



## **Korowai Manaaki**

OPCAT Monitoring Report

Monitoring visit – October 2022

Report - November 2022



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## **Kia kuru pounamu te rongō** All mokopuna\* live their best lives

\*Drawing from the wisdom of Te Ao Māori, we have adopted the term mokopuna to describe all children and young people we advocate for, aged under 18 years of age in Aotearoa New Zealand. This acknowledges the special status held by mokopuna in their families, whānau, hapū and iwi and reflects that in all we do. Referring to the people we advocate for as mokopuna draws them closer to us and reminds us that who they are, and where they come from matters for their identity, belonging and wellbeing, at every stage of their lives.



# Executive Summary

## Who we are

The Children's Commissioner is a National Preventive Mechanism (NPM) under the Optional Protocol to the Convention Against Torture and Other Cruel, Inhuman, Degrading Treatment or Punishment (OPCAT).

The New Zealand legislation relating to OPCAT and the role of the NPM is contained in the Crimes of Torture Act (1989). Our role as a NPM is to visit places of detention, including residences run by Oranga Tamariki, to:

- Examine the conditions and treatment of mokopuna
- Identify any improvements required or problems needing to be addressed
- Make recommendations aimed at strengthening protections, improving treatment and conditions, and preventing ill treatment.

Judge Frances Eivers

Children's Commissioner

## About this report

This report shares the findings from the OCC monitoring visit and recommends actions to address the issues identified. The report describes the quality of the experience of mokopuna at the facility and provide evidence of our findings based on information gathered before, during and after the visit.

## About this visit

OCC staff carried out an unannounced monitoring visit to Korowai Manaaki Youth Justice Residence. The facility providing these services is known as Korowai Manaaki and will be described as such in this report. The purpose of this visit was to fulfil our responsibilities under OPCAT to monitor the safety and wellbeing of mokopuna in places of detention.

## About this facility

**Facility Name:**

**Region:** Tamaki Makaurau

**Operating capacity:** 46

**Status under which mokopuna are detained:**

s238(1)(d), s235 and s311 of the Oranga Tamariki Act 1989, s34A of the Corrections Act 2004 and s173, s175 of the Criminal Procedure Act 2011.

## Key Findings

Key findings are addressed in the recommendations with other issues relating to the prevention of torture and other cruel, inhuman, or degrading treatment or punishment (ill-treatment), identified in our analysis.

We found no evidence that mokopuna had been subjected to torture or ill-treatment. Our findings from the visit are outlined below.

## Findings

- There is a serious shortage of residence staff. Not all shifts have the required number of staff to look after mokopuna safely.
- Staff are burnt-out and say their sense of well-being is at an all-time low. Staff are working multiple double shifts in a row and this is having a negative effect on their relationships and engagement with mokopuna.
- Not all new staff are receiving the full Te Waharoa induction training before going into the open units.
- Whakamana Tangata<sup>1</sup> is not embedded in the residence. Staff are sometimes not de-escalating behaviours which is leading to heightened units and admissions to the Secure Care unit.
- Staff did use the Hui Whakapiri process well following admission into the Secure Care unit.
- Restraint holds and admission to the Secure Care unit is high. Not all mokopuna are checked by medical staff for injury following use of force.
- Some mokopuna miss their medical appointments because of a lack of staff able to escort them to the medical block.
- Mokopuna health checks and screens are not always completed within mandatory timeframes on admission.
- There was no evidence that Korowai Manaaki has an overarching therapeutic model of care. Staff are more concerned about their own safety than providing a therapeutic environment.
- Mokopuna involvement in care and transition planning is variable.
- Whilst mokopuna know about the grievance process, they are reluctant to use it. Making suggestions or complaints is still seen as 'snitching'.
- There is no cohesive approach to improving outcomes for mokopuna Māori.
- There is no commercial kitchen on-site and staff often give up their own meals for short-notice mokopuna admissions.
- Mokopuna enjoy education and have positive relationships with teaching staff.

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<sup>1</sup> Whakamana Tangata is a Māori informed restorative practice approach for mokopuna living in Youth Justice residential settings. Whakawhiti Moana: Whakamana Tangata, Kete Two, Oranga Tamariki – Ministry for Children, February 2020.



## Office of the Children's Commissioner raised immediate concerns:

The OCC monitoring team observed a number of urgent safety concerns related to staffing levels during the visit. Many staff alerted the OCC team that residence operations lacked best practice and the safety of both staff and mokopuna was at risk. Staff were clear that the potential for harm to mokopuna was high. These concerns were raised immediately with the Residence Manager, Oranga Tamariki National Office and to the Children's Commissioner.

The OCC made the following recommendations in consultation with the Residence Manager:

- New admissions into the residence should be halted.
- The residence should reduce its numbers to 25 which has been identified by residence management and staff as a number that can be safely managed within current staffing levels.
- Staff from the near-by youth justice residence should be re-deployed to assist at Korowai Manaaki.

## Outcomes from Oranga Tamariki (12 days post the monitoring visit):

Oranga Tamariki has provided the following response to the concerns raised:

- A recruitment strategy has been put in place and a national incident management team has been stood up to closely monitor the staffing situation across youth justice residences.
- 12 new staff at Korowai Manaaki have since completed their three-week Te Waharoa induction training, significantly increasing the staffing pool at the residence.
- A Health, Safety and Wellbeing Committee has been set up for youth justice residences to address risk and opportunities in each of the five youth justice residences. A visit to each youth justice residence has been scheduled over the next two weeks, with the first being Korowai Manaaki on 19 October 2022. The Committee includes union representatives and health and safety representatives for each residence and an external expert advisor.
- Staff working at Whakatakapokai Youth Justice Residence have been asked to re-deploy to Korowai Manaaki. Expressions of interest from staff are currently being worked through.

# Recommendations

Our recommendations are based on:

- Key findings from our monitoring and analysis
- Any issues relating to ill-treatment

We identify systemic issues that impact on the effective functioning of the facility and make recommendations to address these. Our recommendation is that action to address the facility recommendations occurs within twelve months after the date of our visit. We will monitor progress against our recommendations at our next monitoring visit.

## Systemic Recommendations

1	<p>Develop a national strategy to address recruitment and retention issues for staff across all residences.</p> <p>Appropriate staffing levels and staff expertise must urgently be put in place in all residences to ensure the safety of both mokopuna and the staff working with them.</p>
2	<p>Develop a nationwide package of training programmes that sits alongside the Oranga Tamariki Te Waharoa Induction programme. Training programmes should include:</p> <ul style="list-style-type: none"> <li>• criminogenic risk factors</li> <li>• alcohol and drug support</li> <li>• mental health needs</li> <li>• intellectual disability</li> <li>• neuro-diversity</li> <li>• life skills</li> <li>• cultural development/ capacity building.</li> </ul>
3	<p>Review the grievance process. It should be independent and impartial and provide a clear mechanism for keeping mokopuna informed of progress.</p>
4	<p>Regularly review s238(1)(d) custody statuses as per s242(1A) of the Oranga Tamariki Act 1989. The findings of each review should be shared with the residence to help inform transitions out of custody.</p>
5	<p>Urgently roll out the National Medication Training for all staff.</p>
6	<p>Investigate options to install a commercial kitchen to service Korowai Manaaki.</p>



## Facility Recommendations

<b>1</b>	Reduce the high use of secure care, restraint holds, and searches
<b>2</b>	Ensure all staff receive the full Te Waharoa Induction Programme before working in open units.
<b>3</b>	Ensure mokopuna attend their medical appointments in a timely manner. Consent to receive treatment should be on individual care plans and accessible to medical staff.
<b>4</b>	Increase access to cultural programmes and invest in the cultural capability of kaimahi Māori. Te Rōpū should be re-ignited.
<b>5</b>	Multi-Disciplinary Team meetings should be held regularly with key staff from health, education, clinical and case work teams.





## Treatment

This focuses on any allegations of torture or ill treatment, use of seclusion, use of restraint and use of force. We also examine models of therapeutic care provided to mokopuna to understand their experience.

### Relationships are varied between staff and mokopuna

The relationships between staff varied. We saw examples of staff relationships with mokopuna where they was good banter and mokopuna said there were staff they trusted.

*"It was like hard for me to open up then I just done it and now there's certain staff I can talk to about it"*

However, there are high numbers of assaults between mokopuna and on staff. Threatening behaviour was reported regularly in all units.

Generally, staff in the units are 'bodies on the floor' with many staff having limited interactions with mokopuna. Staff are tired, over-worked and burnt out. Many are working multiple double shifts in a row.

### Admission into Secure Care is high and force is used regularly

The seclusion of mokopuna, by its very nature, runs contrary to international

human rights law which prohibits its use on those under 18 years of age.<sup>2</sup>

The review of relevant documentation<sup>3</sup> identified high use of secure in Korowai Manaaki including a high level of the use of restraints being reported. The Secure Care Unit is rarely closed (i.e. has no mokopuna in it), and when it is, it opens again the same day.

An increase in mokopuna with complex needs, combined with low staff numbers, including many inexperienced staff, has resulted in an increase in the use of force and admission into Secure Care in the residence over the last six months.

Due to staff shortages, staff acknowledged that patience levels were low and frustration levels high. Staff believe these are the reasons for the increase in Secure Care admissions and use of force.

At the time of our visit, the OCC were concerned for the safety of staff and mokopuna at the residence. With the staffing situation as it is, the OCC believe there is potential for serious harm to all parties.

These concerns were raised immediately with residence management and Oranga Tamariki National Office along with

<sup>2</sup> Report of the Special Rapporteur on torture and other cruel, inhuman, or degrading treatment or punishment, U.N. Doc. A/63/175 Annex (28 July 2008) (Manfred Nowak).

<sup>3</sup> Documentation can include (and is not limited to) Serious Event Notification (SEN) forms, Security and Occupational Health and Safety Incident (SOSHI) details and resident unit daily logs.



recommendations to mitigate unacceptable safety concerns for mokopuna and staff.

## High levels of contraband pose risks to mokopuna and staff

We heard from management that high levels of contraband are entering the facility creating safety risks for mokopuna and staff. The OCC understand that investigations into unsafe staff practices are underway.

The majority of the contraband being brought into the residence are vapes that are being fashioned into shanks.<sup>4</sup>

## Staffing levels are preventing care planning

There is not enough quality time being spent with mokopuna to develop their individual care plans (ICP's). ICPs provide a key insight into the needs of mokopuna and without them, or if they lack detail and insight, the ability to care for mokopuna and meet their needs is compromised.

## Staff want their interactions to be therapeutic

Some staff said they require training in behavioural management skills and need more tools to enhance, grow and develop their relationships with mokopuna.

Without the right engagement skills, mokopuna behaviours can go un-checked and then escalate, making the unit harder to manage. The ability to de-escalate potentially challenging situations depends changing behaviours early.

This is reflective of the differing experience levels of staff that work with mokopuna.

Staff want to re-focus their interactions with mokopuna to be more focused on their development. There is all staff acknowledgement that residence training in the current environment is hard. There are not enough staff to provide backfill.

## There are limited de-escalation options available

A Non Participation Table (NPT), a desk and a chair that sits in the corner of the unit, is used as a de-escalation space if mokopuna need time away for emotional and self-regulation. Staff help mokopuna to re-engage back into the unit activity when they are ready.

We heard from mokopuna that the NPT is a good reflection space, but also heard that some staff use the space to belittle mokopuna and stand over them while they were there.

Staff told us there were other de-escalation options, like walks around the courtyard, using the sports fields and going to the gym, but they all depend on having additional staff on shift which they do not have

A wider range of viable de-escalation options are needed.

## Some transition plans are unclear for mokopuna

Korowai Manaaki staff work hard to establish support for mokopuna leaving the facility, however, some mokopuna we spoke with were unclear about where they were going once they returned to the community.

<sup>4</sup> A shank can be defined as a handcrafted bladed weapon



Staff also said that communication with Ara Poutama Aotearoa was inconsistent and transitions into adult prison requires work.

Involving mokopuna in their transition plan is vital to successfully returning to the community and is a fundamental right under Article 12 of the Children's Convention.<sup>5</sup>

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<sup>5</sup> [Children's Convention - the basics » Office of the Children's Commissioner \(occ.org.nz\)](#)



## Protection Systems

This examines how well-informed mokopuna are upon entering a facility. We also assess measures that protect and uphold the rights and dignity of mokopuna, including complaints procedures and recording systems.

### Mokopuna admission

Mokopuna said that when they arrived at the residence it was scary. The sally port is uninviting, smells of rubbish, and is dark and gloomy with an electric scanner in the corner.

At the time of our visit, we heard from some night shift staff that they require training for admissions as they have not received any and are unsure how they should support mokopuna through the process.

### Culture of grievance needs to change

In our previous reports, mokopuna were worried about being labelled “snitches” if they used the grievance system.

This culture continues to exist for mokopuna and staff. Residence culture around complaints needs to be addressed and changed to ensure that mokopuna feel safe to use Whāia te Māramatanga<sup>6</sup>.

Korowai Manaaki are reviewing the grievance process and data by the grievance panel. Regular fortnightly face to face meetings have been initiated. We applaud this action and are looking forward to seeing the positive impacts from these hui.

While we are pleased to see that mokopuna understand the process and

the residence is looking for ways to improve, we remain concerned that the grievance process is not independent of the residence and complaints are screened internally by residence staff.

### Mokopuna have a voice

There is a Youth Council at Korowai Manaaki that is made up of mokopuna elected as unit representatives. The Youth Council and VOYCE Whakarongomai meet fortnightly to discuss issues or suggestions mokopuna have for life in the residence.

While the Youth Council provides an opportunity for mokopuna to raise issues or suggestions, mokopuna told us there is currently no feedback from management on their suggestions. Some of the suggestions were about cold kai, more use of outside areas and changing rewards on the BMS to include later bedtimes, longer phone calls and greater use of the weights room.

We recommend that a feedback loop be created so that mokopuna can see that they have been heard.

### Reviews of custody statuses are irregular

Social workers are required under s242(1A) of the Oranga Tamariki Act 1989 to review

<sup>6</sup> Whāia te Māramatanga is the complaints and grievance process used in all Youth Justice residences.



the custodial status of mokopuna held under s238(1)(d).

Staff at Korowai Manaaki describe the facility as a 'dumping ground' for Oranga Tamariki. Staff said that mokopuna are brought to Korowai Manaaki with incomplete information and there is no timeline for reviewing the placement.

Having the custodial placement reviewed is a right for mokopuna and the reviews should be evidenced in care plans.

Management staff we spoke to did not know about s242(1A) and were unaware that the review was supposed to happen every two weeks.

The OCC recommend conducting 14 day reviews for all mokopuna on s238(1)(d) at Korowai Manaaki to ensure those mokopuna who still meet the grounds for a custodial remand placement are held in the residence.



## Material Conditions

This assesses the quality and quantity of food, access to outside spaces, hygiene facilities, clothing, bedding, lighting and ventilation. It focuses on understanding how the living conditions in secure facilities contribute to the wellbeing and dignity of mokopuna.

### Limited options for kai due to no residence kitchen

Korowai Manaaki has no commercial kitchen. The residence cannot provide warm kai for mokopuna, staff or any whānau or manuhiri who Korowai Manaaki may want to manaaki into their residence.

*"Some of the food's shit"*

As kai is currently prepared from another residence and brought into Korowai Manaaki, food can arrive cold and not very appetising. We heard mokopuna describe the food not being homely.

Currently kai needs to be ordered five days in advance then it is brought to Korowai Manaaki. We heard that there is a supply of microwaveable meals readily available for new admissions and that staff sometimes also give up their own meals so that mokopuna can eat.

A residence the size of Korowai Manaaki, the largest residence in Aotearoa, should have its own commercial kitchen. Mokopuna, their whānau and manuhiri should be able to have food made on-site without delay.

### Units need a deep clean

Excessive scratching on the tables and on the windows provides a challenge for staff to enable line of sight. Not having proper line of sight is a safety risk for both staff and mokopuna. The paintwork in the units is also dated and there is significant tagging on the furniture.

Mokopuna and staff also spoke of how dirty the carpets and couches are. Staff said that a professional clean of all units including carpets and seating would be fantastic. Korowai Manaaki is currently recruiting for a cleaner.

We did see some good sensory artwork on the walls of each unit, there was natural light, and the mauri of the units was welcoming.

### Outside spaces provide good opportunities

We saw mokopuna using the gym, central courtyard, and the backfield throughout our visit. The gym has space for volleyball, basketball, and other sports, and was well equipped with gear, including weights. Staff and mokopuna told us that using the weights gear was earned through the BMS and mokopuna had to reach Level 3 to gain access.

Whilst we were visiting we saw an inter-unit bike race around the central



courtyard. Mokopuna came out of their units, chose a bike and did a lap of the courtyard. They then tagged the next mokopuna who came out of the unit. Staff also took part and there was a lot of laughing and mokopuna had fun.

Mokopuna and staff repeatedly told us they needed a pool as another resource mokopuna can use.

### **Mokopuna can wear their own clothes**

Mokopuna receive regular clothing grants from Oranga Tamariki, and they have access to personal clothing brought in by whānau. Residence staff go out of their way to help buy clothes for mokopuna. Mokopuna like to buy branded clothing with their grants and staff support this buy helping them 'shop' via Facetime so they can pick clothes they like.



## Activities and access to others

This focuses on the opportunities available to mokopuna to engage in quality, youth friendly activities inside and outside secure facilities, including education and vocational activities. It is concerned with how the personal development of mokopuna is supported, including contact with friends and whānau.

### Education has good support however safety is an issue

Kingsley School provide the education programme to Korowai Manaaki. There are four teachers and the school programme runs between 9 – 2:30pm. We heard mixed reviews from mokopuna about school however they did say they enjoy maths.

The education block is well set up and separated away from the units. The education block has separate spaces for:

- Hospitality with full functioning kitchen.
- Wood tech including 3D printing.
- Digital tech unit.

Whilst we were there, mokopuna sat their drivers licence test and the education team supported them even though it was the school holidays. Teachers and staff celebrated with mokopuna when they passed.

Teachers were very vocal about supporting the wins that mokopuna have. This ranges from celebrating them passing drivers licence tests to congratulating mokopuna for not swearing in class. Successes big and small are highlighted.

### More vocationally-focused opportunity is required for older mokopuna

Vocational opportunities and off-site activities are offered such as forklift and scaffolding licensing and barbering. We heard from staff that more is needed for older mokopuna to help transition them into employment.

Transition plans need to include support for employment so that mokopuna have income streams once they leave the residence.

### Activities are built around exercise

The OCC visit was conducted during the school term holidays. Mokopuna told us activity during this is largely built around exercise programmes. We saw the inter-unit bike challenge, sports on the large sports field, and CrossFit style training in the gym. There was a portable rock-climbing wall booked, however the sports field is regularly boggy so the rock climbing wall was cancelled.

Mokopuna also have access to DJ equipment, cards, table tennis equipment, and a PS4 in their unit.

We also heard from some mokopuna that they want more range of activity as the





ball-based sports are repetitive and become boring.

*"I'm keen to do sports, [...] but I'm more wanting to get out of the unit"*

As mentioned earlier, Korowai Manaaki unlike other residences, does not have a pool. The benefits, outlined by both mokopuna and staff, is to provide another recreational option as well as something that can be used for individual self-regulation.

### Offsite experiences are beneficial for mokopuna

Since our previous report in August 2020 the number of off-site visits have decreased.

Generally, off-site experiences are only for mokopuna sentenced on a s311 order. We heard from staff that mokopuna on remand are unpredictable and the risk of absconding is high. Mokopuna on remand told us they want more chances to go off-site and do adventures such as bush walking, mountain biking and kayaking.

Experiences outside of the residence provide the opportunity to use pro-social skills, see positive role-modelling in a more natural setting and for mokopuna to use their problem-solving skills.

Some mokopuna can be on remand for many months and we would support the management team to identify mokopuna and action opportunities for them to gain more off-site experience.

### Contact with whānau happens daily

Korowai Manaaki have up to date technology and have the capability to do video calls. The Team Lead Operations organises this with mokopuna and staff in the units. Digital technology helps mokopuna who are not from Tamaki Makaurau to stay in contact with whānau face to face.

Mokopuna told us that ten minute phone calls were not enough and have suggested to staff that 15-20 minute calls would be better.

*"I want to talk to her longer"*

### Whānau visits can be an issue

We heard from staff that the whānau visiting process can be problematic. Visits run strictly to time and if whānau are held up in, for example traffic, it can mean they lose their slot. Visiting time is Monday to Friday 3.30-5.00pm. 30 minutes are allocated for local whānau and an hour for those living outside of Tamaki Makaurau.

Also, as only one person can approve permission for daytime visits, sometimes these visits do not always happen due to that person being away.

We heard from whānau, when they turned up late to visit, they then had no visiting time. They believe the times for visiting are too restrictive.

Korowai Manaaki need a process that is whānau centred allowing access to mokopuna that is not restrictive and allows flexibility, especially if whānau have travelled to visit.



## Medical services and care

This domain focuses on how the physical and mental health of mokopuna are met, in order to uphold their decency, privacy and dignity.

### Health Connections is seen as a contractor not a partner

Health Connections are a specialist youth health service and provide primary health care services, personal care, and well-being care to mokopuna. Health Connections have been delivering health services to Korowai Manaaki for over seven years.

Currently there is a disconnect between the external providers, like health and education, and the residence staff. We were told there are no multi-disciplinary team (MDT) meetings so establishing consistent plans for mokopuna is difficult. Medical staff we spoke to said they feel like 'just another contracted service' rather than a delivery partner who is working hard to ensure mokopuna have their needs met.

### Mokopuna access to medical care is compromised

Health Connections are completely reliant on Korowai Manaaki staff to escort mokopuna to the health block. If there are no staff available to escort mokopuna, they do not attend their appointments.

This is a breach of mokopuna rights, and Korowai Manaaki need to ensure mokopuna have adequate access to medical treatment.

Health Connections raised with us that they do not see copies of whānau consent papers to treat mokopuna under the age of 16 and on s311 of the Oranga Tamariki Act. s319 of the Oranga Tamariki Act says consent for medical treatment must be given by parents or guardians.

Health Connections staff have raised this issue and whether Gillick competency tests<sup>7</sup> can apply with the residence management. Currently, Health Connections do not see consent for treatment forms from parents or guardians. Mokopuna are giving consent, but this is not in line with s319 of the Oranga Tamariki Act. The residence management are yet to provide satisfactory information to Health Connections as to how this can be managed.

### Administration of medication needs refreshing and tracking

The OCC have serious concerns regarding the dispensing and recording of medication. Medication is not always given

<sup>7</sup> [View of Children and Competence to Consent: Gillick Guiding Medical Treatment in New Zealand \(victoria.ac.nz\)](https://www.victoria.ac.nz/gillick/guiding-medical-treatment-in-new-zealand)



on time, controlled medication is not always properly signed out, record keeping for medication given and refused is not accurate. Staff working in the units also told us that they do not always know the side effects of medications mokopuna take and feel uneasy about dispensing medication in general.

Health Connections give very general training on the dispensing of medications. However, with the high turnover of staff at Korowai Manaaki, not all residence staff have received basic training. Health Connections would like to offer more in-depth training however delivering any training is not possible at the moment due to an inability for the residence to backfill unit staff whilst they receive training.

The issues around dispensing medications is well known at Korowai Manaaki. There is a whiteboard in the staff room that is updated regularly with medication errors (as well as new admissions and the numbers of shanks found in units).



## Personnel

This focuses on the relationships between staff and mokopuna, and the recruitment, training, support and supervision offered to the staff team. In order for facilities to provide therapeutic care and a safe environment for mokopuna, staff must be highly skilled, trained and supported.

### Staffing levels and well-being is a serious concern

We heard a number of concerning issues from staff. Staff are feeling unsafe, burnt out and de-moralised with no hope. Staff also said that annual leave is being declined because there aren't enough staff to backfill and ensure minimum operating numbers for the residence.

Whilst we were at the residence, night shift in the Secure Care Unit was below ratio with one staff member in the unit with three mokopuna in the unit.

Staff told us many of them are working multiple double shifts in a row resulting in some staff falling asleep on the job, not providing line of sight or being able to fully engage with mokopuna. Staff feel like they are simply 'making up the numbers' for shifts and that their mind is not on the job.

The OCC were extremely concerned about the mental well-being of the staff at Korowai Manaaki. Whilst credit must be given to staff for continually turning up to their own shifts and staying on to ensure other shifts had better numbers, this is unsustainable for any workforce.

### Mokopuna know which staff have worked multiple shifts

Mokopuna we spoke to could tell us which staff had worked multiple shifts in a row

and that they knew staff were tired and not operating at peak capacity. The behaviours mokopuna displayed in the units reflected the lack of engagement from staff. Units were heightened and mokopuna lacked respect. The lack of pro-social behaviour modelling by staff as well as the increased amount of contraband and shanks found in the unit is creating an unstable and unsafe environment for everyone.

### Teaching staff do not feel safe

Teachers told us that there are frequent instances where they do not feel safe in the residence. Residence staff are falling asleep in the classroom and are not providing the safety support they are supposed to.

Teaching staff have also raised concerns for the safety of mokopuna. Due to a lack of engagement from staff, the lack of MDT meetings, and a lack of opportunity for mokopuna to self-regulate, mokopuna behaviours are becoming more violent. Some mokopuna are using admissions to the Secure Care unit as a way to self-regulate and have time away from the open units. However, their behaviours are such, that there is an increased chance other mokopuna or staff can get hurt.



## The roster is problematic for staff and impacts staff retention

The current roster system does not factor in rest and recovery of staff especially for those that have their own whānau. Staff told us they do not get to see their own whānau regularly enough. For example, we were told the night-shift roster is six nights on and one day off. Staff said this was ridiculous and was a huge contributing factor to the lack of staff retention.

Experienced staff are leaving the residence which is creating risk in the open units. Whilst we were at Korowai Manaaki there were two cohorts of new staff being inducted. One cohort had been recruited via a local security company. Exacerbating the issue is that experienced staff are being redeployed from the units into shift leaders and Team Leader Operations roles. This continually leaves mokopuna units with the most inexperienced staff.

The OCC believes the risk of harm to mokopuna is considerable due to a lack of staff retention and the influx of inexperienced staff working in the open units.

## Recruitment needs to be re-thought

We heard that the current recruitment strategy is into a third round. Staff said that they are ashamed to ask their own whānau, family and friends because of unsafe working environments, long hours and low rates of pay. Staff feel they have exhausted all their own personal connections to help with the recruitment drives.

Management are trying to alleviate staff shortages by employing youth workers from Mana services<sup>8</sup> and a local security company. Many of these new staff have not worked with mokopuna in a place of detention.

## Staff want a better culture in the workspace.

Many of the staff in senior leadership roles within the residence are supportive of the newly appointed Residence Manager. We acknowledge that it takes time for new managers to embed their working culture. We heard that staff would like to see more multi-disciplinary team meetings so that work doesn't feel like it falls into silos and staff at all levels want more consistent communications from their managers. Staff want to be consistent with their practice and make positive differences for the mokopuna they work with. Staff told us they want training and they want supervision.

Working in insolation creates gaps in practice and risk in the units. The night-shift team told us they have no Team Lead Operations allocated to their shift and are not involved with the rest of the Korowai Manaaki team. Many of the day staff knew very little about the night shift team.

## Training needs leadership

Some of the staff we spoke to have not received the full Te Waharoa induction and instead have received a very condensed version. We heard from staff that Tuesday trainings have not occurred due to staff shortages.

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<sup>8</sup> [Mana Services](#)



Staff continually told us they do not have the skill or confidence to work effectively with mokopuna who have complex needs and behaviours such as mental health needs, FASD, ADHD and harmful sexual behaviours.

### **Staff need supervision to ensure consistent practice**

Our review of relevant documentation<sup>9</sup> identified over the last six months less than 50% of staff had received supervision. There were some months where no staff received any supervision and this includes social work staff who are required to have regular supervision as part of their practising registration.

There are staff able to provide supervision, but their own workplans do not allow the time. We heard that staff are reluctant to use the Employee Assistance Programme (EAP) and are instead receiving no supervision at all.

There is a need for the culture of supervision to change and that this needs to be driven by the residence Manager. Supervision is vital for ensuring consistent and best practice across the facility.

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<sup>9</sup> Documentation can include (and is not limited to) Serious Event Notification (SEN) forms, Security and Occupational Health and Safety

Incident (SOSHI) details and resident unit daily logs.



## Improving outcomes for Mokopuna Māori

This focuses on identity and belonging, which are fundamental for all mokopuna to thrive. We assess commitment to Mātauranga Māori and the extent to which Māori values are upheld, cultural capacity is expanded and mokopuna are supported to explore their whakapapa.

### There needs to be a focus on quality care

Representatives from local iwi meet regularly with the residence manager. Mana whenua told us they do not want to see mokopuna going into care but if they do, that care needs to be good and more needs to be done by the residence to ensure mokopuna Māori know their whakapapa, can make connections to their whenua and can participate confidently in te ao Māori.

### Lack of bicultural and therapeutic model

The non-existence of a bicultural framework combined with no therapeutic model of care, has an impact on mokopuna who whakapapa Māori.

Not only are mokopuna not having their cultural needs met, the way mokopuna are cared for lacks foundation in te ao Māori and without the values of mātauranga māori.

### Vision for te ao māori acknowledged but not a reality

Mokopuna told us that they are eager to learn and engage in te ao māori. For this to happen it needs to be recognised tikanga for Korowai Manaaki. Tikanga needs to be realised, valued and

embedded into everyday practice driven by all kaimahi. We heard from kaimahi that a full-time allocated Whatukura and Māreikura would benefit not only Korowai Manaaki but other residences.

For this vision to be realised Senior Leadership Team need to drive this kaupapa.

### Cultural capacity is lacking

Staff we spoke to said the lack of cultural capacity or strategic vision at Korowai Manaaki was embarrassing. There is a Kaiwhakaue but the role is shared between Korowai Manaaki and another residence and their time at Korowai Manaaki is limited.

The few kaimahi Māori working in the residence have been relied upon to drive the work to improve outcomes for mokopuna Māori. However, this needs to be driven by residence management in consultation with existing Te Rōpū members and with support from Mana Whenua. Staff recruitment is an area where partnership with existing Māori staff, mana whenua and residence management can occur to increase cultural capacity across the residence.

Mokopuna gave varying opinions on the breath of te ao Māori capacity at the residence with many saying they would



like more opportunity to explore their culture.

### **Te Rōpū needs to be re-ignited and supported.**

Three years ago, Te Rōpū was powerful with strong advocates in te reo and kaimahi able to contribute and give clear direction and input when establishing tikanga in the facility.

Currently Te Rōpū is barely functional with a handful of members. However, these members hold all the responsibility of holding space for tikanga in the residence as well as managing events to promote mātauranga and te reo Māori. Events include Waitangi celebrations, ANZAC day, Matariki and Te wiki o te reo Māori.

We heard from kaimahi that these events are tokenistic and there is a lack of depth behind the meaning of these events in te ao Māori and only surface learning for mokopuna.

Staff across the residence told us there is no real interest or support in learning te reo me ona tikanga at Korowai Manaaki. Kaimahi Māori give their time, in addition to their other duties, to bring a sense of being tika and pono to the residence. This needs to be supported formally by residence management.





# Appendix 1

## Gathering information

We gather a range of information and evidence to support our analysis and develop our findings in our report. These collectively form the basis of our recommendations.

Method	Role
Interviews and informal discussions with mokopuna with mokopuna	
Interviews and informal discussions with kaimahi	<ul style="list-style-type: none"> <li>• Residence Manager</li> <li>• Quality Lead</li> <li>• Team Lead Operations</li> <li>• Team Lead Clinical Practice</li> <li>• Case Leaders</li> <li>• Youth workers</li> <li>• Programmes Coordinator</li> <li>• Te Rōpū</li> </ul>
Interviews with external stakeholders	<ul style="list-style-type: none"> <li>• Mana Whenua</li> <li>• Health Connections</li> <li>• Grievance Panel</li> <li>• Teachers</li> <li>• VOYCE Whakarongo Mai</li> </ul>
Documentation	<ul style="list-style-type: none"> <li>• Grievance quarterly reports</li> <li>• Secure care register</li> <li>• Secure care logbook</li> <li>• Daily logbook</li> <li>• Mokopuna Care Plans</li> <li>• Serious Event Notifications and SOSHI reports for the three months prior to the visit.</li> </ul>
Observations	<ul style="list-style-type: none"> <li>• Morning, afternoon, and evening observation of unit routines</li> </ul>