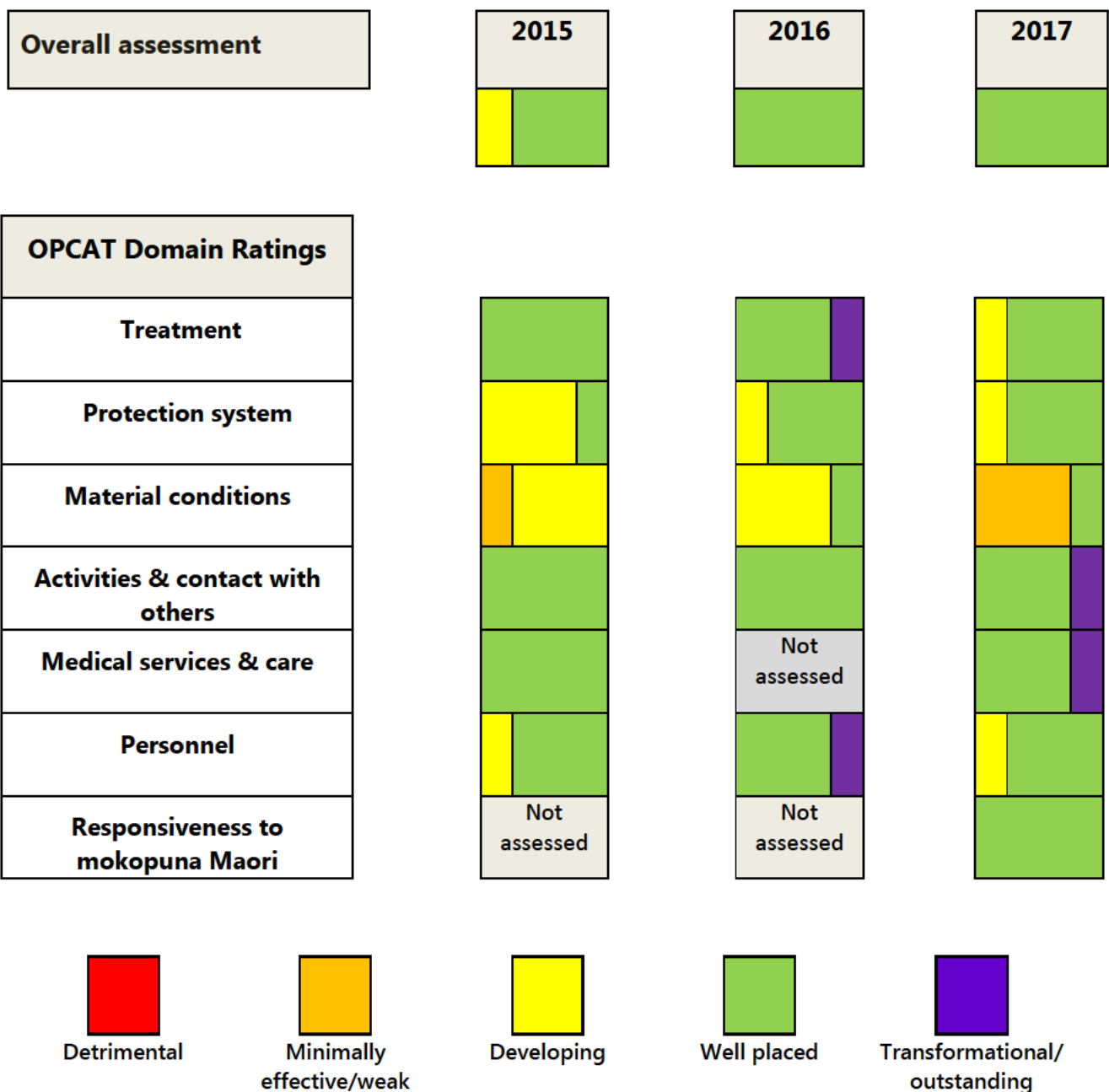


Oranga Tamariki Residence Visit (Unannounced OPCAT Visit)

Te Maioha o Parekarangi (Youth Justice), Rotorua

Visit date: 9(2)(a) 2017. Report date: 3 October 2017



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Introduction

Purpose of visit

1. On 17-18 July 2017, [REDACTED] 9(2)(a) (principal advisor), [REDACTED] 9(2)(a) (principal advisor) and [REDACTED] 9(2)(a) (advisor) from the Office of the Children's Commissioner (OCC) conducted a pre-arranged monitoring visit to Te Maioha o Parekarangi youth justice residence (Te Maioha), in Rotorua. 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 per every monitoring visit, we also assessed the responsiveness to mokopuna Māori.

Structure of this report

2. This report shares the findings from our visit to Te Maioha 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 OPCAT domains. For each OPCAT domain, we provide a statement that summarises our overall finding for that domain. Supporting evidence is then listed as strengths and areas for development.
3. 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

4. Te Maioha o Parekarangi (Te Maioha) is a thirty bed youth justice residence, located just south of Rotorua. The residence is built on Parekarangi Trust land and has strong ties with the Parekarangi Trust.
5. Te Maioha caters for young men between the ages of 14 and 17 years who are on remand or have been sentenced to a period of Supervision with Residence under Section 311 of the Children, Young Persons and their Families Act 1989. At the time of our visit, 10 young men were on a Supervision with Residence Order and 20 young men were on remand.
6. Since our last visit in March 2016 there had been a change of residence manager. The current residence manager was previously the team leader clinical practice (TLCP) at Te Maioha. At the time of our visit she had been appointed in her new role for 9 months.

Key findings and recommendations



Well placed

7. Our overall rating for Te Maioha is well placed. This is the same rating that Te Maioha received following our last OPCAT monitoring visit in March 2016, and is an improvement from 2015 where for OPCAT Te Maioha received a rating of well placed with a developing element. Young people are safe from harm and there is no evidence of torture, or other cruel, inhuman or degrading treatment or punishment.
8. There were however some significant changes to some of the individual OPCAT domains:
 - **Treatment and personnel**, received a rating of *well placed with developing elements*. This is a shift downwards from last year when they received a rating of *well placed with transformational elements*. The change in ratings is reflective of a lack of individual professional practice supervision, especially for care staff. As a result, care staff's responses to young people's challenging behaviour are at times inconsistent, particularly when applying the residence's behaviour management system (BMS).
 - **Material conditions** has also deteriorated from developing with *well placed elements* to *minimally effective with well placed elements*. This is due to the further deterioration of the state of the residential units and the lack of action by national office Property Services to address the issue.
 - **Activities and contact with others** had improved since our last visit. We commend the residence for moving from *well placed* to *well placed with a transformational element*. This was due to the leadership team continuing to strengthen and invest in the 'Another Generation' programme. This programme is evidence based, holistic and provides young people with vocational skills the need for a positive future.
9. The domain **protection system** is as at our previous visit- *well placed with developing elements*. The other two domains, **medical services and care** and **responsiveness to mokopuna Māori** were not assessed on our last visit.
10. The residence has many strengths. We found that young people at the residence are:
 - Treated well and have positive relationships with staff
 - Have a good understanding of the complaints system, Whaia Te Maramatanga
 - Eat well
 - Have sufficient contact with their families and whānau
 - Participate in a wide range of meaningful activities and programmes

- Have outstanding access to responsive primary and specialist health services
- Are exposed to values and practices that uphold tikanga Māori.

11. We also identified a number of areas for development that, once addressed, will ensure greater consistency in the quality of care provided to young people. Some of the key areas for development include:

- Providing care staff with more opportunities for formal clinical supervision
- Ensuring Te Maioha's Behaviour Management System (BMS) is understood by staff and consistently applied
- Increasing the numbers of casual staff
- Recruiting youth advocates
- Refurbishing the run-down units
- Young people told us they are routinely on half hour rotations when spending time in the secure care unit. This means young people have to stay in their bedrooms for significant periods of time before it is their turn to have half an hour in the secure unit's open area. While in their room, young people are isolated from peers.

Recommendations

- Rec 1:** The General Manager Youth Justice Residences prioritises the roll out of the new staffing model that we expect will enable more supervision and sufficient staff numbers to maintain a high standard of care for young people.
- Rec 2:** The Residence Manager, together with the TLO of the Secure Care Unit, ensures that any confinement of young people in the secure care unit and/or isolation from their peers, is no longer than necessary and meets the legal requirements (S48 and S49 in the Residential Care Regulations).
The Residence Manager, with support from the leadership team, takes steps to keep improving the consistency of application of the behaviour management system (BMS).
- Rec 3:** The Residence Manager with support from the General Manager Youth Justice Residences continues her effort to recruit independent youth advocates who will actively fulfil their role.
- Rec 4:** The General Manager Youth Justice Residences works with Ministry of Social Development (MSD) Property Services to ensure the refresh of the residential units at Te Maioha is prioritised.
- Rec 5:**

Findings for each OPCAT domain

Domain 1: Treatment



Well placed with developing elements

12. While there are some minor inconsistencies, overall young people in the residence are treated well and have strong, warm relationships with staff. For young people, this helps them to feel a sense of belonging and to feel valued. This is evidenced by the strengths and areas for development listed below.

Strengths

- **Relationship between staff and young people.** We observed staff responding warmly and appropriately to young people. Young people told us they like the staff and they trust that staff will follow up on any requests that they raise.
- **Quality of assessment and planning.** On admission to the residence, assessments are completed with young people to understand their needs and goals. Assessments include: Massachusetts Youth Screening Instrument-2 (MAYSI 2), Substances and Choices Scale (SACS), Kessler and Suicide Screen, Strengths and Difficulties Questionnaire (SDQ), Lifeskills Checklist, and Adolescent Problem Solving Inventory (API). This information is used to inform young people's individual care plans (ICPs). The residence uses a child-friendly ICP template, develops plans jointly with young people, and records ICPS in young people's words.
- **Quality of interventions.** A range of high quality and innovate interventions are put in place to meet young people's needs, for example help with reading for young people with dyslexia and equine therapy, which is run offsite by an occupational therapist. Equine therapy is available only to those young people who have been sentenced. Other interventions, such as the Positive Futures programme, which

What young people said:

"Like staff here are not in it for the money. I don't think they get paid a lot...So yeah I think they choose to come here every day because they actually just want to make sure we are alright. Cos they even say they worry about us and stuff. It is real cool".

"Cos you know some of the boys come in here without really having a family and it feels like a big family".

focuses on building young people's resilience, is offered to all young people in the residence.

- **Reviews.** Young people's cases are reviewed at least monthly at Multi-agency team (MAT) meetings. These meetings include the case leader, onsite practice leader, key worker, the onsite health coordinator, whānau and the young person whose case is being discussed. These meetings are concerned with transitions and aim to ensure that young people's ICPs are progressing. Following the MAT review meeting, ICPs and Operational (Ops) plans are updated accordingly.
- **Involvement of young people.** There are a number of opportunities for young people to participate in decision making and planning during their time at Te Maioha. In addition to capturing young people's voice in their ICPs, young people told us they trust staff will act on their requests. The residence has a Youth Council. Two representatives from each unit attend the Youth Council with a list of suggestions from young people in their unit. Young people gave us examples of things changing as a result of suggestions put forward at the Council. We heard there is some inconsistency in how regularly the council meets and we encourage the residence to prioritise regular meetings. There are also daily community meetings in each unit where all young people from a unit can participate.
- **Involvement of whānau.** Case leaders always speak with whānau as part of developing the young people's ICPs in order to ascertain the whānau goals for their young people. Whānau are also invited to each MAT meeting for their young person, however we were told that the number of whānau that attend remains low. Case leaders told us that if appropriate for young people, they invite whānau to the residence for family therapy once a week. This enables whānau to make changes alongside their young people, which supports successful transitions.
- **Transitions between and from care.** There is a strong focus on successful transitions, as one staff member said "*transition starts as soon as the young people enter the door*". Case leaders keep professionals and whānau already involved in young people's lives linked in with young people throughout their time in residence, so support remains in place when young people leave. Where there are gaps in the community to meet young people needs, case leaders try to follow up. Transition hui are regularly held with whānau. The residence has good relationships with the local YJ site offices and Midlands YJ team which helps to support transition plans for young people who live in the local community.

Young people also have the opportunity to participate in interventions that prepare them for transitioning back to the community. The residence runs a 12 session 'Going Home' criminogenic programme for young people who have been sentenced. This

programme addresses reoffending and young people work on skills like emotional regulation and problem solving techniques. It is co-facilitated by Rotovegas Youth Health staff. There is also an equivalent emotional regulation programme available for young people on remand.

- **How well challenging incidents handled.** We were told of two serious incidents at Te Maioha which occurred at the end of last year. Both of these incidents were managed well by the residence leadership team and, as a result, policy changes have been made, including an increase in the ratio of night staff to young people.

Areas for development

- **Use of secure care.** Admission to the secure care unit is appropriate, and staff and young people gave us clear examples of secure care being used only to prevent young people from behaving in a manner that is likely to cause harm to themselves or others (S368 CYPF Act). However, we did hear many examples from young people that they have been on “rotations” during their time in the secure care unit. This means that young people are rotated out of their bedrooms into the open area in the secure care unit at regular half hourly intervals throughout the day. Consequently, depending on the number of young people in secure care at the time, some young people are spending a long time locked in their bedrooms. It also means that throughout their time in secure care they are consistently being isolated from their peers. This is in direct breach of regulation 48¹ and regulation 49² of the Children, Young Persons, and Their Families (Residential Care) Regulations 1996. Although the leadership team reassured us that this is not routine practice, it appears to be symptomatic of a periodic lack of staff availability, and is an area that requires urgent attention.

What young people said:

“In secure you don't get to interact with other young people”.

“If you go there all you do is like come out like three times and then go back to your bedroom. All you do in your room is sleep and music. So yeah eat and sleep, and if you have a rock you can scratch up your room”

“You come out for breakfast and go back in [to your bedroom] and sleep and then come out for lunch and then fucken you are just in there [bedroom] for ages”.

¹ Regulation 48 of the Residential Care Regulations 1996 stipulates “No young person placed in secure care shall be confined to his or her room between the hours of 8am and 8 pm on any day unless such confinement is necessary”.

² Regulation 49 of the Residential Care Regulations 1996 stipulates “Subject to regulation 48 of these regulations, every young person placed in secure care shall be permitted to communicate freely at all reasonable times between the hours of 8 am and 8pm each day with any other young person placed in secure care”.

- **Behaviour Management System (BMS).** The residence has adapted the BMS so that young people earn points based on the values of fairness, leadership, achieving potential, integrity and respect (FLAIR). These values came from the Ministry of Education's Positive Behaviour for Learning (PB4L) philosophy. Young people understood these values well. Young people can receive a maximum of 20 points per shift, four for each of the FLAIR values they may have displayed. Whilst we commend the residence on being innovative, and successfully embedding the FLAIR values, staff are inconsistent in applying them. Staff are supposed to give feedback to young people at the time good behaviour or inappropriate behaviour occurs, however we heard that some staff are struggling to adjust to the new approach to the BMS and there are times when young people are not receiving immediate feedback or the feedback they receive is inconsistent. In the past six months, there have been several grievances from young people about care staff's inconsistent or unfair responses. The residence manager is already aware of this issue and we support management's decision to continue to address the consistency of the BMS application.

Domain 2: Protection system



Well placed with a developing element

13. The admission and grievance process (Whaia te Maramatanga) at Te Maioha is well managed and clearly understood by young people. However, there is minimal use of youth advocates. So whilst it is encouraging that young people have confidence to use the grievance process which helps them to feel safe and secure, without advocates, who play a key external and independent role in protecting young people's rights, the system remains closed and young people might struggle to get the help they need to make a genuine complaint.

Strengths

- **Admission to residence.** The residence has a thoughtful admission process, in which the rules and regulations are explained to young people, and efforts are made to make young people feel welcome. A raft of booklets and information is given to young people which they can read in their own time.
- **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 at regular intervals. The young people we spoke with knew the grievance system well. Sound processes are in place to manage grievances. This means investigations are consistently carried out in a timely manner, unless there is a specific reason, such as a grievance becoming a Human Resource (HR) investigation. Young people are regularly told the outcomes of their grievances, and what actions have been taken to address any identified issues.
- **Grievance panel.** The residence has an active grievance panel which provides independent oversight of the grievance process. It is pleasing that the panel is now at its full complement with the recent appointment of the Tangata Whenua Representative. The panel visit at least fortnightly, during meal times and spend time

What young people said:

"We normally do run the process [Whaia te Maramatanga]. Like all the boys in my unit we've been here a while so we know it...Like one boy did one for the buy-up process because he didn't get what he wanted".

"Most of the time we just put in forms about the food because that is the main thing. Like they don't do fish pie anymore because that is disgusting".

"Some of the young people think it is snitching but they are just the immature ones I reckon".

building relationships with young people. They also attend residential celebrations like the recent Matariki Festival.

Areas for development

- **Grievance advocates.** There is a lack of youth advocates at Te Maioha. In the last six months, there has been only one visit recorded by a youth advocate. We were told it is an ongoing struggle for the residence to recruit advocates and national office is aware of this issue.

Domain 3: Material conditions



Minimally effective with well placed elements

14. It is encouraging to see the independence flats and outside environment are pleasant and well maintained and young people eat well. However, the condition of the inside environment is very poor. The deteriorated state of the units sends a message to young people that they are not valued. This is not conducive to the child-centred, therapeutic environment that the residence is striving to achieve for young people.

Strengths

- **Outside environment.** There is a big central courtyard, basketball courts and the residence is surrounded by a working farm.
- **Food.** The menu is varied and is reviewed by a nutritionalist every two years. There are opportunities for young people to give feedback on the menu. Overall young people we spoke with were positive about the food. In the life-skills unit and the independence flats there are opportunities for young people to budget, plan and cook their own menu.

What young people said:

"The food is good. I think they have to make it healthy for us, like they run it by the national health guideline. We get fed real nicely, like big feeds".

"Everywhere you go is scratching, it is everywhere... They just all like tagging so they just tag everywhere".



Areas for development

- **Inside environment.** It has been seven years since the buildings have been refreshed and this is too long. Proposed refurbishments by Ministry of Social Development's (MSD) Property Services have not gone ahead. The units have continued to deteriorate, and there is tagging and scratching throughout the buildings. At the time of our visit there were virtually no youth appropriate decorations on the unit walls. The bathrooms were grotty and uninviting, particularly in the secure care unit.



Photo 1: Inside Te Marama Unit



Photo 2: Inside Te Marama Unit



Photo 3: Looking out the window into Te Marama Unit's Basketball Court.



Photo 4: Bedroom in the Secure Care Unit



Photo 5: Toilet in the Secure Care Unit

Domain 4: Activities and contact with others



Well placed with a transformational element.

15. Young people participate in a wide range of cultural, recreational, sporting, educational and vocational activities. Te Maioha's 'Another Generation' programme is particularly aspirational as it focuses on meeting the holistic needs of young people, and has the potential to increase the likelihood of young people gaining employment when they leave the residence. Young people have good access to their families and whānau.

Strengths

- **Young people's participation in activities and programmes.** Activities and programmes are well co-ordinated and the young people we spoke with were positive about the variety and availability of programmes offered. A highlight for young people was the recent Matariki kapa haka competition, where they performed to 175 guests, including staff, Youth Court judges, local police, members of the Parekarangi Trust and local training providers. Young people received high praise.

The 'Another Generation' programme is an outstanding collaborative programme with a strong cultural component. It provides young people with life and vocational skills to support them to gain employment when they transition back into their communities. On this programme some young people also have the opportunity to live more independently in Te Maioha's flats. We were told a number of graduates have gained employment on leaving the residence. We encourage the residence to progress their ideas about monitoring the outcomes for graduates who have transitioned out of the residence.

- **Young people's contact with family and whānau.** Young people said they are satisfied with their level of contact with whānau. As with other youth justice residences young people's phone contact is limited to one personal call out each

What young people said:

"I like the inter-unit sports. On Friday, these fullas that are like 18 and 19 year old boys are coming in and they are going to face us in sports- basketball, touch and volleyball. Then there is a big feed"

"I like all the sports: Basketball, volleyball, dodgeball, rugby and ping pong".

"The best things are the life skills unit; you get heaps of privileges in there. I'm just waiting for the flats".

evening. Whānau are encouraged to visit their young people and the residence has provided funding to support whānau who live outside of the area to travel to the residence.

Domain 5: Medical services and care



Well placed with a transformational element

16. Young people have excellent access to quality primary and specialist health services. We believe the child-centred access to health services is transformational. The residence works well with the onsite health team and facilitates their access to a wide range of health services. The residence's excellent relationship with **9(2)(i)** Health means that young people are not subject to stringent threshold or cut-off criteria for entry into specialist services. This means that young people's holistic health needs are being met in a timely and responsiveness way.

Strengths

- **Young people's access to primary care services.** The onsite health team consists of a full-time health coordinator and nurse, and a part-time administrative support role. Two general practitioner (GP) clinics are held onsite every week. There is physiotherapy available onsite that young people can request. Young people are empowered to make their own appointments to see onsite nursing staff.

What young people said:

"We all go to medical, they give us what we need".

"We ring the nurses ourselves and ask to make an appointment for whatever we need. They're good".

Young people get taken offsite to the optometrist and dentist as needed. A mobile hearing van visits the residence about twice a term and, for more urgent hearing tests, young people are taken offsite. Young people are not kept on waiting lists because **9(2)(i)** Health covers the costs for young people to be seen privately. The onsite Health Coordinator also communicates directly with field social workers to help them get to know **9(2)(i)** Health so there is continuity of health care for young people after transitioning from the residence.

- **Young people's access to specialist mental health and alcohol and other drug (AOD) services.** The youth forensic team consists of: a psychologist who has a clinic once a week from 9am- 3pm; two alcohol and drug specialists who are onsite twice a week; a kaumata who is onsite once a week; and a psychiatrist who is onsite every second Monday from 9am- 1pm. We were told if a crisis occurs when these staff are not onsite, they will respond promptly.

The exceptionally good access to specialist health and mental health services is attributed to:

- Good relationships between the residence and health staff
- Valuing and trust of health staff
- The belief that young people should have a mental health assessment
- The Youth Forensic team seeing mental health in a holistic way
- A lack of criteria for entry into specialist services
- The way the Rotovegas contract is designed also enables young people's needs to be placed at the centre.

Domain 6: Personnel



Well placed with developing elements

17. Staffing levels are generally sufficient to safely care for young people. Staff receive regular training, supported by Te Maioha's practice leader. The good working relationships between care and clinical staff mean that young people receive a continuity of care that is tailored to their ongoing needs. However we did hear about care staff sometimes getting 'thin on the ground'. This is limiting the residence's ability to provide consistent, high quality care to young people.

Strengths

- **Staff induction and training.** There is a thorough induction for new staff. The residence has both a TLCP who supervises the case leaders and a practice leader who aims to improve the practice of care staff and oversees staff training days. Care team staff have an office day, which includes training, once every three weeks. This is called a kaimahi ora day. At the time of our visit, care staff were receiving training on implementing the Oranga Tamariki values into their practice. Staff have received training in trauma informed care and it is encouraging the leadership team plans to continue to strengthen staff's understanding in this area.

What young people said:

"There is not much staff here. They need more. Heaps of staff do doubles and they'll be grumpy and stuff and that makes us grumpy."

"It [more staff] would make things better so that other staff get a break and can come to work fresh".

- **Working relationship between clinical and care team.** There is a "one whānau" approach across the teams at Te Maioha. There are a number of different interfaces that support good communication between the clinical and care teams.

Areas for development

- **Staff levels.** While a number of new staff have been appointed, the residence has some current issues with short staffing. This appears to be due to unplanned leave, some long-term sick leave and a low pool of casual staff. As a result, some programmes are not being run and some care staff are opting to do a double shift to support their colleagues. This issue increases the risk of staff burn out. It is pleasing

that the residence manager is currently recruiting more casual staff. The plan is to increase casual staff from 12 to 30.

- **Staff supervision and coaching.** While case leaders received quality, regular supervision the workload and time pressure for the Team Leaders Operations (TLOs) means care staff are not regularly receiving the reflective supervision they need. Currently, supervision is adhoc and open door, not regular or planned. There are two promising initiatives that should address our long standing concerns about the lack of regular reflective supervision for care staff:
 - New staffing structure: We are aware that a new staffing 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.
 - New roster system: In addition a new roster system proposed will allow non-contact time for each shift, to enable care staff to more easily access the regular reflective supervision that is being set up for each team. We understand that the residence manager at Te Maioha, along with her colleagues across the four youth justice residences, now has 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.

Responsiveness to mokopuna Māori



Well placed

18. Overall the residence is responsive to the needs of mokopuna Māori. This is fostered by a large number of Māori staff being employed at the residence and the unique relationship the residence has with the Parekarangi Trust. Mokopuna Māori have multiple opportunities to see their culture positively depicted, and to develop a sense of pride in their culture.

Strengths

- **Residence's valuing and use of tikanga Māori.** We experienced first-hand how residence staff valued and practised tikanga Māori. For example manaakitanga was demonstrated throughout our visit and kaitiakitanga was evident through the warm relationships between staff and young people.
- **Young people's participation in cultural activities and programmes.** Young people have good access to Kaumatua and Māori staff, and are participating in a range of cultural activities that strengthen their identity as mokopuna Māori. These include: kapa haka; te reo; waiata; taiaha; learning about their iwi and whakapapa; carving and participating in cultural events such as Matariki celebrations, off-site kapa haka competitions.
- **Residence's relationship with mana whenua and Māori organisations.** The residence has an active relationship with the Parekarangi Trust and Māori organisations such as Te Puia who are currently involved in a new garden project at Te Maioha of planting vegetables and fruit following traditional Māori methods. Also the residence has strong relationships with Māori staff in other services, such as the Kaumatua attached to Hauora Waikato.
- **Residence's cultural capability building.** Residence management and staff told us that the Māori rōpū have strong cultural knowledge and support staff members with their te reo Māori and cultural responsiveness. We were told by staff that the residence manager provides excellent support to the Māori rōpū and shares the

What young people said:

"We just did Matariki – I was in kapa haka. The Maori staff teach us about our culture. They are mean as"

rōpū's vision to have tikanga Māori interwoven throughout all they do at the residence.





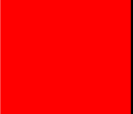
Appendix One: Why we visit (legislative background)

19. The Children's Commissioner has a statutory responsibility to monitor and assess the services provided under the Children, Young Persons and Their Families Act 1989 (CYP&F 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.

20. 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

21. 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 Te Maioha o Parekarerangi included interviews with:

- Residence Manager
- Young people
- Team Leaders Operations (TLOs)
- Team Leader of Clinical Practice (TLCP)
- Care team
- Clinical team
- Health team
- Education team
- Māori Rōpū team member
- Kitchen staff

The following sources of information also informed our analysis:

- Visual inspection of the residence
- Residence profile
- Last CYF audit report
- Grievance quarterly reports and electronic register
- Training register (for 12 months prior to visit)
- Residence's panui- June/ July 2017
- 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