The Government’s aspiration is to make New Zealand the best place in the world to be a child or young person.

To achieve this, we need to transform our support for children and young people who most need our help - those whose safety is at risk or who have offended.

Oranga Tamariki was established on 1 April 2017 following a comprehensive review by the Modernising Child, Youth and Family Expert Panel. The review found that the care, protection, and youth justice systems did not sufficiently meet the needs of children and young people, and they needed a bold overhaul.

Our new child-centred operating model aims to transform our services and make a positive difference to children’s lives, and those of their families and whānau.

We aim to make a difference for children, young people, and their families by:

- keeping more children and young people safely with their families and whānau
- where that is not possible, providing children and young people with high quality alternative care
- ensuring that children and young people in care or custody can transition to independence with appropriate support.
New legislation to protect our children

From 1 July, amendments to the Oranga Tamariki Act 1989 place new specific obligations on us that recognise, and provide a practical commitment to, the Treaty of Waitangi.

New regulations – the National Care Standards – set out the actions and steps that must be taken to ensure children and young people receive a high standard of care that is consistent with the principles of the Act.

Most 17 year olds who offend will be included in the youth justice system, instead of the adult criminal justice system.

New and amended legislation aims to make support, advice, and assistance available to young people aging out of care or youth justice, as well as a new entitlement to live with a caregiver from age 18 up to age 21.

In addition, new obligations in Section 7AA set out our responsibilities to improve outcomes for Māori children and young people and their whānau, and require us to report annually on the progress we make towards achieving this.
## Operating model

<table>
<thead>
<tr>
<th>What we do</th>
<th>How we will do it differently</th>
</tr>
</thead>
</table>
| **Intake, Assessment and Referral**  
Understand what help I need to be safe & flourish, and who is best placed to provide it  
We identify the needs of children and whānau notified to us and find the best help for them |  
We will ensure more effective and better targeting of services to meet the needs of children and prevent escalation of risk |
| **Early Intervention**  
Identify and respond early when my whānau and I need assistance  
We coordinate support and services for children and whānau showing early signs of need |  
We will build an effective, targeted set of responses that keep children safe and out of care |
| **Intensive Intervention**  
Work with my family so I can be safe, recover and flourish at home  
We support children at risk of harm and their whānau to keep them safely at home |  
We will increase the quality of care, in accordance with the new Care Standards |
| **Care**  
Give me stable and loving care that enables me to be safe, recover and flourish  
We keep children in the custody of the Chief Executive safe and promote their wellbeing |  
We will implement legislation to bring 17 year olds into the youth justice system and increase community-based alternatives to custodial remand |
| **Youth Justice**  
Support me to find new pathways  
We support young people, whānau and victims of youth crime to restore their mana |  
We will prepare and support young people leaving care and youth justice to transition successfully to adulthood |
| **Transition**  
Set me up with the knowledge, skills and tools to flourish as an independent young adult  
We prepare and support young people leaving care and custody |  
We will build a new transition service, in accordance with legislation, to support young adults leaving care and custody |
Keeping families together

Where are we at?

Over the last year, we received around 90,000 reports of concern, resulting in around 1,700 children entering the care of Oranga Tamariki. Over the same period, 1,450 children were supported to leave our care – most returning to families or entering adulthood.

That’s still too many children needing our care, and we are looking to partner with communities, NGOs, iwi, and Māori organisations to ensure that children at risk of harm can remain safely at home – within their culture and community – and that those in our care have the supports they need to return to a safe family environment.

What are our aspirations?

- More children and their whānau are safe and flourishing at home.
- Whānau are better supported to provide safe, stable, and loving homes.
- Fewer children need to enter or re-enter care.
- Children and whānau have their needs addressed earlier, preventing escalation.
- Disparities are reduced in outcomes and experiences for Māori children and their whānau.
- Children and young people feel more listened to and better understood.

What are we doing about it?

$31.6M

To co-operate with partners in developing a new approach to work intensively with families, ensuring their children can remain at home safely:

400 children will be supported over the first year, across 150 New Zealand families.

We’ll be working initially in 5 different locations learning what works for those communities and how we and our partners can best support those children.

$26.7M for our existing early intervention partners to help address their cost pressures and ensure those early intervention supports continue to be offered to families, while we review policy around early intervention.
Transforming the care system

Where are we at?

At the end of March, there were around 6,400 children in our care, over half of whom are placed with family or wider whānau. In addition, we support a group of over 1,400 foster carers.

New National Care Standards take effect on 1 July, clearly setting out the significantly improved standard of care and support that children in our care, and their caregivers, are entitled to.

What are our aspirations?

– More children in care are in safe, stable, and loving homes.
– More appropriate care arrangements are available for children.
– More children in care have their full range of needs met.
– Children are better supported to remain and return home successfully.
– Disparities are reduced in outcomes and experiences for Māori children and their whānau.
– Children and young people feel more listened to and better understood.

What are we doing about it?

**$524.7M**

Total investment over the next four years to raise the standards for children and young people in care, including:

**350**

new frontline staff including new social workers, providing extra capacity to work with children in our care.

More support for caregivers with an additional 60 support staff including caregiver social workers, as well as new specialist training for those caregivers.

To make sure tamariki in care have access to the things they need providing toys, books, laptops, sports equipment, specialist health services such as trauma support, and helping maintain connections to their families, culture, and identity.

**$70M**

by establishing four new specialist community-based homes.

New specialist placements for children with high needs
Extending the youth justice system

Where are we at?
At the end of March, around 170 young people aged 16 and under were in our custody, and around 1,900 young people had been referred to us for youth justice family group conferences over the last year.

From 1 July 2019, most 17 year olds who offend will be included in the youth justice system, ensuring they have access to the therapeutic supports they need to stop offending and that we keep our young people out of prison, both now and later in their lives.

What are our aspirations?
- More young people stop offending before adulthood.
- Fewer young people are escalated within the justice system.
- More young people are safely managed in the least restrictive placement appropriate.
- Disparities are reduced in outcomes and experiences for Māori children and their whānau.
- Children and young people feel more listened to and better understood.

What are we doing about it?
- **$140M**
  - to ensure the youth justice system has the capacity required to serve the needs of 17 year olds.
- **100 additional youth placements**
  - so young people can be kept safely within their communities, including up to 16 new small, community-based homes.
- **300 new workers**
  - to support young people in these homes - in many cases provided by our partners.
- **30 further workers**
  - building on an earlier increase in 2018, to continue growing the wider youth justice workforce - mainly to work with other young people brought to our attention by the police.
- New culturally based therapeutic programmes
  - setting up pilots of new services to support young people in our custody to stop offending into the future.
Supporting transitions to adulthood

Where are we at?

Over the last twelve months, around 550 young people left our care or custody to enter adulthood.

We want young people leaving our care to have the same opportunities in life as any other New Zealander.

What are our aspirations?

- More young people have safe and stable living arrangements.
- More young people have the life skills they need to thrive as adults.
- More young people are healthy and recovering from trauma.
- More young people have a trusted adult in their lives, and are engaged with family, cultural, and community groups.
- More young people are in education, training, employment, or volunteering.
- Disparities are reduced in outcomes and experiences for Māori children and their whānau.
- Children and young people feel more listened to and better understood.

What are we doing about it?

We’re investing $153.7M in working with partners to set up, from July 1, a new transition support service to support young people to ensure care and youth justice experienced young people can get a great start to their adult lives:

- 60 supported accommodation places for young people with the greatest needs.
- $25M to support young people who choose to remain with a caregiver beyond the age of 18.
- $9M to provide advice and assistance to any young person entering adulthood from our care or custody.

3000 young people will receive some type of support from us over the next four years.

175 new transition support workers employed within the community by our partners.
Where are we at?

If Oranga Tamariki is truly to make a difference, we need to deliver improved outcomes, and reduced disparities, for tamariki Māori. While the vast majority of Māori children are never brought to the attention of Oranga Tamariki, there is still a significant over representation in the care and youth justice systems.

In March, around 70 percent of children who required care, and 80 percent of the young people who in our youth justice custody, were Māori. That's too many.

New obligations in Section 7AA of the Oranga Tamariki Act set out our responsibilities to improve outcomes for Māori children and young people and their whānau, and requires us to report annually on the progress we make towards achieving this.

What are our aspirations?

- Children, whānau, hapū and iwi have a say in decisions affecting them at the earliest opportunity.
- Disparities are reduced in outcomes and experiences for Māori children and their whānau.

What are we doing about it?

Oranga Tamariki is committed to delivering better outcomes for Māori. We will ensure that the Budget 2019 investments deliver better outcomes and reduced disparities for Māori across all of our services, so that fewer Māori need to enter care, and those who do are supported to remain connected to their whānau, hapū, iwi, and culture.

Intensive Intervention services

delivered alongside iwi and Māori organisations to support whānau to remain safely together at home, and reducing the need for Māori children to enter care.

Transition support services

provided in partnership with iwi and Māori organisations, to ensure we are responsive to the needs of young Māori adults.

Long-term commitment to specialist Māori roles

such as kairāranga and iwi / Māori FGC co-ordinators.

New whānau care partnerships

with iwi and Māori organisations, providing wraparound models for the development and support of whānau caregivers.
Working alongside partners

Where are we at?

Achieving the Government’s ambitions for children in care and youth justice requires working in newer and better ways - that’s why we need to partner with the skills, knowledge and passion of organisations across communities, NGOs, iwi, and Māori organisations.

Partnership means more than just contractual arrangements, and our partners will be involved from the very beginning - working alongside us to design and shape these new services, and ensuring we’re fully reflecting the needs and aspirations of tamariki Māori and their whānau.

What are our aspirations?

We want to work with communities, NGOs, iwi, and Māori organisations to:

- genuinely reflect the differing needs of children across our diverse communities.
- ensure everyone can support keeping our tamariki safe.

What are we doing about it?

The investment from Budget 2019 provides an opportunity for us and our partners to design and build new services, and to strengthen existing ones. Around 50% of approximately 900 new roles will be delivered through our partners by year four, including across communities, NGOs, iwi, and Māori organisations, to deliver new ways of working for children and young people including intensive whānau support workers, transition support workers, and others.

$26.7M additional investment to meet the sector’s cost pressures in providing early intervention services.

$29M to better support iwi, Māori and NGO providers of care to meet the care standards.