

In Confidence

Office of the Minister for Children

Office of the Minister for Social Investment

Cabinet Social Outcomes Committee

Report back: Oranga Tamariki and Social Investment Agency review of Oranga Tamariki Early Support and Prevention funding and services

Proposal

- 1 This paper reports back on Phase One of the joint Oranga Tamariki–Social Investment Agency review of early support and prevention services, summarising results on their reach, impact and value for money and sets out proposed next steps.

Relation to government priorities

- 2 The proposals in this paper support the Government’s goal to deliver efficient, effective and responsive public services and to implement a social investment approach to drive better outcomes for people with high needs.

Executive Summary

- 3 In 2025, Cabinet tasked Oranga Tamariki and the Social Investment Agency with reviewing Oranga Tamariki early support and prevention funding and services to ensure they align with government priorities for improving outcomes for children and young people. Five large programmes and one national provider, totalling approximately \$126 million, were prioritised for Phase One of the review. The review has assessed each programme using reach, impact, value for money. Further work on operational factors is yet to be completed.
- 4 The review identified that Family Start, Strengthening Families and Workers in Schools suite of programmes mainly reach children and young people who have not come to the attention of Oranga Tamariki but are experiencing early risk factors to their safety and wellbeing requiring targeted supports. These programmes contribute to multiple portfolio outcomes. While most programmes have qualitative evidence showing some impact, this is generally not borne out in the available quantitative data. As the programmes prevent children and young people from entering care or youth justice, we recommend that these programmes be redesigned, targeting be improved and better outcome and performance measures put in place. We also recommend, subject to further work, that:
 - 4.1 Strengthening Families programme and funding transfer to Te Puni Kōkiri for delivery via the Whānau Ora Commissioning Agencies to align navigation services.

- 4.2 Family Start programme and funding transfer to the Social Investment Fund to ensure it is better targeted and considered alongside other services delivered in the first 2000 days.
- 4.3 the Workers in Schools suite of programmes and funding transfer to the Ministry of Education, to ensure it is redesigned to provide targeted support to children experiencing early risk factors while maintaining the support schools, children and communities rely upon.
- 5 For both Gateway programmes and the national provider, the review identified they mainly serve children and young people already in care, or on the cusp of care or youth justice. The two Gateway programmes contribute to mainly Oranga Tamariki, Health and Whānau Ora portfolio outcomes. These programmes showed some qualitative evidence of impact, but this is not reflected in the available quantitative data. The national provider programmes contribute to multiple portfolio outcomes and showed positive results across both qualitative and quantitative data. We recommend that:
- 5.1 the two Gateway programmes remain with Oranga Tamariki due to their role in supporting children and young people in the care system or on its cusp experiencing significant safety and wellbeing risks, while agencies work together to improve, amongst other things, coverage and outcome measurement.
- 5.2 the national provider remains with Oranga Tamariki, s9(2)(iv) [REDACTED]
- 6 Next steps will also involve Oranga Tamariki and the Social Investment Agency beginning Phase Two of the review of Oranga Tamariki early support and prevention services, engaging with providers and using secure AI tools to analyse 760 services delivered by approximately 200 providers.

Background

- 7 The Social Investment Fund provides shared system architecture designed to support commissioning for cross-cutting outcomes across multiple portfolios in line with government priorities. The Fund is focused on investing in early support and prevention services for families with multiple and complex needs.
- 8 In April 2024, Cabinet tasked the Social Investment Agency with leading an ongoing review of social sector spending to measure outcomes [CAB MIN-24-SUB-0140 refers], and directed the Social Investment Agency and the Treasury to work with social sector agencies to identify funding that could move into new Social Investment Fund appropriations [CAB-25-MIN-0108.02 refers].
- 9 In October 2025, Cabinet noted that five large programmes and the specialist services of one large national provider, totalling approximately \$126 million, were prioritised for review and invited the Minister for Social Investment and the Minister for Children to jointly report back on this work by 30 March 2026 [SOU-25-MIN-0133 refers]. The programmes are:

- 9.1 Family Start - intensive home-visiting programme supporting parents and caregivers through challenges during their child's early years.
- 9.2 Strengthening Families – navigation service helping families access coordinated services and support.
- 9.3 Workers in Schools (including Social Workers in Schools, Youth Workers in Secondary Schools and Multi-Agency Support Services in Secondary Schools - school-based services providing early support to children and young people to enhance wellbeing, strengthen family connections, and address emerging needs before they escalate.
- 9.4 Gateway - provides specialist assessments to identify health, education, disability, social, and wellbeing needs of children and young people involved with Oranga Tamariki.
- 9.5 Post-Gateway - supports children and young people in care or custody or at high risk of entering care with mental health, disability and addiction needs.
- 9.6 Large National Provider s9(2)(ba)(i) & 9(2)(j) - provides trauma-informed, bicultural services supporting children and families with complex trauma.
- 10 In response to three external reviews including the Auditor-General's report in 2025, Oranga Tamariki is preparing to recommission for outcomes in line with its new Commissioning and Investment Plan. This recommissioning process commences this year and will carry over the next four years with an initial focus on youth justice therapeutic and mentoring services and statutory care services.
- 11 In October 2025, Cabinet agreed an integrated approach to strengthen the children's system to protect against and better respond to child harm, in response to the recommendations of the Dame Karen Poutasi Review. Making better use of the resources in early support and prevention services can play an important role in reducing the pressures on the statutory parts of the system, protecting against harm before it occurs.

Approach to the review

Criteria for assessing programmes and developing proposals

- 12 The review criteria (set by Cabinet and subsequently refined by Oranga Tamariki and the Social Investment Agency, with further refinement informed by provider feedback) recognised that each programme needed to demonstrate:
- 12.1 reach (who is being served and whether outcomes span multiple portfolios),
- 12.2 impact (evidence from children and families, providers, case studies, the Integrated Data Infrastructure (IDI), previous evaluations and international literature scans),
- 12.3 value for money (total cost to serve).
- 12.4 key operational factors including how the programme:
- 12.4.1 supports the statutory duties of the Chief Executive of Oranga Tamariki,
- 12.4.2 maintains priority referral pathways and service continuity,
- 12.4.3 can be legally given effect and the statutory decision-making framework to apply to transferred services, and

12.4.4 financial implications of any transfer have been assessed,

12.4.5 aligns with existing cross-agency work.

- 13 A more detailed outline of the review criteria is set out in Appendix One. Application of the criteria was informed by considering the safety and wellbeing risks and needs of the cohort of children each programme served.
- 14 Some small investment in parts of programmes in this review are delivered or commissioned by Oranga Tamariki strategic iwi partners with initiatives underway to redesign and reimagine what care and protection looks like for children, young people and their families. These Enabling Communities initiatives devolve resources and decision-making powers and support the Chief Executive of Oranga Tamariki to meet their statutory duties under section 7 of the Oranga Tamariki Act 1989. In addition, some small investment in parts of the programmes is also already being considered for transfer to, and progressed through, the Social Investment contract consolidation pathway. The specific investment linked to Enabling Communities initiatives or already progressing through Social Investment Fund contract consolidation have been excluded from the review.

The review to date found mixed results and confirmed room for improvement

- 15 The review did not take a portfolio-level view of investment or assess system-wide support mix or service gaps. The programmes reviewed are a narrow subset of Oranga Tamariki early support and prevention services and are not directly comparable due to differences in purpose, scale, and delivery model.
- 16 Overall, the review found mixed results across the programmes: some have wide reach, serving mainly children experiencing early risk factors requiring the targeted support delivered by early support and prevention services and programmes. Some of the programmes reviewed serve children with significant safety and wellbeing risks on the cusp of care or youth justice or already in care or youth justice facilities.
- 17 Although quantitative impact data is limited, qualitative evidence consistently points to short term benefits like improved parenting, emotional regulation, school engagement and crisis prevention. Providers refer to these as ‘micro-impacts’ - small, individual changes representing meaningful change to the children and families experiencing them but that cannot currently be traced to large datasets like the IDI. International evidence shows that well targeted early support and prevention services can produce modest positive returns.
- 18 However, operational issues including inconsistent delivery quality, incomplete coverage, poor targeting and limited data infrastructure have reduced overall value for money. What is clear from the review is that:
- 18.1 continuing to fund early support and prevention programmes is necessary to prevent children and young people coming into care and youth justice;
 - 18.2 retargeting and redesign of programmes is required;
 - 18.3 there are opportunities for Oranga Tamariki and other social sector agencies to strengthen data collection and use, with a focus on outcome measurement and

monitoring and evaluation to improve effectiveness and enable clearer attribution of change.

- 19 We recommend further work to complete consideration of the operational factors criterion for the programmes that are being considered for redesign or transition prior to any Vote transfer decisions are made.
- 20 Appendix Two provides a more detailed summary of the review’s results to date.

Summary of results by programme

Gateway assessments and targeted support post-Gateway

Total current contracted cost and # providers	Gateway: s9(2)(j) from Vote Oranga Tamariki, 21 co-ordination functions, provided by 1 provider - Health NZ Post-Gateway: s9(2)(j) from Vote Oranga Tamariki, 11 providers across 3 service types
Reach	High access by children in care or youth justice/on the cusp
Outcome Range (portfolios)	3 portfolios (Oranga Tamariki, Health and Whānau Ora)
Impact	Moderate (Gateway), limited evidence (Post Gateway)
Evidence quality	Low-medium (descriptive no statistical tests)
Cost to Serve	High

- 21 Gateway and post-Gateway services support children and young people in care or youth justice, or on its cusp. These children and young people are experiencing the highest risks to their safety and wellbeing. Gateway services show moderate short-term benefits for children’s health and development, while evidence for post-Gateway services is limited. Effective delivery depends on strong operational integration between Oranga Tamariki, Education, and Health NZ. Both Oranga Tamariki and Health NZ contribute funding to the Gateway programme.
- 22 The Gateway and Post-Gateway programmes should remain with Oranga Tamariki. Ministers have endorsed the redesigned Gateway Assessment service and agencies are working to test and implement this new model (which will need to include a strengthened focus on outcome measurement), as a key focus area under the Oranga Tamariki System Action Plan.
- 23 Oranga Tamariki, the Ministry of Education, Ministry of Health and Health NZ should report back to responsible portfolio Ministers by 26 February 2027 on the Gateway and Post-Gateway programmes including the progress of national improvements to address coverage, consent processes, contractual arrangements, outcome measurement and quality.

Strengthening Families

Total current contracted cost and # providers within scope of the review	s9(2)(j) 30 providers delivered across parts of NZ
Reach	Widely accessed by children and young people that have not come to the attention of Oranga Tamariki. Accessed by some that have come to the attention of Oranga Tamariki.
Outcome Range (portfolios)	5+ portfolios (Oranga Tamariki, , Health, Education, Whanau Ora, Employment, Family Violence & Sexual Violence)

Impact	Moderate
Evidence quality	Low-medium (descriptive, no statistical tests)
Cost to Serve	Low

- 24 Strengthening Families mainly reaches children and young people who have not come to the attention of Oranga Tamariki but are experiencing early risk factors to their safety and wellbeing requiring targeted supports (i.e. it has wide reach). It supports outcomes across multiple portfolios and helps keep children out of care or youth justice. While qualitative evidence demonstrates micro-impacts visible at local and regional levels, quantitative evidence of impact is limited.
- 25 The programme’s core function is to coordinate agencies around the needs of children and families, rather than deliver a standalone service. This aligns closely with the kaupapa and commissioning model of Whānau Ora Commissioning Agency system. The programme could also benefit from retargeting and redesign to ensure it is effective and that the impact is visible to portfolio Ministers.

Family Start

Total current contracted cost and # providers within scope of the review	s9(2)(j) 32 providers delivered across parts of NZ
Reach	Widely accessed by children and young people that have not come to the attention of Oranga Tamariki. Accessed by some that have come to the attention of Oranga Tamariki and may be on the cusp of care.
Outcome Range (portfolios)	5 portfolios (Health, Education, Whānau Ora, Family Violence & Sexual Violence and Oranga Tamariki)
Impact	Moderate
Evidence quality	High (relatively robust evaluation method, consistent impacts from 3 independent evaluations over a decade)
Cost to Serve	Medium for a home visiting model

- 26 Family Start reaches children who have not come to the attention of Oranga Tamariki but are experiencing early risk factors to their safety and wellbeing requiring targeted supports. These are mainly children with moderate safety and wellbeing needs. It also supports some children experiencing high risks to their safety and wellbeing, i.e. those who are on the cusp of care or have come to the attention of Oranga Tamariki. Evidence shows positive short term impacts on infant health, parenting capability, mental health and family safety.
- 27 The programme contributes to outcomes across multiple portfolios. It remains valuable, particularly in the first 2000 days, would benefit from better targeting and considered alongside other services delivered in the first 2000 days and aligned with the Social Investment Fund.

Workers in Schools suite of programmes

Total contracted cost and # providers within scope of the review	s9(2)(j) 32 Social Workers in Schools providers, 6 Youth Workers in Schools providers and 7 Multi-Agency Support Services in Secondary Schools services providers delivered across parts of NZ
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Reach	Widely accessed by children and young people that have not come to the attention of Oranga Tamariki. Accessed by some that have come to the attention of Oranga Tamariki.
Outcome Range (portfolios)	5+ portfolios (Oranga Tamariki, Health, Education, Family Violence & Sexual Violence, Youth Justice, Whānau Ora)
Impact	Moderate
Evidence quality	Low (no statistical tests, some qualitative evidence of impact)
Cost to Serve	Medium-High (for a school-based support model)

- 28 The Workers in Schools suite of programmes (Social Workers in Schools, Youth Workers in Schools, and Multi-Agency Support Services in Secondary Schools) reaches children who have not come to the attention of Oranga Tamariki but are experiencing early risk factors to their safety and wellbeing requiring targeted supports (i.e. it has wide reach). The programme supports children and families mainly with moderate safety and wellbeing needs. It also supports some children experiencing high risks to their safety and wellbeing, i.e., those who are on the cusp of care or who have come to the attention of Oranga Tamariki. The programmes support multiple portfolio outcomes. Evidence shows some positive impact on youth justice issues for Māori and Pacific boys, and qualitative insights suggest the service is valued, but quantitative evidence of impact is limited.
- 29 The programmes have strong school-based referral pathways and close integration into school environments. This is valued by schools and communities. The programmes would benefit from clear targeting and measurable outcomes, a redesign to ensure it is effective and that the impact is visible to portfolio Ministers and aligned with the education system.

Large National Provider (s9(2)(ba)(i) & s9(2)(j))

Total contracted cost	s9(2)(ba)(i) & s9(2)(j)
Reach	High access by children and young people on the cusp of care or youth justice
Outcome Range (portfolios)	5 portfolios (Oranga Tamariki, Health, Education, Whānau Ora, Family Violence & Sexual Violence)
Impact	Moderate
Evidence quality	Moderate-High (casual attribution possible with quantitative data, strong previous evaluations)
Cost to Serve	Medium-High

- 30 The large national provider reaches children and young people experiencing high risks to safety and wellbeing, including those on the cusp of care and youth justice. It contributes to multiple portfolio outcomes. High quality qualitative and quantitative evidence and data indicate consistent improvements in child wellbeing, behaviour and engagement.
- 31 We recommend the programme s9(2)(ba)(i) & s9(2)(j) remain with Oranga Tamariki as the services it delivers are critical to managing current demand. No changes are recommended to the design of the programme or its outcome measurement.
- 32 Oranga Tamariki will start recommissioning for specialist services that support and help manage the high risks / needs of children and young people in 2027/28. s9(2)(ba)(i) & s9(2)(j)

s9(2)(ba)(i) & s9(2)(j)

Next steps

- 33 Oranga Tamariki will work with relevant agencies to jointly report back to portfolio ministers as set out below, keeping both Child and Youth and Social Investment Ministers informed.
- 34 All redesign and transition and implementation plans will need to complete an assessment of the operational factors set out in Appendix One including financial implications set out in paragraphs 41-43.

Programme	Report back on	Responsible	Date	Rationale for timeframe	Potential transfer date
Gateway and Post-Gateway	Improvements to address coverage, consent processes, contractual arrangements, outcome measurement and quality	Oranga Tamariki, Ministry of Education, Ministry of Health, Health NZ	26 Feb 2027	To enable decisions prior to 2027 Budget moratorium	N/A
Strengthening Families	Redesign of programme, transition and implementation plan for delivery via the Whānau Ora Commissioning Agencies	Oranga Tamariki, Te Puni Kōkiri	26 Feb 2027	To enable decisions prior to 2027 Budget moratorium	1 July 2027 earliest
Workers in Schools	Redesign of programmes and transition and implementation plan for delivery via the Ministry of Education.	Oranga Tamariki, Education, Health, Health NZ	31 August 2027	To enable time to unpick cross-agency dependencies, engage with schools and providers and align referral pathways while maintaining essential school-based supports.	Post 31 August 2027
Family Start	Redesign of programme and transition and implementation plan for delivery via the Social Investment Fund.	Oranga Tamariki, Social Investment Agency	26 Feb 2027	To enable decisions prior to 2027 Budget moratorium	1 July 2027 earliest


- 35 During the development of the transition and implementation plans, some central agencies (Social Investment Agency, Treasury, Public Service Commission and the Department of the Prime Minister and Cabinet) will be involved from time to time due to their expertise.
- 36 We also recommend that Cabinet delegates authority to the Ministers for Children, Finance and the responsible portfolio Minister to approve any programme and funding transfers within one month of transition and implementation plans being agreed
- 37 Oranga Tamariki and the Social Investment Agency will also advise on the approach to Phase Two of the review of Oranga Tamariki early support and prevention services, covering around \$113 million of investment in services by 31 July 2026. Using lessons identified in Phase One of the review, officials also intend to use secure AI tools to help analyse 760 services across roughly 200 providers.

Cost-of-living Implications

- 38 There are no cost-of-living implications in these proposals

Financial Implications

s9(2)(ba)(i) & s9(2)(j)



Transfers of the Phase One Programmes

43 s9(2)(ba)(i) & s9(2)(j)

44

45

Legislative Implications

46 Legislative change is not required at this stage.

Impact Analysis

Regulatory Impact Statement

47 No Regulatory Impact Analysis is required for the proposals in this paper.

Climate Implications of Policy Assessment

48 There are no climate implications.

Population Implications

49 Children: primary beneficiaries of early support and prevention services. The impacts will depend on transition quality and maintenance of referral pathways.

50 Māori and Pacific peoples: a significant proportion of tamariki and rangatahi Māori and their whānau who use these services and/or are involved with Oranga Tamariki. Design and commissioning should reflect family and whānau-centred approaches and cultural safety, avoid disproportionate impacts during transition and ensure equitable access for these populations.

51 Disabled children and young people and caregivers: commissioning should account for accessibility, continuity of multidisciplinary supports and regional network capability, avoid disproportionate impacts during transition and ensure equitable access for this population.

- 52 Rural communities: transition and implementation planning should explicitly address coverage, regional network capability and travel constraints to mitigate service gaps for rural populations.
- 53 Gender diverse, ethnic and faith-based communities: commissioning should ensure inclusive, culturally appropriate services and language access and equitable access to services where needed.

Human Rights

- 54 The proposals are consistent with the New Zealand Bill of Rights Act 1990 and the Human Rights Act 1993.

Use of external resources

- 55 Oranga Tamariki contracted Nicholson Consulting and Ernst and Young from August 2025 to February 2026 to undertake impact modelling in the IDI to assess service effectiveness. The total cost was \$216,520.
- 56 The Social Investment Agency contracted Martin Jenkins from November 2025 to March 2026 to support the review. The cost was \$94,864.

Consultation

- 57 Departments consulted on this paper included the Ministries of Education, Health and Social Development, Te Puni Kōkiri, The Treasury, Public Service Commission and the Centre for the Prevention of Family Violence and Sexual Violence. The Department of the Prime Minister and Cabinet was informed.
- 58 Oranga Tamariki and the Social Investment Agency met monthly with providers delivering the programmes and services under review and provided them with regular fortnightly email updates.
- 59 Oranga Tamariki have engaged with strategic iwi partners on the scope and results of the review and taken on board their comments in the development of this paper.

Communications

- 60 A comprehensive communications plan is being developed to ensure providers in scope of the review are kept up to date with decisions. Key messages will also be developed for strategic iwi partners, and other key stakeholders who may have an interest in the review to limit risks relating to misinformation and ensure transparency around the review. Key messages will be updated as decisions are made.

Proactive Release

- 61 Ministers intend that this Cabinet paper and minute will be proactively released within 30 business days of decisions being confirmed, subject to relevant redactions.

Recommendations

The Minister for Social Investment and Minister for Children recommend that the Cabinet Social Outcomes Committee:

Background

- 1 **Note** that, in October 2025, Cabinet:
 - 1.1 noted that five large programmes totalling approximately \$126 million, together with one large national provider are prioritised for review;
 - 1.2 invited the Minister for Social Investment and the Minister for Children to jointly report back on this work by 30 March 2026 [SOU-25-MIN-0133 refers].

- 2 **Note** the Social Investment Fund is shared social sector architecture intended to invest in improving long-term outcomes across multiple portfolios, particularly for children, young people and families experiencing persistent disadvantage.

- 3 **Note** the review criteria (approved by Cabinet and subsequently refined by Oranga Tamariki and the Social Investment Agency, with further refinement informed by provider feedback) recognised that each programme needed to demonstrate:
 - 3.1 **Reach** – which children, young people and families are receiving support from each programme and the outcomes that are being generated across different portfolios.
 - 3.2 **Impact** – how effective is the programme.
 - 3.3 **Value for money** – what is the cost per participant and is there evidence of avoided future harm or cost.
 - 3.4 **Operational factors** – including how the programme:
 - 3.4.1 supports the statutory duties of the Chief Executive of Oranga Tamariki,
 - 3.4.2 maintains priority referral pathways and service continuity,
 - 3.4.3 can be legally given effect and the statutory decision-making framework to apply to transferred services, and
 - 3.4.4 financial implications of any transfer have been assessed,
 - 3.4.5 aligns with existing cross-agency work.

- 4 **Note** the specific small investments linked to Oranga Tamariki Enabling Communities initiatives or already progressing through Social Investment Fund contract consolidation pathway have been excluded from the review.

Gateway and Targeted Support Post-Gateway

- 5 **Note** Gateway and Targeted Support Post-Gateway programmes reach children and young people on the cusp of, or in the care of Oranga Tamariki or youth justice, contribute to multiple portfolio outcomes, while their impact requires better outcome and performance measurement.

Strengthening Families, Family Start and Workers in Schools

- 6 **Note** that Strengthening Families, Family Start and the suite of Workers in Schools (Social Workers in Schools, Youth Workers in Secondary Schools and Multi-Agency Support Services in Secondary Schools) programmes:
- 6.1 reach mainly reach children and young people who have not come to the attention of Oranga Tamariki but are experiencing early risk factors to their safety and wellbeing requiring targeted supports
 - 6.2 contribute to multiple portfolio outcomes
 - 6.3 have limited good-quality quantitative data on impact, although providers regularly report about micro-impacts that are not seen in the quantitative and population level data.

s9(2)(ba)(i) & s9(2)(j) a large national provider

- 7 **Note** that the programmes delivered by s9(2)(ba)(i) & s9(2)(j)
- 7.1 reaches children and young people experiencing high risks to safety and wellbeing, including those on the cusp of care and youth justice;
 - 7.2 has data demonstrating consistent improvements in mental health, emotional regulation, family communication, and increased school engagement.

8 s9(2)(ba)(i) & s9(2)(j)

Next Steps


- 9 **Note** that Ministers have endorsed the redesigned Gateway Assessment service and agencies are working to test and implement this new model (which will need to include a strengthened focus on outcome measurement), as a key focus area under the Oranga Tamariki System Action Plan.
- 10 **Direct** Oranga Tamariki, the Ministry of Education, Ministry of Health and Health NZ to report back to responsible portfolio Ministers by 26 February 2027 on the Gateway and Post-Gateway programme including the progress of national improvements to address coverage, consent processes, contractual arrangements, outcome measurement and quality.

- 11 **Agree** to retarget and redesign Strengthening Families, Family Start and the Workers in Schools suite of programmes to more effectively achieve a range of outcomes and to ensure those outcomes are visible to relevant portfolio Ministers.
- 12 **Agree** to transfer Strengthening Families, Family Start and the Workers in Schools suite of programmes so that they can be commissioned more effectively, subject to further advice on a transition and implementation plan for each transfer.
- 13 **Direct** Oranga Tamariki and Te Puni Kōkiri to report back to responsible portfolio Ministers by 26 February 2027 on the transition and implementation plan for transfer of the Strengthening Families programme and funding for delivery via the Whānau Ora Commissioning Agencies.
- 14 **Direct** Oranga Tamariki and the Social Investment Agency to report back to responsible portfolio Ministers by 26 February 2027 on a transition and implementation plan for the transfer of the Family Start programme and funding to the Social Investment Fund, including how the funding will be better targeted and considered alongside other services delivered in the first 2000 days.
- 15 **Direct** Oranga Tamariki, the Ministries for Education and Health, and Health NZ to report back to responsible portfolio Ministers by 31 August 2027 on a transition and implementation plan for the transfer of the Workers in Schools suite of programmes and funding, including how these programmes will be redesigned and better targeted.
- 16 **Agree** the redesign and transition and implementation plans referred to in recommendation 13-15 will need to include the operational matters set out in recommendation 3.4.
- 17 **Note** that during the redesign and transition periods Oranga Tamariki will remain the commissioning agency for all services.
- 18 **Authorise** responsible portfolio Ministers to confirm the detailed scale and scope of the redesign, and timing of any transition and implementation.
- 19 **Authorise** the Minister for Children, Minister of Finance and responsible portfolio Ministers to agree any subsequent transfers of programmes and Vote funding after transition and implementation plans have been developed and agreed.
- 20 **Direct** Oranga Tamariki and the Social Investment Agency to report back to joint Ministers by 31 July 2026 with the proposed approach for Phase two of this review, comprising approximately \$113 million of 760 contracted early support and prevention services across roughly 200 providers.

Financial implications


21 s9(2)(ba)(i) & s9(2)(j) [Redacted content]

s9(2)(ba)(i) & s9(2)(j)



22

s9(2)(ba)(i)



‘Authorised for lodgement’

Hon Nicola Willis

Minister for Social Investment

Hon Karen Chhour

Minister for Children

Proactively released by the Social Investment Agency

Appendix One: Assessment criteria

1. Reach and commissioning approach

Reach and commissioning approach was measured by who the services are reaching and whether the intended outcomes extend across more than one portfolio i.e.:

- a) Assessing Oranga Tamariki reach: whether the programme is reaching children and young people that come to the attention of Oranga Tamariki and identifying the intensity and focus of need required by the child and their family.
- b) Identifying outcomes the programme contributes to: whether the programmes are aimed at addressing mostly Oranga Tamariki outcomes, or outcomes of value to a range of portfolios.

These criteria will help identify an ideal commissioning approach.

2. Impact and Value for money

Impact and value for money was assessed across multiple dimensions including:

- a) Key Oranga Tamariki outcomes: whether the programmes had a positive impact on entries/re-entries to care and notifications
- b) Contracted outcomes: what were the outcomes/outputs expected from the programmes when first designed and contracted
- c) Other portfolio outcomes: from additional quantitative analysis using the IDI, what do we know about the impact of these programmes on other outcomes (e.g., school attendance/attainment, health outcomes, etc).
- d) International comparators: what impacts can we see from similarly designed initiatives overseas.
- e) Qualitative evaluation, provider case studies and information submitted during the review: what participants and providers say about the impact of these programmes.
- f) Value for money: what was the total cost of the programme and cost per participant/cost to service and whether the money could be better spent or targeted to address specific needs or achieve particular outcomes (taking account of the results of the impact review).

3. Operational factors

The following operational factors to be applied to each programme to determine what should transfer and how that transfer should be undertaken:

- a) The extent to which the programmes supports the statutory duties of the Chief Executive of Oranga Tamariki. This is particularly applicable to:
 - i. How a service supports the statutory duties of the Chief Executive of Oranga Tamariki:

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- by giving effect to the purposes and principles of the Oranga Tamariki Act and regulations including National Care Standards
 - any service provided as part of an Enabling Communities initiative which enable compliance with section 7 is therefore excluded from any review recommendations
- b) priority referrals and referral pathways for Oranga Tamariki
- c) safeguarding continuity of service for children and young people and families, especially in rural and remote communities.
- d) confirming individual providers with funding who have applications in the Social Investment Fund contract consolidation process should be transferred to the Fund as previously agreed with Ministers (and therefore are excluded from any review recommendations).
- e) how a transfer may be legally given effect and the statutory decision-making framework to apply to transferred services.
- f) the financial implications of any transfer have been assessed.
- g) implications on cross-agency work already underway.

Phase One Services Review
Summary of review results by programme

Family Start

Programme Overview	Reach and Outcomes Analysis	Impact Analysis	Value for Money Analysis	Operational Factors	Next steps
<p>Family Start is an intensive home-visiting programme, established to support new parents and caregivers facing challenges in caring for their baby or young child.</p> <p>s9(2)(f)(iv) deliver Family Start services across the country:</p> <ul style="list-style-type: none"> Te Tai Tokerau: 4 services (3 are Kaupapa Māori) Auckland: 6 services (2 are Kaupapa Māori) Waikato / Bay of Plenty: 13 services (11 are Kaupapa Māori) East Coast: 5 services (all are Kaupapa Māori) Taranaki / Manawatū: 5 services (3 are Kaupapa Māori) Wellington and Upper South: 6 services (none are Kaupapa Māori) Canterbury and Lower South: 5 services (1 is Kaupapa Māori) 	<ul style="list-style-type: none"> 5,563 families were referred to Family Start in 2024/25. Family Start has wide reach across the children's system – services mainly reach children who have not come to the attention of Oranga Tamariki but are experiencing early risk factors to their safety and wellbeing requiring targeted supports. Most of these children have moderate safety and wellbeing needs. Services also reach some children experiencing high risks to their safety and wellbeing, i.e. those who are on the cusp of care or have come to the attention of Oranga Tamariki. Analysis of 2023/24 data showed that of the 4,554 referrals that year: <ul style="list-style-type: none"> 17% of children interacting with Family Start have had an infant interaction with Oranga Tamariki. Only 10% of children who had an infant interaction with Oranga Tamariki received the service. 72% of children interacting with the service never interact with Oranga Tamariki. Data limitations and caveats to consider: <ul style="list-style-type: none"> Service delivery restrictions causing misalignment between priority cohort (children who have had an infant interaction with Oranga Tamariki) and programme cohort. Referral is not dependent on Oranga Tamariki interaction. Referral is not strictly for children under 1 year. Support may prevent Oranga Tamariki interaction. Services contribute to multiple portfolio outcomes – Health, Whānau Ora, Education, Family Violence & Sexual Violence and Oranga Tamariki. 	<p>Quantitative data</p> <ul style="list-style-type: none"> Family Start has limited good-quality quantitative data on impact. IDI analysis shows some short-term positive impact, including lower infant mortality, but significant long-term improvements in safety, health, or education outcomes are not visible. This is likely due to underlying unobservable risk factors in the cohort, limitations of administrative data, and the programme meeting need rather than shifting long-term indicators. Impact varies regionally and is strongly tied to family-worker relationships. <p>Qualitative information</p> <ul style="list-style-type: none"> Relatively good quality qualitative evidence demonstrating mostly short-term impacts such as improved parenting skills, improved infant health, mental health and reduced family violence. Providers regularly report about micro-impacts that are not seen in the quantitative and population level data but appear visible at local and regional levels such as parents moving to a safe and stable home for children, children starting early childhood education with ongoing attendance supporting development, reduced family violence and long-term improvements in mental health and substance abuse and preventing escalation to high-cost interventions. <p>International evidence</p> <ul style="list-style-type: none"> International evidence shows that high intensity, home-based early intervention programmes can improve outcomes for vulnerable children and families. Literature indicates potential for this service to reduce maltreatment, improve health and learning and strengthen family resilience. 	<p>s9(2)(j)</p>	<ul style="list-style-type: none"> Need to assess how the programme supports the statutory obligations of the Oranga Tamariki Chief Executive. The two providers with funding who have applications in the Social Investment Fund contract consolidation process should be transferred to the Fund as previously agreed with Ministers (and therefore are excluded from any review recommendations). The eight providers that have services provided as part of an Enabling Communities initiative are to be excluded from any review recommendations. Need to ensure children known to Oranga Tamariki, or at risk of coming to its attention, receive priority in referral pathways. Service delivery in rural and remote communities will need to be prioritised, links and integration with other services are important. 	<ul style="list-style-type: none"> Oranga Tamariki and the Social Investment Agency should retarget and redesign the Family Start programme to more effectively achieve a range of outcomes and to ensure those outcomes are visible to relevant portfolio Ministers. Agencies should report back to responsible portfolio Ministers on a transition and implementation plan for the transfer of the Family Start programme and funding to the Social Investment Fund, including how the funding will be better targeted and considered alongside other services delivered in the first 2000 days, by 26 February 2027. s9(2)(f)(iv) Any agreed transfer would occur by 1 July 2027 at the earliest. Oranga Tamariki would remain the commissioning agency during the redesign and transition period. Value for money is something to be considered when redesigning the programme.

¹ This figure includes funding related to specific investment linked to Enabling Communities initiatives or already progressing through Social Investment Fund contract consolidation, which have been excluded from the review recommendations (as detailed in paragraph 14).

Phase One Services Review

Summary of review results by programme

Strengthening Families

Programme Overview	Reach and Outcomes Analysis	Impact Analysis	Value for Money Analysis	Operational Factors	Next steps
<p>The programme's core function is to coordinate agencies around the needs of children and families, rather than deliver a standalone service. Strengthening Families provides coordinated support for families with children who need help to access services from government agencies, rather than deliver a standalone service.</p> <p>s9(2)(f)(iv) deliver Strengthening Families services across the country:</p> <ul style="list-style-type: none"> Auckland: 1 service (which is Kaupapa Māori) Waikato / Bay of Plenty: 17 services (4 are Kaupapa Māori) East Coast: 5 services (2 are Kaupapa Māori) Taranaki / Manawatū: 4 services (2 are Kaupapa Māori) Wellington and Upper South: 2 services (none are Kaupapa Māori) Canterbury and Lower South: 8 services (none are Kaupapa Māori) 	<ul style="list-style-type: none"> 1,545 families were referred to Strengthening Families in 2024/25. Programme has wide reach across the children's system – services mainly reach children and young people who have not come to the attention of Oranga Tamariki but are experiencing early risk factors to their safety and wellbeing requiring targeted supports. Services are also reaching some children and young people that have come to the attention of Oranga Tamariki. The target priority cohort is likely to be high and complex needs, based on referral criteria, surveys and administrative data for children interacting with the service. Currently there is no ability to quantify the number Oranga Tamariki-involved participants accessing the service. Greater targeting is needed to ensure those that the support receive it, particularly with evidence that some children who are receiving some of the services do not meet the referral criteria. Services contribute to multiple portfolio outcomes – Health, Whānau Ora, Education, Employment, Family Violence & Sexual Violence and Oranga Tamariki. 	<p>Quantitative data</p> <ul style="list-style-type: none"> Strengthening Families has limited quantitative data to demonstrate short or long-term impact. There is currently no reporting on long term outcomes or metrics of improvement. Variability in delivery makes comparisons and national conclusions difficult. Practice and cohort definitions vary and there is overlap with other navigation supports. <p>Qualitative information</p> <ul style="list-style-type: none"> Families report very high satisfaction and many show short-term improvements when they exit the programme. Providers regularly report about micro-impacts that are not seen in the quantitative and population level data such as: <ul style="list-style-type: none"> a reduction in crisis escalation by bringing agencies together early improved school engagement, especially for neurodivergent children connecting families to health, mental health, addiction, and community supports they would otherwise struggle to access. <p>International evidence</p> <ul style="list-style-type: none"> International evidence supports the rationale for Strengthening Families as a coordination mechanism, but evidence of impact is weak. 	<p>s9(2)(j)</p>	<ul style="list-style-type: none"> The programme is inconsistently implemented, with significant regional variability and gaps in national capability. Need to assess how the programme supports the statutory obligations of the Oranga Tamariki Chief Executive. The three providers with funding who have applications in the Social Investment Fund contract consolidation process should be transferred to the Fund as previously agreed with Ministers (and therefore are excluded from any review recommendations). The three providers that have services provided as part of an Enabling Communities initiative are to be excluded from any review recommendations. Need to ensure children known to Oranga Tamariki, or at risk of coming to its attention, receive priority in referral pathways. Service delivery in rural and remote communities will need to be prioritised, links and integration with other services are important. 	<ul style="list-style-type: none"> Oranga Tamariki and Te Puni Kōkiri should retarget and redesign the Strengthening Families programme to more effectively achieve a range of outcomes and to ensure those outcomes are visible to relevant portfolio Ministers. Agencies should report back to responsible portfolio Ministers on the transition and implementation plan for transfer of the Strengthening Families programme and funding for delivery via the Whānau Ora Commissioning Agencies, by 26 February 2027. s9(2)(f)(iv) Any agreed transfer would be from 1 July 2027 at the earliest. Oranga Tamariki would remain the commissioning agency during the redesign and transition period. Value for money is something to be considered when redesigning the programme.

² This figure includes funding related to specific investment linked to Enabling Communities initiatives or already progressing through Social Investment Fund contract consolidation, which have been excluded from the review recommendations (as detailed in paragraph 14).

Phase One Services Review

Summary of review results by programme

Workers in Schools

Programme Overview	Reach and Outcomes Analysis	Impact Analysis	Value for Money Analysis	Operational Factors	Next steps
<p>Social Workers in Schools (SWIS), Youth Workers in Schools (YWISS), and Multi-Agency Support Services in Schools (MASSIS) place workers in primary and secondary schools to deliver early support to children and youth to enhance wellbeing, strengthen family connections, and address emerging needs before they escalate.</p> <p>Services are delivered across the country:</p> <ul style="list-style-type: none"> • Te Tai Tokerau <ul style="list-style-type: none"> – 5 SWIS services – 3 YWISS services – 4 services are Kaupapa Māori • Auckland <ul style="list-style-type: none"> – 7 SWIS services – 2 YWISS services – 5 MASSISS services – 1 service is Kaupapa Māori • Waikato / Bay of Plenty <ul style="list-style-type: none"> – 11 SWIS services – 9 services are Kaupapa Māori • East Coast <ul style="list-style-type: none"> – 9 SWIS services – 1 YWISS services – 6 services are Kaupapa Māori • Taranaki / Manawatū <ul style="list-style-type: none"> – 5 SWIS services – 3 services are Kaupapa Māori • Wellington and Upper South <ul style="list-style-type: none"> – 9 SWIS services – 1 MASSISS service – 1 YWISS service – 3 services are Kaupapa Māori • Canterbury and Lower South <ul style="list-style-type: none"> – 5 SWIS services – 1 service is Kaupapa Māori 	<ul style="list-style-type: none"> • 7,184 children were referred to SWIS, YWISS and MASSISS in 2024/25. • The programme has wide reach across the children’s system – services mainly reach children who have not come to the attention of Oranga Tamariki but are experiencing early risk factors to their safety and wellbeing requiring targeted supports. The programme supports children and families mainly with moderate safety and wellbeing needs. It also supports some children experiencing high risks to their safety and wellbeing, i.e., those who are on the cusp of care or who have come to the attention of Oranga Tamariki. • The system has limited visibility of who receives the support at an individual level. Many students in SWIS/YWISS/MASSIS schools may never interact with the social worker. • Therefore, the proportion of children interacting with the service who are in the Oranga Tamariki priority cohort is unknown. • Services contribute to multiple portfolio outcomes – Health, Whānau Ora, Education, Family Violence & Sexual Violence, Youth Justice and Oranga Tamariki. 	<p>Quantitative data</p> <ul style="list-style-type: none"> • Social Support Workers in Schools has limited quantitative data to demonstrate short or long-term impact. • External evaluations show no clear population level impact on suspensions, care and protection notifications, or police involvement. • No significant cohort-wide improvements were found for students attending SWIS schools. • Their outcomes were generally similar to—or slightly poorer than—those of students in non-SWIS schools, with the largest differences for students experiencing greater socio-economic disadvantage. <p>Qualitative information</p> <ul style="list-style-type: none"> • Providers regularly report about micro-impacts that are not seen in the quantitative and population level data such as improved emotional regulation, attendance gains and crisis prevention. • Qualitative evidence indicates the service is valued and people’s experiences show meaningful positive benefits. • Evidence shows some positive impact on youth justice issues for Māori and Pacific boys. <p>International evidence</p> <ul style="list-style-type: none"> • International evidence highlights that embedding social workers in schools is valued, improves partnerships and responsiveness, but shows little or no effect on rates of referrals to child protection or children entering cares. 	<p>s9(2)(j)</p>	<ul style="list-style-type: none"> • The programme has strong school-based referral pathways, with services closely integrated into day-to-day school operations. • While valued by schools and communities, the services appear to lack clear targeting and measurable outcomes. • Social Support Workers in Schools contracts have phased expiry dates with some ending in June 2026 and the rest in March and June 2027 but baseline funding is ongoing. • Need to assess how the programme supports the statutory obligations of the Oranga Tamariki Chief Executive. • The four providers with funding who have applications in the Social Investment Fund contract consolidation process should be transferred to the Fund as previously agreed with Ministers (and therefore are excluded from any review recommendations). • The twelve providers that have services provided as part of an Enabling Communities initiative are to be excluded from any review recommendations. • Need to ensure children known to Oranga Tamariki, or at risk of coming to its attention, receive priority in referral pathways. • Service delivery in rural and remote communities will need to be prioritised, links and integration with other services are important. 	<ul style="list-style-type: none"> • Oranga Tamariki, and the Ministries of Education and Health, and Health NZ should retarget and redesign the Workers in Schools suite of programmes to more effectively achieve a range of outcomes and to ensure those outcomes are visible to relevant portfolio Ministers, • Agencies should report back to responsible portfolio Ministers on the transition and implementation plan for transfer of the Workers in Schools suite of programmes and funding for delivery via the Ministry of Education, by 31 August 2027. • Any agreed transfer would be after 31 August 2027. • s9(2)(f)(iv) • Oranga Tamariki would remain the commissioning agency during the redesign and transition period. • Value for money is something to be considered when redesigning the programme.

³⁻⁵ These figures include funding related to specific investment linked to Enabling Communities initiatives or already progressing through Social Investment Fund contract consolidation, which have been excluded from the review recommendations (as detailed in paragraph 14).

Phase One Services Review

Summary of review results by programme

Gateway

Programme Overview	Reach and Outcomes Analysis	Impact Analysis	Value for Money Analysis	Operational Factors	Next steps
<p>Gateway is a joint programme between Oranga Tamariki and the Ministries of Health and Education and Health NZ. It provides specialist assessments to identify health, education, disability, social, and wellbeing needs of children involved with Oranga Tamariki, and ensure referral on to necessary follow-up services.</p> <p>Delivery of Gateway services relies on strong operational integration between Oranga Tamariki, Ministry of Education and Health NZ. Oranga Tamariki contributes funding to Health NZ, which undertakes the paediatric assessments for children involved with Oranga Tamariki. Health NZ also contributes funding through its baseline.</p> <p>There are 21 Gateway Health Assessment Coordination services delivered across the country:</p> <ul style="list-style-type: none"> Auckland: 3 Gateway Coordination services Waikato / Bay of Plenty: 4 Gateway coordination services East Coast: 4 Gateway coordination services Taranaki / Manawatū: 2 Gateway coordination services Wellington and Upper South: 4 Gateway coordination services Canterbury and Lower South: 4 Gateway coordination services 	<ul style="list-style-type: none"> 1,545 children and young people received a Gateway assessment in 2024/25. The Gateway programme has high reach – services reach children and young people in the care or custody of Oranga Tamariki, or the cusp of care or youth justice. These children and young people are experiencing the highest risks to their safety and wellbeing, which cannot be managed by the child or their family without external support. Analysis of 2023/24 data showed that of the 2,035 referrals that year, 97% of those who received a Gateway assessment are within the Oranga Tamariki priority cohort of care experienced children. But delivery is incomplete –only 44% of the priority cohort receive a Gateway assessment, largely due to process and consent barriers. Service delivery restrictions to consider: <ul style="list-style-type: none"> A Gateway assessment requires six months to complete. Parental consent must be given. Many families are already with services. Services contribute to multiple portfolio outcomes – Health, Whānau Ora and Oranga Tamariki. 	<p>Quantitative data</p> <ul style="list-style-type: none"> Analysis of IDI data shows that children who receive a Gateway assessment tend to access more health and support services post-Family Group Conference, and experience slightly fewer stand-downs: <ul style="list-style-type: none"> more disability support services referrals (2% difference 24 months post FGC) more paediatric medical appointments (15% difference at 12 months post FGC) higher pharmaceutical dispensing for ADHD (3% difference 24 months post FGC) more secondary mental health and addiction services used (6% difference at 24 months). Many other indicators show minimal differences compared to those without Gateway such as GP enrolment, immunisation rates and attendance at child development services appointments. Impact cannot be effectively measured due to data gaps and service-specific referral constraints. <p>International evidence</p> <ul style="list-style-type: none"> International evidence shows multidisciplinary assessments effectively identify children’s needs and strengthen cross-agency collaboration. When supported with proper follow-up services, they lead to improved educational, health, developmental, and safety outcomes for children entering or in care. Successful implementation requires consistent practice, robust evaluation, and adequate resourcing to ensure assessment insights translate into real improvements. 	<p>s9(2)(j)</p>	<ul style="list-style-type: none"> These services contribute to the Oranga Tamariki Chief Executive’s statutory responsibilities under the National Care Standards clause 7 (immediate needs and long-term needs), clause 13 (health needs assessment process) and clause 35 (support to maintain and improve health). Coverage is incomplete, and children not receiving Gateway may have significant unmet needs. The current model is not consistently delivered, leading to inequitable access and outcomes. The process requires redesign to improve cultural responsiveness, system integration, and follow through. Ministers have endorsed the redesigned Gateway Assessment service and agencies are working to test and implement this new model (which will need to include a strengthened focus on outcome measurement), as a key focus area under the Oranga Tamariki System Action Plan. Effective delivery relies heavily on strong operational integration of Oranga Tamariki, Ministry of Education and Health NZ. Both Oranga Tamariki and Health NZ contribute funding to the Gateway programme. 	<ul style="list-style-type: none"> Oranga Tamariki, the Ministries of Education and Health, and Health NZ should continue to progress national improvements to address coverage, consent processes, contractual arrangements, outcome measurement and quality. Agencies should report back to responsible portfolio Ministers on progress by 26 February 2027. s9(2)(f)(iv)

Phase One Services Review
Summary of review results by programme

Post Gateway support services

Programme Overview	Reach and Outcomes Analysis	Impact Analysis	Value for Money Analysis	Operational Factors	Next steps
<p>After a Gateway assessment, post-Gateway services support children and youth in care, custody, or at high risk of entering care, with mental health, disability and addiction services aimed to stabilise care arrangements and prevent issues from escalating.</p> <ul style="list-style-type: none"> Seven providers deliver primary level mental health services (behavioural and/or emotional). Two providers deliver support services for physical, intellectual, sensory or mental health disabilities. Two providers deliver wraparound drug and alcohol abuse support and aftercare in three Youth Justice residences. <p>13 Post Gateway services are delivered across the country:</p> <ul style="list-style-type: none"> Auckland <ul style="list-style-type: none"> 1 Blueprint Disability service 1 Alcohol and Drug Abuse Programme Wellington and Upper South <ul style="list-style-type: none"> 6 Primary Level Mental Health services 1 Blueprint Disability service Canterbury and Lower South <ul style="list-style-type: none"> 2 Primary Mental Health services 1 Blueprint Disability service 1 Alcohol and Drug Programme 	<ul style="list-style-type: none"> Post Gateway support services have high reach – services reach children and young people in the care or custody of Oranga Tamariki, or the cusp of care or youth justice. These children and young people are experiencing the highest risks to their safety and wellbeing, which cannot be managed by the child or their family without external support. Delivery is incomplete – only a portion of priority cohort receive services because of eligibility criteria, Gateway requirements, or geographical limitations. Primary mental health services: <ul style="list-style-type: none"> 293 referrals accepted per year 100% are priority cohort (care experienced children) 23% total priority cohort reached 83% eligible children reached (i.e. completed Gateway assessment) Disability blueprint investment strategy: <ul style="list-style-type: none"> supports 102 children annually 100% are priority cohort 8% total priority cohort reached 9–14% eligible cohort reached, due to strict eligibility Drug and alcohol abuse services: <ul style="list-style-type: none"> supports 309 young people annually 100% are priority cohort 57% total priority cohort reached Several service delivery restrictions to consider: <ul style="list-style-type: none"> Need a completed Gateway assessment and additional referrals criteria met. Drug and alcohol services only delivered in three Youth Justice residences (Whakatakapokai, Te Puna Wai, Korowai Manaaki). Services contribute to multiple portfolio outcomes – Health, Whānau Ora and Oranga Tamariki. 	<p>Quantitative evidence</p> <ul style="list-style-type: none"> Quantitative data on impact is limited with no existing formal evaluations of Post Gateway services. Data is fragmented, delivered variably across regions, and not designed for outcome measurement. Current administrative datasets do not capture cultural, relational, or family-level impacts — leading to under detection of positive change. <p>Qualitative evidence</p> <ul style="list-style-type: none"> Success is defined collaboratively by children, family, caregivers, providers, and Oranga Tamariki. Indicators that Post Gateway is achieving benefits include improved emotional regulation, placement stability, caregiver confidence, and engagement in school/community. Providers report Post Gateway support is reaching complex high needs cohorts and demand is increasing while capacity is constrained. Providers report positive outcomes when services are family-centred, culturally responsive, and trauma-informed. 	<p>s9(2)(j)</p>	<ul style="list-style-type: none"> These services contribute to the Oranga Tamariki Chief Executive’s statutory responsibilities under the National Care Standards clause 7 (immediate needs and long-term needs), clause 13 (health needs assessment process) and clause 35 (support to maintain and improve health). Coverage is incomplete, and children not receiving Gateway may have significant unmet needs. The current model is not consistently delivered, leading to inequitable access and outcomes. The process requires redesign to improve cultural responsiveness, system integration, and follow through. Services are unable to keep pace with general increase in demand and increased complexity of need, highlighting gaps in intensive support, specialist expertise, and integrated wrap around services with current model. Ministers have endorsed the redesigned Gateway Assessment service and agencies are working to test and implement this new model (which will need to include a strengthened focus on outcome measurement), as a key focus area under the Oranga Tamariki System Action Plan. Effective delivery relies heavily on strong operational integration of Oranga Tamariki, Ministry of Education and Health NZ. 	<ul style="list-style-type: none"> Oranga Tamariki should continue to work with the Ministry of Education, Ministry of Health and Health NZ to progress improvements to address coverage, consent processes, contractual arrangements, outcome measurement and quality. Agencies will report back to joint Ministers on progress by 26 February 2027. s9(2)(f)(iv)