitor, appears in the Education Review Office (ERO) annual report. Please refer to the Independent Auditor’s Report in the ERO annual report for the assurance provided.

## Establishing Aroturuki Tamariki - Independent Children's Monitor

### Scope

This appropriation is limited to establishing the Independent Children's Monitor as a departmental agency hosted by the Education Review Office.

### What we intended to achieve

This appropriation is intended to achieve the establishment of Aroturuki Tamariki, the Independent Children's Monitor, (Aroturuki Tamariki) as a departmental agency hosted by the Education Review Office (ERO). ERO's activities include project implementation and oversight and setting up systems and processes to support the ongoing hosting arrangements for Aroturuki Tamariki so that it can deliver on its legislative purpose. This appropriation is limited to 2022/23 and 2023/24 to complete the establishment activities.

## What we achieved

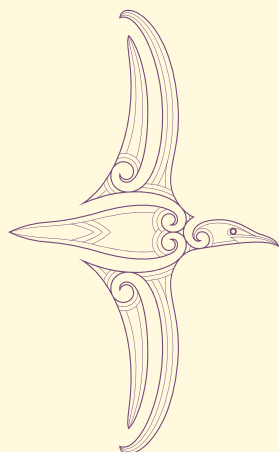
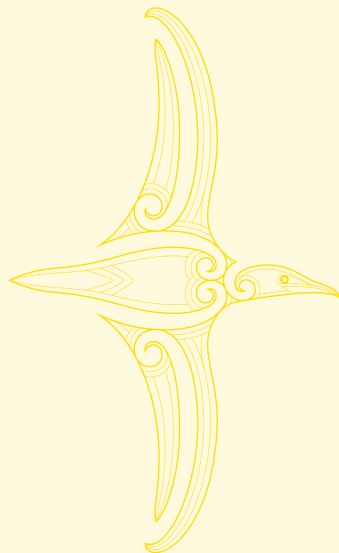
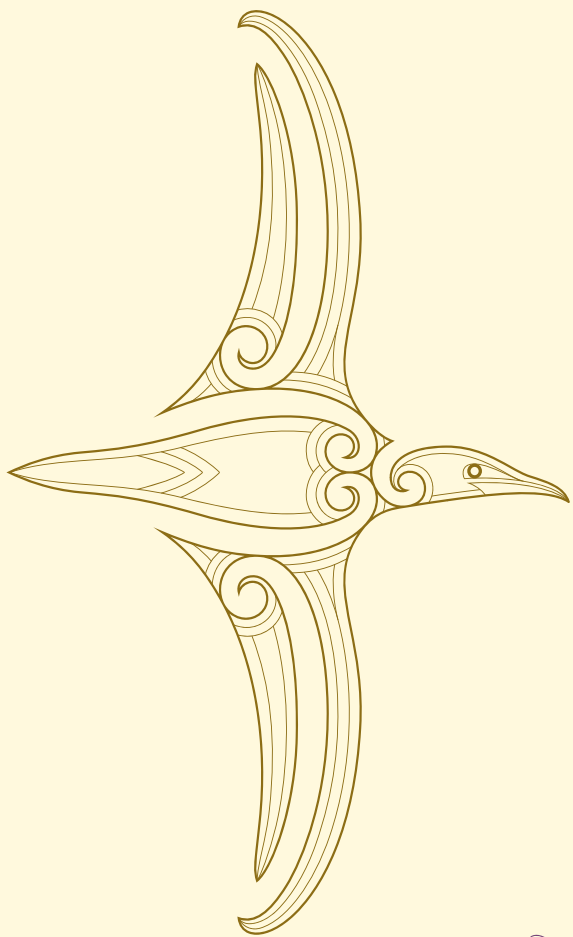
Actual 2023		Note	Actual 2024	Target 2024
Achieved	ERO will manage the establishment of Aroturuki Tamariki - Independent Children's Monitor within ERO within the agreed budget	1	Achieved	Achieved

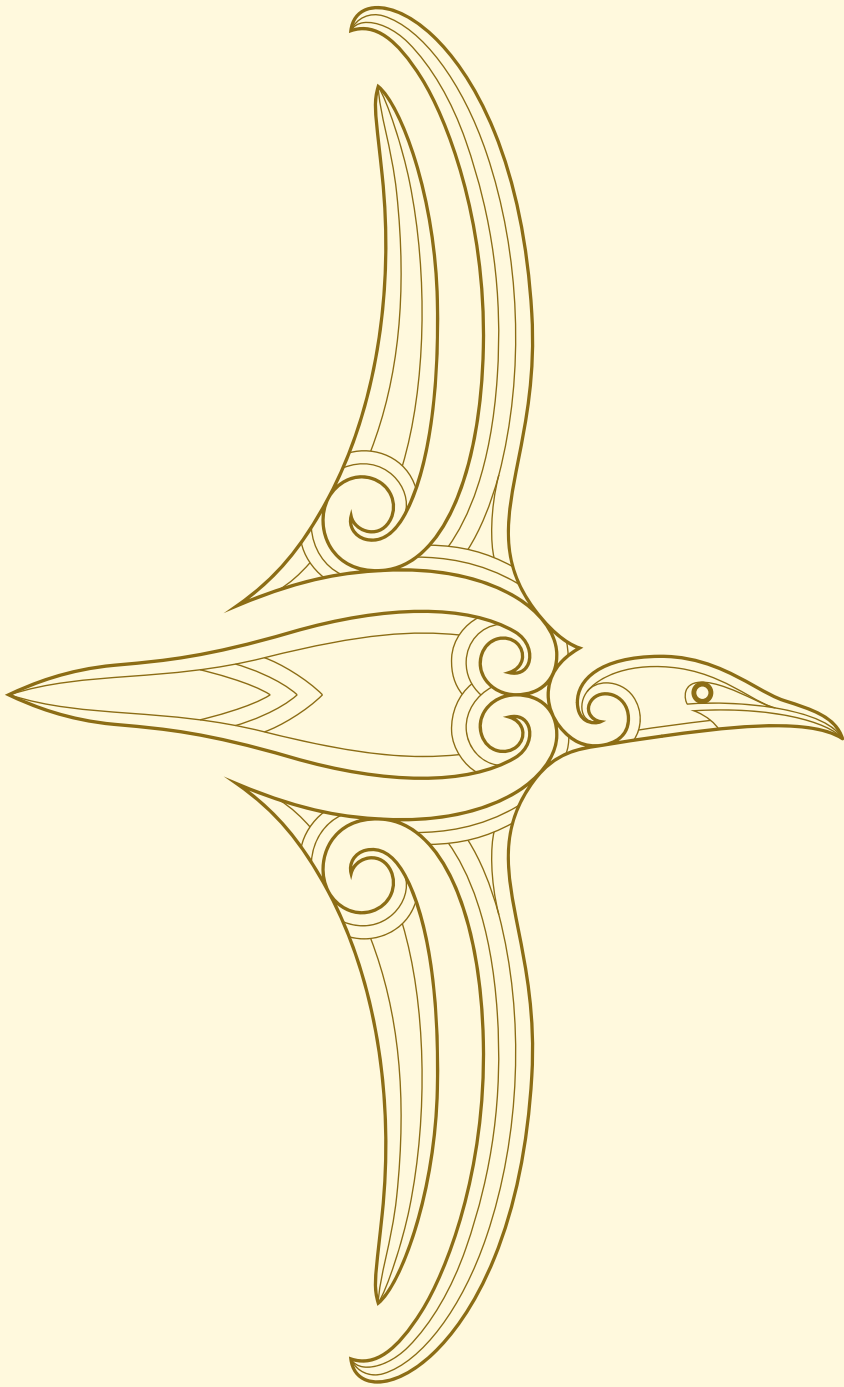
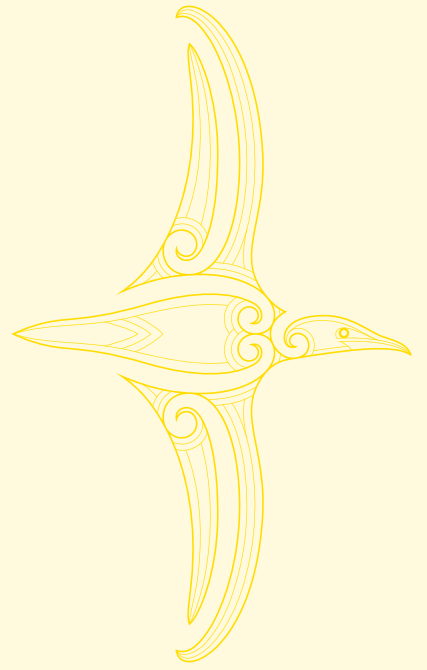
For further information regarding achievement of this measure, please see the Education Review Office annual report for 2023/24.

## Financial performance

Actual 2023 \$000		Actual 2024 \$000	Unaudited main estimates 2024 \$000	Unaudited supps. estimates 2024 \$000
1,850	<b>Revenue</b> Revenue Crown	150	150	150
<b>1,850</b>	<b>Total revenue</b>	<b>150</b>	<b>150</b>	<b>150</b>
<b>1,438</b>	<b>Total expenses</b>	<b>90</b>	<b>150</b>	<b>150</b>

As an appropriation within Vote Education Review Office – Establishing Aroturuki Tamariki – Independent Children's Monitor – financial reporting for Aroturuki Tamariki appears in the Education Review Office (ERO) annual report. Please refer to the Independent Auditor's Report in the ERO annual report for the assurance provided.







**Aroturuki  
Tamariki** | Independent  
Children's Monitor

[aroturuki.govt.nz](http://aroturuki.govt.nz)



**Te Kāwanatanga o Aotearoa**  
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