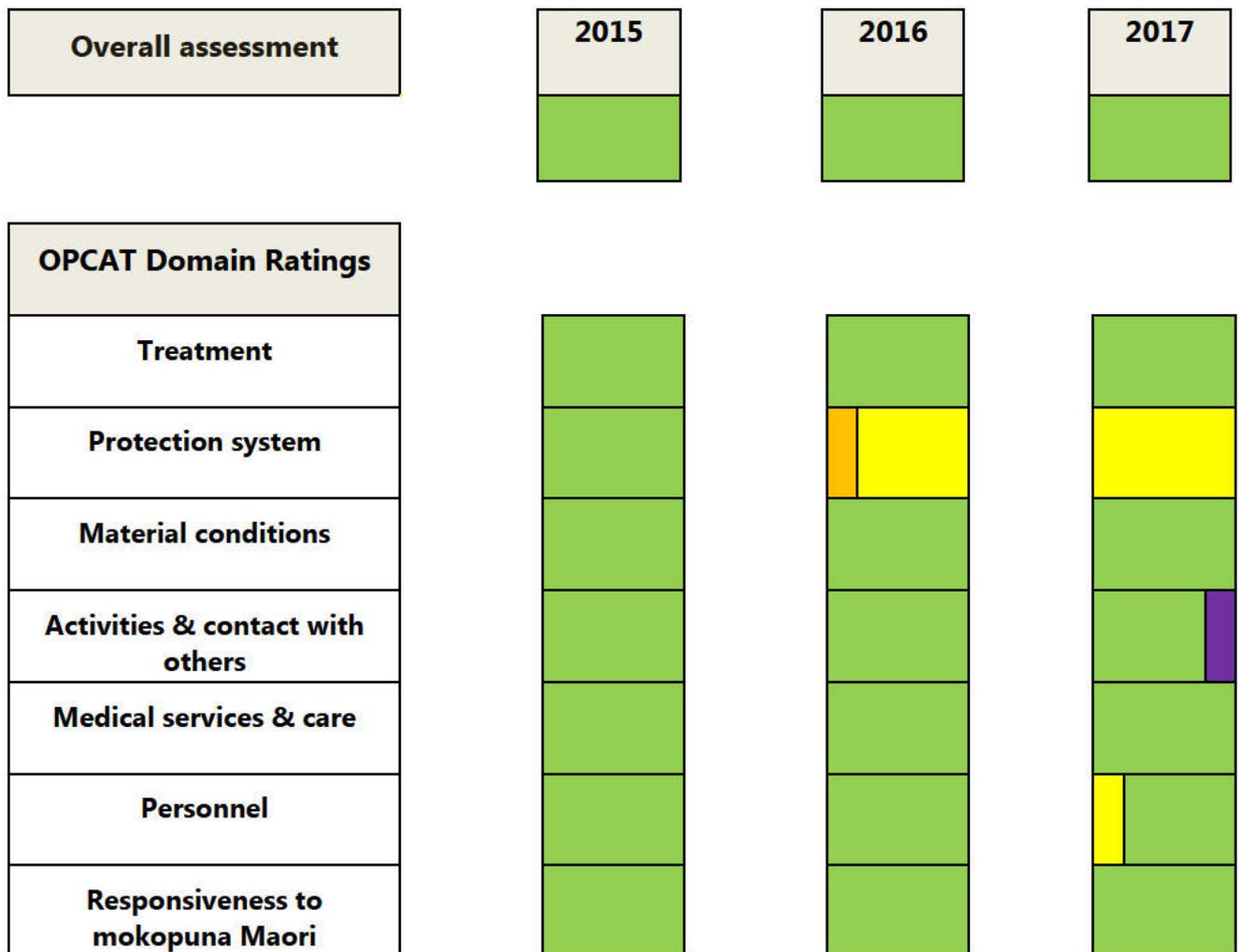


# Oranga Tamariki Residence Visit (Unannounced)

Te Au Rere a te Tonga Youth Justice Residence,  
Palmerston North

Visit date: 9(2)(a) 2017 Report date: 8 November 2017



  
Detrimental

  
Minimally  
effective/weak

  
Developing

  
Well placed

  
Transformational/  
outstanding

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## Introduction

### Purpose of visit

1. On 9(2)(a) 2017, 9(2)(a) (Principal Advisor), 9(2)(a) (Senior Advisor), 9(2)(a) (Advisors) from the Office of the Children’s Commissioner (OCC) conducted an unannounced monitoring visit to Te Au Rere a Te Tonga youth justice residence (Te Au Rere) in Palmerston North. The purpose of our visit was to assess the quality of Oranga Tamariki’s services against the six 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 domains are: treatment, protection system, material conditions, activities and contact with others, medical services and care, and personnel. As with every monitoring visit, we also focused on responsiveness to mokopuna Māori and the voices of young people.

### Structure of this report

2. This report shares the findings from our visit to the residence, and makes recommendations for actions to address the issues identified. For the convenience of readers, we first list our key findings and recommendations, then describe our findings for each of the six OPCAT domains.
3. For each OPCAT domain, we provide a statement that summarises our overall finding. Supporting evidence is then listed as strengths and areas for development.
4. In Appendix 1 we briefly outline the legislative background to our visit. Appendix 2 contains information about the interpretation of ratings and Appendix 3 describes the interviews conducted and the information accessed. We interviewed nine young people, and 23 out of 28 young people completed our youth engagement survey, representing a total of 82% of young people.

### Context

5. Te Au Rere is a thirty bed youth justice residence located in Palmerston North. It provides safe and secure care for up to 20 young men and 10 young women from across the country. All are on Youth Court remand or supervision with residence orders. At the time of our visit there were 28 young people at Te Au Rere, 9(2)(a) female and 9(2)(a) male.

## Key findings and recommendations



### Well placed

6. Our overall rating for Te Au Rere is *well placed*. We believe that overall young people are safe from harm at this residence and we found no evidence of torture, or other cruel, inhuman or degrading treatment or punishment. Te Au Rere received this same overall OPCAT rating of *well placed* when we last visited in August 2016.
7. We commend Te Au Rere for continuing to provide a high and consistent level of care to young people, as evidenced by the steady ratings over the previous three years. The exception to this steady pattern has been the rating for the **protection system** domain. The decline in rating between 2015-2016 was due to a number of issues we identified with Whaia te Maramatanga, which resulted in young people choosing not to engage with the grievance process. Although there have been improvements in some areas of Whaia te Maramatanga from our last visit in 2016 (which are highlighted further below), we encourage Oranga Tamariki and the residence to give further attention to the protection system, as we later set out, in order to improve Te Au Rere's rating in this area.
8. This year, all domains except one, **protection system**, received a predominant rating of *well placed*. We found there had been improvements in two of the individual OPCAT domains since our previous visit in 2016:
  - **Activities and contact with others** has improved since our last visit. We commend the residence for moving a domain from *well placed* to *well placed with transformational elements*. This shift is due to the residence staff continuing to strengthen the quality of their programmes and activities that are available to young people. More recently introduced programmes and activities have benefitted from a collaborative approach from all units and provide young people with opportunities to develop vocational and other new skills that can be applied when they transition to the community.
  - **Protection system** has improved since our last visit shifting from *developing with minimally effective elements* to *developing*. This reflects the proactive efforts that the grievance coordinator has taken to improve the administration of grievances at the residence and the way outcomes are communicated to young people. There have also been increased visits from the grievance panel, including meeting with young people during and after their time in the assessment unit.

The only exception to the positive shifts in the OPCAT domain ratings was for the **personnel** domain.

- **Personnel** went down from a rating of *well placed in 2016* to *well placed with developing elements*. The change in rating is reflective of a decrease in one-to-one supervision, especially for care staff and case leaders.
9. The residence has many strengths. We found that young people at the residence:
- are treated well by staff
  - have a decent understanding of the complaints system, Whaia Te Maramatanga
  - live in a pleasant, youth-friendly environment
  - eat well
  - have a good level of contact with their whānau
  - participate in a wide range of innovative and meaningful activities and programmes
  - have good access to primary and specialist health services
  - have regular and meaningful opportunities to be exposed to tikanga Māori.
10. We also identified a number of areas for development, which once addressed, will provide optimal care for young people. Some of the key areas for development include the need to:
- recruit skilled and appropriate grievance advocates
  - continue efforts to change the negative attitudes from some staff towards Whaia te Maramatanga
  - provide care staff and case leaders with consistent supervision
  - provide residence staff with more specialised training relevant to their care and case management of young people
  - ensure the behaviour management system (BMS) is well understood by staff and applied consistently
  - clarify expectations for the services provided by the onsite forensic mental health team.

## Recommendations

- Rec 1:** The general manager youth justice residences prioritises the roll out of the new staffing model. We expect this model will enable sufficient capacity and capability for care team staff and case leaders to receive regular and appropriate opportunities for clinical support and reflective supervision.
- Rec 2:** The residence's leadership team, takes steps to keep improving the consistency of application of the behaviour management system (BMS). This is likely to require monitoring staff's application of the BMS to ensure that it is consistently scored and accurately reflects young people's behaviour.
- Rec 3:** The grievance co-ordinator, with support from the residence manager, progresses the plan to revitalise the role of youth advocates and continues the effort to recruit independent youth advocates who actively fulfil their role.
- Rec 4:** The residence's leadership team and the grievance coordinator continue their efforts to change the negative attitudes from some staff towards Whaia te Maramatanga.
- Rec 5:** The residence's leadership team clarifies expectations regarding the services delivered by the onsite youth forensic mental health team. This will include their onsite hours each week. We believe there is merit in the residence's onsite health team holding a direct relationship with local specialist mental health services and recommend that this relationship is explored and developed further.

**Photo 1.** Inside courtyard



## Findings for each OPCAT domain

### Domain 1: Treatment



#### Well placed

11. Young people at Te Au Rere are treated well and have positive and trusting relationships with staff which enables them to feel respected and valued. We found one area assessed under treatment to be transformational; this was the outstanding quality of assessment and planning. At the same time there was one area for development related to the application of the behavioural management system. Therefore, on balance we have rated this domain as *well placed*.

#### Strengths

- Relationship between staff and young people.** We observed positive interactions between staff and young people, for example a staff member working effectively to distract and de-escalate a very unwell young person, holding <sup>9(2)(a)</sup> hands and gently talking to <sup>9(2)(a)</sup> while <sup>9(2)(a)</sup> was on a trampoline. The young person concerned was awaiting confirmation of placement and transfer to the secure youth forensic unit at Kenepuru. A number of young people reported that they have strong and positive relationships with staff.
- Use of restraints and secure care.** Staff described appropriate and sometimes innovative use of secure care. For example, secure care has been used differently for a young person with particularly challenging behaviour, whereby when this young person is in secure, staff make strong efforts to take this young person off-site for developmental activities. Young people described their experiences in secure care as non-threatening and a place to work through their anger. Staff described using secure as a means to unpack the reasons behind a specific incident and work out, with the young person, how to manage their behaviour in the future. Staff described the development of 'Drama in Secure', a new initiative they hope to roll out in the near future.

#### What young people said:

*"They (staff) all treat us pretty cool and lots of us form close bonds with them....they don't make it a negative time, they make it positive and funny."*

*"[youth council]....it's better, it gives the young people a voice, like if you go to other residences they don't always got this, they don't mix the units either [male and female units], not like how Palmy does, that's why everything goes to chaos at the other ones."*

This involves filming scenarios that depict the top 15 reasons for young people being admitted to secure and using these to help young people identify problems and develop ways to better manage their behaviour. We were excited by the residence's plans to develop this initiative and we look forward to seeing progress at our next visit.

- **Model of therapeutic care.** There is no explicit model of therapeutic care in use across the residence. However, the Kit Bag model is used to frame and guide individual care plans (ICPs) which have been simplified and renamed as One Plans. The Kit Bag model requires residence staff and young people to focus on the following elements in young people's plans: safe placement, supportive adult, education, vocation, treatment and pro-social activities.
- **Quality of assessment and planning.** When a young person is admitted to Te Au Rere they spend their first three days in an assessment unit, jointly operated by health, education and residence staff. A collaborative, youth-centred assessment process is used to enable young people to leave the unit with a comprehensive One Plan. Staff describe this process as streamlined and individualised. Case consultations are held daily, attended by all relevant onsite staff. Operational plans, known as Panui, are only developed for young people where there are serious risks such as suicidal ideation or sexualised behaviour have been identified. This helps to ensure that staff are spending time writing operational plans for young people who require them.
- **Quality of interventions.** A wide range of high quality educational, vocational and therapeutic interventions are tailored to young people's specific needs, strengths and interests. There are strong relationships between young people and both their case leader (responsible for their assessment and planning) and key worker (responsible for monitoring the young person's day-to-day behaviour and looking out for their needs).
- **How well challenging incidents handled.** We heard multiple examples from both staff and young people about staff responding well to challenging incidents. For example, when a challenging young person had a bad phone call with a whānau member, the young person came straight off the phone and assaulted a staff member. The staff member reacted by talking to the young person, helping him to calm down and comforting him. The young person responded by breaking down and crying on the staff member's shoulder. Staff also spoke of ensuring that a mediation process is put in place for any victim involved in a serious incident.
- **Involvement of children and young people.** There is a strong emphasis on involvement by the young person in all aspects of planning and decision making in the assessment unit. Young people expressed that they felt their voices were heard

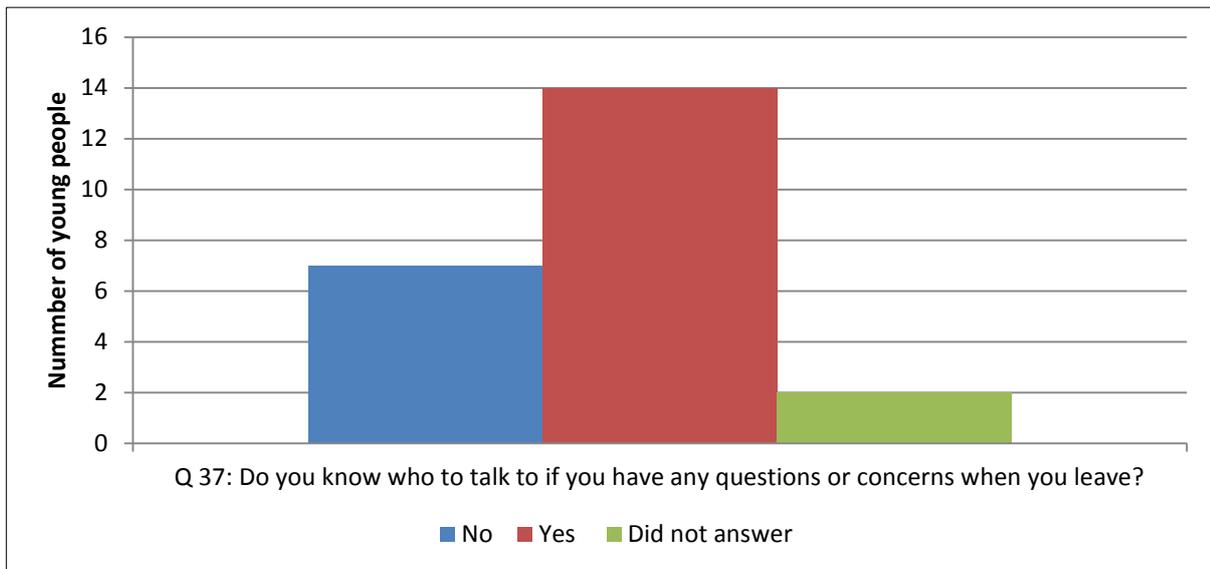
via the youth council and that residence staff would respond to their concerns and explain why staff wouldn't be able to action certain requests on the spot.

- **Involvement of whānau.** Staff actively seek whānau involvement to ensure they have the opportunity to contribute to the creation of a One Plan. The role of the whānau engagement worker is to keep young people connected to their whānau and ensure that the voice of whānau is heard and valued at key decision making points. In order to improve the value of this role we encourage the leadership team to explore the ideas the whānau engagement worker has identified related to the challenges of the role.
- **Transitions between and from care.** There is a strong focus on transitions, starting from young people's admission and time in the assessment unit and continuing throughout young people's participation in educational activities. There is now no limit to how long residence staff can stay in contact with young people after they have left the residence. Case leaders described being heavily involved with Oranga Tamariki site staff before and during the transition process. The majority of young people we spoke to knew what they would be doing when they left the residence and were clear about where to seek help and who to talk to regarding their transition plans. This is consistent with the survey results depicted in Figure 2.
- **Reviews.** Case consultations are held daily for young people who are in the assessment unit and these are attended by all relevant onsite staff. After a young person has left the assessment unit, One Plans are reviewed at least monthly and more often if needed. The leadership team is confident that residence staff are contributing to and updating One Plans within specified timeframes. Young people were clear that they have regular discussions with residence staff regarding their One Plans.

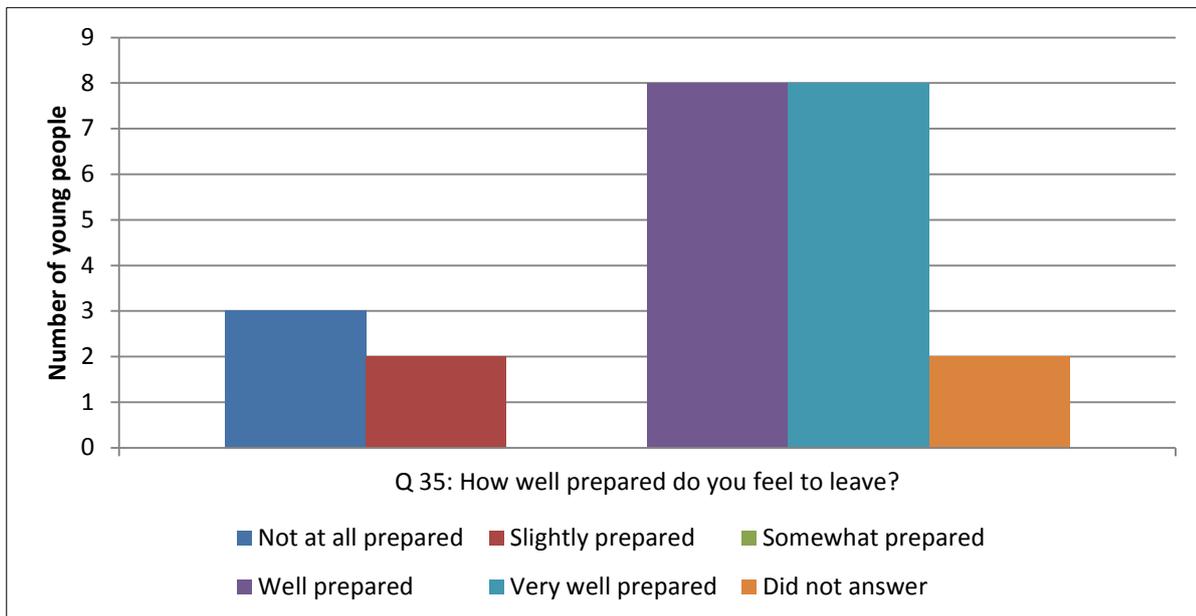
## Areas for development

- **Behaviour Management System (BMS).** Although the BMS is well understood by young people, there are challenges with staff applying it consistently and a lack of tailoring to individual young people. We heard of staff not understanding the rationale for why BMS is used. We also heard of challenges associated with the BMS being applied consistently while young people are at school during the day.

**Figure 1.** Young people’s knowledge of who to contact regarding transitions



**Figure 2.** How prepared young people feel to leave Te Au Rere



## Domain 2: Protection system



### Developing

12. There are sound admission and grievance processes at Te Au Rere, both of which young people understand well. Young people generally find it easy to get help from a range of onsite staff (see Figure 5). As a result, young people mostly feel safe and secure at Te Au Rere. However, we found that young people do not have confidence in the grievance process. For these reasons we have given this domain a rating of *developing*.

### Strengths

- **Admission to residence.** Young people are well informed about Whaia te Maramatanga during admission. Figure 6 shows that young people reported feeling safer at the time they were surveyed compared to when they first arrived at the residence.
- **Young people's understanding of the rules.** Young people are told the 'rules' at admission and these are reinforced regularly every Friday. Figure 4 shows that out of 23 young people surveyed, the majority knew most of the rules of the residence, while only four young people reported knowing few of the rules.
- **Young people's understanding and use of the Whaia te Maramatanga complaints process.** The grievance process is explained to young people on admission and reiterated to them regularly. Most of the young people we spoke to knew how to make a grievance. However, young people did not seem to be aware of the escalation process for grievances should they not be happy with the outcome of the residence's investigation. Figure 3 shows that 21 out of 23 surveyed reported knowing how to use the complaints process at Te Au Rere.
- **Implementation of Whaia te Maramatanga.** The process for over-seeing and administering the grievance process is well managed at Te Au Rere. Grievances are usually resolved within the appropriate two week timeframe. The only instances grievances had not been resolved within the appropriate timeframe had been outside of the residence's control. The grievance folder is checked daily by the grievance

#### What young people said:

*"I don't wana go through that whole process, cause nothing really happens at the end of it anyway. Can't really be bothered with it. I just keep to myself."*

*"Some YPs won't speak up, people just think that if they want to grievance they are just a snitch, I think people are scared to make a grievance, people think that this place is like prison but it's not. It's about standing up for yourself."*

*"Staff will say do you want a nark o te Maramatanga and then out of nowhere they will keep giving you sh\*t about it...staff members."*

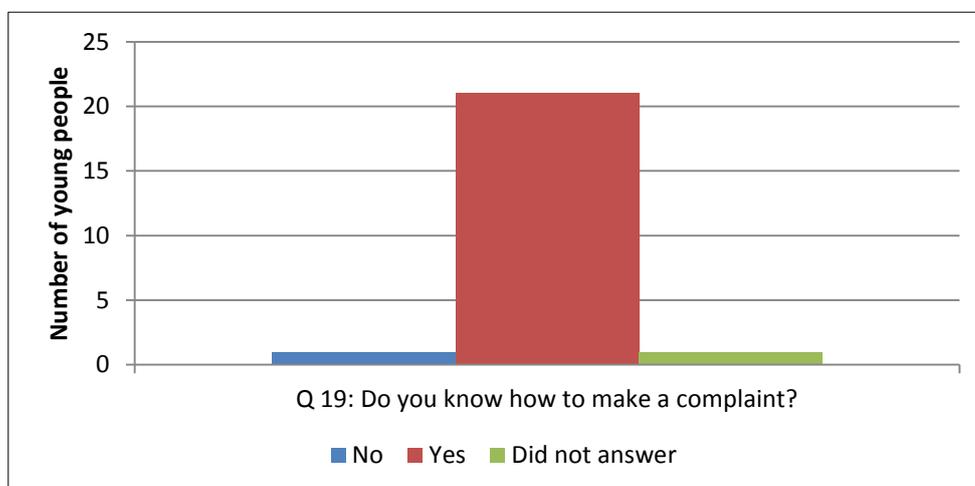
coordinator and an admin support worker. The grievance coordinator proactively ensures that young people are aware that their grievance has been received and that staff will be investigating. We saw that the grievance coordinator keeps detailed notes of interviews in relation to grievances which are then shown to young people.

- **Grievance panel.** Grievance panel members visit the residence regularly and make a point of having dinner with young people. All of the young people we spoke to said they had met with the panel members during and after their time in the assessment unit. As a result, young people understood there are people available outside of the residence to help them with grievances.

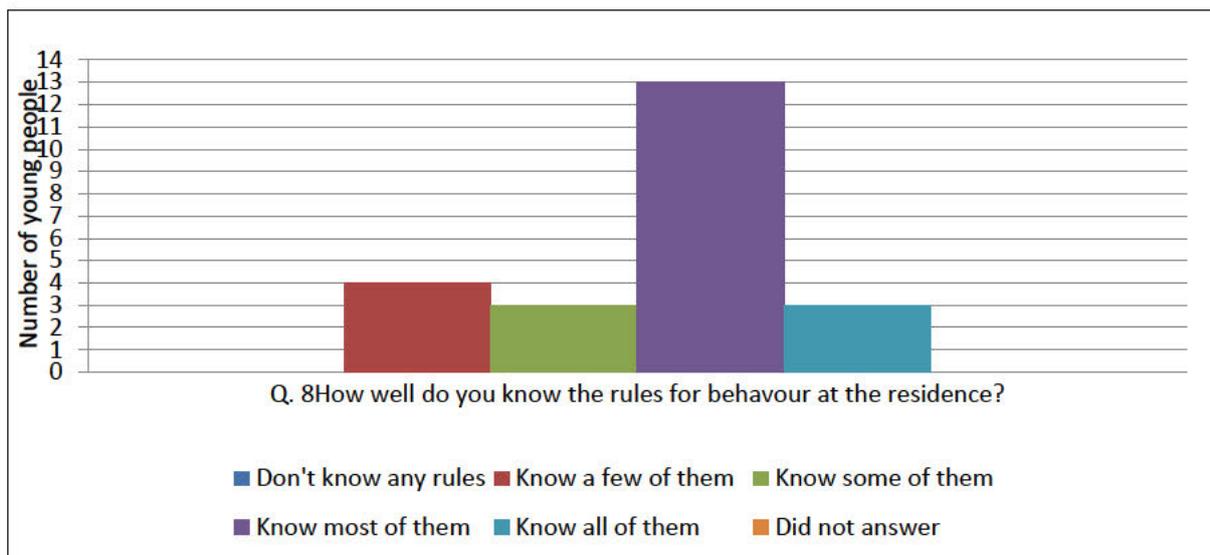
### Areas for development

- **Grievance advocates.** Independent grievance advocates are not being used by young people. Although there are proactive efforts to engage effective advocates, this is still an area for development. There are currently three grievance advocates available for young people at Te Au Rere. However, these advocates do not visit regularly and the young people struggled to articulate whether Te Au Rere has grievance advocates and what their role is.
- **Culture associated with complaints process.** Although young people have a strong understanding of the grievance process, the feedback we received suggests that there continues to be a strong ‘no snitching’ culture among many young people as well as some staff. There also appears to be a lack of confidence among young people that making a grievance will lead to positive change. However, we were pleased to hear from both the leadership team and the grievance coordinator of their dedicated efforts to change the negative attitudes from some staff towards Whaia te Maramatanga and we expect to find that this has progressed at our next visit.

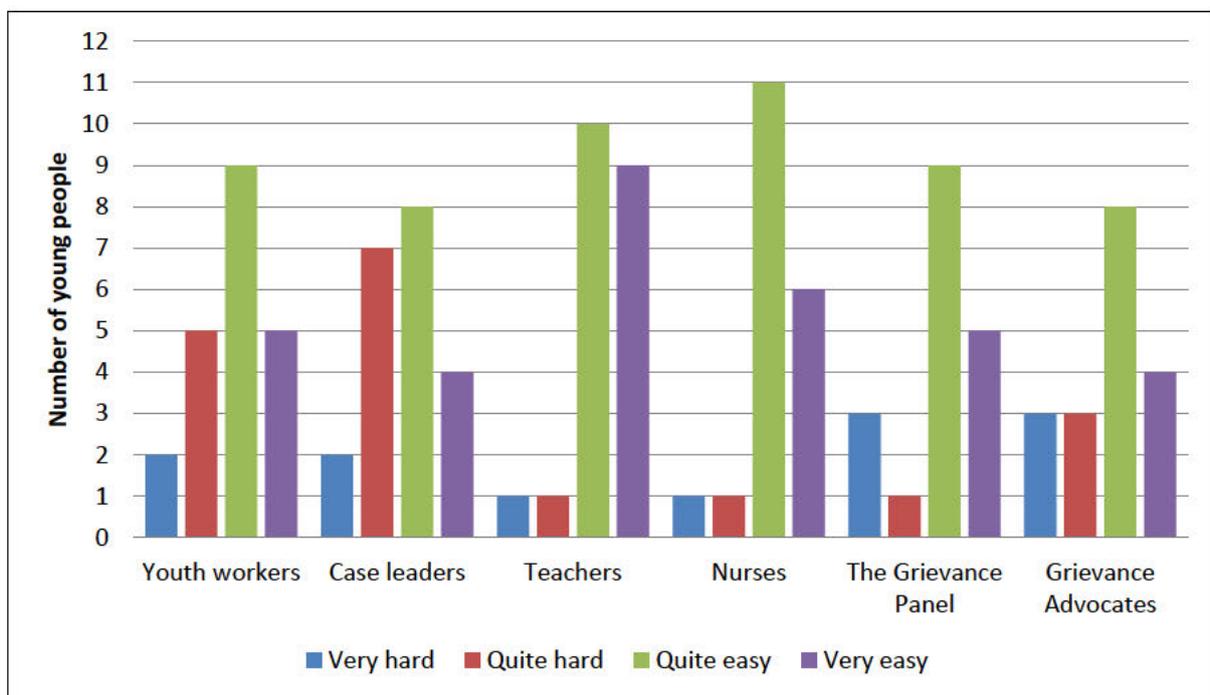
**Figure 3.** Young people’s knowledge of how to make a complaint



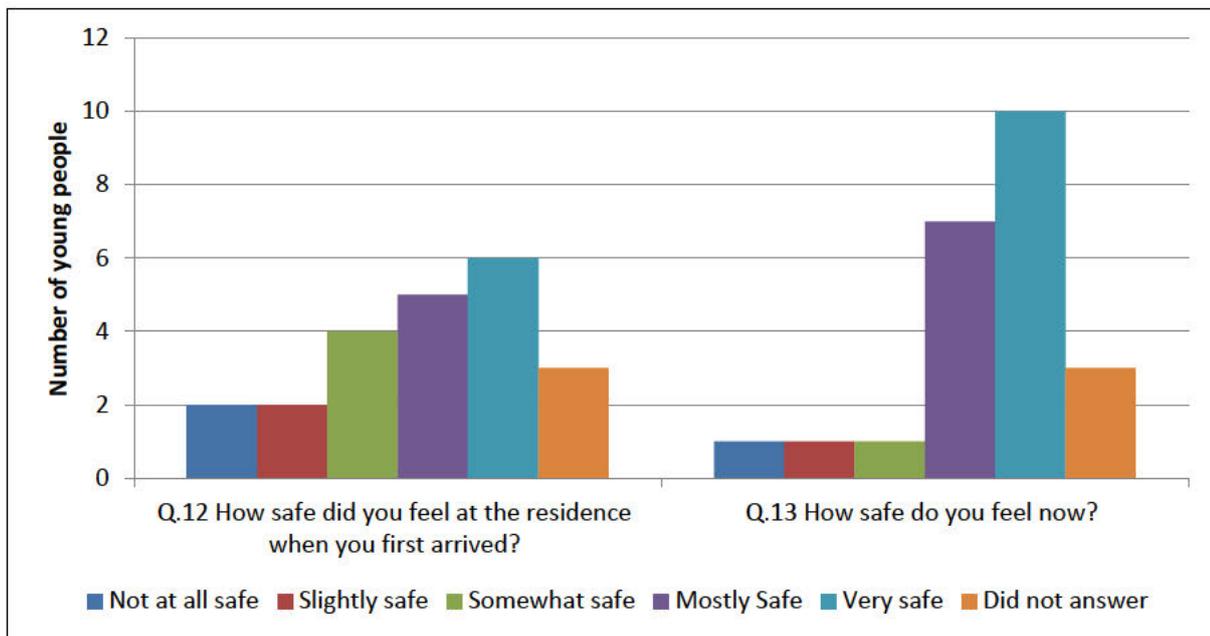
**Figure 4.** Young people’s knowledge of residence rules.



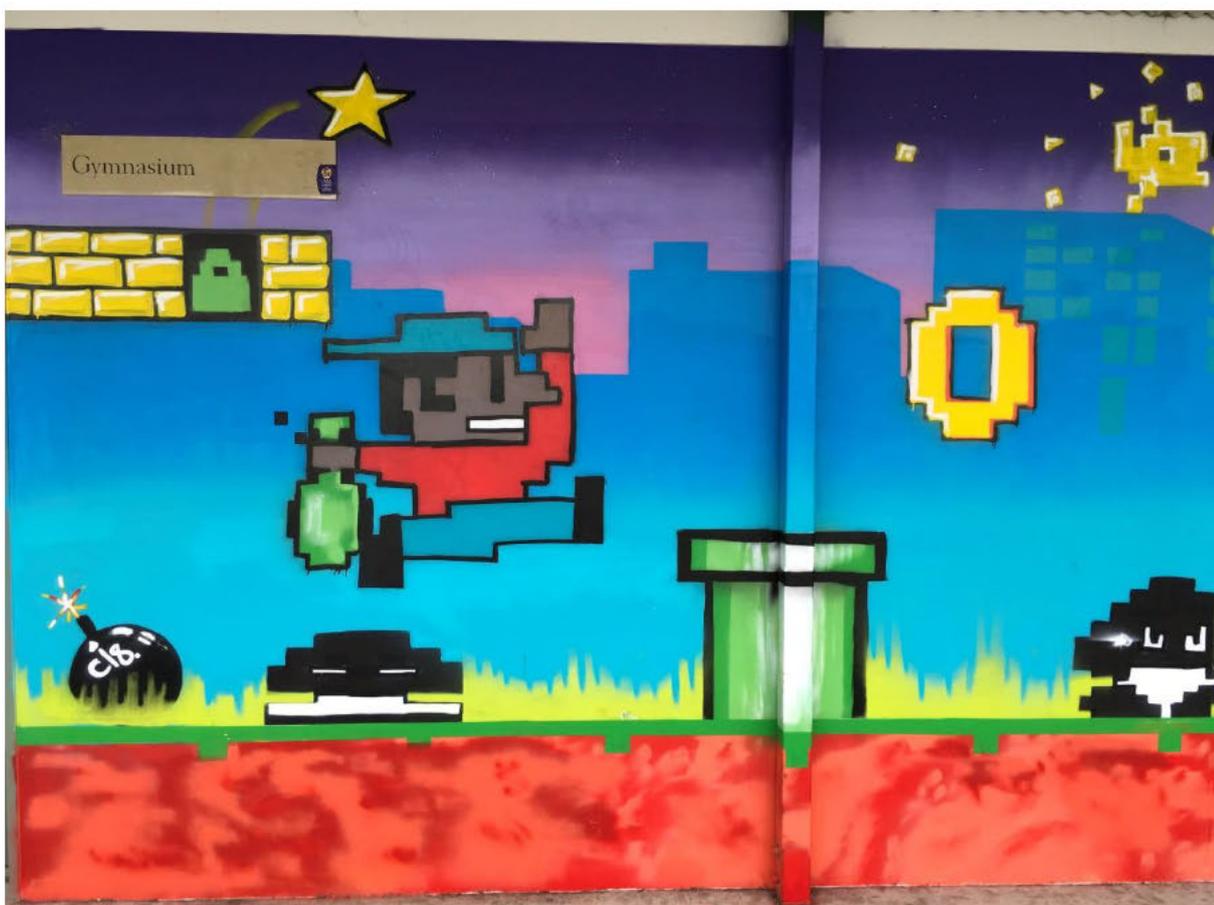
**Figure 5.** Young people’s answers to, ‘how easy is it for you to get help from youth workers, case leaders, teachers, nurses, the grievance panel, grievance advocates?’



**Figure 6.** How safe young people feel



**Photo 2.** Artwork in Gymnasium



## Domain 3: Material conditions



### Well placed

13. The physical environment of the residence is well maintained and tidy with minimal tagging. Colourful murals are displayed on the outside of the units and young people are able to personalise their bedrooms. The high quality physical environment provides a nurturing space that is conducive to young people's well-being. Residence staff and young people take pride in the artwork throughout the residence. There are a variety of healthy food options for young people.

### Strengths

- Inside environment.** Te Au Rere is known for having a relatively clean inside environment and this reputation continues to be well-deserved. The interior environment is very clean, tidy and well maintained. The secure unit has colourful murals outside every bedroom door (see photo 3), the unit space is bright and well looked after. There are attractive murals in the sally port area creating a welcoming and non-sterile space. There is a strong anti-tagging stance at the residence and this is reflected in the minimal tagging. Staff believe young people living in 'raggedy' conditions are unlikely to respect their physical environment. As soon as tagging is found, the residence removes or covers it up immediately. This practice prevents young people's names from remaining on show, deterring young people from continuing to tag. Some young people said they wanted to be able to open their bedroom windows for fresh air. Even if windows were only able to be opened slightly due to security reasons, they believed it would be of benefit for them. We encourage the leadership team to work with property services to explore the idea of young people having fresh air in their rooms.

#### What young people said:

*"Here is one of the cleanest residences."*

*"Tagging is childish – not much in here, but if you go to Korowai you won't be able to see out the window."*

*"We get the mean feeds in here, we want more butter chicken!"*

*"It can be pretty boring in the rooms, but we get a radio, we can put posters up if you want, I've got car posters."*

*"Windows don't open to get fresh air. I don't get why we can't open them. We are covered in cages and can't get out so I don't get why we can't open a window or even on a metal latch."*

- Bedding.** Bedding was satisfactory. Young people have thick mattresses and clean bedding.

- **Outside environment.** Every unit has a basketball court and individualised murals. The courtyard has a number of street art style murals which reflect a youth-friendly environment. The outside environment is very clean, tidy and safe.
- **Food.** In July 2017 the food menu was reviewed by a registered nutritionist who found that the menu was of reasonable nutritional value. There is a good variety of meal options on the menu which the young people praise. The young people have influence over what is cooked and included on the menu via the youth council.

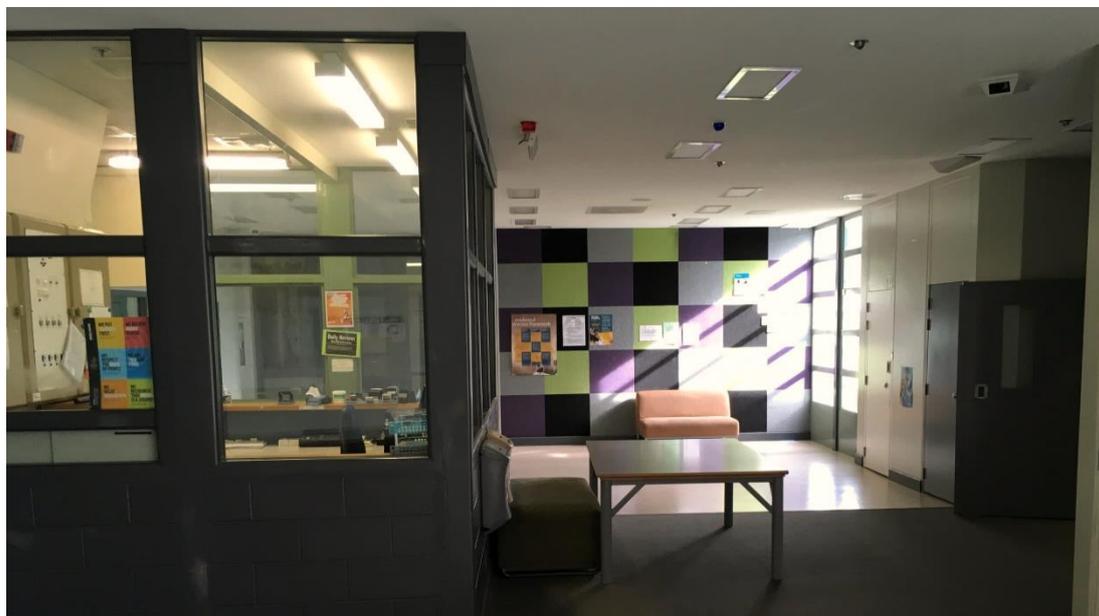
**Photo 3.** Secure room door



**Photo 4.** Secure room



**Photo 5.** Secure unit



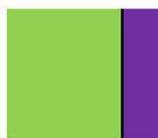
**Photo 6.** Open unit



**Photo 7.** Unit basketball court



## Domain 4: Activities and contact with others



### Well placed with transformational elements

14. There is a diverse range of recreational, vocational and culturally focussed activities and programmes available to young people. Programmes have been developed and customised to meet the needs of different young people. Young people have sufficient opportunities to have contact with their whānau.

### Strengths

- Young people's participation in activities and programmes.** Programmes and activities are well organised by the programme coordinator in conjunction with the employment coordinator. There are innovative vocational and work skill opportunities that are available on and off-site for young people. Young people spoke enthusiastically about their involvement with the onsite café. The café is a highly worthwhile initiative that was driven by residence staff and is open for customers once or twice a week. Visitors to the residence and residence staff are able to place orders and dine at the café which is operated by the young people. The young people are responsible for creating the menu, making the food, taking orders, waiting, and making coffees. One young person who had completed barista training and was making coffees at the onsite café was also able to gain workplace experience at a local café in Palmerston North.
- Programmes and activities available.** Young people are being supported to develop useful new skills for future employment via the programmes and activities available. Young people are accessing strong values-based learning programmes, for example through **9(2)(i)** which has a strong focus on developing cooperative team values.

These well developed and potentially transformational programme streams and vocational activities include:

### What young people said:

*"We always have a goal at the end of all our activities"*

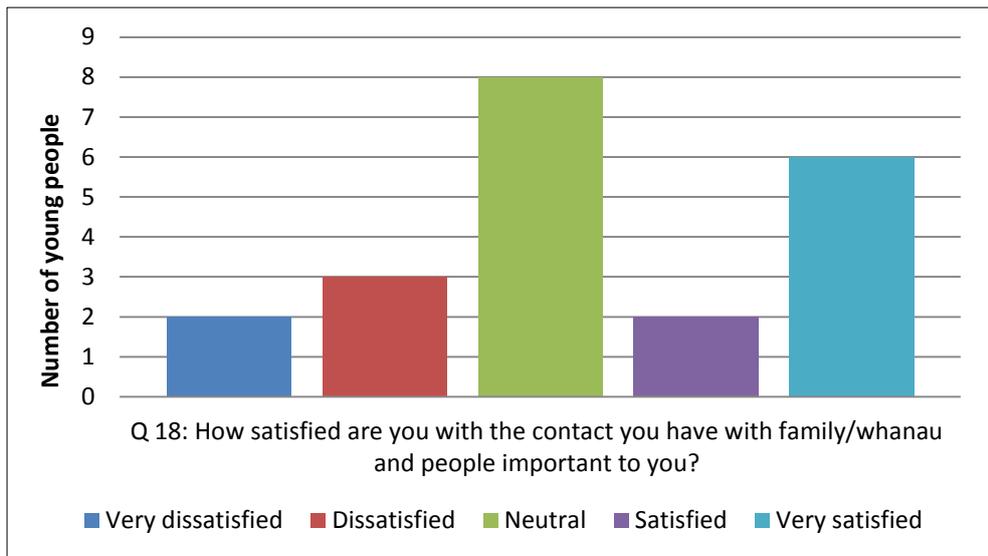
*"Life skills is making food for people who come from the outside (e.g. **9(2)(a)**), we do that so the community don't think we're bad boys and see there's change in us"*

*"The café is awesome, I do the food, I prepare it to go on the plates....one of the TLO's said if they could pay us they would but we're not allowed to leave with money – they said that decision lies with head office"*

*"Like I wana take advantage of the services while you're in here, cause we can't always get it on the outs like we can here, like schooling, like get all the credits we can while we're in here."*

- cultural programmes such as kapa haka
  - work and life skills programmes such as a barista programme and an onsite café
  - sporting programmes such as [REDACTED] 9(2)(a) [REDACTED]'
  - vocational activities such as a trade programme and events based activities such as a regular 6 weekly event, e.g. 'Come Dine With Me'. For 'Come Dine With Me', young people across all programme streams contribute to the event. For example, young people participating in the cultural programme perform for guests and young people in the work skills programme provide and serve food to guests.
- **Off-site visits.** Staff understand the therapeutic value of young people participating in engaging activities in the community, irrespective of their sentencing status. For example, one young person has a mentor who comes to the residence once a week from Auckland and takes the young person out fishing. Other young people spoke of off-site activities which included going to netball and church. Staff explained that budget restraints and particular logistical challenges can create barriers to providing more off-site visits. Some young people on remand told us they were unhappy that they weren't able to have off-site opportunities in the same way as the young people sentenced to 'residence with supervision'. As a new operating model for youth justice residences is introduced, this is an optimal time for national office to consider providing the staffing resources necessary to adequately manage the risks associated with taking more young people on remand out into the community.
  - **Young people's contact with family and whānau.** Young people are having regular contact with their whānau through phone calls and onsite visits. Figure 5 shows that two young people were satisfied with the level of contact they have with whānau, six were very satisfied, and eight reported feeling neutral about the level of contact they have with whānau. A couple of young people mentioned that due to their full days of school and activities, on a few occasions there had not been enough time for phone calls to take place. In response to a grievance being made concerning missed phone calls, the grievance coordinator found the young person's grievance to be justified. Management then spoke to the particular shift leader regarding their time management to ensure this situation doesn't happen again to disadvantage another young person.

**Figure 5.** Young people’s satisfaction with whānau contact



**Photo 8.** Food and drinks made by young people at onsite café



## Domain 5: Medical services and care



### Well placed

15. Young people have excellent access to quality primary health care services while in the residence. This ensures that most of the health needs of young people are met. Young people we spoke to were positive about their access to medical care and engagement with medical care staff.

### Strengths

- **Young people's access to primary care services.**

Young people have easy access to the onsite health team, made up of a nurse, alcohol and other drug (AOD) counsellor, and health coordinator. The onsite health coordinator facilitates young people's access to primary health care services outside of the residence, such as the dentist and optician. The residence uses resources in a youth centred way to facilitate access to specific health services. Health staff see all young people within 48 hours of admission and all young people are seen by a doctor within 7 days of their admission. Staff advised that primary health services are less consistently available after a young person has left the residence and Oranga Tamariki site social workers do not always ensure that young people attend their follow up appointments. One young person we spoke to said that §(2)(a) takes advantage of all of the health services available while §(2)(a) is in the residence as §(2)(a) access to primary health services outside of the residence is more limited.

- **Young people's access to specialist mental health and alcohol and other drug (AOD) services.**

Young people have reasonable access to specialist mental health services. However, residence staff identified the need for additional specialist mental health services, ideally provided by an onsite psychologist.

### What young people said:

*"The food, the services that we get here, we get school, we get dentist, we get the nurse, any problems that we have when we get in they get dealt to, like if we're sick and that. Like when I was on the outs I was real sick and I come in here and now I have no cough, all my medication has been good."*

*"I just ask the staff, then they will ask them [health staff] on their microphone and I can see them pretty much that day. They were helpful [health staff]."*

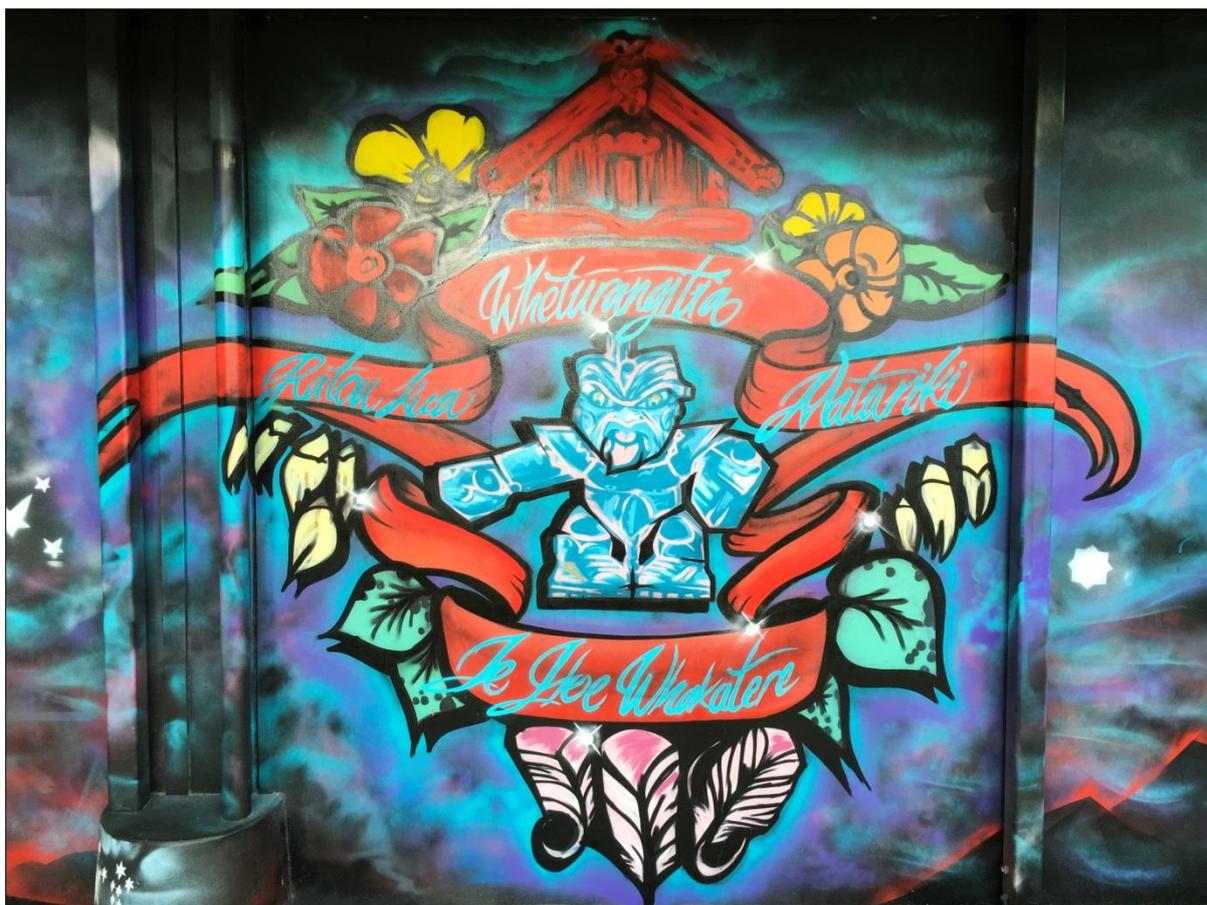
*"We have free dental care which is cool. Every Friday they do the dentist run. I need to get some fillings in."*

Young people also have good access to alcohol and other drug (AOD) care services at Te Au Rere, including onsite AOD counselling. There is a forensic mental health team onsite for some of the week. The forensic team assesses young people while they are in the assessment unit.

### Areas for development

- **Te Au Rere's access to and relationship with specialist mental health and alcohol and other drug (AOD) services.** Residence staff are doing as much as they can with the resources they have to support young people with mental health needs. However, the onsite health team identified significant gaps in the residence's relationship with regional forensic services and problems accessing the secure youth mental health forensic unit when urgently needed. We found that there is a lack of transparency regarding the work of the onsite youth forensic team. For example, onsite residence and health staff did not know how often or how long the youth forensic team spend onsite each week.

**Photo 9.** Artwork in courtyard



## Domain 6: Personnel



### Well placed with developing elements

16. Staffing levels are sufficient to provide adequate care to children and young people. However, there is insufficient training and supervision to enable staff to provide optimal care for young people and to consistently implement the behavioural management system, as outlined under the treatment domain (see page 7).

### Strengths

- **Staff recruitment.** The residence leadership team actively focuses on a strategic approach to recruiting new staff. They aim to employ staff who have something special to offer youth and particularly those who have the multidisciplinary and cultural skills to engage with Māori and Pasifika young people. Te Au Rere has a high number of applications for job vacancies, which shows that the residence is an attractive and sought after place to work.
- **Staff levels.** At the time of our visit, Te Au Rere had four job vacancies. The leadership team advised that there is no urgency to fill these vacancies as they feel confident young people can be kept safe with their current staffing numbers. There are a number of specialised roles unique to Te Au Rere, such as the assessment unit case leader and whānau engagement worker which add value to the services provided to young people at Te Au Rere.
- **Staff induction and training.** In the absence of a national induction programme, Te Au Rere provides new staff with their own week long induction which covers basic skills such as first aid and management of actual and potential aggression (MAPA). These core skills are periodically reinforced at office days held for care staff once every three weeks. We are encouraged that casual staff also receive their own stand-alone office days and associated training.

## Areas for development

- **Staff supervision and specialised training.** Although staff mentioned that there is a lot of informal mentoring and supervision, there are no one-to-one supervision sessions. Currently supervision is on an adhoc basis and isn't regular or planned. The residence is aware that a new supervision framework and staff structure is currently being considered for all youth justice residences. If implemented, new unit management roles will provide much needed 'on the floor' coaching and support for care staff during their shifts. We understand that the residence manager, along with his colleagues across the four youth justice residences, now have a mandate to engage an external clinical supervisor for care staff. While this will primarily be team or group based, one-to-one sessions will be available to individual staff when needed. As these improvements are introduced, they should help to address our long standing concerns about the lack of regular reflective supervision for care staff and case leaders.

**Photo 10.** Guitars on display at onsite café



## Responsiveness to mokopuna Māori



### Well placed

17. We have rated this domain as *well placed* because the residence has strong responsiveness to mokopuna Māori. There are regular and meaningful opportunities for mokopuna Māori to be exposed to their culture, strengthening their sense of identity and belonging. Young people have access to a wide range of cultural activities through the cultural stream, and Māori cultural practices are valued and upheld throughout the residence. The residence has strong connections with local iwi.

### Strengths

- Residence's valuing and use of tikanga Māori.** There are many cultural initiatives embedded into the residence's day-to-day care practices. These include the regular exposure and use of tikanga practices, e.g. mihi whakatau and karakia. The role of the whānau engagement worker supports young people to stay connected to their whānau and also provides a strong focus on involving whānau during key decision making points.
- Young people's participation in cultural activities and programmes.** There are regular ongoing opportunities for young people to participate in cultural programmes and activities through the residence's cultural stream, including kapa haka, te reo Māori and waiata. Figure 6 shows that the majority of young people at the residence reported having opportunities to learn about their culture. Although the leadership team advised that it can be an *"on-going battle"* with some staff to ensure cultural programmes and activities are being delivered, we felt reassured that the leadership team is having on-going discussions with a small group of staff to encourage and remind them to continue to implement these programmes.
- Residence's vision for mokopuna Māori.** Te Au Rere has a clear direction to improve responsiveness to Mokopuna Māori and this vision is seen and implemented on a day-to-day basis.

#### What young people said:

*"In Te Reo you can learn about your pepeha and where you're from."*

*"They're actually quite big on cultural stuff here. Lots of Māori and PI staff here which is pretty cool."*

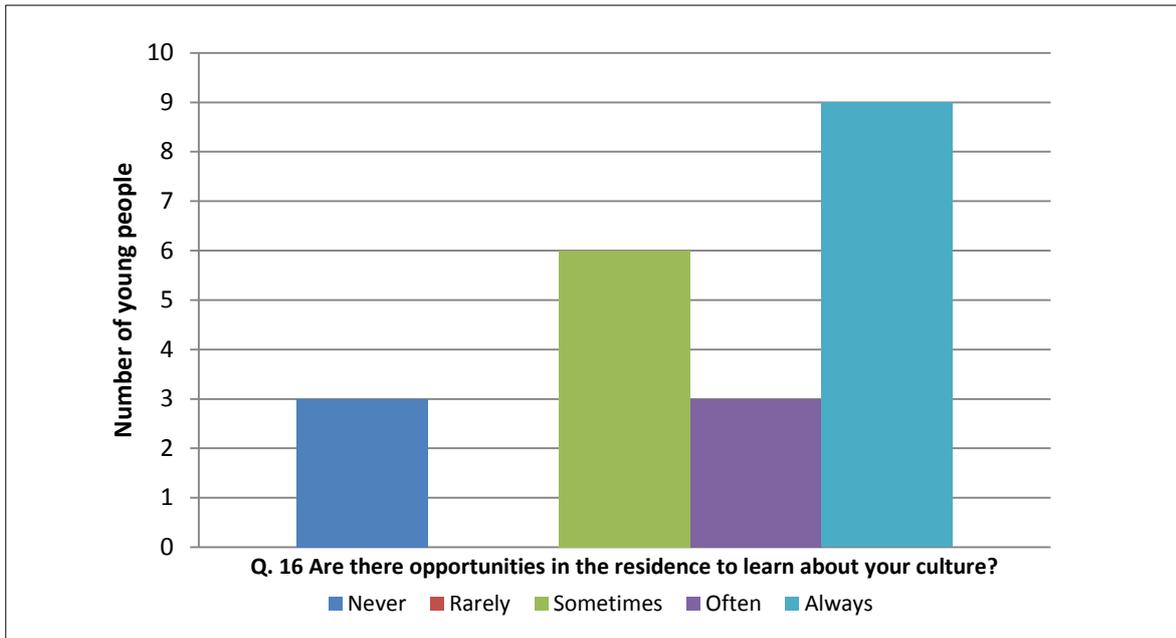
*"Wasn't really much PI or Māori workers there [Te Pune Wai]. Here most of them are PI and Māori workers."*

*"I don't know my iwi but [staff members name] said she will help find it out for me."*

The inclusion of a cultural stream for young people reflects the commitment that Te Au Rere have to entrenching young people's access to cultural involvement and practice. There are multiple examples of activities and events in place which support the enhancement of wellbeing for mokopuna Māori, for example, connecting young people to whakapapa and the focus on recruiting qualified kaimahi Māori.

- **Residence's cultural capability building.** The residence's onsite kuia (Māori elder employed to work three days per week) and the Māori leadership rōpu take a lead role in supporting the development of cultural capability for residence staff, along with maintaining connections with local marae.
- **Residence's access to cultural advice and support.** The Māori leadership rōpū provides some cultural support and advice to other staff and young people. The rōpū advised they are working on developing training regarding how to apply concepts of manaakitanga when working in residences, for example, how to rebuild relationships after an incident where a young person has been restrained and how male staff can safely physically restrain wahine rangatahi. We support the development of this training and look forward to seeing progress at our next visit. As with other youth justice residences there is no formal cultural supervision structure in place. As the new operating model for youth justice residences is introduced we would like to see cultural supervision recognised as an integral competent.
- **Residence's relationship with mana whenua and Māori social service organisations.** Te Au Rere have a strong connection to local marae through kaimahi Māori who whakapapa to local hapu. The onsite kuia has played an integral role in the residence's relationship with iwi. Staff explained that their kuia is looking to retire this year and expressed how she will be significantly missed, as she has been working with Te Au Rere for approximately 18 years. Staff are aware that the residence will need to stay focused on maintaining the connections that their kuia created throughout her time at the residence. Te Au Rere's health provider is Whakapai Hauora who are the mana whenua health, disability support and social service arm of the local iwi Authority of Rangitane o Manawatu.

**Figure 6.** Young people’s response to opportunities to learn about their culture.



**Photo 11.** Artwork in Courtyard



## **Appendix One: Why we visit (legislative background)**

18. 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 Child, Youth and Family and encourage the development of policies and services that are designed to promote the welfare of children and young people.
19. 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

20. 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 [residence name] included interviews with:

- Nine young people
- Residence Manager
- Team Leaders Operations (TLOs)
- Team Leader of Clinical Practice (TLCP)
- Care (or residential) team
- Clinical team
- Health team
- Education team
- Māori Leadership group
- Whaea Pani (Kuia/Māori elder)
- Pasifika Fono
- Kitchen staff
- Programme and Employment Coordinators
- Grievance Coordinator

The following sources of information also informed our analysis:

- Young people's survey – completed by 23 out of the 28 young people who resided at the residence at the time of our visit (representing a total of 82%).
- Visual inspection of the residence
- Residence profile
- Last Oranga Tamariki audit report
- Grievance quarterly reports and electronic register
- Residence management reports (for three months prior to the visit)
- Training register (for 12 months prior to visit)
- Young people's files at the residence (including Individual Care Plans and Operational Plans)
- Secure care register, secure care log book, and unit log books