



Reference: 25-OIAD-008

9(2)(a)

14 October 2025

Tēnā koe 9(2)(a)

### Response to your Official Information Act Request

Thank you for your request under the Official Information Act 1982 (the Act). Your email requesting the following information was transferred to Aroturuki Tamariki – the Independent Children's Monitor from Treasury on 23 September 2025:

*I'd like to request some information about the 2025 agency Performance Plans as described in the Cabinet circular [CO \(24\) 4: Performance Plans: Requirements and Expectations | Department of the Prime Minister and Cabinet \(DPMC\)](#). My understanding was that these were developed alongside Treasury throughout late 2024 and early 2025 as part of the process for Budget 2025. I was hoping that these might have been proactively released alongside other Budget documents but to date I haven't seen them included in the recent Budget 2025 information release by Treasury or on individual agency websites. I was wondering if you'd be able to tell me if these performance plans are available anywhere already. And if not, I'd like to request them under the OIA.*

I have interpreted the scope of your request to be for a copy of the Aroturuki Tamariki Performance Plan developed alongside Treasury throughout late 2024 and early 2025 to inform Budget 25 decisions.

The Aroturuki Tamariki | Independent Children's Monitor Initial Performance Plan (document 1) is within scope of your request and is released to you in full.

Aroturuki Tamariki prepared the performance plan as required under Treasury Circular 2024/11. The plan outlines Aroturuki Tamariki:

- purpose and resources, e.g. strategy, spend, income
- impact, for example how the department is currently delivering value and plans to sustain or improve this in future
- drivers of cost pressures and other risks to deliver its strategy within baselines, including plans to manage these.

The Aroturuki Tamariki appropriation has one portfolio and one key impact area. The performance plan is based on its strategic priorities that link to its performance as laid out in the Statement of Intent, which you can find online here: <https://aroturuki.govt.nz/about-us/corporate-documents>.

At the time Treasury required initial performance plans to be submitted, there were plans underway for Aroturuki Tamariki to change from a departmental agency hosted by ERO to an independent Crown entity on 1 July 2025. Details of the changes and the financial impact of those were yet to be confirmed.

Legislation changes and resulting impacts were confirmed over the months following the development of the plan, with Aroturuki Tamariki ultimately being established as an independent Crown entity on 1 August 2025.

You have the right to seek an investigation and review by the Office of the Ombudsman of in relation to this request, in accordance with section 28(3) of the Act. The relevant details can be found on their website at: [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz).

Please note that due to the public interest in our work, Aroturuki Tamariki publishes responses to requests for official information on our [OIA responses page](#). If you have any queries about this, please feel free to contact us on [info@aroturuki.govt.nz](mailto:info@aroturuki.govt.nz).

Ngā mihi nui



Arran Jones  
Chief Executive

# 1. Department overview: Aroturuki Tamariki – Independent Children's Monitor

## KEY ISSUES

### Legislative change anticipated

There are plans for Aroturuki Tamariki – Independent Children's Monitor to become an independent Crown entity with effect 1 July 2025.

### Reviews underway

A review of the *Oversight of Oranga Tamariki System Act 2022* took place in 2024/25 with the report due to the responsible Minister in early 2025. The findings and recommendations from the review may impact the Aroturuki Tamariki – Independent Children's Monitor work programme into 2025/26, subject to Cabinet approval and possible subsequent legislative changes.

## TARGETS AND PRIORITIES

### Government targets

Not applicable

Aroturuki Tamariki – Independent Children's Monitor does not lead or directly contribute to the Government's current targets.

### Strategic priorities

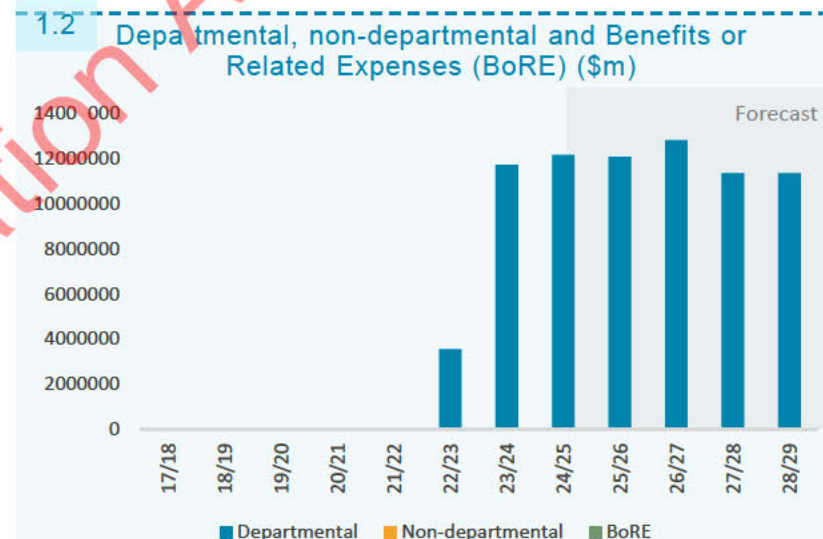
**A strong and effective oversight system** – we are independent, transparent and ethical, and our reporting is trusted and widely used.

**Insights that drive real change** – 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.

**Improving outcomes for Māori** – we influence system performance and improvements that value tamariki, rangatahi and their whānau and enable them to realise their potential and aspirations.

**Equity within the system** – we undertake child-centred, whānau-led practice to promote improved and equitable outcomes for all tamariki and rangatahi.

## EXPENDITURE BY TYPE



### Recent changes in expenditure

Aroturuki Tamariki – Independent Children's Monitor was transferred from a business unit within the Ministry of Social Development (MSD) to a Departmental Agency hosted by the Education Review Office (ERO) effective 1 May 2023. Prior to that date, funding for the business unit was included as part of MSD. The 22/23 period above reflects actual expenditure for May and June 2023.

### Expected changes in expenditure

At this stage Aroturuki Tamariki – Independent Children's Monitor does not expect significant changes in its expenditure. Expenditure will continue to relate primarily to personnel. During 24/25 one-off costs to establish corporate functions will be incurred related to the planned transition of Aroturuki Tamariki – Independent Children's Monitor to an independent Crown entity.

### Monitoring and funding of Crown companies or entities

There are plans for Aroturuki Tamariki – Independent Children's Monitor to become an independent Crown entity with effect 1 July 2024. MSD will be the Monitoring Agency, and their submission will include Aroturuki Tamariki – Independent Children's Monitor from that date.

## SPEND BY PORTFOLIO

1.1

### % of Vote(s) by portfolio



### Portfolio priorities

Independent monitoring of the oranga tamariki system.

[Source:

<https://www.beehive.govt.nz/release/giving-our-children-greater-voice>

<https://www.beehive.govt.nz/release/stronger-oversight-our-most-vulnerable-children>

Minister's Foreword

<https://aroturuki.govt.nz/assets/Uploads/Documents/Corporate-documents/Aroturuki-Tamariki-Statement-of-Intent-Feb-2024.pdf>



## 2. Department overview: Current specific fiscal risks, workforce, and third-party revenue

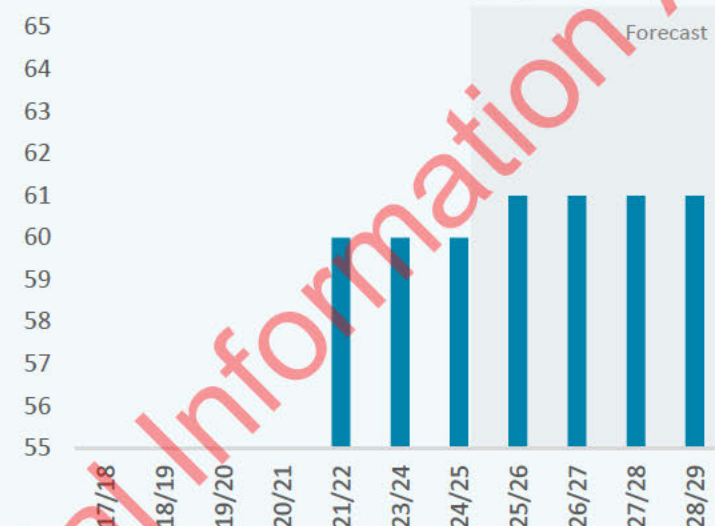
### SPECIFIC FISCAL RISKS

Title / Description	Amount and Probability	Mitigations
Aroturuki Tamariki – Independent Children's Monitor does not have any Specific Fiscal Risks as defined by The Treasury guidance.		

### WORKFORCE

2.2

#### How FTE is changing



#### Drivers and implications of change(s) in FTE

There are plans for Aroturuki Tamariki – Independent Children's Monitor to become an independent Crown entity with effect 1 July 2025. There is an expectation that additional FTE will be required to support a board and finance/payroll function.

Assuming there are no changes to the Monitor's current role, its workforce volume, capability, productivity and delivery are expected to remain unchanged.

Expenditure primarily relates to personnel and as such will be subject to wage inflation pressures.

### DEPARTMENTS WITH THIRD PARTY REVENUE (INCLUDING TAX, FEES, LEVIES, EXCISE, DUTIES AND CHARGES)

#### Revenue sources

2.1a

#### Departmental revenue (\$m)



#### Scenarios that could impact third-party revenue

Scenarios	Incidence in last 10 years	Likely in next 10 years?
Aroturuki Tamariki – Independent Children's Monitor does not have third-party revenue.		

#### Activities funded by third-party revenue and when were they last reviewed

Activity name	% User funded	Date last reviewed	Date next reviewed	Material under or over recovery	Key performance measure and 2023/24 performance
Aroturuki Tamariki – Independent Children's Monitor does not have third-party revenue.					

2.1b

#### Non-departmental revenue and receipts (\$m)



### 3. Value and Performance: Key impact areas

KEY IMPACT AREA	KEY IMPACT AREA
<div>Current state</div> <div><p>Aroturuki Tamariki – Independent Children’s Monitor (the Monitor) was established as a departmental agency on 1 May 2023. As required by the Oversight of Oranga Tamariki System Act 2002, it carries out objective, impartial and evidence-based monitoring and analysis, and provides advice on the extent to which the oranga tamariki system, and its interface with other systems, supports the rights, interests, and well-being of children, young people and their families and whānau who are receiving, or have previously received, services or support through the oranga tamariki system; whether the coercive powers exercised under the Oranga Tamariki Act 1989 are being exercised appropriately and consistently; support public trust and confidence in the oranga tamariki system; identify areas of high performance and areas for improvement in relation to the chief executive of Oranga Tamariki and approved providers to encourage them to work towards continuous improvement; support an understanding of specific aspects of the oranga tamariki system and its interface with other systems; and support informed decision making.</p><p>The Monitor is meeting all of its obligations under the Oversight of Oranga Tamariki System Act 2022.</p></div> <div>Desired state</div> <div><p>Aroturuki Tamariki – Independent Children’s Monitor’s reporting drives continuous improvement across the oranga tamariki system so tamariki and rangatahi can thrive with their whānau.</p><p>To achieve this requires agencies in the oranga tamariki system to be responsive to the Monitor’s information requests and to engage meaningfully with its monitoring activities. Most importantly, agencies must be enabled and encouraged to make necessary changes in response to the Monitor’s report findings.</p><p>The Monitor’s current performance measures include: ‘All agencies who are the subject of a final report make commitments to implement changes based on our report findings’. This measure directly links to the changes sought through the Monitor’s reporting under the Oversight of Oranga Tamariki System Act 2022.</p></div> <div>Constraints and opportunities</div> <div><p>The quality of Aroturuki Tamariki – Independent Children’s Monitor’s monitoring and reporting relies on its ability to gather high quality and up to date information from agencies and consider this alongside what it hears from those experiencing the oranga tamariki system. A current constraint is agencies’ ability to provide the required data and information to effectively monitor and report on the oranga tamariki system.</p><p>It is also important that the Monitor maintains its ability to test what agencies report, with what is experienced. The Monitor’s ability to access and speak with people experiencing the system is critical to this.</p><p>The key opportunity for greater impact is for agencies that are the subject of the Monitor’s reports being required and enabled to improve the monitoring of their own performance and to make changes in response to our report findings that are implemented effectively.</p></div> <div>Improvement and learning</div> <div><p>Aroturuki Tamariki – Independent Children’s Monitor takes a continuous improvement approach to its operations – with quality assurance and lessons learned processes built into its operations.</p><p>As the Monitor continues to collect information and gain understanding of how organisations supporting and working with tamariki, rangatahi and their whānau are meeting their needs, delivering services effectively and improving outcomes, it will be able to increase the impact of its reports by targeting the key factors and drivers that enable progress.</p></div>	<div>Current state</div> <div><p>[This should set out the current state, historic performance, and contributing functions and operations.]</p></div> <div>Desired state</div> <div><p>[This should highlight the desired future state in this key impact area, key factors and drivers that will enable progress, and judgements about the strength of relevant performance information.]</p></div> <div>Constraints and opportunities</div> <div><p>[Describe constraints, including challenges and risks, that may prevent intended performance. Highlight any opportunities for achieving greater impact, including efficiency and effectiveness gains.]</p></div> <div>Improvement and learning</div> <div><p>[Provide a summary of how the department intends to improve its understanding of its performance across this key impact area.]</p></div>



## 4. Managing within baselines: Current and future drivers

### DRIVERS OF COST PRESSURES AND INITIATIVES FOR MANAGING WITHIN BASELINES

4.1

Operating impact \$m increase, (decrease)

	2017/18	2024/25	2025/26	2026/27	2027/28	2028/29
<b>Total baseline*</b>	-	12.172	12.087	12.832	11.368	11.368
<b>Operating baseline</b>	-	12.172	12.087	12.832	11.368	11.368
Total volume pressures	-	-	-	-	-	-
Total price pressures	-	-	-	-	-	-
Total wage pressures	-	-	0.190	0.360	0.530	0.710
Total other pressures	-	-	-	-	-	-
<b>Total cost pressures</b>	-	-	0.190	0.360	0.530	0.710
<b>Total reprioritisation/ savings</b>	-	-	(0.190)	(0.360)	(0.530)	(0.710)
<b>Net impact on baseline</b>	-	-	0	0	0	0

\*includes all operating (departmental, non-departmental, Benefits or Related Expenses and revenue dependent appropriations). Benefits or Related Expenses and revenue dependent appropriations are removed in the operating baseline

#### Summary of cost pressures:

- Expenditure for Aroturuki Tamariki – Independent Children's Monitor primarily relates to personnel. Applying The Treasury's advice of 18 October 2024 - forecast CPI of 2.2% in 2025/26 and 2% thereafter to personnel costs results in a cost pressure which will be managed within baselines. This will be achieved through proactive financial management, continued focus on cost reduction and value for money considerations and if required, holding vacancies as they arise to meet the reprioritisation requirements

#### Plan for managing within baselines (Table 4.1)

- [How are you planning on managing savings and cost pressures in the next four years to live within set baselines (including considering revenue raising options)? \*This should include all current savings measures and the trade-offs required, e.g. Budget 2024 savings.]

Impact						
Area	24/25	25/26	26/27	27/28	28/29	Description
Refer comment in 4.1 above.						

### FUTURE DRIVERS

Expenditure of Aroturuki Tamariki – Independent Children's Monitor primarily relates to personnel and as such will be subject to wage inflation pressures. Any legislative changes, i.e., the current review of the Oranga Tamariki System Act 2022 may also be a cost driver.

The forecast fiscal costs of future drivers over the next 20 years

4.2

#### Long forecast in cost drivers



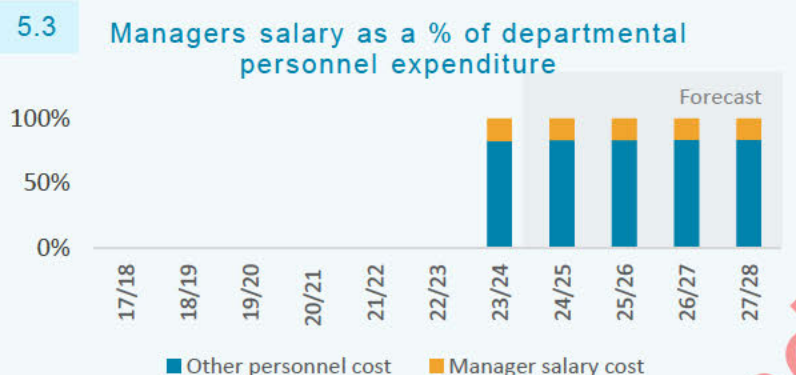
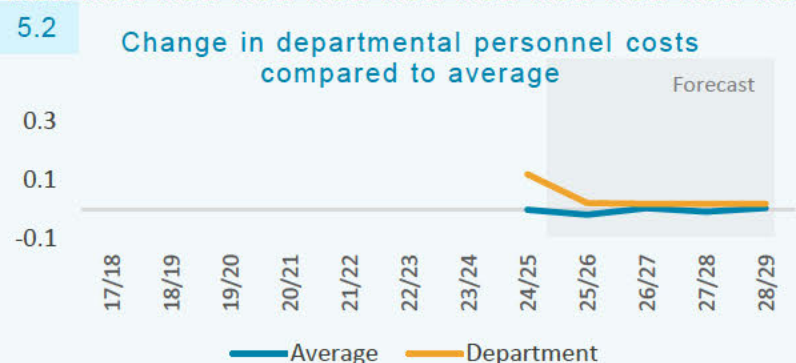
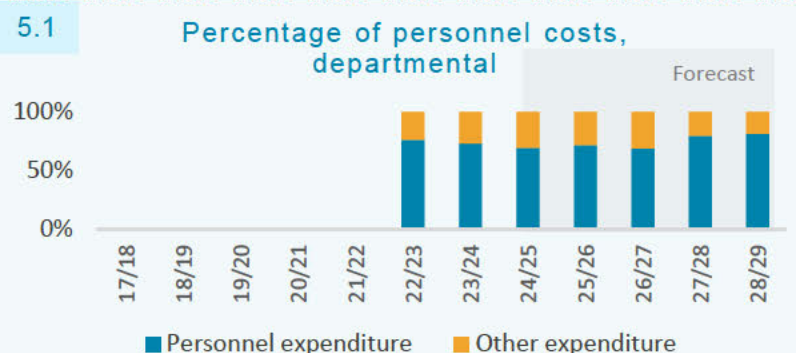
#### Choices to mitigate/manage long term pressures

Policy that causes demand or demand driver	Options to manage this?	Lead time required to make changes?
Legislative changes	Reduction in personnel – not recommended as this will have a direct impact on obligations under the Oversight of Oranga Tamariki System Act 2022.	Will depend on the extent of the legislative changes



## 5. Managing within baselines: Workforce and capability

### SUMMARY OF WORKFORCE



#### Contractor and consultant spend

Aroturuki Tamariki – Independent Children's Monitor engages contractors to fill a function that is not required on a full time or permanent basis. This is more cost effective than having permanent positions within its structure that would be under-used. Where possible resources are reprioritised internally or filled with a secondment if the option is available. The types of contractors and consultants used over the forecast period will vary.

#### Impact of workforce

Indicate how much of your overall workforce in 2024/25 is allocated to the 2-6 impact areas identified in section 3 and the roles or functions that they undertake.

	Impact 1	Impact 2	Impact 3
Total FTE supporting Impact	60		
Breakdown of FTE by role/function (e.g. description of role such as social worker, or inspector etc).	1. Monitor (26 FTE) 2. Data & Insights (8 FTE) 3. Specialist (11 FTE) 4. Manager (11 FTE) 5. Support (4 FTE)		

Explanation of workforce breakdown (if required)

#### Strategy for workforce costs, including remuneration

Expenditure for Aroturuki Tamariki – Independent Children's Monitor primarily relates to personnel. Projected salary inflation will be managed within baselines. This will be achieved through proactive financial management, continued focus on cost reduction and value for money considerations and if required, holding vacancies as they arise to meet the reprioritisation requirements.

#### Capability – non-workforce (e.g. organisational systems, processes, governance, technology and data)

Aroturuki Tamariki – Independent Children's Monitor takes a continuous improvement approach across its operations. Its contracts are assessed for quality and contract renewal processes are used to assess suitability and performance of services and systems. The Monitor takes the opportunity to test the market, where relevant, to ensure it is getting the most efficient, effective and competitive offering available, with a lens of improving its ability to deliver on its key impact areas.

The Monitor also keeps abreast of improvements to technology and systems that may be relevant to its work – ensuring that, where practical, it is able to benefit from the latest developments. It seeks input from subject matter experts where required.

#### Workforce changes required to ensure delivery in the key areas of impact

	Change required (including targeted workforce segment)	Current state (% of the target workforce)	Ideal state within the time horizon	Plan to achieve the change	Risks, challenges, and barriers
1					
2					
3					

## 6. Managing with baselines: Investment and monitoring

### INVESTMENT (\$200M+)

#### Investments in the planning stage (departmental and non-departmental)

The table below outlines departmental or non-departmental investments over \$200m in the planning stage.

Project	Total Cost	Forecast business case approval	Forecast delivery start	Forecast completion	CBA
(AGENCIES MAY NEED TO POPULATE)					
Aroturuki Tamariki – Independent Children's Monitor does not have any investments in excess of \$200M.					

#### 6.1 CAPEX actuals and outyears (departmental and non-departmental) (\$m)



#### Assurance on delivery of investments

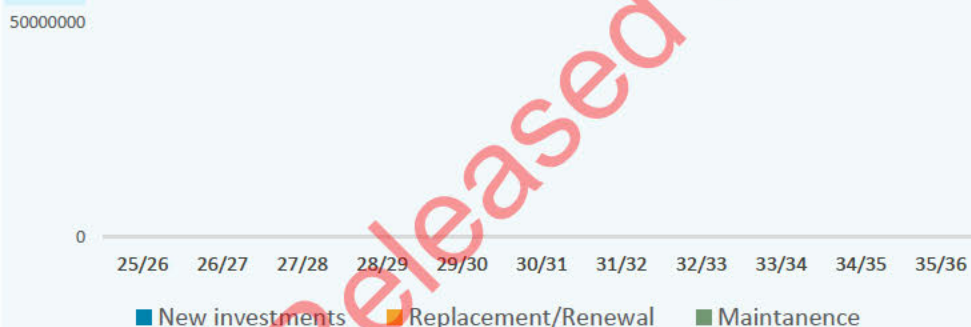
Over the past five years Aroturuki Tamariki – Independent Children's Monitor has not had any investments that have been subject to a post project implementation review (Gateway 5 or otherwise).

\$12,000 of CAPEX is forecast in 25/26 and \$32,000 in 26/27 for Aroturuki Tamariki – Independent Children's Monitor.

#### Implementation of \$200m+ projects in the last five years:

Total no. of projects	No. assessed	Met or exceeded expected benefits	On time	On Budget	On scope
-	-	-	-	-	-

#### 6.2 Investment intentions by type (\$m)



### MONITORING STATEMENT (IF APPLICABLE)

Aroturuki Tamariki – Independent Children's Monitor does not monitor or fund Crown entities or companies.



## 7. Additional information

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Released under the Official Information Act 1982