



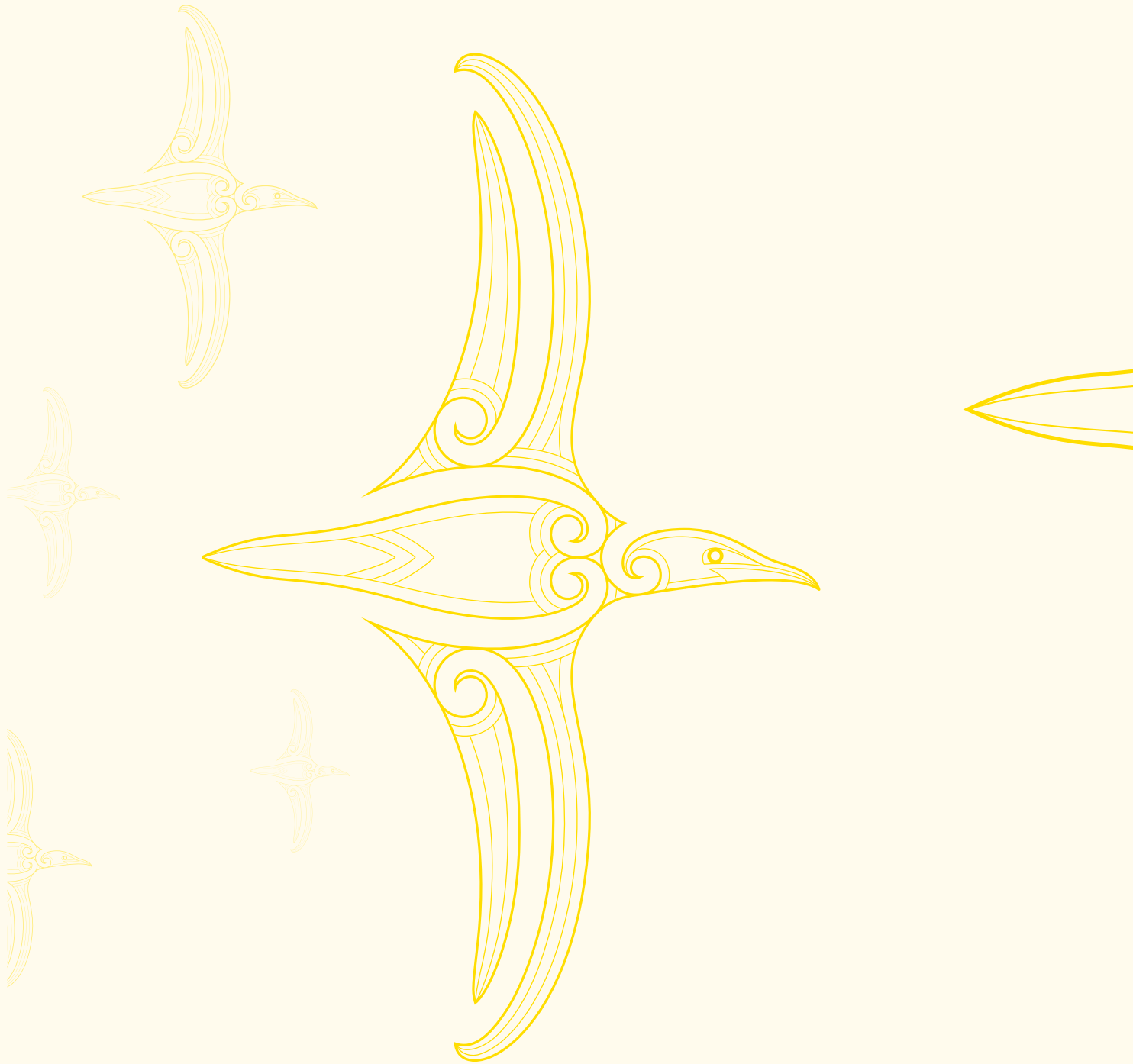
Statement of Intent

20 26



2025/26 – 2029/30





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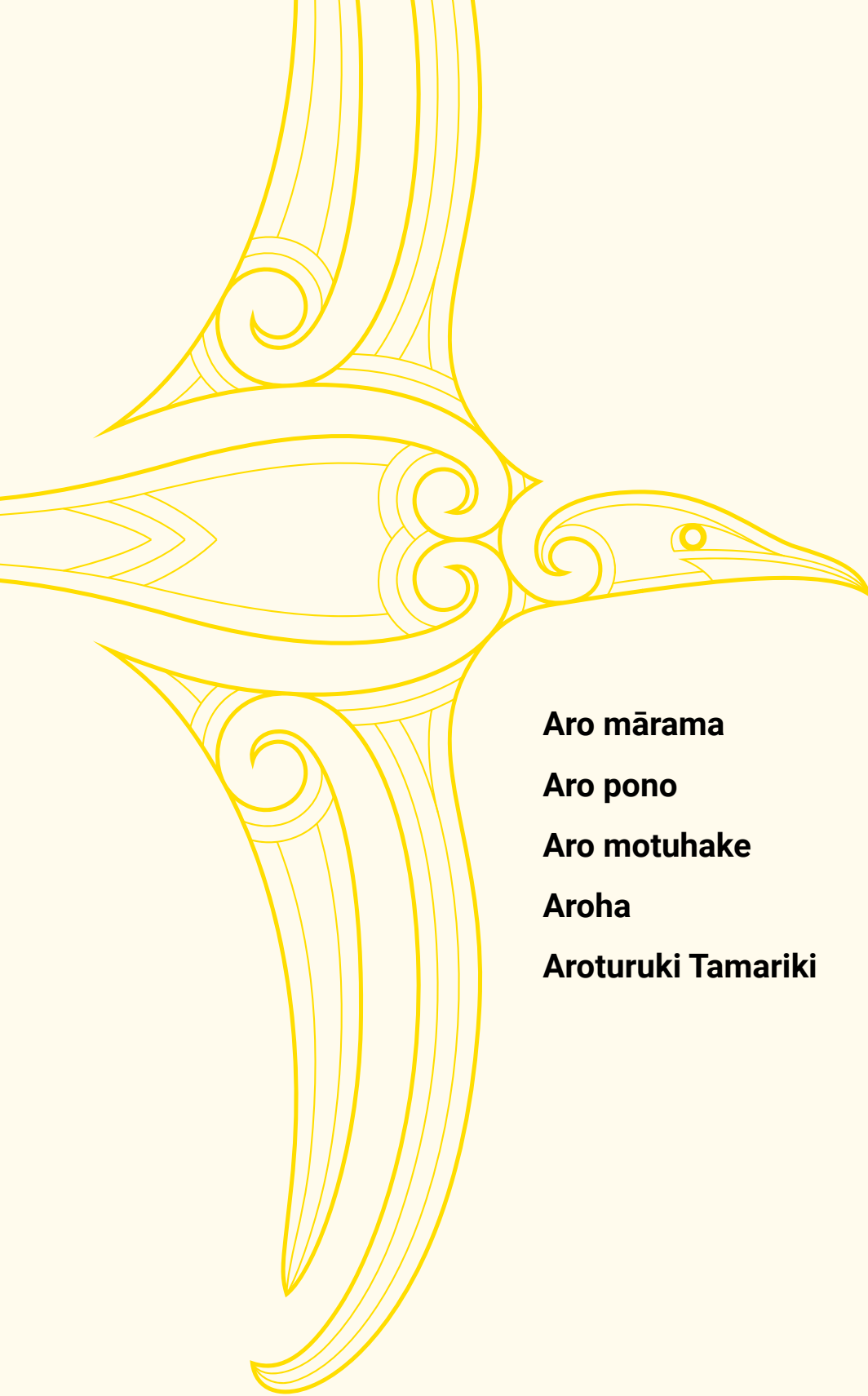
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Aro mārama

Clear insight

Aro pono

Truthful insight

Aro motuhake

Independent insight

Aroha

Caring insight

Aroturuki Tamariki

*Independent
Children's Monitor*

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He Tīmatanga Kōrero

E harikoa ana mātau ki te whakatakoto atu i tā mātau Tauākī Whakamaunga Atu tuatahi hei poari mō Aroturuki Tamariki. Kei ngā whārangi e whai ake nei ka whakamāramatia tā mātau mahi, ā mātau kawenga, te rautaki whakamua me ngā whakaarotau mō te tau 2025/26 tae atu ki 2029/30.

I whakaritea ā mātau whāinga rautaki i muri i te whakarongo me te kōrero ki ngā kaimahi, Te Kāhui – tā mātau rōpū tohutohu Māori, me ā mātau hoa mahi rangapū ā-pūnaha nei, ko te Mana Mokopuna me te Kaitiaki Mana Tangata. Ka whakatauirā tēnei momo kōkiri i te huarahi hei whai mā mātau, me te tikanga mahi pūharu e mahi ai te pūnaha oranga tamariki: arā kia tuwhera, kia mahi tahi, kia whakapokapūtia hoki ngā tino hua pai mā ngā tamariki, rangatahi me ā rātau whānau ki roto i ā mātau mahi katoa.

Kāore he take i kō atu i te whai hua tōrunga mā ngā tamariki, rangatahi, whānau katoa i te pūnaha oranga tamariki, kia arohia hoki ō rātau hiahia me ā rātau tika. Ki te pēnei te mahi a te pūnaha, ka whakamanatia ngā tāngata mā te whai i ngā ratonga me te tautoko e hiahiatia ana hei te wā e rite ana. Ko te whakahāngai rauemi ki ngā hiahia o ngā tamariki me ō rātau whānau koia ka āwhina pea i ngā mahi hei whakatepe i te whai wāhitanga mauroa, ā-whakatipuranga, ki ngā tau o mua.

E whakahī ana mātau kia tū motuhake, e ōkawa ana hoki ināianei, ki te aroturuki i te pūnaha oranga tamariki kia whai panonitanga tōrunga. He mea nui tonu kia tū motuhake mātau i ngā tari kē, i ngā tohutohu hoki a ngā minita. Ka pūmau tonu tā mātau aro ki te pai o ngā mahi a te pūnaha e whakarato ana i ngā tamariki, rangatahi me ō rātau whānau.

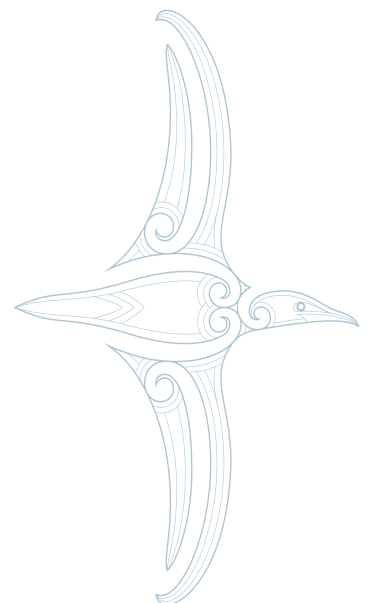
Hei ngā tau e haere ake nei, ka whakatipu haere mātau i te whakapono mai a te hāpori kia rangona ngā reo whai wheako. Ko tō mātau whirikoka motuhake, ko te whakahuihui mai i ngā reo me ngā wheako o ngā tamariki, rangatahi, whānau me ngā kaimahi ngaio, me ngā raraunga, ki te whakarite i ngā pūrongo whai taunakitanga mō ngā mahi a te pūnaha. Ka tukua atu ngā mōhiohio me ngā kitenga ā-rohe ki ngā tari me ngā kaimahi kia taea e rātau te whakamahi kia mōhio he aha ngā mahi e whai hua ana - he aha hoki ngā mahi me whakapanoni – ki ā rātau hāpori. Ka tukua hoki ā mātau kitenga me ā mātau taunakitanga ki te hunga ka whakariterite i ngā kaupapahere me ngā tukanga ā-motu, me te whai i ō rātau kupu taurangi ki te whakatinana haere i te panonitanga tōrunga.

Kei te mōhio mātau tērā ētahi wā ka whai wero ngā tari i te pūnaha nō waho atu i ō rātau mana whakahaere, tērā hoki he hanga, he whanonga ka papare i te kōkiri whakamua. I whakatūria mātau i tēnei horopaki, me ngā karanga maha, i roto i ngā tekau tau, kia whakapanonitia te pūnaha. Kei te mōhio hoki mātau tērā ka taea ngā mahi nunui ki Aotearoa ina ka whai takune, ka whai māia hoki. Kei te hiahia mātau kia piki ake te tuari haere i ngā kōrero mō ngā mahi e whai hua ana – kaua ko ngā mahi kāore e whai hua ana – mō ngā tamariki, rangatahi me ō rātau whānau.

Hei poari, ka whakapūmau mātau tērā ka mau a Aroturuki Tamariki ki tōna aronga matua, ka hāpai i ā mātau uara ā-whakahaere, ka whai hoki i te ahurea o te whakapaipai haere. Ka tautoko mātau i ngā kaimahi ki te kohikohi me te tuari haere i ngā kōrero me ngā reo o ngā tamariki me ngā rangatahi, ki te whakarite huarahi hoki e whai reo ai ngā tauwhiro mahi hāpori kia haumarū, kia whai wāhi, kia whakaahei hoki.

Ka tautoko mātau i te whakahaere kia whakatipu haere i ngā hononga ki ngā iwi me ngā hapū ina ka toko mai he huarahi, kia whai painga mā ngā tamariki me ngā whānau Māori. Ka nui ake te mahi tahi ki ā mātau hoa rangapū ā-pūnaha, ka whai hoki ki te whakatipu i te pitomata ki te whakaaweawe.

He nui ngā mahi kei mua i te aroaro, koia ka kuhu atu mātau ki te kaupeka e haere mai ana me te māia ki te kapa mahi katoa o Aroturuki Tamariki, te whakaaro nui ki ā mātau hoa rangapū ā-pūnaha me te tūmanako nui mō te anamata.



Introduction

We are pleased to present our first Statement of Intent as the board of Aroturuki Tamariki | Independent Children's Monitor. The following pages describe our role, functions, forward strategy and priorities for 2025/26 to 2029/30.

Our strategic intentions were developed after hearing from, and speaking with, kaimahi (staff), Te Kāhui – our Māori advisory group, and our oversight system partners the Children's Commissioner and the Ombudsman. This approach exemplifies how we need to work, and how the oranga tamariki system ideally operates: openly, collaboratively and with the best outcomes for tamariki, rangatahi and their whānau at the core of all that we do.

There is no other reason for our efforts but to see all tamariki, rangatahi and whānau in the oranga tamariki system have positive outcomes, and have their needs and rights addressed. If the system is working in this way, then people are empowered by receiving the services and support they need at the right time. Resources being centred around the needs of tamariki and their whānau could help confine long-term and inter-generational involvement in the system to the past.

We are proudly, and now officially, independent as we monitor the oranga tamariki system for positive change. It is important that we are independent of other agencies and from direction by ministers. Our focus will always be on how well the system serves tamariki, rangatahi and their whānau.

In the next few years, we will continue to build trust in the community so that voices of experience are heard. Our unique strength is in bringing the voices and experiences of tamariki, rangatahi, whānau and professionals together, along with data, to provide evidence-based reports on the system's performance. We share back regional information and insights with agencies and kaimahi that they can use to inform what is working well – and what needs to change – in their communities. Our insights and evidence also go to those who set national policies and practices seeking their commitments to effect positive change.

We know that agencies in the system sometimes have challenges outside their control, that there are structures and behaviours that resist progress. We were established in this context amidst many calls, over decades, for systemic change. We also know we are capable of great things in Aotearoa New Zealand where there is will and courage. We hope to be increasingly sharing what is working well – rather than what is not – for tamariki, rangatahi and their whānau.

As a board we will ensure Aroturuki Tamariki retains its core focus, upholds our organisational values and has a culture of continuous improvement. We will support kaimahi to gather and share the stories and voices of tamariki and rangatahi, and give community-based professionals the opportunity to have a voice in a way that is safe, inclusive and enabling.

We will support the organisation to continue to grow relationships with iwi and hapū where opportunities arise or exist and benefit tamariki and whānau Māori. We will work more actively with our oversight system partners and look to build on our shared potential to influence.

There is much to do and we enter this next phase with confidence in the whole team at Aroturuki Tamariki, great respect for our oversight system partners and much hope for the future.

Statement of responsibility

The board of Aroturuki Tamariki is responsible for the information contained in this Statement of Intent. It describes our vision, strategy and priorities for at least the next four years.

This Statement of Intent has been developed following amendments to the Independent Children's Monitor's establishing legislation. The Oversight of Oranga Tamariki System Legislation Amendment Act 2025 changed the form of the organisation from a departmental agency to an independent Crown entity. The board was appointed by the end of 2025 and was in position to set strategy in early 2026.

This Statement of Intent has been prepared in compliance with sections 138–149 of the Crown Entities Act 2004. A Statement of Performance Expectations is produced, informed by the strategic position detailed here, to annually describe financial and non-financial performance objectives and their assessment.



Dr Ang Jury
Chair



Rev Murray Edridge
Member



Hon Jo Goodhew
Member

2 June 2026

Our role

We are the independent monitor of 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. Our role is to monitor that the oranga tamariki system is doing what it is required to for tamariki and rangatahi, from early intervention to supporting care-experienced rangatahi into adulthood.

There are laws and standards for young people involved with this system. We provide an independent check on whether agencies and providers are working to those standards. When they are, then tamariki, rangatahi and whānau are more likely to have positive experiences and feel well supported both within and beyond the system.

We look at whether agencies and providers are complying with the Oranga Tamariki Act and the National Care Standards (NCS) regulations, and other regulations. We have a role in assessing the extent to which tamariki, rangatahi and their whānau are supported by the oranga tamariki system and its interface with other systems. After speaking with tamariki, rangatahi, whānau and others, we make assessments and report on the quality of those services, if they are having positive impact or if change is needed. Our monitoring reports are also used by others, such as the Children's Commissioner, to advocate for system change.



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 and support.

Establishment and background

A series of reviews over time recommended changes to, and greater oversight of, New Zealand's child protection system.¹ We were established in 2019 following a review of independent oversight arrangements for the system and public consultation. The Government established the Monitor and agreed that the Ministry of Social Development would design and establish the monitoring function. Initially our role was limited to monitoring compliance with the NCS regulations.

¹ The 2015 Expert Advisory Panel report on Modernising Child, Youth and Family was key to our eventual establishment.

On 1 May 2023, the Oversight of Oranga Tamariki System Act 2022 (the Oversight Act) took effect, and we became an operationally independent departmental agency with an expanded role of monitoring the oranga tamariki system. As a departmental agency, we were hosted by the Education Review Office (ERO) which provided us with back-office functions such as payroll, finance and IT.

On 1 August 2025, we were established as an independent Crown entity with the passing of the Oversight of Oranga Tamariki System Legislation Amendment Act. This status helps reflect that our work and findings are independent from the government agencies we monitor and there are provisions in our legislation that limit the ability of ministers to direct our work. This is important so that our monitoring can be trusted by both the public and decision makers beyond political cycles.

Objectives and functions

Under the Oversight Act, we carry out objective, impartial, and evidence-based monitoring, and provide advice in order to:

assess the extent to which the oranga tamariki system and its interface with other systems support 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

assess 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

support informed decision making.

The Oversight Act requires our approach to prioritise improved outcomes for children and young people, particularly tamariki and rangatahi Māori. We listen to the voices of children, young people and whānau experiencing the oranga tamariki system and uphold their right to share their views and have those views taken into account.

Our monitoring function is primarily focused on the system responsible for the delivery of services or support under or in connection with the Oranga Tamariki Act 1989. This largely relates to the mandate of Oranga Tamariki, but also NZ Police to the extent that it exercises powers under that Act. It also touches on all organisations approved under the Act and many contracted by Oranga Tamariki.

Our monitoring can cover early support services, informal and formal interventions, care, youth justice, and transitions out of care and to independence. This includes the direct provision of health and education services by Oranga Tamariki, as well as by the organisations that Oranga Tamariki contracts or otherwise delegates responsibilities to.

Oranga tamariki system means the system that is responsible for providing services or support to children, young people, and their families and whānau under, or in connection with, the Oranga Tamariki Act 1989 (Section 9 of the Oversight Act).

We also have a duty to monitor the oranga tamariki system in the context of its interface with other systems, such as the health, education and justice. Our duty extends to making observations about how those systems deliver services to the tamariki and rangatahi known to Oranga Tamariki, and how the interface is impacting on the delivery of those services and supports.

Oversight of the oranga tamariki system

The intent of the Oversight Act is to strengthen oversight of the oranga tamariki system. The two other oversight agencies are the Children's Commissioner – Mana Mokopuna and the Ombudsman.

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. We meet regularly at executive and operational levels and often coordinate our communications. We have been working together so the oversight system is understood and to ensure there is no wrong door for tamariki, rangatahi and whānau.

Our values and approach

We are child-centred in all that we do, applying a te ao Māori lens and understanding children in the context of their whānau and community. Working with others supports our goal of improving outcomes for tamariki and rangatahi. We build relationships based on respect and trust, reciprocity, collaboration and proactive engagement.

Our four values lay a solid foundation for us to work with tamariki, rangatahi and whānau and those who hold their best interests at heart.

Kia Māia – Courageous

We are brave, bold, capable and confident.

This means we:

- stand up for what is right
- tell the truth, even when it isn't popular.

Manaaki – Respectful

We show respect and care for others.

This means we:

- respect diversity of thought, action, and culture
- have a child-centred and te ao Māori perspective woven throughout our work
- look out for each other and make work a safe place for our colleagues.

Kia Pono, Kia Tika – Trustworthy

We are honest, genuine and do the right thing.

This means we:

- admit when we don't know the answer
- cross-check our data
- do what we say we will and communicate in a timely manner if we can't.

Kia Huritao – Reflective

We are considered and reflective.

This means we:

- learn from experience, value feedback, and always look for opportunities to improve
- take the necessary time to make the best decisions we can
- never assume we know what is best.

Our commitment to te ao Māori and Te Tiriti

At Aroturuki Tamariki, our work is guided by and reflects our tikanga approach and our commitment to give practical effect to te Tiriti (the Treaty of Waitangi). We are a diverse organisation and cannot guarantee that we will all get it right every time, but the leadership, kaimahi heart and intent is there.

We are guided by Te Kāhui

Te Kāhui – our Māori advisory group – has supported us since our establishment in 2019, and were involved in the policy and legislative phase prior to that. They continue to provide us with advice in our monitoring approach and across much of our mahi including our priority areas, work programme and reports. This approach sets out our commitment to Māori, which includes embedding te ao Māori into the way we work, and emphasises the importance of considering the experiences of tamariki and rangatahi within the context of their whānau, hapū and iwi and wider community.

Te Tiriti responsibilities

Our responsibility to te Tiriti is included in our founding legislation, which sets out how we give effect to our responsibilities in a practical way. This includes working to improve the wellbeing of tamariki and rangatahi within the context of their whānau, hapū, iwi, and communities.

The voices and experiences of tamariki, rangatahi and whānau Māori – who are overrepresented in the oranga tamariki system - are critical to our work.² We could not genuinely monitor the oranga tamariki system without hearing from those who are living it and working to understand their experience within their cultural context.



² Tamariki and rangatahi Māori form 28 percent of Aotearoa's youth population but of those in custody/care under care and protection orders in the 2023/24 year, 67 percent identified as Māori. Refer to our report, Outcomes for tamariki and rangatahi Māori and their whānau (June 2025). aroturuki.govt.nz/reports/outcomes-23-24

Whakawhanaungatanga is essential to our monitoring process

Our visits to a region are carefully planned and we meet iwi and others to socialise our monitoring visit before we begin monitoring. This helps us learn about the local context and for those in the region to decide if they want to speak with us. Meeting kanohi ki te kanohi (face to face) is critical, helping to build rapport and generate learnings that would not be possible via technology.

We help our kaimahi carry out their roles confidently when engaging with Māori by supporting them to build knowledge, experience, capability and understanding of tikanga Māori and te reo. Our monitoring kaimahi are supported and trained to engage and work with tamariki and whānau in a way that respects cultural similarities and differences and appreciates diversity.

Giving back is a key value and practice in our mahi

It is important we don't just take participants' time and information when what they give us is so central to our work. After each monitoring visit, Aroturuki Tamariki hosts wānanga where we share back key insights from the monitoring visit with those who participated. We reflect initial findings back to tamariki, rangatahi, whānau and caregivers who spent time with us and we separately share insights with community professionals.

The professionals who join these hui hear what we learned overall and have the opportunity to discuss the learnings in peer groups. This is a way to provide real-time information and insights to professionals that they can use to develop solutions and improve their services, where needed. In this process, we also engage with iwi and Māori organisations to provide them with data relevant to tamariki and rangatahi Māori in their region.

Monitoring outcomes for tamariki and rangatahi Māori

We developed operational measures to assess the performance of the oranga tamariki system by collaborating with iwi, Oranga Tamariki strategic partners, Māori social service providers and staff from the Social Investment Agency. These measures and indicators help us all to assess the performance of the oranga tamariki system in achieving improved outcomes for tamariki and rangatahi Māori.



Our structure and resources

How we are funded

Aroturuki Tamariki is funded through Vote Social Development for the discharge of its functions, duties and powers under the Oversight Act. The scope of our appropriation includes independent monitoring of compliance with, and delivery of, the oranga tamariki system and related regulations and standards. The intention of this funding is to achieve a strengthened independent monitoring and assurance function to ensure sustainable oversight of the system.

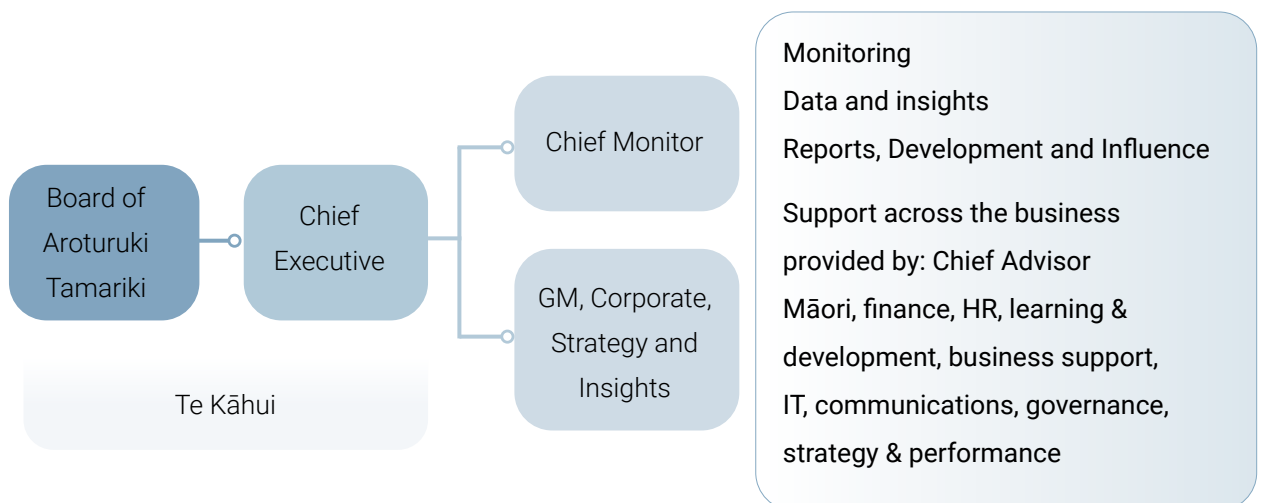
For further information about our funding, including our financial outlook, please refer to our annual Statement of Performance Expectations.

How we are organised

Aroturuki Tamariki is governed by a three-person board which meets every two months. We have 64.4 full-time equivalent kaimahi working across four teams, led by a three-person Executive Leadership Team.

Nearly two thirds of our kaimahi are focused on gathering and analysing information, reflecting our emphasis on listening to the voices of those known to or working in the system. Our operational teams (our monitors who visit communities) are spread around the motu – in Tāmaki Makarau (Auckland), Te Whanganui-a-Tara (Wellington) and Ōtautahi (Christchurch).

The organisation is supported by our Māori advisory group – Te Kāhui, which is appointed under section 17 of the Oversight Act.



Our monitoring and insights

We spend time in communities throughout Aotearoa talking to tamariki, rangatahi, whānau, iwi and Māori organisations and providers, caregivers, local providers and agencies. We listen, analyse and regularly publish our findings from these visits.

Our monitoring approach is based on a methodology with evidence at the centre. 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.

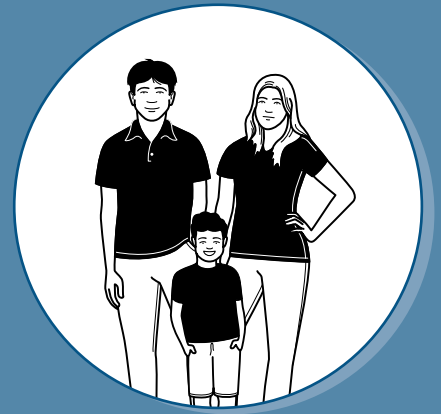
Our insights are developed to focus continuous improvement across the system towards better and more equitable outcomes for tamariki and rangatahi.

We produce the following reports in accordance with our legislation.

Type of report	Frequency	Legislative reference	Latest release
State of oranga tamariki system	3 yearly	Section 22	The first of these will cover July 2023-June 2026 and will be published in 2027
Compliance with National Care Standards Regulations	Annual	Section 23	Experiences of Care in Aotearoa 2024/25
Outcomes for Māori children and young people and their whānau	Annual	Section 24	Outcomes for tamariki and rangatahi Māori and their whānau in the oranga tamariki system 2023/24
Reviews requested by our Minister	Ad hoc	Section 25	None to date
Reviews on our own initiative	Ad hoc	Section 26	Towards a stronger safety net to prevent abuse of children: A second review

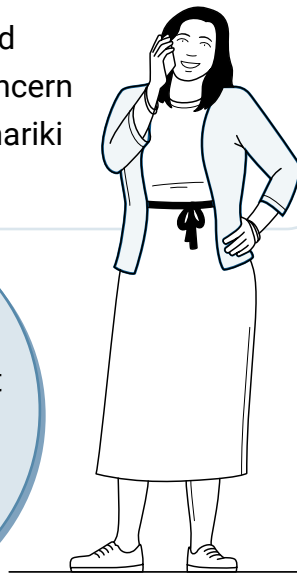
We also prepare summary documents that share back what we heard to those we engaged with on our monitoring visits. Our community share backs are available to read and download on our website.³

Tamariki, rangatahi and the oranga tamariki system



The population of Aotearoa aged 18 and under is **1.2 million**

Oranga Tamariki received **108,100** reports of concern for **62,600** distinct tamariki in 2024/25



A report of concern can be made to Oranga Tamariki about the safety and/or wellbeing of tamariki or rangatahi.

Tamariki or rangatahi can go into care and protection custody if required for their safety or wellbeing.



Nearly **two-thirds** of tamariki in care are aged 10 or over

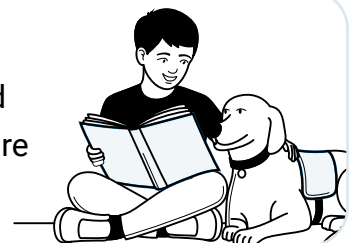
4,217 tamariki and rangatahi were in the care of the State or approved child and family social service on 30 June 2025

Half of tamariki and rangatahi in care have been in care for **more than five years**

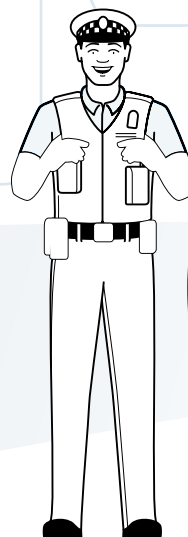
Around 69% of tamariki and rangatahi in care are Māori

27% of the total population aged under 19 identify as Māori

Around **30%** of tamariki and rangatahi in care are disabled



2,100 distinct tamariki and rangatahi were referred to Oranga Tamariki by NZ Police for a youth justice family group conference in 2024/25 (Less than 1% of the youth population aged 10–18 years old)



Tamariki or rangatahi alleged to have committed an offence come to the attention of Police and can go into youth justice custody at any time, either on remand or via sentencing

Strategic intentions

As an organisation, we have some direct impact but most of our influence is indirect.⁴ Many organisations, including those we monitor, have a direct impact on the lives of tamariki, rangatahi and their whānau in the oranga tamariki system. These include government agencies such as Oranga Tamariki, Police, and the Ministries of Health and Education, as well as iwi, hapū, and Māori social services, and community organisations.

Agencies, providers and staff in the system are governed by legislation and expectations about the level of service provided to vulnerable children. Agencies set their own visions and objectives that say they will deliver to high standards for tamariki and whānau in Aotearoa New Zealand.

We monitor and inform what works for tamariki, rangatahi and their whānau – providing a trusted, independent view of system performance, based on voices and as signalled by data. We return to communities to see what has changed over time and check whether agencies have done the things they committed to doing to improve outcomes for tamariki, rangatahi and whānau.

Our vision is for an oranga tamariki system trusted to do the best for tamariki, rangatahi and their whānau

Our strategic priorities are trust, partnership, and positive change.

These priorities connect to, and build on, each other: trust leading to partnership, leading to positive change. All our work will align to these three priorities.

In these three areas, the outcomes we seek are:

- increased trust in our role and insights
- collaboration that prioritises tamariki, rangatahi and whānau
- transparent system performance and accountability.

On the following pages we set out the main things we seek to achieve in the medium-term to support these outcomes.

⁴ Our direct impact comes through our monitoring practice, sitting down to listen and kōrero with tamariki, rangatahi, whānau and local professionals. In those spaces they need to be able to trust us and what we will do with their whakairo, to feel safe to share and be heard.

Outcome: increased trust in our role and insights

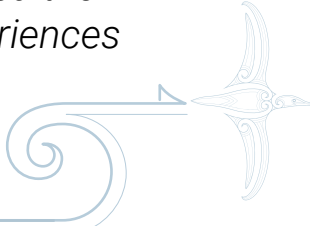
Why this is important

Tamariki and others we speak with about the system need to feel safe and comfortable sharing with us. We work to earn their respect and build trust, which begins with hiring skilled, empathetic people who understand the oranga tamariki system, and using evidence-based monitoring practices. We also want to build trust in us and our insights with the agencies that commit to new actions based on our findings, so they consider us a critical friend.

What impact we expect to see by 2029/30

Impact:

A broad range of tamariki and rangatahi have shared their experiences



How we will get there

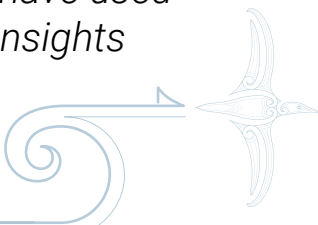
We will identify groups/voices that have yet to be heard through our monitoring so we capture, learn from and share a wide range of perspectives from the oranga tamariki system and its interfaces.

Regional monitoring plans will gradually include strategies to hear from these groups, informed by local providers and a detailed understanding of the system.

We will grow our practice for engaging with tamariki with disabilities, and others who require a specialist approach.

Impact:

Professionals work with us and have used our insights



How we will get there

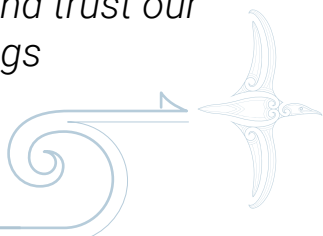
We will plan how to grow engagement at different levels of decision-making (agencies and communities) to build awareness of our role, our independence, and to encourage more kaimahi to share with us and use our insights in their mahi.

Revised strategies on engagement and communications will guide how we action these ideas, encourage the use and application of our insights, and reinforce the independence of our role.

We will schedule a review to check the relevance and effectiveness of our monitoring approach to maintain and increase trust in the rigour of our methodology.

Impact:

Agencies respect the oversight role and trust our findings



How we will get there

We will be more proactive in meeting with chief executives and senior leaders of the oranga tamariki system to discuss our role and how our monitoring and insights can support their work.

We will work with monitored agencies to identify the best data to measure system performance.

We will track uptake of our reports and will monitor references to our work and the oversight system. We will follow up on significant references as opportunities to build understanding of our role and work.

Outcome: collaboration that prioritises tamariki, rangatahi and whānau

Why this is important

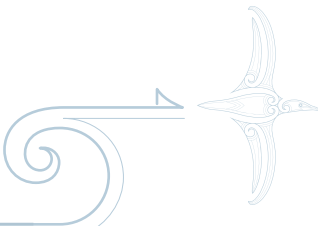
To do our work well, we need to work together across different groups to gain insights that help create positive change. When we collaborate successfully, we can hear from people who are affected by the system as well as those who work inside it. Over-representation of Māori in the system means we need close collaboration with iwi and Māori organisations. This helps us understand how the system affects Māori communities and learn from new approaches that are already making a difference.

With increased independence, we look forward to strengthening our relationship with our oversight partners and working strategically with them on key issues to increase our collective influence. We will also look to build on relationships with ministers and those with central government influence, to urge genuine prioritisation of tamariki, rangatahi and their whānau.

What impact we expect to see by 2029/30

Impact:

Improved insight through our relationships with iwi and Māori organisations



How we will get there

We will advance and sustain relationships with iwi and Māori organisations (through regional engagement planning) and consider engagement opportunities outside of formal monitoring visits.

We will explore the potential for further iwi data sheets and/or iwi-only share back hui and further information-sharing agreements, where resource permits.

We will grow our understanding and share insights about iwi and Māori led and other local pilots/initiatives that have been proven to work for tamariki, rangatahi and their whānau, and the barriers and enablers that influence effectiveness.

Impact:

The oversight entities have strengthened collective influence



How we will get there

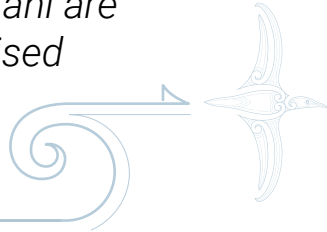
We will identify key areas for more strategic oversight system collaboration that can have system-level influence, using our available levers.

Our communications strategy will be developed with input from our oversight system partners so opportunities to demonstrate the oversight system in action are identified, and we promote understanding of the oversight system and our respective roles.

We will regularly review how we are working together to respect the voices and time of the tamariki, whānau and providers we visit.

Impact:

At all levels, the rights and interests of tamariki and rangatahi are prioritised



How we will get there

We will engage with oranga tamariki system decision-makers on planning for our first state of the system report.

We will ask system ministers what they think needs to change to break the long cycle of poor outcomes for tamariki and rangatahi with care experience.

We will implement new activities to stay connected with local Oranga Tamariki kaimahi and other regional contacts between monitoring visits.

Outcome: transparent system performance and accountability

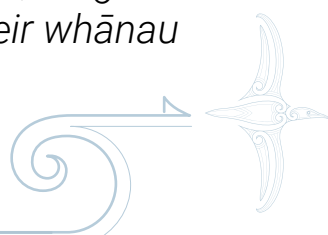
Why this is important

We care whether all tamariki, rangatahi and their whānau in the system are being supported in the way they need. We will continue to publish findings that show where laws, regulations and best practice are not being followed. We will also highlight examples of things working well in the system. We will learn from what we find and use this to inform what we do next, and we will return to visit communities and assess performance.

What impact we expect to see by 2029/30

Impact:

Our reports are clear about what is effective to drive positive change for tamariki, rangatahi and their whānau



How we will get there

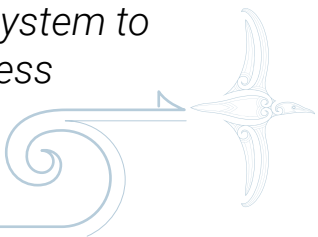
Reports will build on our substantial data and insight base, by region and nationally.

We will look at how we monitor agency commitments in response to our findings, to help focus agencies on urgent, tangible changes.

We will continue to focus our insights on changes that will have the biggest impact for those who are known to, are in, or have previously been in, the oranga tamariki system.

Impact:

Areas of inequity are identified for the system to address



How we will get there

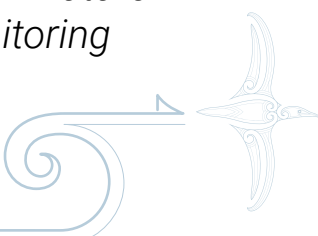
We will highlight where agencies are failing to reduce inequity, including over-representation of Māori in the oranga tamariki system, and support our oversight partners in calls to action.

We will continue to build trend data and annually report on inter-generational impact of care experience and tamariki aspirations (our two pou).

We will work with oversight partners to identify how we can support better outcomes for tamariki with a disability.

Impact:

Experiences and our insights inform future monitoring



How we will get there

We will implement findings of our 2025/26 analysis review to improve how we record experience and generate insights.

We will produce our first report on the state of the oranga tamariki system in 2027 which will provide a baseline for future reporting.

We will continue to improve data maturity within the organisation and support improved data transfers and collections by other agencies.

We will increase our use of regional data and insights to inform areas of focus for regional monitoring visits and to provide evidence of change.

Our vision

A system trusted to do the best for tamariki, rangatahi and their whānau

PRIORITIES: **Trust** **Partnership** **Positive change**

OUTCOMES: *Increased trust in our role and insights* *Collaboration that prioritises tamariki, rangatahi and whānau* *Transparent system performance and accountability*

IMPACTS: A broad range of tamariki and rangatahi have shared their experiences
Professionals work with us and have used our insights
Agencies respect the oversight role and trust our findings

Improved insight through our relationships with iwi and Māori organisations
The oversight entities have strengthened collective influence
At all levels, the rights and interests of tamariki and rangatahi are prioritised

Our reports are clear about what is effective to drive positive change for tamariki, rangatahi and their whānau
Areas of inequity are identified for the system to address
Experiences and our insights inform future monitoring

How we plan to deliver on our strategy

The resources that make it possible for us to achieve our strategic intentions are:

- a high performing and engaged board and team of kaimahi
- access to accurate and complete qualitative and quantitative information
- a strong monitoring approach and practice
- a rigorous analysis methodology and clear reporting
- purposeful and productive relationships
- public funding, supportive Ministers and monitoring organisation.

Our work programme will support achievement of our strategic intentions over the next four years. We anticipate some continued internal focus initially, as a result of our recent transition from a departmental agency to an independent Crown entity. This includes ensuring that new systems and processes (for example, payroll) are well implemented, and adjusting organisational practice around how we make decisions and monitor performance.

A stable, capable and happy team is critical to achieving our strategy. We will continue to support kaimahi in their learning and development goals and create an environment where our kaimahi are valued, safe, and supported to succeed. They will have access to the training, support systems, tools and resources required to perform at their best. The 2025 Public Service Commission census showed we were in the top three government agencies for work satisfaction, and this is a level we will work to maintain.

We will focus on continuous improvement regarding our ability to capture accurate and complete information and meet our reporting obligations. These objectives are helped through:

- sustaining a modern, safe 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.

We take a proactive approach to managing health, safety and wellbeing. This includes managing risks, promoting physical and mental wellbeing, and ensuring safe work practices.

We will stay committed to reducing our carbon footprint when making operational decisions. We prioritise low-emission travel options and look for ways to maximise energy savings and reduce waste. We measure and report our carbon emissions to track our progress in reducing our organisational greenhouse gas emissions.

Monitoring our performance

We have structured our resources to deliver the functions and objectives set out under legislation. The government allocates funding to us each year to enable that work to happen. At the time of writing, our organisation is required to measure and report performance against three outputs connected to funded objectives. These are listed below.

- Complete visits to at least three regions each year to understand how the oranga tamariki system is experienced.
- Prepare and provide final reports prepared as defined in the Oversight of Oranga Tamariki System Act 2022.
- Agencies who are the subject of a final report make commitments to implement changes based on our report findings.

The detail of what we will measure and how, will be set out in our annual Statement of Performance Expectations and reported through our Annual Report.

Our performance approach

We are driven by the following.

- Being tika and pono in what we do.
- Doing what we say we will.
- Using public funding responsibly and delivering value.
- Working to an agreed strategy, seeking efficiency and continuous improvement to meet our organisational accountabilities.

Alongside reportable outputs, we are currently reviewing the measures by which our performance can be assessed. We have identified new strategic priorities that we want our work to help effect. We identify medium-term impacts and the activities that will contribute towards their achievement.

With any new measures we adopt, we will also set standards of achievement and will monitor progress. Once a year we will review performance and ask ourselves:

- if we are still doing the right things
- if we are doing them well, and
- if those activities are having positive impact.

Every two to three years, we will review our overall strategy. Critical to this process is considering if the strategic priorities we identified in an earlier context remain relevant.

Who monitors our performance?

Our board is our governance body. The board reviews regular reporting on the operation of the organisation to inform and help track progress and performance against intentions.

Our oversight system partners are the Children's Commissioner and the Ombudsman. We work together to provide system oversight and would advise each other if our work and priorities were deviating from legislative expectation. In addition to regular contact, a formal executive meeting is held with our oversight partners four times a year to discuss current and emerging issues and trends. We also formally seek feedback from the Ombudsman and the Commissioner each year asking if they are satisfied with, and use, our reports to support them in their functions and duties.

Our Minister and our monitor. The Minister for Social Development and Employment is accountable to Parliament for our expenditure and performance as a Crown entity. We provide quarterly reports against forecast performance. The Ministry of Social Development monitors us on behalf of the Minister, engaging with us monthly and providing independent advice to the Minister regarding risk and performance.

Independent Audit. As an independent Crown entity, our financial and non-financial performance will be scrutinised by an auditor appointed by the Auditor-General.



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