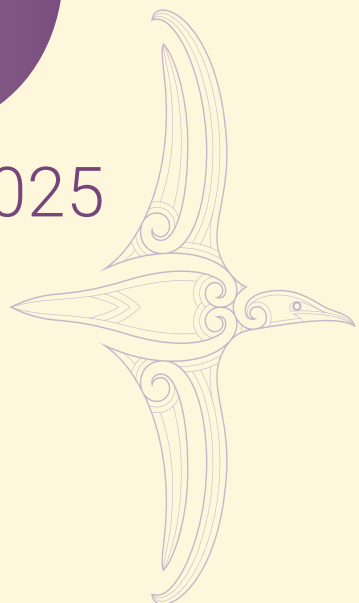


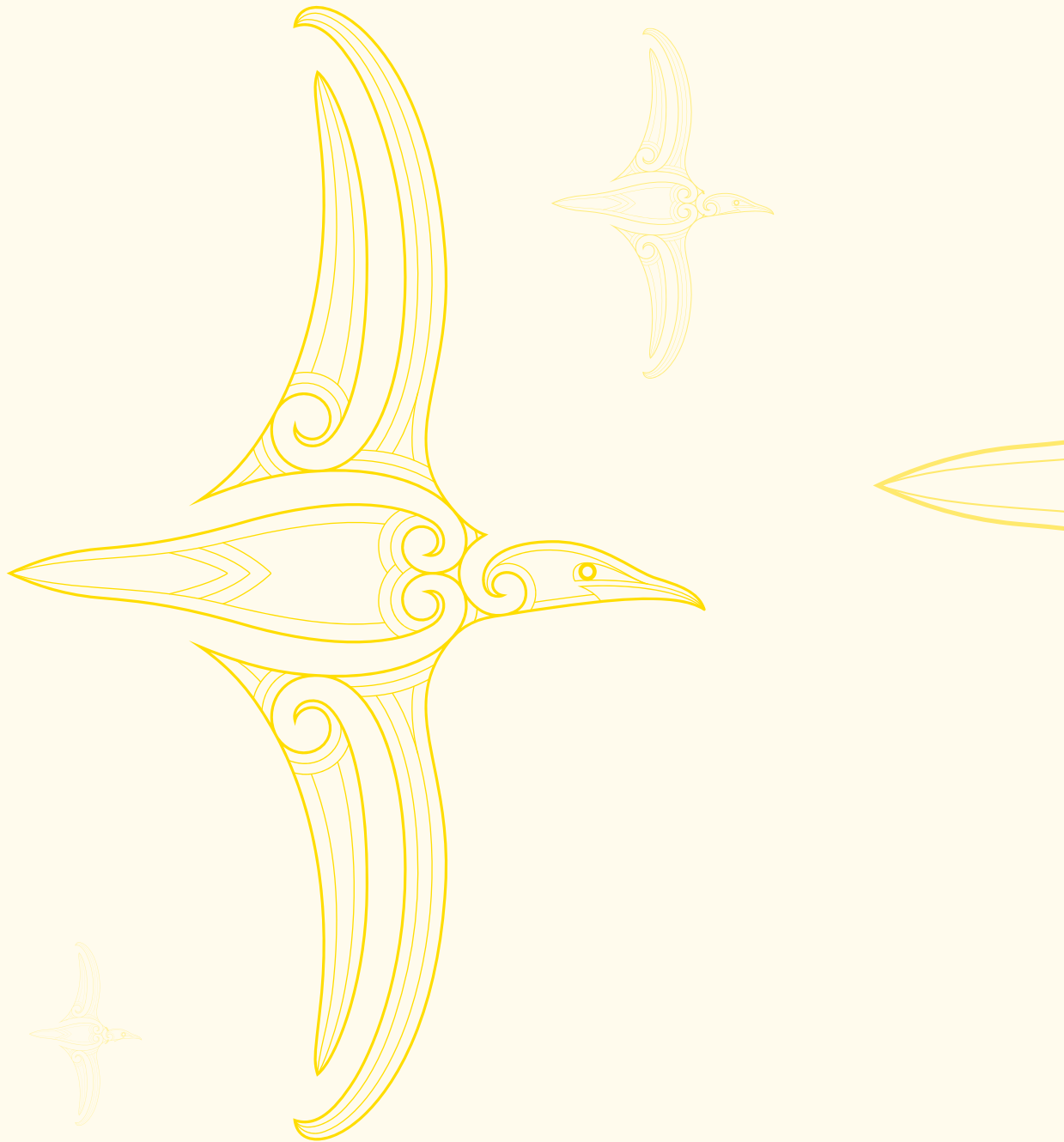


ANNUAL REPORT

20 25

1 July 2024 - 30 June 2025





Presented to the House of Representatives pursuant to Section 44 of the Public Finance Act 1989.

This work is licensed under the Creative Commons Attribution 4.0 New Zealand licence. In essence you are free to copy, distribute and adapt the work, as long as you attribute the work to the Crown and abide by the other licence terms.

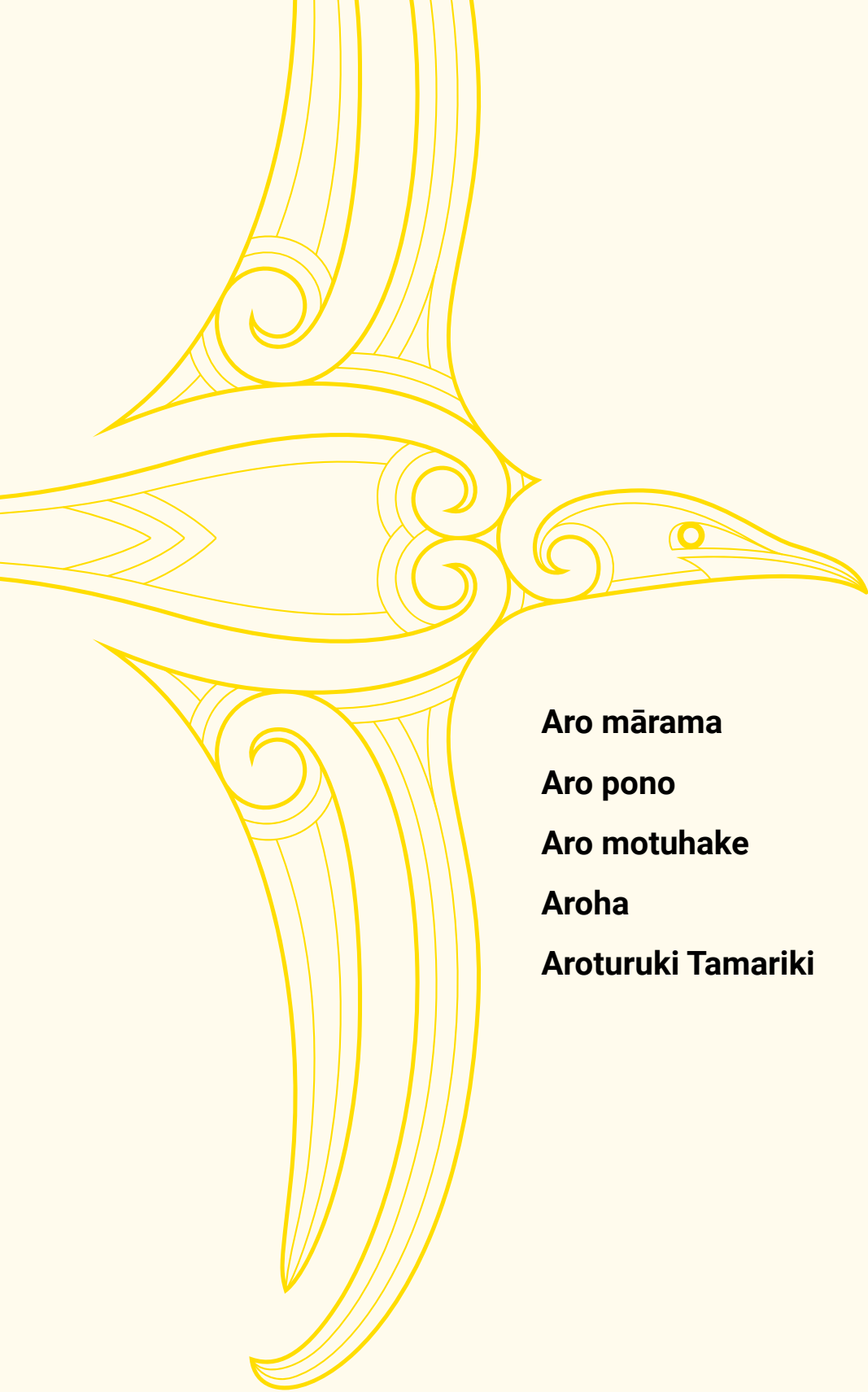
To view a copy of this licence, visit <https://creativecommons.org/licenses/by/4.0/>.

No departmental or governmental emblem, logo or Coat of Arms may be used in any way which infringes any provision of the Flags, Emblems, and Names Protection Act 1981. Attribution to the Crown should be in written form and not by reproduction of any such emblem, logo or Coat of Arms.

Published September 2025

Independent Children's Monitor
PO Box 202
Wellington 6140
New Zealand
Email: info@aroturuki.govt.nz
Web: aroturuki.govt.nz

ISSN 3021-3282 (Print)
ISSN 3021-3290 (Online)



Aro mārama

Clear insight

Aro pono

Truthful insight

Aro motuhake

Independent insight

Aroha

Caring insight

Aroturuki Tamariki

*Independent
Children's Monitor*

He tirohanga whānau nā Te Tumu Whakarae

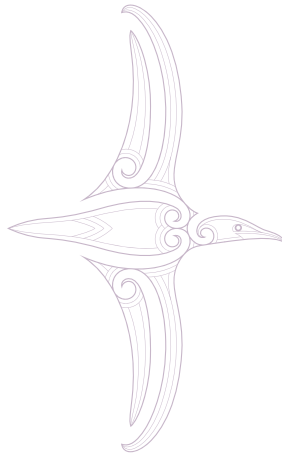
Ko tō mātou tau tuarua (me te whakamutunga) hei tari, he wā whakatōpū, he wā panoni hoki. Ko te otinga atu o ā mātou mahi aroturuki i te pūnaha katoa o Oranga Tamariki, ko te whakaputanga o tō mātou pūrongo pūnaha-whānui tuatahi - Ngā hua mō ngā tamariki me ngā rangatahi Māori me ō rātou whānau i roto i te pūnaha o Oranga Tamariki. Ā, ko te wāhanga whakamutunga o tō mātou whanaketanga hei rōpū whakahaere, i mutu i te 1 o Ākuhata 2025, i te wā ka tū hei hinonga Karauna motuhake.

Inā hoki ko ngā reo o te hunga kei roto i te pūnaha kei te iho matua o ā mātou mahi. I te 2024/25 i rongo mātou i ngā kōrero mai i te hunga neke atu i te 1,200 – he tamariki, he rangatahi, ngā whānau, ngā kaitiaki me ngā mātanga e tautoko ana i a rātou. Ko ngā kōrero i rongo mātou, ka whai wāhi ki ō mātou huinga pūrongo e tū mai nei e pā ana ki te tautuku ki ngā Waeture Paerewa Manaaki ā-Motu me ngā Hua mō ngā tamariki me ngā rangatahi Māori me ō rātou whānau i te pūnaha oranga tamariki.

I te Hune 2025, he whāinga tutuki nui te whakaputanga o tō mātou pūrongo tuatahi e pā ana ki ngā putanga mō ngā tamariki me ngā rangatahi Māori me ō rātou whānau i te pūnaha oranga tamariki. I whiwhi kupu āwhina mātou i te Rōpū Tohutohu Māori a Te Kāhui me ngā iwi, tae atu ki ngā hoa rangapū ā-rautaki o Oranga Tamariki, e pā ana ki te huarahi i whāia e mātou ki te tuhi i tēnei pūrongo. Nā tō mātou rangapūtanga ki Te Toi Hau Tāngata, i āhei ai mātou ki te whakamahi i ngā raraunga whiti kāwanatanga ki te ine i ngā putanga tauoranga mō ngā tamariki

me ngā rangatahi Māori i te pūnaha oranga tamariki, otirā me ērā kua pakeke ināianei. Kei te titiro mātou ki te āhua o tā mātou whakamahi i ēnei raraunga mō tō mātou pūrongo o Ngā Wheako o te Maru Karauna me te tautoko hoki i ō mātou toronga aroturuki ā-hapori.

I te Pēpuere 2025 i whakaputaina e mātou tō mātou pūrongo tuawhā e pā ana ki Ngā Wheako o te Maru Karauna i Aotearoa. I mana ai ngā Waeture Paerewa Manaaki ā-Motu i te 2019, ā, nā te pōturi ki te whakaū i ēnei, otirā i miramiratia tēnei i tēnei pūrongo, ka uru mai he āpitihanga ki te Oversight of Oranga Tamariki System Amendment Bill i te Hune, ā, e herea ana ngā tari kia nui ake ngā pūrongo, koina hoki te kaupapa o tō mātou pūrongo. I tana whakataki i te āpitihanga, i puta te kōrero a tō mātou Minita, ka tuku tēnei ki ngā Minita te āheinga ki te whakatau wawe i ngā whakataunga, kia mātua whakarite i te whakapikinga o te tautuku, me te whakatītike i te oranga o ngā tamariki me ngā rangatahi kei te manaakitia.



I te Ākuhata 2024 i whakaputaina e mātou tā mātou arotakenga o te whakatinanatanga o ngā tūtohu a Kahurangi Karen Poutasi i muri i te matenga o Malachi Subecz. Neke atu i te 18 marama i muri i te putanga o te pūrongo a Kahurangi Karen, ko tā mātou arotake anake te tūtohu i whakatinanatia, o ngā tūtohu 14. I te Hune 2025 i tutuki i ā mātou ngā toronga aroturuki mō tā mātou arotake tuarua o te whakatinanatanga o ēnei tūtohu, ā, ko te matapae ake ka whakaputaina hei te pane o te 2026.

I te taha hoki o ā mātou pūrongo motu whānui, kei te kōkiri kōtiri tonu mātou i ngā panoni ki ia hapori. Hei te mutunga o ia toronga aroturuki, ka whakawhiti mātou i ngā kōrero ki te hunga nā rātou ngā kōrero. Ka tuarititia hoki ā mātou whakawhitinga kōrero ā-hapori ki ngā tari kāwanatanga, ngā iwi, te Māori me ngā rōpū hapori i tūtaki ai mātou, ā, ka whakaputaina ki tā mātou paetukutuku. E rata ana te hunga ki ā mātou whakawhitinga kōrero, otirā kei waenga i te 100 me te 82 ōrau o ngā kaiwhakautu uiui i kī ake he whaitake tēnei ki ā rātou mahi, ā, he 73 me te 43 ōrau e kī mai ana, kua oti kē ētahi panoni, ka whakarite rānei ētahi panoni nā ēnei kōrero. Ko ētahi o ngā panoni i kōrerotia ki a mātou, ko te mahi tahi ki ētahi atu whakahaere, te whakarongo ki te reo o ngā rangatahi, te whakaiti i te mahi wehewehe, me te whakaarotau i ngā whakangungu.

I whakatairanga tonu ngā tari tiroiro i te māramatanga ki te pūnaha tiroiro, ā, ka mahi tahi ki ngā take pēnei i ngā panoni kirimana Oranga Tamariki.

Hei whakahaere, he ahurea whakapai haere i ngā mahi tō mātou – ahakoa kei roto i ngā tikanga aroturuki, te āhua o te whakawhiti anō i ngā kōrero, ngā tātaritanga, ngā pūrongo, te āhua rānei o te tautoko o ā mātou mahi rangatōpū i ā mātou mahi. I kitea tēnei i roto i te pai o tā mātou whakawhitinga hei hinonga Karauna motuhake – otirā kāore i whakararutia te whakahaeretanga o ngā pūnaha katoa me tā mātou hōtaka mahi.

I ahau e tuhi nei i tēnei tauākī me te huritao ki te tau 2024/2025, ka mahara anō ahau ki ngā kaimahi autaiia kei Aroturuki Tamariki. Ahakoa haere au ki hea, ahakoa ki tētahi rōpū hapori, ki te komiti whiriwhiri rānei - ka rongo nei au i ngā kōrero pai mō ā mātou kaimahi. Ka hāpaitia e rātou ngā kōrero me ngā wheako a ngā tamariki me ngā rangatahi puta noa i te motu. Ka tuku rātou i te arawātea kia whai reo ai ngā kaimahi e mahi nei me ngā tamariki me ngā rangatahi, otirā he haumaruru, he kauawhi, ā, he whakamana hoki. Ka nui taku whakahī ki ā rātou mahi me te tikanga e mahia ana.

Haere ake nei, ka aro tonu mātou ki te tuku pūrongo ka āwhina ki te tautohu i ngā mea pai me te kōkiri i ngā whakapainga e hiahiatia ana kia mātua whiwhi ngā tamariki, rangatahi me ngā whānau i te pūnaha oranga tamariki i te tautoko e hiahia ana rātou.

Arran Jones
Tumu Whakarae
Hepetema 2025

Overview from the Chief Executive

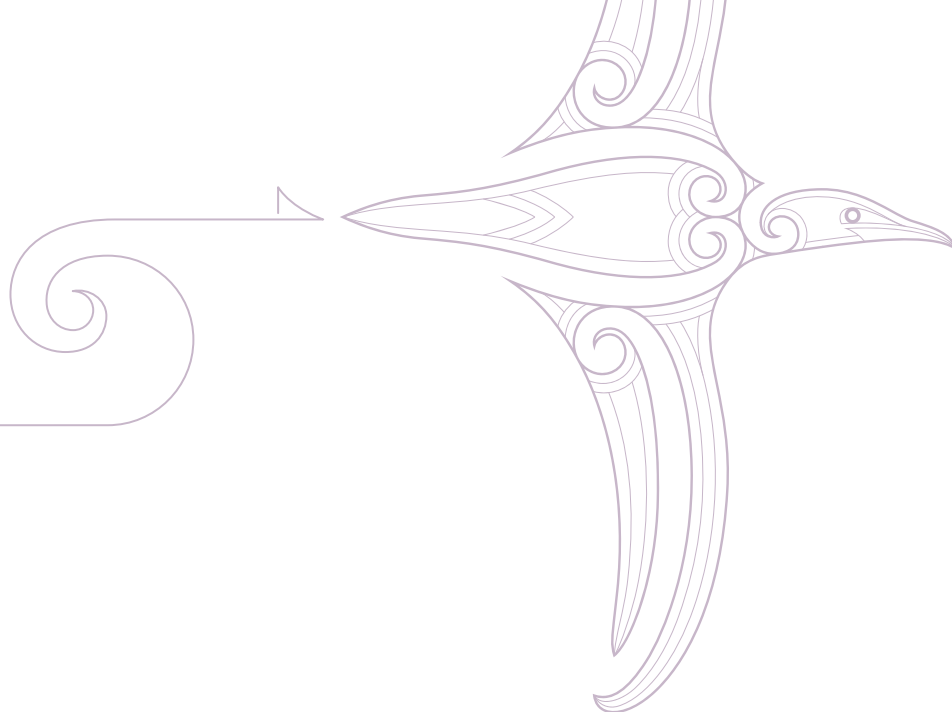
Our second (and final) year as a departmental agency was one of both consolidation and change. Our monitoring of the whole oranga tamariki system culminated in the publication of our first system-wide report – Outcomes for tamariki and rangatahi Māori and their whānau in the oranga tamariki system. Then the final stage of our evolution as an organisation was complete on 1 August 2025 when we became an independent Crown entity.

As always, the voices of those in the system are at the centre of our mahi (work). In 2024/25 we heard from more than 1,200 people – tamariki and rangatahi, whānau, caregivers, and professionals who support them. What we heard will inform our next series of nationwide reports on agency compliance with the National Care Standards Regulations and Outcomes for tamariki and rangatahi Māori and their whānau in the oranga tamariki system.

In June 2025, the publication of our inaugural report on outcomes for tamariki and rangatahi Māori and their whānau in the oranga tamariki system was a significant milestone. We received guidance from our Māori Advisory Group, Te Kāhui and from iwi, including Oranga Tamariki strategic partners, on our proposed approach to this report. Our partnership with the Social Investment Agency enabled us to use cross-government data to measure life outcomes for tamariki and rangatahi Māori in the oranga tamariki system, and those who are now adults. We are looking at how we use this data for our Experiences of Care report and to support our community monitoring visits.

In February 2025 we published our fourth report on Experiences of Care in Aotearoa. The National Care Standards Regulations took effect in 2019 and the lack of progress in complying with these, highlighted by this report, led to the introduction of an addition to the Oversight of Oranga Tamariki System Amendment Bill in June. This requires additional reporting by agencies that are the subject of our report. In introducing the addition, our Minister noted this will give Ministers the ability to take decisive action earlier to ensure relevant agencies are improving compliance and enhancing the wellbeing of children and young people in care.

In August 2024 we published our review of the implementation of the recommendations made by Dame Karen Poutasi following the death of Malachi Subecz. More than 18 months on from Dame Karen's report, our review was the only one of 14 recommendations to be completed. In June 2025 we completed monitoring visits for our second review of the implementation of these recommendations and expect to publish this in early 2026.



Alongside our nationwide reports, we continue to drive change one community at a time. At the conclusion of each monitoring visit, we share back what we heard with those we met. Our community share back is provided to government agencies and iwi, Māori and community organisations we met with and published on our website. These share backs are well received with an average of 89 percent of survey respondents saying it is useful to their work, and an average of 59 percent telling us they have already made, or plan to make, changes as a result. Changes shared with us include collaborating with other organisations, listening to rangatahi voice, reducing silos and prioritising training.

Oversight agencies continued to promote understanding of the oversight system and collaborate on issues such as the Oranga Tamariki contract changes.

As an organisation, we have a culture of continuous improvement – whether it is in our monitoring practice, how we share back, our analysis, our reports or the way our corporate functions support our mahi. This was evident in how smoothly our transition has been to an independent Crown entity – all systems were operational and our work programme uninterrupted.

In writing this statement and reflecting on the 2024/25 year, I am reminded yet again of the amazing kaimahi (staff) we have at Aroturuki Tamariki. Wherever I go – whether to a community organisation or to select committee – I hear about our kaimahi. They lift up the stories and experiences of tamariki and rangatahi across the motu. They give kaimahi working with tamariki and rangatahi the opportunity to have a voice in a way that is safe, inclusive and enabling. I couldn't be prouder of the work they do and the way they do it.

As always, our focus continues to be on providing reports that help identify where things are working well and drive the improvements needed to ensure tamariki, rangatahi and their whānau in the oranga tamariki system are getting the support they need.

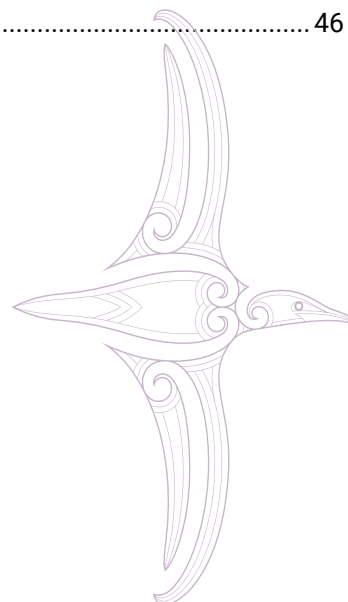
Arran Jones

Tumu Whakarae | Chief Executive

September 2025

Contents

Whakataauakī.....	3
He tirohanga whānau nā Te Tumu Whakarae	4
Overview from the Chief Executive	6
About us	9
What we do	10
Our Methodology	12
Our history.....	14
Our vision	16
Our achievements.....	17
Strategic priority – Insights that drive real change.....	20
Strategic priority – Equity within the system.....	24
Strategic priority – Improving outcomes for Māori	26
Strategic priority – A strong and effective oversight system.....	28
Organisational health and capability	30
Māori Advisory Group – Te Kāhui	31
Our people	33
Equal employment opportunities	34
Māori language planning	35
Health, safety and wellbeing	36
Carbon-Neutral Government Programme reporting.....	38
Statement of responsibility.....	41
Financial performance	42
Independent Monitoring and Assurance of the Oranga Tamariki System.....	43
Establishing Aroturuki Tamariki - Independent Children’s Monitor	46



About us

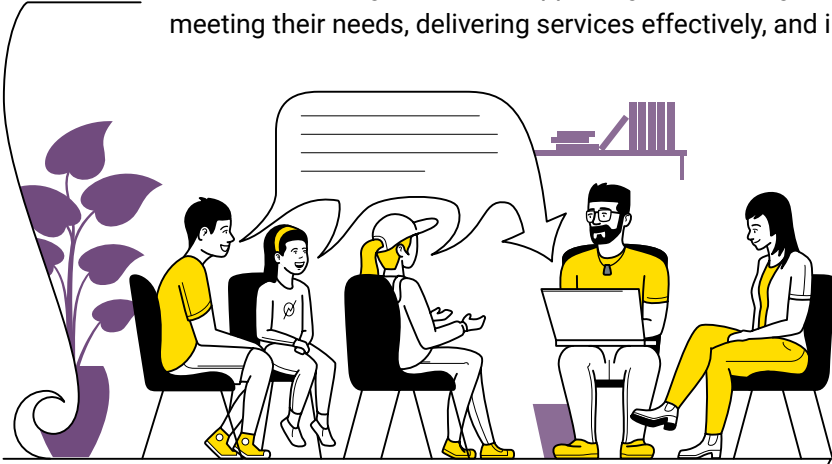
Aroturuki Tamariki | Independent Children’s Monitor was established in 2019 to monitor compliance with the National Care Standards Regulations. Our role was expanded on 1 May 2023 to monitor the wider oranga tamariki system. This includes monitoring the agencies that are responsible for providing services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

We have 57 kaimahi (staff) in three tari (offices)



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 children, young people, families 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 such as 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. All 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 include 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 in the oranga tamariki system. As the Monitor, we work alongside our oversight partners – the Children’s Commissioner 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.

Becoming an independent Crown entity

On 1 August 2025, the Oversight of Oranga Tamariki System Amendment Act took effect, establishing us as an independent Crown entity governed by a board. This change is intended to further strengthen our independence.

We monitor agencies with statutory obligations under the Oranga Tamariki Act

Oranga Tamariki - Ministry for Children	NZ Police (Youth Justice)
Other organisations with statutory delegations under the Oranga Tamariki Act – such as for care and custody or youth justice	

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, Kainga Ora, and Social Development interface with the oranga tamariki system

Our methodology

Our monitoring approach is evidence-based with a rigorous methodology. We combine information from the communities we visit with data from agencies we monitor.

We guard against potential bias and ensure our analysis is robust through our assessment approach, coding framework, and processes for coding and review.

Gathering information from communities

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

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

We use a set of structured questions when engaging with people in a community, ensuring a consistent approach¹ to the kōrero (discussions). When engaging with tamariki, rangatahi, their whānau or caregivers, our questions are based on our Outcomes Framework.² To assess the quality and impact of service delivery

practices, we ask professionals who work in the system questions based on our System Elements.³ These frameworks are available on our website: aroturuki.govt.nz/what-we-do/guiding-documents

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.

Gathering data from agencies

We request data from agencies that have accountability under the Oranga Tamariki Act, such as Oranga Tamariki and NZ Police.

For tamariki and rangatahi in care, the National Care Standards (NCS) regulations require agencies with custodial responsibilities – currently Oranga Tamariki, Open Home Foundation, Barnardos and Kokiri Marae – to 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 Stats NZ's Integrated Data Infrastructure

1 Our Assessment Approach (aroturuki.govt.nz/assets/Uploads/Documents/Core-documents/Our-Assessment-Approach.pdf)

2 Our Outcomes Framework (aroturuki.govt.nz/assets/Uploads/Documents/Core-documents/Our-Outcomes-Framework-with-indicators.pdf)

3 Our System Elements (aroturuki.govt.nz/assets/Uploads/Documents/Core-documents/Our-System-Elements.pdf)

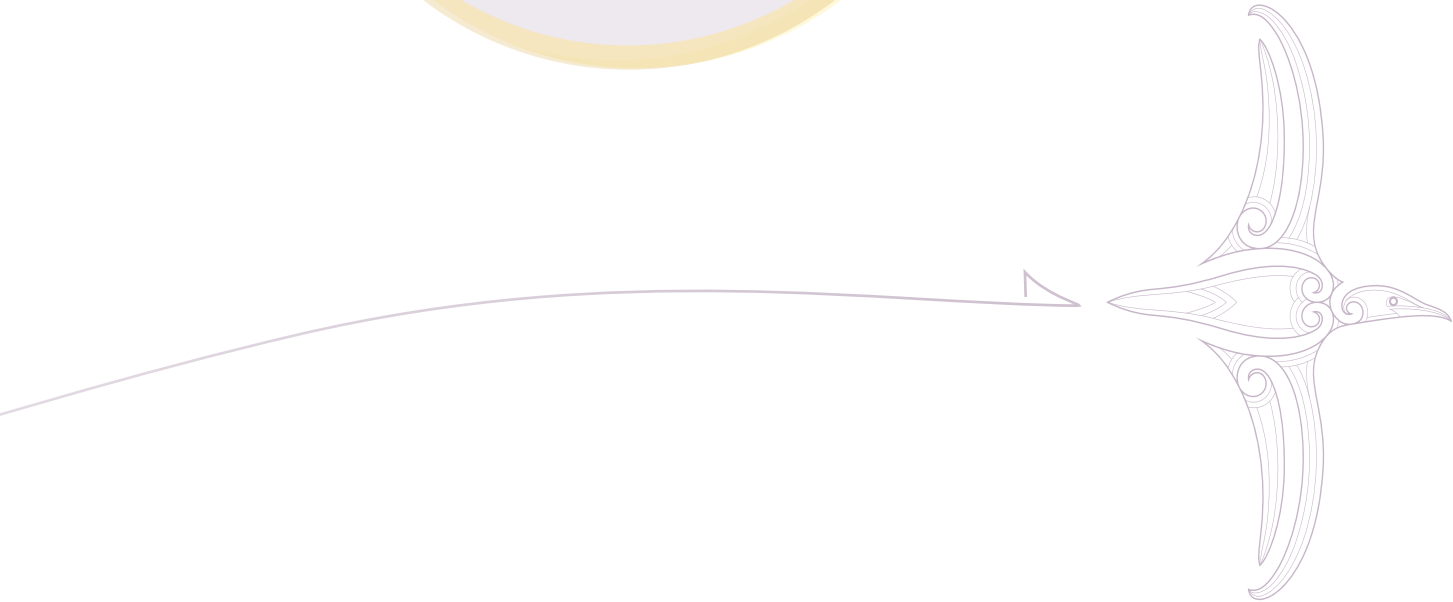
(IDI). This enables us to combine data from across government agencies at an outcomes level, such as educational outcomes for tamariki and rangatahi known to Oranga Tamariki.

Our Data and Insights team apply a rigorous methodology to analyse and combine the information gathered by our monitors and the quantitative data from agencies.

Read our reports

Our reports are available on our website at: aroturuki.govt.nz/reports

After we visit a community, we share back what we heard – these community share backs are also available on our website: aroturuki.govt.nz/our-visits/monitoring-map#sharing-back-with-the-community



Our history

Independent Children's Monitor

July 2019

The Oranga Tamariki (National Care Standards and Related Matters) Regulations 2018⁴ (NCS Regulations) came into effect.

We were initially established as a business unit within the Ministry of Social Development to monitor compliance with the NCS Regulations.



December 2019

Our first monitoring report covered agency compliance with two of the National Care Standards Regulations – Regulations 69 and 85.

June 2020

Our second report continued to monitor Regulations 69 and 85 and added Regulation 86.



November 2020

Our third – and final – monitoring report covering only Regulations 69, 85 and 86 was published.

January 2022

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



February 2023

Experiences of Care in Aotearoa 2021/22 report published

May 2023

The Oversight of Oranga Tamariki System Act 2022 took effect, broadening our scope to independent oversight and monitoring across the wider oranga tamariki system. We also became an operationally-independent departmental agency.



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.

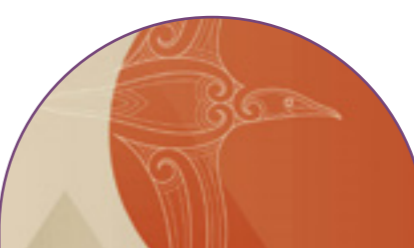


August 2024

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.

February 2025

Experiences of Care in Aotearoa 2023/24 report published.



June 2025

First annual report on *Outcomes for tamariki and rangatahi Māori and their whānau in the oranga tamariki system 2023/24* published.

August 2025

Oversight of Oranga Tamariki System Amendment Act takes effect and we become an independent Crown entity.

⁴ 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 children and young people 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 a child or young person in their care. The NCS Regulations were developed by Oranga Tamariki in 2019 with input from care-experienced tamariki and rangatahi.

Our vision

As detailed in our Statement of Intent, our vision is for our reporting to drive continuous improvement across the oranga tamariki system so tamariki and rangatahi can thrive with their whānau.

Our plan to achieve our vision

In 2023, we said our plan for the next four years is to transform how the oranga tamariki system is monitored, as intended by the Oversight of Oranga Tamariki System Act.

We have expanded our monitoring programme to assess the performance of the whole oranga tamariki system – and have built our team and developed our processes to deliver on this expanded programme.

Between 1 July 2024 and 30 June 2025 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 the outcomes for tamariki and rangatahi.

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

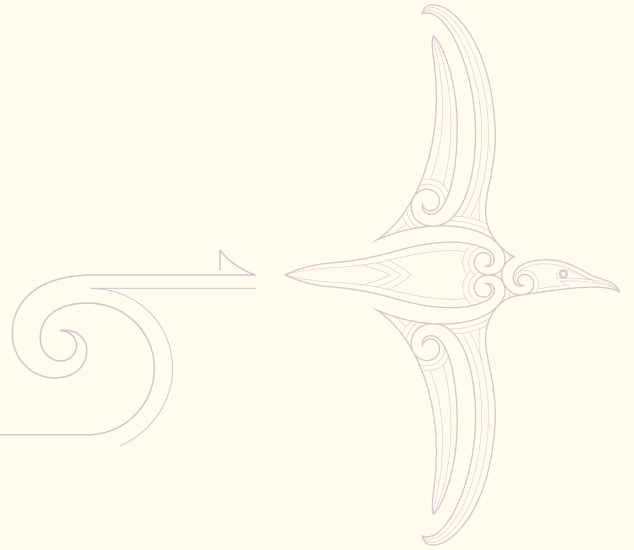
Provide impartial and accurate reporting on how the oranga tamariki system is experienced and how it is delivering outcomes for tamariki and rangatahi.

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

“

“Thank you for your time. Lovely people, lovely approach, and making us feel heard and having a voice.”

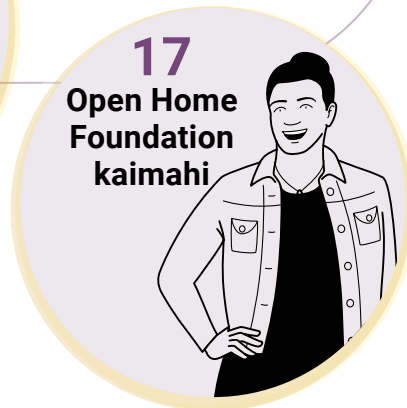
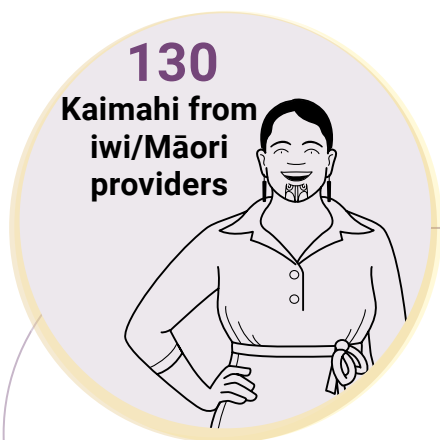
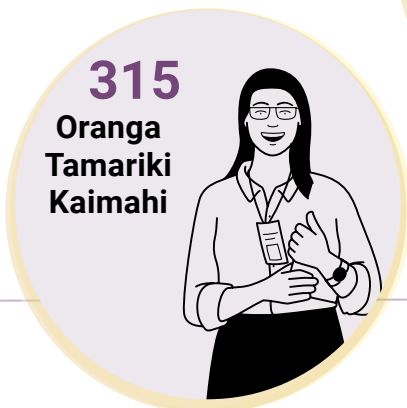
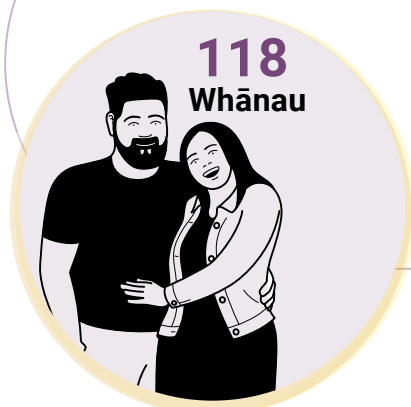
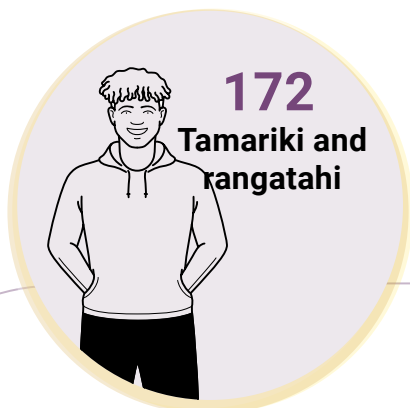
CAREGIVER



Our achievements

The voices of tamariki, rangatahi, whānau, caregivers and those who support them are at the centre of our monitoring approach. We are grateful to all who met with us and shared their experiences for our reports.

In 2024/25 we heard from more than 1,200 people



These voices will inform the reports we publish during the 2025/26 year.

The experiences of the 1,800 people we heard from in 2023/24 informed the reports we published in 2024/25



August 2024

Towards a stronger safety net to prevent abuse of children review



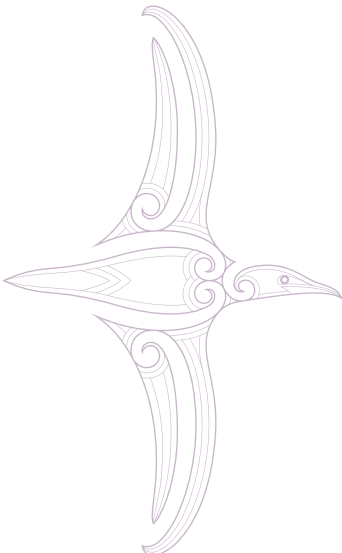
February 2025

Experiences of Care in Aotearoa 2023/24 report



June 2025

Outcomes for tamariki and rangatahi Māori and their whānau in the oranga tamariki system 2023/25



“

Ngā mihi nui ki te rōpū tuku pūrongo – thank you for the respectful and thoughtful way you shared the kōrero and data. The process felt grounded, not institutional, and the way the outcomes were presented made it easier for us to engage, reflect, and see the real impact for our rangatahi and whānau.”

MANAGER IWI AND MĀORI SOCIAL SERVICE PROVIDER

Strategic priority: Insights that drive real change

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.

How we delivered on this strategic priority in 2024/25

We combined what we heard in the communities we visited with the data we collected to develop insights into what is working well, and what isn't, for tamariki and rangatahi in the oranga tamariki system. We provided our monitoring reports to ministers once finalised. All our reports were published on our website⁵ and presented to Parliament.

In 2024/25 we published one in-depth review under section 26 of the Oversight Act. Published in August 2024, our report *Towards a stronger safety net to*

prevent abuse of children, reviewed the implementation of the recommendations from Dame Karen Poutasi's independent review following the death of Malachi Subecz. Dame Karen identified five critical gaps and made 14 recommendations, including that we review government's progress against her recommendations one year on.

Under section 23 of the Oversight Act, we published our fourth annual *Experiences of Care in Aotearoa* report for 2023/24 on 26 February 2025. This reports on

⁵ aroturuki.govt.nz/reports

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.

Under section 24 of the Oversight Act, we published our first annual report on outcomes for tamariki and rangatahi Māori and their whānau in the oranga tamariki system. This was also our first system-wide report covering how the system responds to reports of concern and provides early support, the use of family group conferences (FGCs), and the effectiveness of youth justice interventions, excluding custody orders. As our first system-wide report it is also a baseline. While it predominantly focuses on Oranga Tamariki and NZ Police obligations under the Oranga Tamariki Act, other parts of the Act, such as care and the interface with other government agencies in the oranga tamariki system, will be a focus of future reports.

Before finalising each of these reports, we gave the agencies that were the subject of the report an opportunity to review the report for accuracy.

As required under the Oversight Act, final reports were provided to:

- the Minister responsible for the Independent Children’s Monitor
- the Minister for Children
- the Ombudsman and the Children and Young People’s Commission - Mana Mokopuna (now the Children’s Commissioner)
- the agencies that were the subject of the report.

The reports were also presented to Parliament.

.....

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

Agency commitments made in 2024/25

Agencies that are the subject of a report are required to respond to it in writing. This must state what the agency intends to do in response to the report findings, the timeframes for any changes, and how it intends to monitor the impacts of those changes.

All agency responses are published on our website.⁶

Oranga Tamariki and NZ Police provided responses to our *Outcomes for tamariki and rangatahi Māori and their whānau in the oranga tamariki system* report. Oranga Tamariki made commitments to:

- progress its work in enabling more local-led services to provide early intervention
- improve the facilitation of FGCs including coordinating the right support at that time
- grow its strategic partnerships
- establish more holistic youth justice initiatives
- strengthen kaimahi cultural capacity and connections with te ao Māori.

Among other commitments, NZ Police said it will:

- continue to strengthen partnerships with iwi, hapū, whānau, and Māori communities
- increase workforce cultural capability
- expand early intervention and youth justice initiatives to reduce offending
- improve practice around early identification of risk, preparation for FGCs, and engagement with whānau and victims.

In response to the findings of our *Experiences of Care in Aotearoa 2023/24* report, agencies made commitments such as:

- improving information management, and processes for sharing information
- improving cross-agency collaboration and processes for managing reports of concern
- progressing cross-agency action areas to improve access and delivery of services for tamariki and rangatahi in care.

Oranga Tamariki made specific commitments to:

- prioritise actions which help protect tamariki and rangatahi from harm
- increase social worker visits to tamariki and rangatahi
- improve tools and systems that support information and case management
- work with the Ministry of Health and the Ministry of Education to understand the barriers to tamariki and rangatahi in care accessing services

For the first time, our report was taken to Cabinet to discuss opportunities for a cross-agency approach to respond to the findings.

The review *Towards a stronger safety net to prevent abuse of children* resulted in the agencies subject to the report making a range of joint and individual commitments. In particular, the agencies acknowledged the need for more coordinated and collaborative responses when concerns are noted or raised about the safety of a child, including how these are followed up. In 2025/26, we will publish our follow-up report on agencies' progress in implementing Dame Karen Poutasi's recommendations and the specific commitments they made.

We follow up on commitments made by agencies in response to our findings, and report on progress against these in our subsequent reports. Of the 17 agencies that were subject to our reports, all provided responses. One agency provided a response but the response did not meet the requirements of section 30 of the Oversight Act which requires them to: state what the agency intends to do in response to the Monitor's findings, specify the time frame in which the agency intends to make any necessary changes, and state how the agency intends to monitor the impact of those changes. We have identified an opportunity to support agencies to provide measurable commitments in their responses to ensure they meet the requirements of section 30 of the Act.

Sharing back with communities we visited

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

Between 1 July 2024 and 30 June 2025, we shared back with the Canterbury, Bay of Plenty and Greater Wellington communities.

Our share backs summarise what we heard from everyone we met with, as well as highlight key themes in the community about what is working and what is not, and opportunities for improvement. We present these to the communities we engaged with. Following Canterbury and Greater Wellington visits, we surveyed those who received our community share back to ask how they found our monitoring visit and

how helpful the share back was to their work.

- attendees rated our work, from socialisation, participation interviews through to sharing back, as 4.4 and 4.3 out of 5
- 82 and 91 percent of respondents told us the written share back was useful to their work and 73 and 43 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
- 95 and 86 percent of respondents told us they would recommend participating in a monitoring visit to others
- respondents gave a rating of 4 out of 5 for the time they spent with us and the reports we produce as contributing to positive change.

In addition to the written share backs, we often hear how the share back hui is an opportunity to connect with kaimahi from other agencies at the community level. We are looking at how we can provide more time during the hui for connection and discussion in the future.

In addition to the examples of change provided in response to our surveys, NZ Police began using information from our monitoring visits to provide advice to leadership on areas for improvement, such as specific training needs and the impacts of staff rotation.

In response to our visits to four youth justice residences between August and November 2024, Oranga Tamariki outlined actions that had been taken since our visits. These included a new leadership structure, a permanent residence manager at one residence, additional training for frontline and leadership staff, ending the use of contingency workers to ensure a more stable workforce, re-establishing a health, safety and wellbeing committee, and increased use of alternative placement options – other than secure residences – for bail and remand situations, where possible.

“As a result of the insights shared during the share back hui ... our organisation has reflected critically on current practices and identified areas for improvement. We are strengthening early and consistent engagement with whānau, ensuring support begins well before crisis points. In response to the need for more holistic and flexible service delivery, we are working to reduce siloed practices across contracts by adopting a needs-based, rangatahi-centred approach. Internally, we are prioritising reflective practice, trauma-informed training, and peer wānanga to support kaimahi in navigating complex systems alongside rangatahi ...

MANAGER IWI AND MĀORI SOCIAL SERVICE PROVIDER

”

Strategic priority: Equity within the system

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 and 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.

How we delivered on this strategic priority in 2024/25

We visit every Oranga Tamariki region once every three years and, along with outcomes being achieved for tamariki and rangatahi, we look at the equitable provision of services and supports. In the 12 months to 30 June 2025, we spoke with more than 1,200 people. In 2024/25 we completed monitoring visits to three regions including visits to 23 secure residences, family and group homes. We also visited specific groups for our follow-up review of the implementation of the recommendations of Dame Karen Poutasi. When planning and visiting a community, we follow our monitoring phases – these step us through

a visit, including how we engage and how we acknowledge the tikanga of the community.

We have established the relationships needed to ensure we reach and speak to a wide range of people. We engage broadly so our monitoring equitably reflects the full range of services and supports.

We have combined data and information from agencies with information from our monitoring visits to assess the impact of changes in practice and generate evidence-driven insights. We analysed the data we receive from agencies providing services

and supports either under the Oranga Tamariki Act or those agencies who interface with these tamariki and rangatahi and their whānau, including 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 tamariki with disabilities
- understand how the 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 the Social Investment Agency to deliver insights and understand outcomes specifically for tamariki and rangatahi Māori for our report on outcomes for tamariki and rangatahi Māori and their whānau. The outcome indicators were tested with our Māori Advisory Group, Te Kāhui, and Oranga Tamariki strategic partners.⁷ These indicators help us see how well the oranga tamariki system is supporting improved outcomes for tamariki and rangatahi Māori and their whānau over time.

This year, we initiated engagement with the Principal Family Court and Principal Youth Court judges about how judges' experiences could be used to support our analysis and insights. As a result we agreed a Terms of Reference with the Principal Family Court Judge, and feedback from an initial survey of Family Court judges will be incorporated into our reporting this year. We will build on this further in 2025/26.

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 whānau in the oranga tamariki system. This year:

- we made 34 requests to agencies for data and information that we used to inform the analysis and insights in our reports
- for our care report, Oranga Tamariki, Open Home Foundation, Barnardos and Kōkiri Marae 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
- we also made requests - alongside Mana Mokopuna – to Oranga Tamariki for information on the contract changes it was implementing to inform our monitoring visits and perform our oversight function.

“ Thank you to you and your team. This mahi has been so empowering for our rangatahi and whanau. It's meaningful knowing their experiences have informed a review on better ways forward in a critical service.

NGO SOCIAL WORK PRACTICE LEAD

”

.....
⁷ Iwi and Māori organisations with which Oranga Tamariki holds strategic partnerships.

Strategic priority: Improving outcomes for Māori

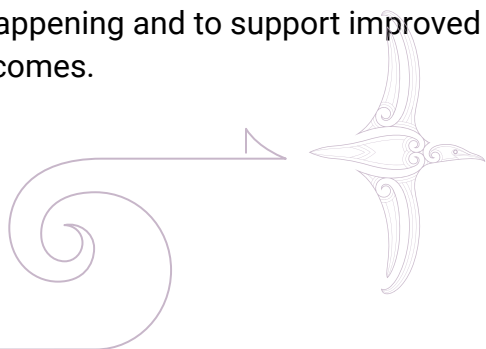
Future state: We influence system performance and improvements that value tamariki, rangatahi and their whānau and enables them to realise their potential and aspirations.

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, hāpu, 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.

How we delivered on this strategic priority in 2024/25

The Oversight Act requires that we pay particular attention to whether improved outcomes are being achieved for tamariki and rangatahi Māori and their whānau. Two thirds of those in care identify as tamariki and rangatahi Māori. We work closely with Te Kāhui who provide expert advice and guidance to help us monitor and report in a way that reflects the reality of what is happening and to support improved outcomes.

This year we sought advice from Te Kāhui on our priorities, work programme and monitoring approach as required under the Oversight Act. The six Te Kāhui members were appointed by our Chief Executive and are Māori leaders with experience and knowledge of tamariki and rangatahi rights and issues within the oranga tamariki system. Te Kāhui gives us ongoing support and advice 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.



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

On 11 June 2025, we published our first annual report on outcomes for tamariki and rangatahi Māori and their whānau. We brought together Oranga Tamariki Strategic Partners and kaimahi from the Social Investment Agency to develop operational measures to assess the performance of the oranga tamariki system. We considered what we would expect to see if successful intervention, youth justice, care, and services supporting young people into adulthood, are being delivered.

Under the Oversight Act, we are also required to report on the strategic partnerships Oranga Tamariki holds with iwi and Māori organisations. We featured three strategic partners (Ngāpuhi, Ngāti Kahungunu, Ngāti Toa) in our 2023/24 report. We will feature the remaining 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 for each region, we identified mana whenua and key Māori connections within that region. We connected with mana whenua and iwi prior to beginning monitoring activities in each of the three regions we visited between 1 July 2024 and 30 June 2025 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 where relevant. The positive impact of this approach is reflected in the enduring relationships held across the motu.

“ We would rate the time spent and the reports produced as five stars. The process was thoughtful, respectful, and collaborative, creating a safe space to engage honestly about both strengths and challenges. The reports provided clear, evidence-informed insights that affirmed much of what we see in our daily mahi, while also prompting deeper reflection and accountability. Most importantly, they centre the voices of rangatahi and whānau, which is critical for driving meaningful, system-level change. This kind of engagement contributes directly to our continuous improvement and reinforces our shared commitment to better outcomes for Māori.

MANAGER IWI AND MĀORI SOCIAL SERVICE PROVIDER

”

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.

How we delivered on this strategic priority in 2024/25

Our reports are used by others, such as the Children's Commissioner - Mana Mokopuna (Mana Mokopuna) to advocate for system change. To support them in their advocacy role, we brief them, along with the Ombudsman, prior to the release of our reports, to ensure they are well informed, and could advocate for improvements based on the report findings. This illustrates how the oversight system has worked together this year to influence change by drawing public attention to our findings (through media and others such as VOYCE Whakarongo Mai) that show where change is needed.

Our Terms of Reference with the Ombudsman and Mana Mokopuna reflect our commitment to there being no wrong door for enquiries and requests

for assistance. The protocol for referring matters between the agencies is established and in 2024/25 we referred several enquiries from members of the public to the Ombudsman, in line with the protocol. We meet regularly at the executive, operational and communications levels. Our meetings discuss strategic and operational matters related to the oranga tamariki system and share information to support a joined-up response from the oversight system, where appropriate. We collaborate on updates to communications materials, resources and information that help the public understand how the system works together.

In 2024, the oversight agencies jointly met with justice representatives and Oranga Tamariki to discuss summary reports

on complaints made to Oranga Tamariki Grievance Panels. The meetings focused on how this information could be better used to support improvements in the residences. Oranga Tamariki outlined changes it intended to make in response.

We also meet with our oversight partners individually, as needed. For example, the Ombudsman has provided us with updates on the types of complaints it is receiving and its recommendations, and through our monitoring, we can see whether changes are being implemented and the impact of those. Additionally, we coordinate our monitoring activities with Mana Mokopuna and share reports to inform both agencies' activities.

We also follow up matters identified through the monitoring by Mana Mokopuna under the Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT), when visiting the same facility. Likewise, we inform Mana Mokopuna where our monitoring indicates an issue relevant to OPCAT. We publish our schedule of upcoming visits to regions, which Mana Mokopuna considers in planning its unannounced visits.

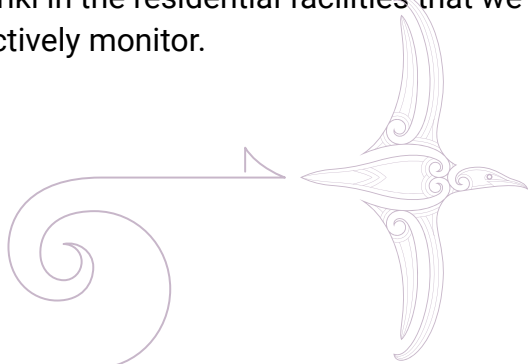
Along with Mana Mokopuna, we also work with the Ombudsman prior to its visits to residences to support understanding of the oversight system and the Ombudsman's role. This is in line with our duty under section 7 of the Oversight Act to work together to minimise the impact on the tamariki in the residential facilities that we collectively monitor.

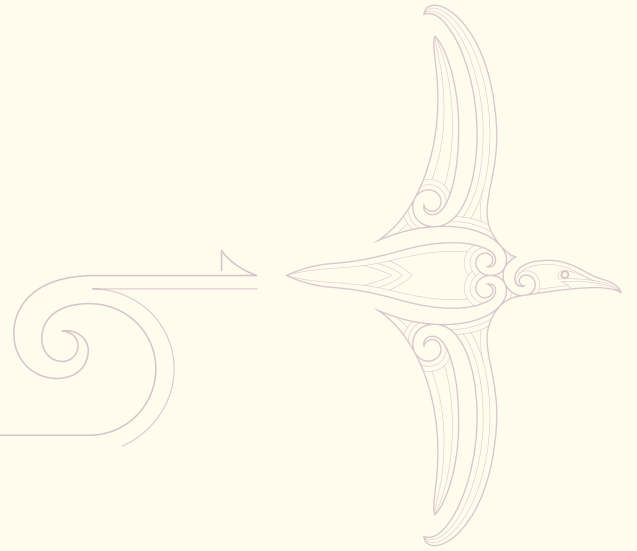
Collaboration and cohesiveness of the system has been increasing over time, and the oversight agencies have a collective commitment to continuous improvement. The agencies are working together to align relevant requests to agencies for information to support our respective functions and reduce repetition for those agencies. For example, we worked with Mana Mokopuna to request clarification of the contracting decisions made by Oranga Tamariki with its service providers.

As required by section 7 of the Oversight Act, we have continued to work alongside the other oversight agencies to inform the sector about the oversight system. The three agencies had neighbouring tables at Whakamanawa 2024 (the national conference for Social Service Providers Aotearoa) and attended the Family Court Judges conference to talk about the oversight agencies' work. This remains an ongoing focus, and we have plans for further joint presentations to the wider sector on the oversight system, to provide further clarity on 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. You can find information on our performance measures at the end of this report.





Organisational health and capability

Māori Advisory Group – Te Kāhui

Te Kāhui was set up in July 2019 to oversee the development of the legislation required to support oversight of the oranga tamariki system. As we moved through our establishment phases the role of Te Kāhui transitioned to supporting our development. While continuing to advise on the policy and legislative work around the establishment of the oversight system, the group also provided advice on our operating and assessment approaches and 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 group members were invited to become that group at the inaugural meeting held in June 2023.

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

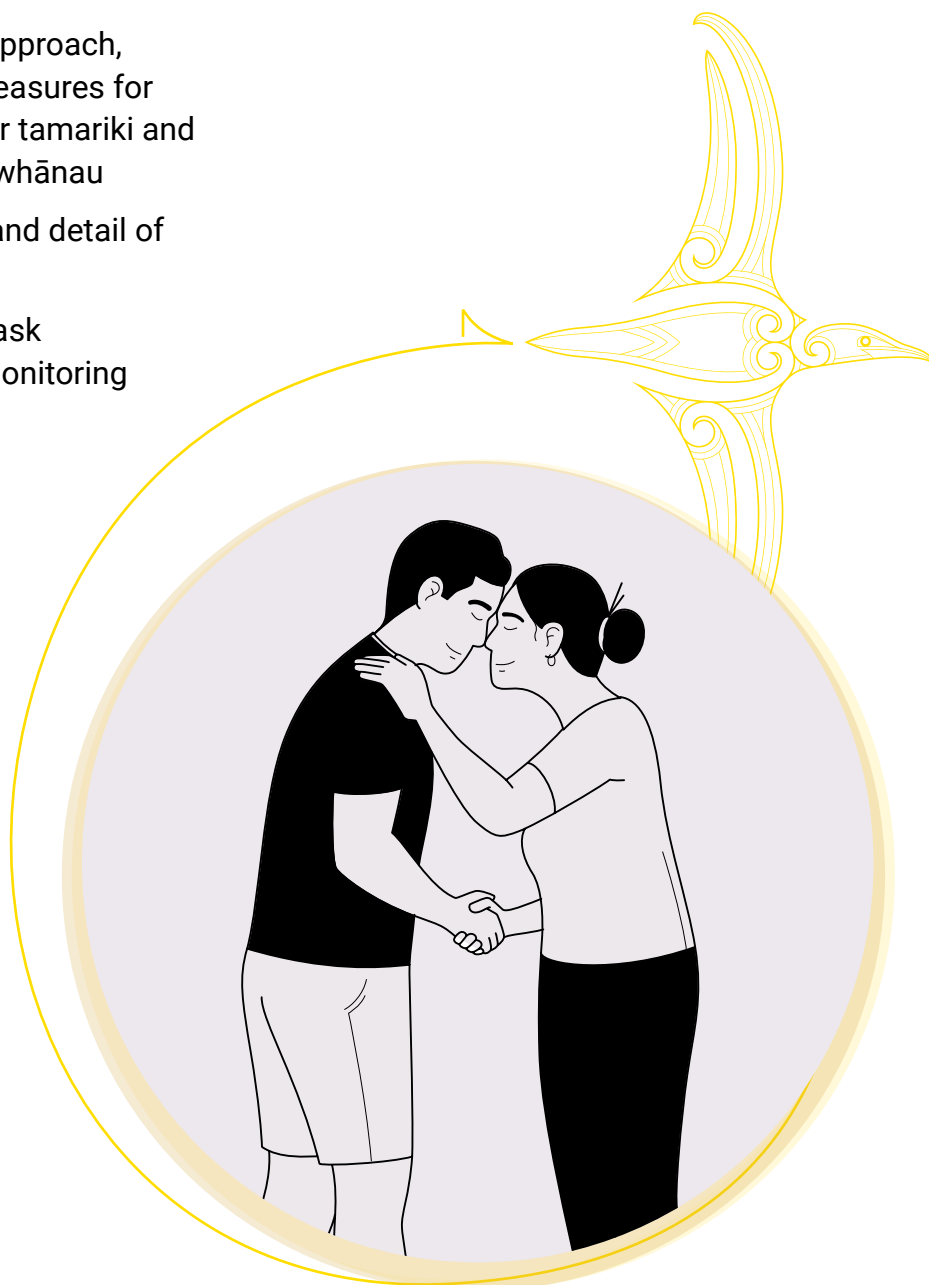
- advises on our approach to monitoring the Oranga Tamariki system and our Tiriti o Waitangi/Treaty of Waitangi obligations as set out in section 6 of the Oversight Act
- supports and guides our engagement with Māori, iwi, tamariki, rangatahi, whānau, providers and communities both to:
 - ensure their 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 current members of Te Kāhui are:

- Tā Mark Solomon – Ngāi Tahu, Ngāti Kuri
- 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
- Dee-Ann Wolferstan – Rongomaiwahine, Rakaipaaka, Ngāti Porou, Ngāti Ueoneone, Ngāti Kahu, Te Aupouri, Ngā Puhi nui tonu, German, Irish and Welsh.

In 2024/25, we collaborated with Te Kāhui and used their input for the following:

- identifying ways we can influence improvements in the Oranga Tamariki system to help us achieve our strategic priorities
- developing our Information Rules and Code of Ethics
- refining our engagement approach, outcomes and success measures for our report on outcomes for tamariki and rangatahi Māori and their whānau
- influencing our approach and detail of our final reports
- refining the questions we ask communities during our monitoring visits.



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.



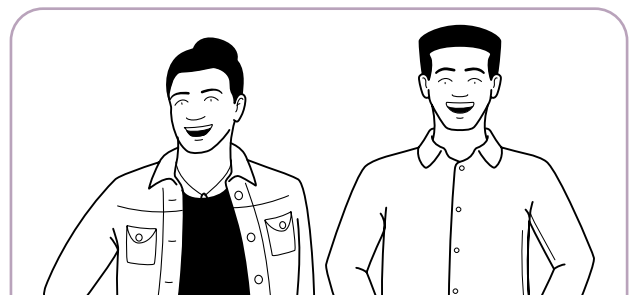
As at 30 June 2025, we had **57 kamahi** and **55.1 FTE**.



Nearly half (46%) of our kaimahi are New Zealand European, **24.6% identify as Māori** and **12.3% identify with Pacific ethnic groups**.



Our workforce is predominantly **female (70.9%)**.



The average age of our kaimahi is **42.7 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 fulfil their potential for progressing to senior roles.
- Our Positive Behaviour in the Workplace policy promotes an environment where our people treat each other with respect and operate professionally.

Diverse Leadership / Inclusive leadership

Women hold 80 percent of our tier three leadership roles, and 100 percent of our tier two leadership roles. Of our tier three leadership roles 40 percent are held by Māori and 10 percent by Pacific kaimahi. We are actively looking for ways attract, develop and retain Māori and Pacific leaders.

Pay gap

Aroturuki Tamariki, the Independent Children's Monitor gender pay gap is 11.7 percent in favour of females.⁸ 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 plan⁹ was published on our website on 15 November 2024. It was developed with input from people across our organisation, including representation from the rainbow community, Public Service Association members, and Māori, Pacific and female employees. Everyone in our organisation was given the opportunity to provide feedback.

Addressing bias

All kaimahi have had the opportunity to attend unconscious bias training and have access to an online learning module in addition to an option of face-to-face learning sessions. New kaimahi take Understanding Unconscious Bias learning modules as part of their onboarding and new staff undergo this training in their induction training.

.....

8 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.

9 aroturuki.govt.nz/about-us/working-for-us/dei

Flexible working

We follow the Public Service Flexible Working (work from home) 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.

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



Māori Language planning¹⁰

Our Te Ao Māori Development Pathway includes 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. We offer the following:

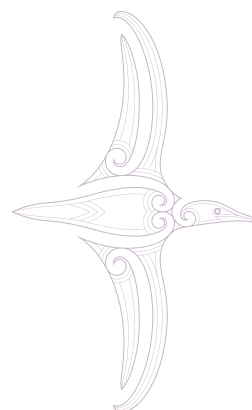
- Weekly te reo Māori lessons, offered online via an external provider with 21 kaimahi attending lessons in 2024/25, and additional face-to-face lessons offered to all staff in our Te Whanganui-a-Tara Wellington office.
- Te reo classes with external provider on an individual basis as part of professional development plans.
- Informal team sessions to improve kaimahi skill in te reo Māori including practicing karakia, waiata, and everyday te reo.
- Use of karakia and waiata in team meetings and organisational events.

- A te reo Māori allowance that supports and encourages kaimahi to develop their te reo Māori and recognises competence.

Our Aro Mārama, Aro Pono framework is focused on ensuring all kaimahi are able to reach the competency level required by 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 te 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.

¹⁰ 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.



Health, Safety and Wellbeing

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

Health, safety and wellbeing are part of how we work—whether in the office, in the community, or from home.

We take a proactive approach to managing health, safety and wellbeing. This includes identifying and managing risks, promoting physical and mental wellbeing, and ensuring safe work practices. We have 16 kaimahi on our Health, Safety and Wellbeing Committee which meets bi-monthly. Kaimahi are actively involved in shaping solutions to health and safety challenges. Our approach includes:

- risk identification and management
- safe and healthy ways of working
- support for mental and physical wellbeing
- kaimahi participation in health and safety discussions/solutions
- access to tools, training and resources to support a healthy and safe working environment.

We offer a range of training and development opportunities to build awareness and capability. These include e-learning modules, external courses such as driver training for kaimahi who need to drive for work, first aid training and other role-specific training where there may be increased risk.

We have systems in place that make it easy and safe for kaimahi to report hazards, incidents, injuries and wellbeing concerns. These systems support continuous improvement and ensure we meet all relevant legislative and regulatory requirements.

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 an Employee Assistance Programme 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 provides kaimahi with whakawhanaungatanga (a place of shared connection) and provides hei taitūara (support) 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. The rōpū provides advice to help develop tools and monitoring approaches, organisational policy and practice that incorporates tikanga Māori.

Pacific Collective

The Pacific Collective provides an opportunity for staff to strengthen Pacific voice across our work and support policy and practice development to incorporate a Pacific approach. This includes supporting effective engagement with Pacific children, young people, their aiga, kāinga and anau.

Rōpū te Taiao

Our environmental group, Rōpū te Taiao, meets on a bi-monthly basis to explore ways the organisation can reduce our

carbon footprint, and how individual kaimahi can be better caretakers of our planet. The group promotes environmental action across the wider organisation through regular internal news articles on how to reduce our organisational and personal carbon emissions. It has also introduced guidance in each office on how to reduce waste to landfill, the benefits of choosing low-emission travel commuting options and ways we can reduce electricity consumption.

Our Te Taunaki Public Service Census Action Plan

The questions in the 2025 public service census covered employee experiences and demographic information with a focus on capability and culture across New Zealand's public service organisations.

Summary of our Census results and our plans for improvement

The Public Service Commission Census took place in March 2025. Our results were positive with an employee engagement index of 0.88 out of 1 (compared with 0.77 across the rest of the public service). In response to the survey results, the Commission required agencies to prepare an action plan identifying the areas where they are performing well and opportunities for improvement.

Our Public Service Commission Census Action Plan incorporates staff feedback. Overall, our kaimahi feel we support them to act with integrity, and they know what to do when experiencing or witnessing inappropriate behaviour and how to report it. All kaimahi reported being comfortable supporting tikanga Māori and there is high agreement with

how we support understanding of te Tiriti o Waitangi obligations, use of te reo and engaging with Māori perspectives. A high proportion of our staff believe we have a respectful workplace (90%) that supports integrity (92%) and collaboration (94%) and understand the importance of being politically neutral in the work we do (100%).

Our opportunities for improvement include ensuring efficient collaboration and communication between teams to reduce siloed working, improving policies to provide clearer complaint processes and leadership responsibilities in relation to those, and furthering kaimahi capability to safely use artificial intelligence to support their work. Work is underway to address these.



Carbon-Neutral Government Programme reporting

Our commitment to achieving carbon neutrality

We are committed to reducing carbon emissions through the Carbon-Neutral Government Programme (CNGP). Managing our greenhouse gas emissions is a key consideration in our operational decisions and we are always looking for ways to maximise energy savings throughout our organisation.

Our carbon reduction plan

In 2023/24, we reported our base year emissions. In 2024/25, we developed our emissions reduction plan and gross emissions reduction targets using CNGP guidance, in line with global emissions that limit warming to no more than 1.5°C.

Our main sources of carbon emissions

The 2024/25 year is our second measuring our carbon emissions. Our provisional year two emissions are set out in the table below. These figures are provisional and will go through a verification audit in August 2025. Aside from electricity, 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 year, we had an average full-time equivalent (FTE) of 56.8 staff. Our total annual carbon emissions for 2024-2025 were 104.17 tonnes of CO₂ (tCO₂e) and 1.83 tCO₂e per FTE; our overall emissions intensity was 8.56 tCO₂e per million dollars of expenditure.

Annual carbon emissions

	Base year (2023/24)			2024/25		
	tCO ₂ e	kg	kg per FTE	tCO ₂ e	kg	kg per FTE
Accommodation	7.39	7,390	131.96	6.81	6,810	119.90
Airfares-domestic travel	74.30	74,300	1326.79	66.86	66,860	1177.11
Electricity	9.60	9,600	171.42	13.01	13,010	229.05
Electricity T & D losses ¹¹	0.68	680	12.14	0.93	930	16.37
Mileage – staff claims	0.70	700	12.50	1.04	1,040	18.31
Rental cars	7.50	7,500	133.93	8.41	8,410	148.06
Staff working from home	1.43	1,430	25.55	2.10	2,120	37.32
Taxis	1.30	1,300	23.21	1.20	1,200	21.13
Waste to landfill	2.18	2,180	38.93	0.79	790	13.91
Water supply and waste	2.78	2,780	49.70	3.01	3,010	52.99
Total	107.87	107,870	1926.25	104.17	104,169	1833.96

11 Transmission and distribution.

Reductions according to our projected pathway

Target name	Baseline period	Target date	Type of target	Current performance (CO ₂ e)	Current performance (%)
Reduce total emissions across all measured categories combined	2024	2030	Absolute	104.17	Actual: -7% Target (2030): -42%
Reduce total category 1 and 2 emissions	2024	2030	Absolute	13.01	Actual: +36% Target (2030): -42%
Reduce total emissions intensity (tCO ₂ e/\$Million) for all measured categories combined	2024	2030	Intensity	8.56	Actual: -11% Target (2030): -51.6%

Overall, our 7 percent reduction in all measured emissions is in line with our 2030 reduction plan, which requires a 7 percent year-on-year reduction. Electricity represents around 12 percent of our latest annual emissions. Our reduction efforts focus on upgrading our offices to more efficient and smart technologies and fostering an energy-aware staff culture. This year, our overall electricity consumption reduced (from 127,871 kWh to 121,489 kWh), however, our electricity-related emissions increased by 36 percent. This was due to a 38.7 percent increase in the national average electricity emission factor from increased fossil fuel generation to meet the national grid requirements. The increase in the electricity-related emissions factor affected all of our electricity-dependent activities, including working from home (+32 percent) and water supply (+36 percent). However, increased data accuracy and better travel planning has helped to reduce overall emissions from

business travel (-12 percent), and more accurate measuring of our waste to landfill coupled with staff awareness initiatives also resulted in substantial reductions in our waste emissions (-36 percent).

Excluded emissions sources

We did not report on the following emissions.

- Fleet vehicle fuel consumption: we do not own any vehicles.
- International travel: we have not travelled internationally in 2024/25.
- Gas: our heating is powered by electricity.

We also did not report on the following two areas due to materiality and unavailability of data.

- 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. Our premises are privately-owned buildings that are not environmentally rated, and some electricity and water use is in communal areas of office buildings shared with other tenants. To combat our emissions from electricity usage across our three offices, we have changed electricity supplier to one that offers electricity from 100% renewable sources, and we are in the process of updating our lighting to LEDs.

Our monitoring function requires us to regularly visit communities around the country which limits our ability to reduce travel-related carbon emissions. However, we have several ways to help reduce our travel-related emissions. These include choosing electric or low-emission rental vehicles or taxis, ride-sharing, and minimising non-essential travel. Our other emissions-lowering projects include improving the quality and accuracy of our emissions data and encouraging staff to make changes that will help lower emissions (through Rōpū te Taiao and other initiatives).

Statement of responsibility

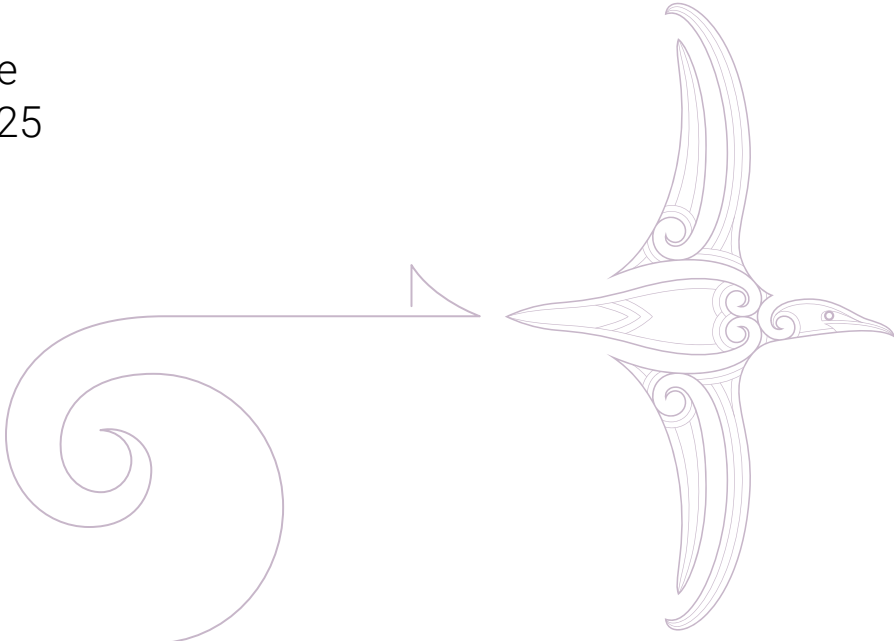
I am responsible, as the Chief Executive of Aroturuki Tamariki, the Independent Children’s Monitor, for the accuracy of any end-of-year performance information prepared by the Agency, whether or not that information is included in the annual report.

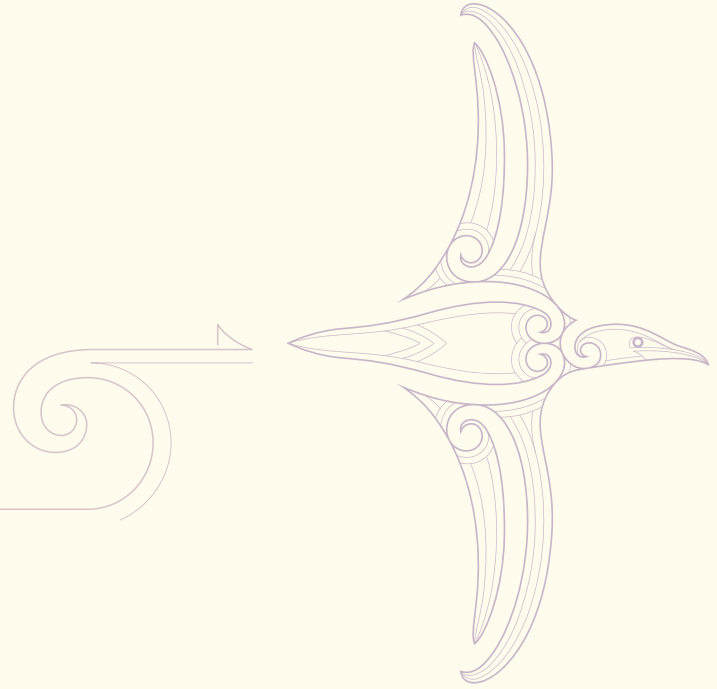
In my opinion, the annual report fairly reflects the operations, progress and organisational health and capability of Aroturuki Tamariki, the Independent Children’s Monitor.



Arran Jones

Chief Executive
September 2025





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 2024		Note	Actual 2025	Target 2025
Achieved	Prepare and provide final reports as defined in the Oversight of Oranga Tamariki System Act 2022	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
100%	Oranga tamariki oversight system partners are satisfied with and use Aroturuki Tamariki reports to support them in their functions and duties	3	Achieved	100%
Achieved	All agencies who are the subject of a final report make commitments to implement changes based on our report findings	4	Not achieved	100%
100%	The Māori Advisory group is satisfied that Aroturuki Tamariki have regard to their views when developing priorities, work programmes and monitoring approaches	5	Achieved	100%
Achieved	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 July 2024 and 30 June 2025.

Under section 26 of the Oversight of the Oranga Tamariki System Act 2022 (the Act) the Monitor published one review. Published in August 2024, our report Towards a stronger safety net to prevent abuse of children, reviewed the implementation of the recommendations from Dame Karen Poutasi's independent review following the death of Malachi Subecz, 'Ensuring strong and effective safety nets to prevent abuse of children'.

Under section 23 of the Act, the Monitor published its fourth annual Experiences of Care in Aotearoa report for 2023/24 on 26 February 2025. 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. It also assesses the progress those agencies have made in implementing their committed actions in their responses to our previous reports.

Under section 24 of the Act, the Monitor published its first annual report on outcomes for tamariki and rangatahi Māori and their whānau in the oranga tamariki system. This was the Monitor's first report on the performance of the wider oranga tamariki system.

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, presented to Parliament and published on the Monitor's website.¹²

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 the Oranga Tamariki System Act 2022.

Three monitoring visits were completed in 2024/25 to the Canterbury, Bay of Plenty and Greater Wellington regions.¹³ Te Tai Tokerau region was visited, but the monitoring was not yet considered complete at the end of the 2024/25 financial year.

A monitoring visit takes approximately 20 weeks and is considered complete once the Monitor shares back with the community what it heard from them. These community share backs provide information regarding the oranga tamariki system in the region including what the Monitor heard from tamariki, rangatahi, whānau and caregivers about how well they are supported to achieve positive outcomes and data insights.

Note 3: Oversight partners

Oversight of oranga tamariki system partners are the Ombudsman and the Children's 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 the Oranga Tamariki System Act 2022 and Children and Young People's Act 2022 with partners responding that they were 'very satisfied'.

12 aroturuki.govt.nz/reports

13 aroturuki.govt.nz/our-visits/monitoring-map

Note 4: Agency commitments

Under section 30 of the Oversight of the Oranga Tamariki System Act 2022 (the Oversight Act), 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, 24 and 26 of the Act in 2024/25. These responses are published on the Monitor's website¹⁴ and progress against commitments made in those responses will be monitored.

One agency provided a response but their response did not meet the requirements of section 30 of the Oversight Act which require them to: state what the agency intends to do in response to the Monitor's findings, specify the time frame in which the agency intends to make any necessary changes and state how the agency intends to monitor the impact of those changes.

Note 5: Māori Advisory Group

Under section 18 of the Oversight of the 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 advice. Six meetings with Te Kāhui took place between 1 July 2024 and 30 June 2025. Members of Te Kāhui also attended community engagements alongside kaimahi of the Monitor.

Te Kāhui members were surveyed to provide their assessment of how the Monitor has had regard to their views with all survey responses received noting members were 'very satisfied'.

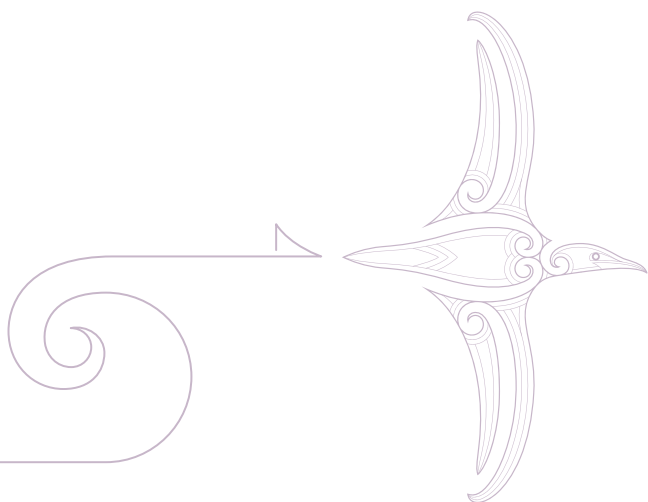
Note 6: Sharing back

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 mana whenua and iwi connections within that region. The Monitor connected with mana whenua and iwi prior to beginning monitoring activities in each of the three regions it visited between 1 July 2024 and 30 June 2025 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 where relevant. The share back process completed in each region ensures meaningful engagement through reciprocity.

.....

14 aroturuki.govt.nz/reports/agency-responses



Financial performance

Actual 2024 \$000		Actual 2025 \$000	Unaudited main estimates 2025 \$000	Unaudited supps. estimates 2025 \$000
	Revenue			
11,578	Revenue Crown	12,172	12,012	12,172
11,578	Total revenue	12,172	12,012	12,172
10,576	Total expenses	10,831	12,012	12,172

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 was limited to establishing the Independent Children's Monitor as a departmental agency hosted by ERO.

What we intended to achieve

This appropriation was intended to achieve the establishment of the Aroturuki Tamariki - Independent Children's Monitor as a departmental agency hosted by 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 was limited to 2022/23 and 2023/24 to complete the establishment activities.

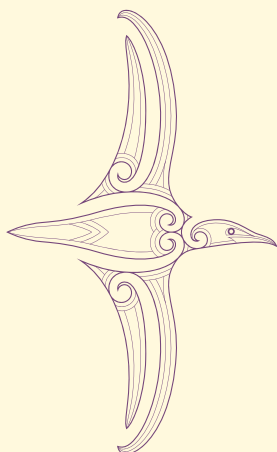
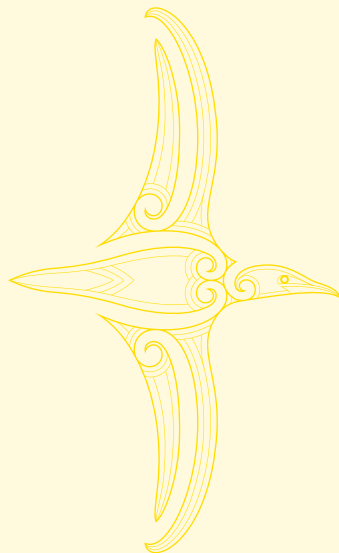
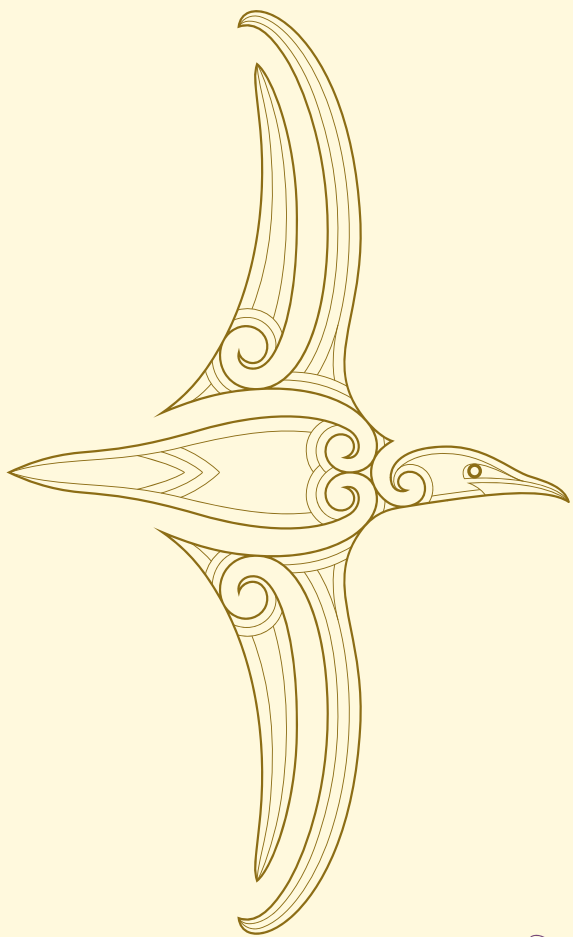
What we achieved

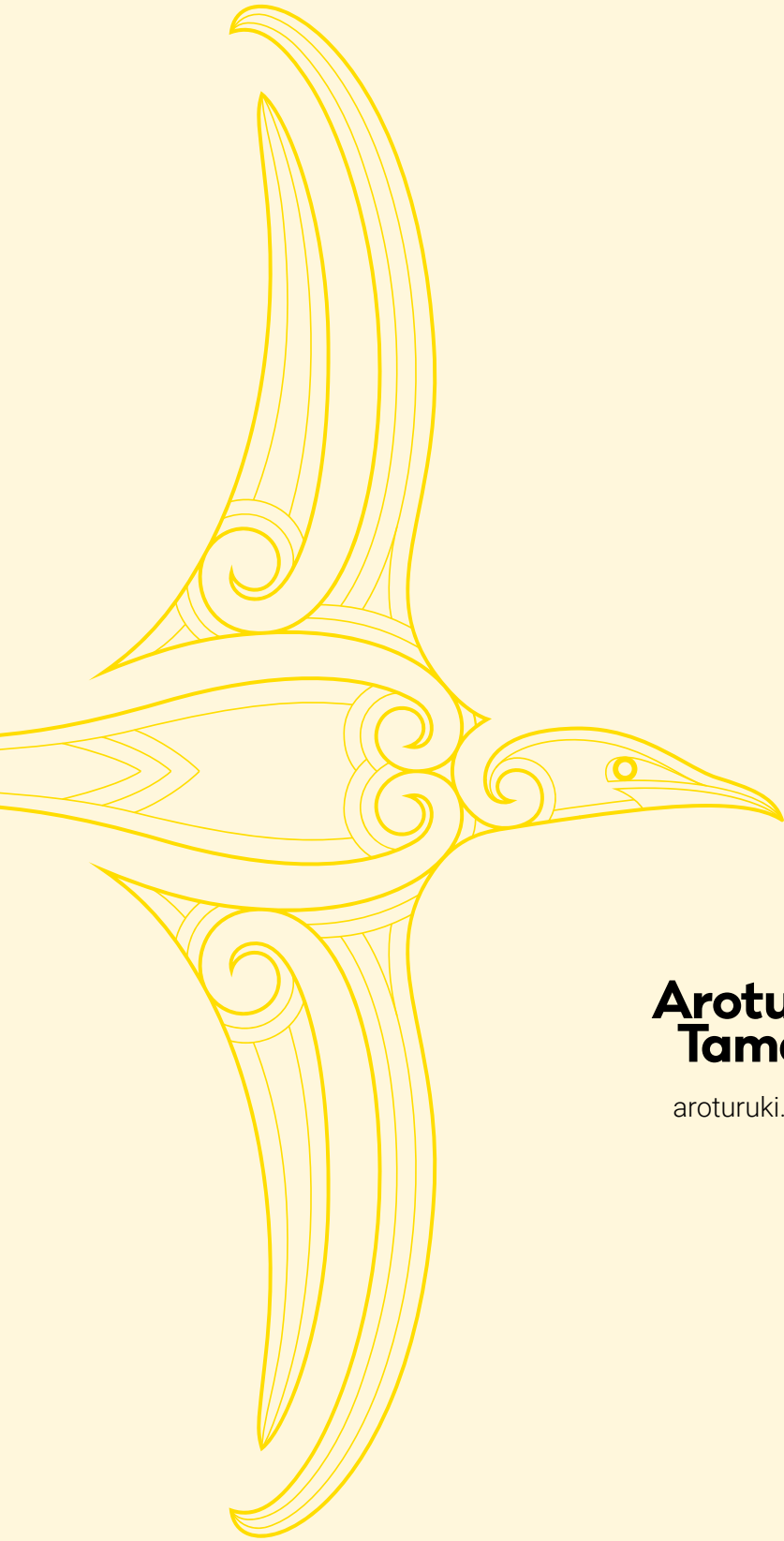
The target was achieved in 2023/24. The establishment of Aroturuki Tamariki – Independent Children's Monitor within ERO was completed in 2023/24. No target or actual performance was required to be reported in 2024/25.

Financial performance

Actual 2024 \$000		Actual 2025 \$000	Unaudited main estimates 2025 \$000	Unaudited supps. estimates 2025 \$000
	Revenue			
150	Revenue Crown	–	–	–
150	Total revenue	–	–	–
90	Total expenses	–	–	–

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





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

aroturuki.govt.nz



Te Kāwanatanga o Aotearoa
New Zealand Government

TOITŪ



ISO 14064-1
ORGANISATION