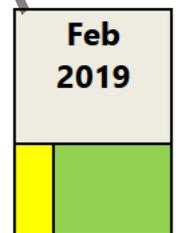
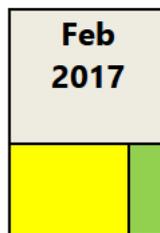


Oranga Tamariki Residence Visit (Unannounced OPCAT Visit)

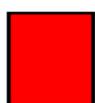
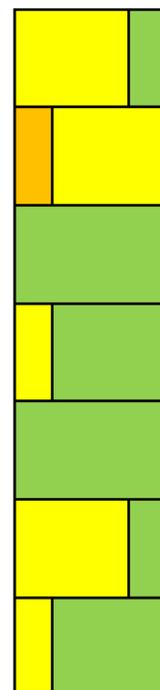
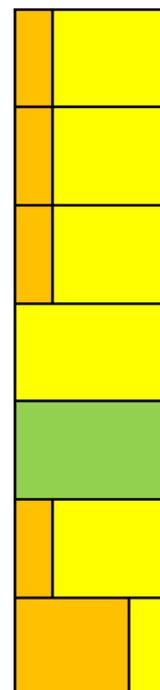
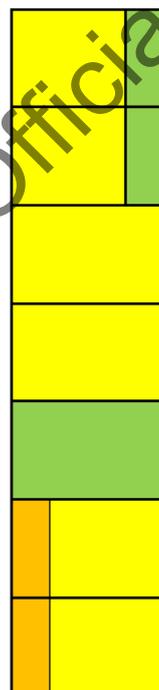
Korowai Manaaki (Youth Justice), Auckland

Visit date: s 9(2)(a) OIA 2019. Report date: 27 August 2019

**Overall OPCAT
assessment**



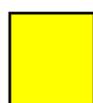
OPCAT Domain Ratings
Treatment
Protection system
Material conditions
Activities & contact with others
Medical services & care
Personnel
Responsiveness to mokopuna Māori



Detrimental



Minimally
effective/weak



Developing



Well placed



Transformational/
outstanding

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Introduction

Purpose of visit

1. On s 9(2)(a) OIA 2019, s 9(2)(a) OIA from the Office of the Children's Commissioner (OCC) conducted an unannounced monitoring visit to Korowai Manaaki Youth Justice Residence (Korowai Manaaki), in Auckland. The team was accompanied by s 9(2)(a) OIA, Australia, who was visiting s 9(2)(a) OIA to learn about OPCAT monitoring in New Zealand.
2. The purpose of this monitoring visit was to assess the performance of Oranga Tamariki against the seven domains relevant to our role as a National Preventive Mechanism (NPM) under the Optional Protocol to the Convention Against Torture (OPCAT – refer to Appendix 1 for more detail). These seven domains are: (1) treatment, (2) protection system, (3) material conditions, (4) activities and contact with others, (5) medical services and care, (6) personnel and (7) responsiveness to mokopuna Māori.

Structure of this report

3. This report shares the findings from our visit to Korowai Manaaki and makes recommendations for actions to address the issues identified. For the convenience of readers, we first list our key findings and recommendations. We then describe our findings for each of the seven OPCAT domains. For each domain, we provide a statement that explains our overall rating for that domain. Supporting evidence is then listed as strengths and areas for development.
4. We briefly outline the legislative background to our visit in Appendix 1. Appendix 2 contains information about the interpretation of ratings. We describe the interviews we conducted and the information we accessed in Appendix 3.

Context

5. Korowai Manaaki is a forty-six bed youth justice residence located in South Auckland. The residence provides secure care for up to forty young men and six young women from across the country, and accommodates four groups of young people: (1) those on remand, pending their next Youth Court hearing [under s238 (1)(d) of the Children, Young Persons and their Families Act 1989]; (2) those who have been arrested by the Police and placed in the custody of the Chief Executive (s235); (3) those who have been

sentenced by the Youth Court to 'supervision with residence' orders (s311); and (4) those convicted and subsequently sentenced by the District Court to a term of imprisonment.

6. At the time of our visit, there were twenty-eight young people in the residence. Eighteen young people were on remand, seven were sentenced under s311, and three had been sentenced by the District Court. There were four young women and twenty-four young men.
7. At the time of our visit there had been significant movement of young people between units, to accommodate one young person with high needs who had recently been admitted.

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Key findings and recommendations



Well placed with developing elements

8. Our overall rating for Korowai Manaaki is *well-placed with developing elements*. This represents an improvement from our previous visit in **Out of scope** 2017 when the residence received an overall rating of *developing*. When we visited, we found that young people are safe from harm and there is no evidence of torture, or other cruel, inhuman or degrading treatment or punishment.

Trends:

9. It is encouraging that five domains received an improved rating since our last OPCAT monitoring visit in September 2017:
- Treatment* has improved with increased opportunities for young people to learn about their cultural identity and improved transition supports for young people leaving Korowai Manaaki.
 - Material conditions* has significantly improved with refurbishment of the units, including the secure unit.
 - Activities and contact with others* has improved with the expansion of the programmes team and increased opportunities for young people to participate in vocational activities.
 - Personnel* has been enhanced by the introduction of the new induction programme, Te Waharoa, and new training in de-escalation and restraint techniques (STAR) being rolled out across the residence.
 - Responsiveness to mokopuna Māori* has significantly improved with the active involvement of te rōpu and support from management, to increase cultural capability and embed key ideas from the 'Korowai Manaaki Māori Strategic Plan'.
10. Two domains remain unchanged since our last OPCAT visit:
- Medical services and care* has remained consistently well-placed.
 - The protection system* retains a rating of developing with minimally effective elements. Despite sound administration of the grievance system, Whaia te Maramatanga, young

people consistently shared perceptions of 'snitching' which remains a barrier to them using the complaints system.

Strengths and areas for development:

11. The residence has many strengths, which reflect its predominant rating of well placed. We found that young people at the residence:

- have good relationships with many staff
- are put into secure care only as a last resort
- have access to an employment focused vocational programme to help them prepare for a range of jobs outside of the residence
- have access to learning about their culture and cultural programmes
- have a good understanding of the complaints system, Whaia Te Maramatanga
- are given information about their rights upon admission
- have a varied and balanced menu with a choice of light food options
- have good access to primary and specialist health services
- live in refurbished units with appealing decorations and displays
- are gradually being given access to a wider range of activities after school.

12. Nevertheless, there are still several significant areas for development at the residence, that our recommendations are based on. Key areas for development include:

- Variable opportunities for young people to have a say
- A negative 'snitch' culture around using the grievance process
- Insufficient communication between different staff groups about plans and activities for young people
- Lack of tailoring of the Behaviour Management System (BMS) to individual young people and the need for more effective restorative practices after incidents
- Partnerships with Māori are in early stages.
- Minimal uptake of 1:1 professional supervision for care staff
- Individual care plans (ICPs) duplicate information in other plans and are not youth friendly
- Many young people want more contact with their whānau

Recommendations

The recommendations from our visit seek to improve the treatment and conditions for young people while they are at Korowai Manaaki.

We recommend that the Korowai Manaaki leadership team takes steps to:

- Rec 1:** Give young people more confidence that their voices are heard and responded to. For example:
- Talk to young people about their ideas for enabling a youth led council
 - Ensure all young people are informed of the outcomes from youth council meetings.
- Rec 2:** Continue to support all staff to be aware of the 'snitch culture' as a barrier to the use of the grievance process and have strategies to encourage and support young people to use the grievance process. This recommendation relates to an ongoing issue that Korowai Manaaki and National Office is working to address. **(as per action 7, State of Care 2017).**
- Rec 3:** Increase the level of collaborative communication and information sharing between all the professional groups working to support young people in the residence.
- Rec 4:** Until Oranga Tamariki national office has replaced the BMS with another system, continue to:
- more effectively tailor the BMS for different young people and find ways to help young people understand why other young people may receive points for different behaviours, for example setting behavioural goals that align with therapeutic plans. **(as per action 1, State of Care 2017);** and
 - ensure staff use meaningful restorative practices following incidents between staff and young people or between different young people.
 - Continue to use alternative approaches to model and reinforce positive behaviours for example through staff relationships and their responses to young people.
- Rec 5:** Continue to work strategically to build partnerships with Māori stakeholders **(as per action 18, State of Care 2017).**
- Rec 6:** Continue to encourage care staff to participate in 1:1 professional supervision and address identified barriers to participation. **(as per action 17, State of Care 2017).**

For Oranga Tamariki National Office we recommend that:

- Rec 7:** The DCE Youth Justice Services updates the individual care plan templates to present information in youth friendly ways and enable better participation from young people in shaping their goals.
- Rec 8:** The DCE Youth Justice Services takes steps to strengthen policies relating to youth justice residence placement decisions so that whenever possible young people can be more consistently placed geographically close to their whānau.

Findings for each OPCAT domain

Domain 1: Treatment



Developing with well placed elements

Treatment received a rating of *'developing with well placed elements'*. This recognises that while there are encouraging improvements in several areas (see strengths below), these are not yet embedded consistently in staff practices. As a result, young people's experiences remain variable.

Strengths

- **Caring relationships between staff and young people.** We observed warm interactions between staff and young people. Young people said that they can trust at least some staff and can talk with them about things that are important to them. Having staff they can talk to means that young people can ask questions and trust information shared with them.

- **Improved focus on transitions from residence.**

Residence staff have an improved focus on transitions. They are working with education and health to develop transition plans and improve the continuity of support for young people when they leave Korowai Manaaki. The employment coordinator provides support for a small number of young people to attend an employment focused vocational programme. Sentenced young people have transition plans developed on a case-by-case basis for them in the lead up to leaving the residence, which can include opportunities out of the residence to go to school, gain employment, and visit whānau. These are worthwhile improvements but we note that young people's transition experiences remain variable.

What young people said:

"You've got those staff members that you can trust eh and won't tell you lies"

"So like if you are warned about something and you like don't go by it and go and pick a fight, that's a restraint. It's like, it's all good."

"They just try to calm you, hold you, say calm down bro"

"They need to do more stuff to do with, because when we have Kapa haka we just talked about stuff we don't really get into it."

- **Young people have improved opportunities to experience and explore their cultural identity.** Our previous OPCAT report in 2017 identified that an adhoc approach to providing and planning cultural activities was an area of development. On this visit we observed and heard from some young people that they liked being able to speak Māori with each other and with some staff. Practices such as karakia before kai are being embedded in residence routines. Some young people would like to learn more about their culture and identity, and have more access to staff who can support them to do that. While more is still needed to support young people on their cultural journey's, we recognise the progress that the residence is making and look forward to seeing further developments at our next visit.

- **Emphasis on de-escalation and using restraint as a last resort.** We heard of three recent challenging incidents where staff had used verbal de-escalation or phoned the police depending on the risk in each situation. While we did not hear of inappropriate use of force during our visit, at the end of 2018 (b) (c) OIA staff members were investigated resulting in one dismissal at the end of last year. If a young person did continue to feel unsafe following an investigation of inappropriate use of force, we were told they would have the option of mediation, moving unit, or moving residence.

- **Appropriate use of secure care.** Young people admitted to secure care are supported by staff to regulate and reflect on the situation leading to admission. Any admission to secure care has to be signed off by the duty manager ensuring that the use of secure care aligns with the purpose and criteria outlined in the Residential Regulations. Admission criteria and support plans are outlined in the secure care register.

What young people said:

"Staff have unit meetings every Tuesday but like it goes in one ear through the other and it takes like ten years for them to say yes or no"

"There are certain things you can get on the BMS but I think it should just be for everyone but you have to be a certain level to get it."

"BMS sucks, honestly. Like so we do our BMS thingy every Sunday nights and then they send it off to admin and we don't get our BMS sometimes until like two weeks later"

"We could rate it (food) and write a letter about what they need to work on but they don't write back to us and tell us if they are going to do it or not"

- **Steps to improve consistency in the application of the Behaviour Management System (BMS).** The residence had taken steps to improve the consistency of BMS implementation and the way staff give feedback to young people about their behaviour. Staff attended a training session focused on how to make decisions about young people's BMS points based on different scenarios. Staff are also encouraged to have 'courageous conversations' with young people to provide them with specific feedback about their behaviour alongside allocating points.

Areas for development

- **Individual care plans (ICPs) duplicate information in other plans and are not youth friendly.** The ICPs currently in use at the residence duplicate information already covered in health, education, operational, contact, and transition plans. This means that case leaders spend a lot of time gathering information for the ICPs that may not improve the quality of treatment for young people.

A second issue with the ICPs is that they are not in a youth friendly format. Gathering and presenting information within plans in youth friendly ways helps young people to shape and own their goals. Currently, staff support young people and whānau to have input into their ICP, but we heard that some young people can be reluctant to share information when they first arrive, and that they also may sign their ICP without reading it. We are aware of the National Office project to review the layout and content of Individual Care Plans (ICPs), which we hope will address these issues.

- **Variability of young people feeling heard.** Despite a range of opportunities to raise issues, young people feel their voice has a limited impact at the residence. An example is that young people can use a feedback form to give daily feedback about the food. Many young people said they do not give feedback about the food because they do not think it will make a difference to the quality or type of food available.

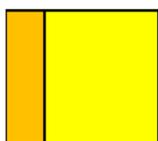
An opportunity for further development is the regular youth council meeting. Youth council members are not supported to feedback regularly from the meetings to the young people in the units. Without feedback, young people in the units do not have a sense that their issues are being discussed and resolved at the meetings. Young people want acknowledgment of their views and to see change as a result of sharing their views.

- **Lack of tailoring of the Behaviour Management System (BMS):** A key issue with the BMS across all residences is that the points system is not tailored enough to accommodate variation in young people's individual skills and goals. We acknowledge that one of the challenges of tailoring the BMS in large residential settings is that young people are likely to perceive the BMS to be unfair if they see it being applied differently with other young people.

Nevertheless, we believe there are ways in which staff could more effectively tailor the BMS for different young people, for example by enabling some young people to receive points for behaviours that are unique to their personal goals. We encourage staff to find ways to talk to young people to help them understand why some young people may receive points for certain behaviours when they do not receive the same points. We are aware that Oranga Tamariki national office is planning to replace the BMS system with a more effective system in the future, but this will be some time away and we encourage residences to make improvements in the meantime.

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Domain 2: Protection system



Developing with a minimally effective element

Overall, the protection system has sound administration but the on-going 'snitch' culture compromises the protection system being effectively used by young people and, for this reason, the rating includes a minimally effective element.

Strengths

- **Sound process for admission to residence.** Upon admission young people receive an initial health screen and the grievance system, Whaia te Maramatanga, is explained.

Young people are told about their rights and are given a written copy of these. Te rōpu have identified ways they would like to strengthen the admission process, particularly for Māori young people if coming into residence. These include having Māori staff present at the sally port and painting Māori murals and designs in the admissions area. We encourage te rōpu to work with the leadership team to implement these changes that would make it feel more friendly for young people coming into the residence.

- **Sound administration of Whaia te Maramatanga (WTM), the grievance process.** Young people know about Whaia te Maramatanga and how to make a grievance. Whaia te Maramatanga is a regular topic in unit meetings. The grievance panel members visit monthly and their photos are on the wall along with information about the grievance process. Young

people can make a grievance on any piece of paper and do not need to ask staff members for a WTM form. Outcome letters to young people appropriately include steps taken to investigate the complaint, the outcome of the investigation, and the rationale for the finding along with next steps. The residence manager or the grievance coordinator talk with the young person about the findings or post the letter to them if they have left the residence. During our visit the grievance co-ordinator discussed and agreed with us about better ways to keep track of the reasons that grievances are withdrawn. This is so that we can have confidence that young people are withdrawing complaints because they are resolved by staff.

What young people said:

How did you find out about your rights? *"staff and the little booklet when you come in"*

"If I made a grievance about something they come sort it out within the day or the next day and then it's sorted just like that."

Do you see a doctor or nurse if injured in restraint?

"I just make up a lie. If they say 'what happened?' I say 'rugby'... I don't want to be called a snitch"

Areas for development

- **Negative 'snitch' culture amongst young people.** Most young people said that they would not use Whaia te Maramatanga to make a grievance because of the perception that it is 'snitching'. One young person went further to say that they would not even tell the medical team how they were injured because they do not want the reputational damage of being labeled a 'snitch'. Young people know they have access to independent investigation through the grievance panel, but many young people called it the 'snitch panel'. One young person said that they would not use the 'snitch panel' because it put staff on 'special leave'. The challenge of the 'snitch culture' is an enduring issue that compromises young peoples' right to raise complaints and have them investigated and resolved.

Staff must first examine their own attitudes to the use of the grievance system so they do not inadvertently reinforce the 'snitch' culture. We encourage the residence to partner with VOYCE and continue to talk with young people to address the negative and inhibiting culture associated with making a grievance, so that there are safe easy ways for young people to be heard and supported.

- **Further development needed of restorative practices.** We heard that the current practice following an incident is for young people to apologise or have mediation with staff. However, we also heard that this is sometimes insufficient and that young people sometimes still feel unsafe around other YP or staff who were involved in the incident. The process of resolving incidents and making the environment safe again for young people and staff could be enhanced through training in restorative practice. This enables staff to further develop their facilitation skills to support young people to learn new skills when incidents have occurred.

- **Pleasant outside environment.** The units are arranged around a central courtyard which has a chicken coop and vegetable gardens. Some young people help to care for the chickens and gardens and gather eggs which they can eat in their unit. Each unit has access to an enclosed courtyard with basketball hoops.



Photo 2: Vegetable garden with chickens

Photo 3: Basketball court in unit

- **Adequate menu variety.** The menu looks balanced and varied and gives young people the choice of a lighter option.

Areas for development

- **Poor sound quality on unit phones.** Some young people said that the sound quality on phones in the unit made it hard for the people on the other end to hear them and visa versa. The residence manager has confirmed that new mobile phones have been organised for the units since the visit. There is a longer term plan for young people to have access to blue-tooth speakers to enable more choices about where they can have phone conversations. We look forward to following up at our next visit.

What young people said:

"My family always says I can't hear you or the phone keeps cutting out or just sound like echoing"

"It looks like real yum but then you taste it. The options is um healthy food but their salads are yuck"

"We just um watch the carpet grow" (YP1) "And when we look outside, we're not allowed outside, we just watch the grass grow" (YP2)

- **Variable satisfaction with food.** We acknowledge that it is not unusual for young people to have variable satisfaction with food and our previous reports have highlighted that young people have had varying levels of satisfaction with food at Korowai Manaaki. On this visit, some young people said it was made of low quality ingredients and some said it was cold.

Disappointingly, many young people said they would not choose the lighter option because it was not satisfying to them. This was confirmed by staff who said that young people did not often choose the lighter option. Some young people talked about the combination of diet and lack of exercise contributing to feeling that they are gaining weight.

While this area is developing, the residence is taking steps like having options to try and improve the experiences of young people. We therefore encourage the residence to talk further to young people to find out what would make the lighter option more appealing.

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Domain 4: Activities and contact with others



Well-placed with developing elements

Young people have opportunities for meaningful activities organised through the care team, the expanded programmes team, the employment coordinator, and the school. Access to activities could be improved if care teams are more consistent and proactively plan after-school activities. The other developing element is young people's face-to-face contact with whānau.

Strengths

- **Expanded programmes team focusing on improving young people's access to engaging with activities and programmes.** This team organises activities for the after school time slot that complements the three weekly plan put together by care staff. The programmes team supports and monitors care teams to develop and run programmes, including spot checks to see that they are implementing what they have planned. The effect for young people is they are gradually being given access to a wider range of activities after school, though there is variability in implementation between care teams.

The residence also runs a number of monthly compulsory sessions on the Children's Charter where they cover young people's rights.

- **Some young people have improved access to work experience.** The employment co-ordinator runs an employment focused vocational programme for a limited number of young people. To get onto the programme, young people submit their application and C.V. and go through an interview process, which prepares them for the programme and builds their familiarity with the job application process. Once on the programme, they are paid and get references for the work that they do. Young people on the programme need to be prepared to get up early as work is done before school. There are limited spaces on the programme and unsuccessful applicants are given a letter with feedback. Young people can apply multiple times.

What young people said:

"We had a cooking programme from green team. She even went to buy all this really nice food and stuff and all of this expensive food and stuff so we could cook. And she'll buy us like big canvasses and stuff and like paint brushes and we can do painting"

"We have good as Kapa Haka teachers"

"Some shifts are lazy and we just sit around"

"I want phone calls in the morning and at night, and at the afternoon. I don't want just phone call a day"

"I hate them (whānau) coming here because they've got to drive for an hour and a bit"

- **Young people have access to a range of cultural programmes.** The residence runs several cultural programmes including Turongo which incorporates movement and dance, as well as Te Toa Matataki which is about developing Māori leadership and potential. The young people are working on tukutuku panels with support from a volunteer. Young people can participate in kapa haka at school and earn NCEA credits for it. Te rōpu is strategic in building activities around celebrations, like Matariki.

Areas for development

- **Young people want more contact with whānau.** Young people can talk to whānau members by phone for 10 minutes each day. Staff at the residence are flexible about the time of the calls to enable contact with whānau members. Some young people would like to have longer than 10 minutes to speak with their whānau.

Some young people talked about barriers for their whānau coming to visit, including transport and inconvenience. Some young people did not want their whānau to visit and see them in the residential environment. The young people's comments reflect both the importance and complexity of maintaining contact with whānau.

- **Inconsistent implementation of planned activities in after-school timeslot.** Young people's access to activities in the after-school time slot was inconsistent because some care teams were more proactive than others in planning activities. This meant that many young people had periods of time when they were not meaningfully engaged in programmes or activities. While many young people enjoy activities that are run, they report being frustrated and bored when there is not enough to do.

Domain 5: Medical services and care



Well placed

Oranga Tamariki and health professionals are working well together to promote young people's wellbeing and respond effectively to their health needs.

Strengths

- **Good access to primary care services.** s9(2)(i) OIA is the the on-site primary health care provider. All young people have a health screen during the admission process. A nurse coordinates information from whānau and other health providers so that young people only need to tell their story once. A range of primary health care providers are brought on-site including dentist and optometrist. s9(2)(i) OIA supports transitions out of the residence by helping to connect young people to services in their community that will continue to be involved after young people leave the residence. They also make proactive referrals to community providers as needed. Young people have regular access to nurses, who visit the units each morning to strengthen connections with young people and triage acute issues. Young people know how to make an appointment with the nurse outside of the daily rounds.
- **Good access to specialist mental health and alcohol and other drug (AOD) services.** Young people have access to specialist mental health and AOD services through the Regional Youth Forensic Service, known as Taiohi Tu Taiohi Ora who provide in-reach service for the residence. Young people may also be referred to Odyssey House for alcohol and other drug treatment or Connections for grief and loss, anxiety, depression, sleep management and hygiene. The residence health team provides a limited amount of support for mild to moderate mental health problems including brief motivational approaches, goal setting, and life skills. The need for specialist health support is determined and organised at Multiagency Team (MAT) meetings, attended by all agencies with responsibility for the young people.
- **Good health oversight of administration of medication.** Only medication prescribed by the health team is given to young people so that the health team can monitor which medications young people receive. Care staff can administer over the counter medicines, like panadol, and the care team receives training in the administration of medications. The health team stores, administers, and tracks medication for specific young people to ensure that young people are taking the right dosage and that it is being appropriately reviewed. Information about medication that

young people need is usually initially provided by the young people themselves, their social worker, their whānau, or through contact with previous health providers.

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Domain 6: Personnel



Developing with well placed elements

Staff are supported through an improved induction programme and have access to regular training and external supervision. However, lack of communication between teams and limited uptake of supervision by care staff are barriers to consistently embedding knowledge from training into practice.

Strengths

- **Improved staff induction programme.** The new induction programme, Te Waharoa, has been introduced. The programme sequences the orientation for staff into a logical order. As the programme takes three weeks, groups of staff go through it together. The induction helps new staff understand how the residence works, their professional roles, and ways to engage with and support young people.

The induction programme has the potential to support positive start for new staff members, however at the time of the visit it was too early to evaluate the impact for staff and young people. We therefore look forward to hearing more about the induction programme and any developments to the process on our next visit.

- **On-going training for staff.** Regular training is provided to the care teams on their office days every three weeks. A training register is used to keep track of training that has been implemented, upcoming training, and future topics for training. Refresher training is regularly given on topics such as engaging with young people, BMS and Whaia te Maramatanga.

Care teams also do exercises to strengthen the way they work together. During our visit, some teams started receiving training in STAR (safe, tactical, approach and response), which includes de-escalation and risk assessment strategies as well as restraint holds.

What young people said:

"Some staff will say yep you are allowed blah blah blah the next team you know, nope your not allowed that because, you know, we don't think you should blah blah blah"

"I feel like, I've been told so many times that this is not punishment being in here. It's to help us you know, like help with the community, help with our families, and then some say it's a punishment. So I don't know what we're entitled to and what to expect from staff and what we're allowed and what we aint"

- **Increased availability of cultural and external supervision.** Care staff receive group supervision once every three weeks on their office days. One to one professional supervision is also available through an external supervisor who comes regularly to the residence. The external supervisor is available in the kitchen area for any staff member to approach if they would like to talk or make an appointment. It is encouraging to hear that cultural supervision is also available to all staff, should they request it. TLOs and case leaders provide on the floor mentoring, coaching, and debriefing with staff following incidents. Staff have the option to access the Employee Assistance Programme for support in managing stress or other issues.

Areas for development

- **Lack of communication between different groups of staff teams.** Care staff and case leaders generally have positive relationships at an individual level but the absence of a consistent system to support communication and collaboration about plans can lead to tension in the interface between teams. One staff member described the relationship between case leaders and care staff as “minimal”. Effective communication about young people’s plans is vital for understanding each young persons risks, triggers, effective responses and therapeutic needs. There are also misunderstandings between residence staff and the on-site education team about information that should be included in individual care plans and the role of education credits in education plans. We encourage the residence leadership team to increase opportunities for different staff groups to share information with each other.
- **Limited uptake of one to one supervision by care team.** Care team members are not consistently accessing either 1:1 professional or cultural supervision opportunities. TLOs provide on the floor coaching and mentoring for their teams, but their capacity to provide 1:1 professional supervision is very limited. One to one professional supervision is vital because it supports care staff to embed knowledge and skills from training and reflect on practice. It is important that the residence identifies reasons and barriers to staff accessing these supervision resources.

Domain 7: Responsiveness to mokopuna Māori



Well-placed with developing elements

The Korowai Manaaki leadership team is working strategically with Te Rōpu to support work on reinstating the Māori strategic plan and building staff capability. The developing element in this rating relates to the residences internal and external partnerships with Māori as these are still at a formative stage.

Strengths

- **Strategic vision and goals for mokopuna Māori.** Korowai Manaaki is reinstating its strategic plan for Māori, known as the Korowai Manaaki Māori Strategic Plan. The Korowai Manaaki leadership team supports and enables Te Rōpu to be actively engaged in working strategically with the plan. This includes a focus on developing a kaupapa Māori unit. A lot of thought is being put into this by te rōpu.
- **Active rōpu helping to build cultural capability.** The Korowai Manaaki leadership team is also supporting Te Rōpu to embed values upholding Māori culture. Staff participate in te reo Māori, waiata, and haka as part of a strategy to normalise te ao Māori. All staff have access to cultural supervision with the greatest uptake by the leadership team. Te Rōpu is making suggestions about enhancing the physical environment to reflect te ao Māori.
- **Targeted recruitment of Māori staff.** We heard that there are thirty-six staff across the residence who identify as Māori. Korowai Manaaki is undertaking targeted recruitment of Māori staff by utilising existing contacts and networks and having a Māori seat on the recruitment panel.

What young people said:

"I'm proud to be Māori"

"We don't get any chances to learn about our whakapapa because all the staff here are all s 9(2)(a) OIA [redacted], and the chance of finding Māori, there are only about three of them onsite so, and one's a programme coordinator, one works in the boys unit and the other one works up in top table so they can't come to our unit and teach us about it"

Areas for development

- **Partnerships with Māori in developing stage.** The residences internal and external partnerships are currently at a developing or formative stage. The Korowai Manaaki leadership team is working hard to build trust with Māori staff and Māori young people within the residence so that meaningful cultural practices can be understood and

implemented. Externally, Te Rōpu and other residence staff are working to strengthen relationships with **s 9(2)(a) OIA** Marae and mana whenua. We look forward to seeing progress with these partnerships at our next visit.

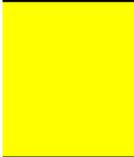
Released under the Official Information Act 1982

Appendix One: Why we visit (legislative background)

13. The Children's Commissioner has a statutory responsibility to monitor and assess the services provided under the Oranga Tamariki Act 1989. Specifically, section 13(1) (b) of the Children's Commissioner Act 2003, states that the Commissioner must monitor and assess the policies and practices of Oranga Tamariki and encourage the development of policies and services that are designed to promote the welfare of children and young people.
14. In addition, the Office of the Children's Commissioner is designated as a National Preventive Mechanism (NPM) under the Crimes of Torture Act (1989). This Act contains New Zealand's practical mechanisms for ensuring compliance with the United Nations Convention Against Torture and other Cruel, Inhuman, or Degrading Treatment or Punishment (OPCAT), which was itself ratified by New Zealand in 2007. Our role is to visit youth justice and care and protection residences to ensure compliance with OPCAT.

Appendix Two: Interpretation of ratings

15. The Table below provides a quick reference to the meanings of ratings given in the report.

Rating	Assessment	What it means
	Transformational/outstanding	Exceptional, outstanding, innovative, out of the norm
	Well placed	Strong performance, strong capability, consistent practice
	Developing	Some awareness of areas needing improvement; some actions to address weaknesses, but inconsistent practice; pockets of good practice
	Minimally effective/weak	Low awareness of areas needing improvement; lack of action to address weaknesses; significant concerns exist
	Detrimental	Actively causing harm, negligent, ignoring, rejecting, undervaluing, undermining practice

Note: For more detail on the meanings of each rating for the individual sub-domains assessed, refer to our evaluative rubric: <http://www.occ.org.nz/assets/Publications/RUBRIC/Evaluative-Rubric-FULL.pdf>

Appendix Three: Interviews conducted and information accessed

Our visit to Korowai Manaaki included interviews with:

- Residence Manager
- 16 young people
- Team Leaders Operations (TLOs)
- Team Leader of Clinical Practice (TLCP)
- Case Leaders
- Care team
- Māori rūpu
- Health team
- Employment Coordinator
- Programme Coordinator and team
- Education team

The following sources of information also informed our analysis:

- List of young people in residence
- Visual inspection of the residence
- Residence profile
- Oranga Tamariki pānui
- Grievance quarterly reports and electronic register
- Grievance files with outcome letters
- Staff training logs
- Content of recent induction course run for new staff
- Secure care register, secure care log book, and unit log books
- Education Review Office report
- Monthly menus
- BMS catalogue, order form and anonymous points system
- Minutes from Māori rūpu meetings
- Māori Strategic Plan 2013 document and revised key ideas document
- Anonymous Individual Education Plan
- Employment Programme Employment Agreement
- STAR (Safe, Tactical, Approach and Response) Participants workbook powerpoint
- Sample shift handover summary (names of young people removed) and observation of shift handover.
- Youth Council meeting minutes