

Toe Afua Ie Taeao Remand Home

OPCAT Monitoring Report – Follow Up Visit

Visit date: 7-8 May 2025

Report date: July 2025



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 well-being, at every stage of their lives.

Please note for clarity, in this report, we use the term 'mokopuna' to describe a group of children and young people, and 'tamaiti' for a specific child or young person.



Contents

The role of Mana Mokopuna – Children and Young People’s Commission	4
About this Visit	4
About this Report	5
About this Facility	5
Concluding Observations from the United Nations	6
Detailed key findings	7
Appendix One - Notes on 2023 Recommendations	15
Appendix Two – Gathering information	17



Introduction

The role of Mana Mokopuna – Children and Young People's Commission

Mana Mokopuna - Children and Young People's Commission (Mana Mokopuna) is an independent advocate for all children and young people (mokopuna) under the age of 18 and for those who are care-experienced, up to the age of 25. We note that as of 01 August 2025 due to legislative change, Mana Mokopuna - Children and Young People's Commission became Mana Mokopuna - Children's Commissioner. We maintain the same OPCAT designation. Given this OPCAT Monitoring visit took place prior to the change to our legislation, we do refer to Mana Mokopuna - Children and Young People's Commission in this report.

Mana Mokopuna advocates for children's rights to be recognised and upheld, provides advice and guidance to government and other agencies, advocates for system-level changes, and ensures children's voices are heard in decisions that affect them.

Our organisation is a designated National Preventive Mechanism (NPM) as per the Optional Protocol to the Convention Against Torture and Other Cruel, Inhuman, Degrading Treatment or Punishment (OPCAT).

The New Zealand legislation relating to OPCAT is contained in the Crimes of Torture Act (1989). The role of the NPM function at Mana Mokopuna is to visit places where mokopuna are detained:

- 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 torture, cruel, inhuman, degrading treatment or punishment.

About this visit

Mana Mokopuna conducted an unannounced one-day follow-up visit to Toe Afua Ie Taeao Home run by Ka puta Ka Ora Emerge Aotearoa on 7 May 2025 as part of its NPM visit programme. The objective of our OPCAT Monitoring as a NPM is to prevent ill-treatment in all places where mokopuna are deprived of their liberty by regularly monitoring and assessing the standard of care experienced in these facilities.

Our follow-up visits are designed to take place between our full OPCAT monitoring visits to continue to strengthen the relationship between the Mana Mokopuna OPCAT Monitoring



team and the community providers delivering the service in the remand homes. They provide a good opportunity to kōrero with mokopuna, re-engage with kaimahi we have already met, and to introduce ourselves to those who may not know the purpose of OPCAT monitoring visits. Follow-up visits allow us to gain an understanding of how the facility is tracking against recommendations we have made following a full OPCAT Monitoring visit.

This visit was due to be conducted on 7 May 2025 however as there was an off-site activity occurring on this day, Mana Mokopuna conducted the one day drop-in visit over the afternoon of 7 May and the morning of 8 May 2025.

About this report

The purpose of this report is to provide a summary of progress against recommendations made in the previous full OPCAT monitoring report in April 2023, assess how it is operating now, and hear what mokopuna say about their time living there. The report findings are based on information gathered during the visit, and from interviews conducted and documentation received after our time on-site in the whare. Due to the short nature of the visit, no new recommendations have been made, however, we have included commentary against these recommendations at the back of this report.

About this facility

Facility Name:	Toe Afua Ie Taeao Remand Fale (home) operated by Ka puta Ka Ora Emerge Aotearoa.
Region:	Tāmaki Makaurau (Auckland)
Operating capacity:	<p>5 bed capacity for mokopuna tāne aged 12-17 (up to their 18th birthday).</p> <p>This is a five bedroom home that also includes an office space for kaimahi, large dining/kitchen area, lounge, recreation room, a phone/break-out room, two bathrooms for mokopuna and a laundry. The outside has a basketball area with hoop and an art wall for mokopuna to use. There is also a grassed area with trampoline and raised planter boxes.</p> <p>There were four mokopuna in the whare at the time of this visit.</p>
Status under which mokopuna are detained:	s235, s238(1)(d), of the Oranga Tamariki Act 1989.



Concluding Observations from the United Nations

In February 2023, the United Nations Committee on the Rights of the Child ('the UN Committee') released its Concluding Observations¹ for New Zealand's sixth periodic review on its implementation of the Children's Convention² and how the Government is protecting and advancing the rights of mokopuna in Aotearoa New Zealand.

In August 2023, the United Nations Committee Against Torture also released Concluding Observations³ for New Zealand's seventh periodic review regarding the implementation of the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment⁴.

Many of the recommendations from both sets of Concluding Observations are directly relevant to aspects of treatment experienced by mokopuna at the Toe Afua Ie Taeao fale which Mana Mokopuna has found during this monitoring visit in May 2025. There continues to be significant work required by agencies (State and non-State organisations) that are responsible for detaining and depriving children and young people of their liberty, to ensure that their practice and work in this context is, in all respects, consistent with the UN Convention on the Rights of the Child and the recommendations of both the UN Committee on the Rights of the Child and the UN Committee Against Torture.

¹ Refer CRC/C/NZL/CO/6 [G2302344 \(3\).pdf](#)

² [Convention on the Rights of the Child | OHCHR](#)

³ Refer CAT/C/NZL/CO/7 [G2315464.pdf](#)

⁴ [Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment | OHCHR](#)



Detailed key findings

Positive Findings

There was a clear tikanga for coming into the fale

On arrival into the fale, the Mana Mokopuna OPCAT Monitoring Team was greeted by a member of the Ka puta Ka Ora Emerge Aotearoa leadership team and given an overview of fale operations. When mokopuna and kaimahi arrived back from their off-site activity, everyone naturally took part in the mihi whakatau process, ensuring Mana Mokopuna manuhiri (visitors) were brought into the fale in the right way. The natural way this was communicated to mokopuna by kaimahi (who were all Māori and Pasifika during the on-site visit), suggested this practice was the norm, and that mokopuna were aware of what was expected of them. All mokopuna and kaimahi then flowed into whakawhānaungatanga, introducing themselves with confidence, some using their pepeha to help them to connect to manuhiri through whakapapa.

Karakia was used to bless kai and all mokopuna and kaimahi easily engaged with Mana Mokopuna over afternoon tea. Mokopuna were encouraged by the fale kaimahi to speak with the OPCAT Monitoring Team and share what they thought of the fale. Once kai was finished, mokopuna knew their roles in the tidy up and completed their tasks without prompting from kaimahi. An example this was exemplified when the Monitoring Team asked one tamaiti if taking out the rubbish was part of their chores. The tamaiti replied that it wasn't, but that they had just seen the bin was full, so they proactively took the opportunity to take the bag out to the outside wheelie bin.

It was clear that mokopuna knew what was expected of them and that the tikanga of the fale was practiced daily. Right from taking shoes off at the door, to whānaungatanga, to waiting for karakia before eating, mokopuna could role-model core values of the fale and were respectful of each other when they engaged with manuhiri and kaimahi.

Kaimahi role-modelled good relationship interactions for mokopuna

The kaimahi group were generally experienced and knowledgeable about working in the area of remand custody with mokopuna. They role-modelled strong, respectful relationships for mokopuna, enjoying appropriate banter and facilitating pro-social games and conversations. Kaimahi and mokopuna were also able to outline the process when there is tension in the relationships in the fale and what is done to rectify these kinds of situations. Mokopuna told Mana Mokopuna about an incident in the days prior to the visit regarding mokopuna tagging a small square on the corner of the lounge TV. Mokopuna said they were not able to use the TV until someone owned up to the tagging, and said that they were actively encouraging each other to admit to the incident if it was them. Kaimahi reinforced this sentiment and told the



monitoring team that card games and other activities were being used instead of TV time. All mokopuna knew the process they needed to follow when they were ready to admit to the indiscretion. The incident was openly and calmly discussed in front of the monitoring team, with kaimahi keeping calm and being matter of fact around the expectation and consequence.

In the meantime, mokopuna and kaimahi alike enjoyed the time without TV and were regularly playing a particular game together during every free-time opportunity. Mokopuna said they largely did not mind the no TV time, but did express missing playing on the PlayStation.

Kaimahi also role-modelled pro-social behaviours through actions. Kaimahi and mokopuna artwork was proudly displayed on the walls of the fale and mokopuna knew who had produced the work. The fact that mokopuna artwork is displayed with pride in the whare is a positive reflection of the ways that mokopuna are encouraged and supported to express themselves through their learning and activities during their time in the whare and also serves as tangible encouragement and examples for future mokopuna who live in the whare.



Lounge Area and art on the walls

Another kaimahi, fluent in te reo Māori, explained how they take every opportunity to speak te reo Māori with other kaimahi as well as with mokopuna, in order to facilitate a normalisation of the language. The relationship between mokopuna and kaimahi at the time of this visit created a feeling of tau (calmness) in the fale, and mokopuna expressed that they felt good living the fale and that the kaimahi were fun, and that they were trusted.

*"It's good, they [kaimahi] all good here"
(Mokopuna)*

Mokopuna were supported to speak with whānau and advocates

Mana Mokopuna observed that mokopuna in the fale were experiencing good whānau contact in the form of phone calls. There was a dedicated room within the fale for mokopuna to take their calls and as this was a previously dedicated music studio, the room was almost soundproof. Mokopuna knew they had privacy for their calls. Mokopuna did say they would



like to suggest longer phone calls for those who are placed outside of their home area, as their whānau cannot visit for face-to-face contact often.



Phone room with a large children's rights poster/information for mokopuna about their rights

Mana Mokopuna also observed mokopuna connecting in with kaiako to prepare for the resumption of their Polytech course once they were bailed back to community and home. This tamaiti commented that it was good to be able to talk with kaiako so that they knew what to expect and where to go on their first day back studying.

It was also pleasing to see that VOYCE Whakarongo Mai⁵ was regularly on-site in the fale every fortnight on a Thursday. Mokopuna knew about VOYCE Whakarongo Mai and what they could offer for them in terms of advocacy, and the mokopuna in the fale knew how to make complaints generally. Having regular contact with independent advocates is beneficial for mokopuna in terms of having the ability to raise concerns without the need to work through their fale kaimahi or Ka puta Ka Ora Emerge Aotearoa.

The education mokopuna receive is engaging and enjoyable

Education continues to be delivered by Tuilaepa Youth Mentoring Service (TYMS)⁶ and mokopuna were enthusiastic about working with their kaiako. At the time of the visit, the kaiako assigned to work in the fale was a qualified graphic illustrator and they used this skill in setting up education for mokopuna. Much of the education was relayed through pictures and Mana Mokopuna was able to see this in action with a graphic illustration of the journey to signing Te Tiriti o Waitangi and the effect of this for Māori. Mokopuna and the kaiako were also able to explain other activities they had done together, including word searches with words hidden amongst graphics depicting mokopuna interests, as well as exercises that included mokopuna doing their own graphics on butchers paper. These graphics related to songs and what those songs made mokopuna feel. These expressions were then Blu-tacked to

⁵ [Home - VOYCE - WHAKARONGO MAI](#)

⁶ [Tuilaepa Youth Mentoring Service \(TYMS\) - Home](#)



the walls of the fale. The kaiako said they had left the panels of butchers paper on the walls after the exercise purposely, so that mokopuna could continue to add their tags and other drawings to it with the knowledge that this could then be removed without damaging the walls of the fale. The kaiako understood how mokopuna wanted to express their creativity and worked with that to provide a safe place for them to be creative so that mokopuna, without knowing it, would expand on the educational component of the lesson.

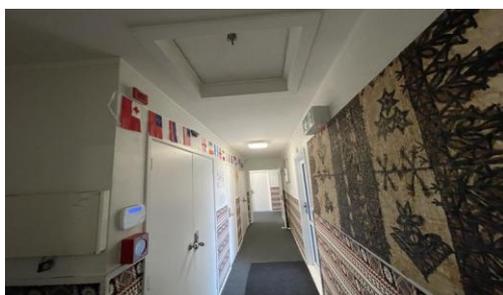
The kaiako also joined in games of basketball at lunchtime and shared their knowledge around the vegan diet when eating kai together. Mokopuna were exposed to a variety of teachable moments within their education block on the day of our follow-up visit, and the kaiako took the time to build rapport and have fun with mokopuna.

Kaimahi have created a safe, homely feel for the fale

The fale itself has a homely feel and is well maintained. There is mokopuna and kaimahi artwork on the walls, and hallways are decorated with material with Pasifika prints in bright and inviting colours. There are flags from around the Pacific region hung on the walls. There are also mokopuna rights posters in various rooms with details around how to contact independent advocates. Mana Mokopuna would like to see a clock and calendar in the fale so that mokopuna can orientate themselves to time and date. This was raised as important to mokopuna as many knew when their court or FGC⁷ dates were, but could not say how far away this was due to a lack of calendar. Likewise, mokopuna had to ask kaimahi for the time.

The outside areas of the fale with gardens, basketball area and trampoline are available to mokopuna any time, and kaimahi provide good line of sight. The basketball area is a high use area and next to this is a wall where mokopuna can paint, tag and decorate with chalk or non-permanent alternatives to make the space their own. Mokopuna also regularly use the trampoline and tend to the maara kai and garden. There are fruit trees also available to harvest.

Mokopuna enjoy their surroundings and said they are regularly outside when the weather is fine. Kaimahi also use the nearby surrounding areas, like beaches and forest walks, for off-site activities during the day.



Hallways are decorated with pacific prints and the outside area with planter boxes

⁷ Family Group Conference. In the context of remand – a mandated hui that is directed by a Youth Court Judge when mokopuna are remanded into the custody of Oranga Tamariki before recommendations can be made about their youth court sentence or outcome.



Mokopuna who were living in the fale presented as happy both in the company of kaimahi and their peers, and this is largely due to the relaxed environment created in the fale by kaimahi and their managers. Expectations were known and understood by mokopuna, and mokopuna were given a variety of ways to express themselves, burn energy, and stay connected to each other.

Kaimahi spoke favourably about induction and training

Kaimahi said that they found their induction into the fale good and appreciated the on-going e-learn training modules provided by Ka puta Ka Ora Emerge Aotearoa. Kaimahi said they complete standard training, such as first aid, regularly. The Oranga Tamariki Tāmaki Makaurau Placements Team also told Mana Mokopuna about up-coming training for all remand whare in the region. This training focussed on the following:

- Accurate incident and missing persons reporting, focusing on the importance of completing incident reports and missing persons reports with accuracy and sufficient detail
- Health education: A nurse will provide general health information to support staff in caring for mokopuna
- Police: Police will discuss Missing Person's reports, introduce the amended Missing person Process (Script) and provide best practice as to what needs to be included in Missing person reports from a Police perspective. The Police attending are from the youth aid teams local to the homes
- Youth Justice jargon: A breakdown of key jargon used in the Youth Justice space, with a focus on remand-specific knowledge essential for kaimahi working in the whare
- Disability and mental health training: Oranga Tamariki Disability advisors will deliver training on supporting mokopuna with disabilities and mental health needs
- After-Hours training: The National Contact Centre and Rapid Response team will attend for an open discussion with the homes on what is working and ways to improve processes afterhours. With the aim of strengthening triage and response processes, and parties developing an understanding of the difference in pressures faced to make afterhours admissions run smoother

The aim for these regionally led trainings was to upskill all kaimahi and create a stable foundation for consistent practice across all the Tāmaki Makaurau remand homes. This is a very positive and welcomed initiative as it should contribute to the continued professional development of remand fale kaimahi to support them in their work alongside mokopuna.



Areas for development and opportunities

A permanent fale leader is yet to be appointed

At the time of this May 2025 visit, the fale was without a permanently appointed leader or manager and Ka puta Ka Ora Emerge Aotearoa was in the process of recruiting one. Kaimahi did raise that not having a permanent leader had been an issue in terms of consistency of communications from the organisation leadership team to those working in the fale. Kaimahi said that this has had an impact in terms of inconsistent practice for mokopuna. Examples kaimahi gave were around differing expectations for mokopuna bedtimes and wake ups, a lack of surety around their contract for service with Oranga Tamariki, and expectations around food and needing to ration this over a week. Kaimahi are hopeful these aspects of daily operations will be ironed out once a permanently appointed manager is on board. Mana Mokopuna was advised on 6 August 2025 a new permanent manager had been appointed in June 2025.

Mokopuna *All About Me Plans*⁸ must include detailed information about mokopuna

Mana Mokopuna reviewed the available *All About Me* plans for the mokopuna who were on-site during this visit. These plans are developed by Oranga Tamariki site social workers and should contain detailed information about mokopuna and how Ka puta Ka Ora Emerge Aotearoa kaimahi can best support them and their particular needs during their time on remand in the fale. Mana Mokopuna found that the Oranga Tamariki developed *All About Me Plans* for mokopuna held in the fale were basic and did not contain the level of detail required for fale kaimahi to be able to continually and appropriately support mokopuna while they were living in the fale. Of note was the lack of a safety plan for one tamaiti who had experienced self-harm and mitigations that should have been in place to ensure their safety. All kaimahi must have equal access to well-documented risk mitigation and behaviour management strategies that should be a part of mokopuna *All About Me* plans.

Ensuring comprehensive documentation is available for kaimahi and mokopuna when they enter places like remand fale, and throughout their time in remand fale, is important. Information in mokopuna-specific plans can support mokopuna during their remand phase and provides kaimahi with a framework for care that is personalised, rights-based and focused on individual mokopuna welfare and development. Quality *All About Me* plans help both kaimahi and mokopuna to balance safety mitigations with empathy and understanding.

We note there was a recommendation made at our last full visit to the fale in September 2023 regarding the quality of documentation received from Oranga Tamariki when mokopuna are admitted into the fale. We will follow this up again in our next full monitoring visit of the fale,

⁸ [What to expect when a child goes into care | Oranga Tamariki — Ministry for Children](#)



but in the meantime, it is important that Oranga Tamariki attends to this requirement as set out in the Oranga Tamariki National Care Standards.⁹

Mokopuna and kaimahi expressed wanting dedicated funding to support off-site activity

All kaimahi and mokopuna said they enjoy their off-site sessions and that they are a highlight for mokopuna. Mokopuna had just returned from hikoi and day at the beach when Mana Mokopuna first arrived at the fale, and mokopuna were visibly enthusiastic when sharing their experience. Mokopuna said that there is no budget for them to have lunch when out of the fale, so they need to come home to eat. This often cuts the activity short as mokopuna get hungry. Kaimahi said this is also a problem in the summer when they could easily be out with mokopuna a lot longer enjoying activities and keeping engagement levels high and positive, as returning home part way through the day can deflate mokopuna.

When Mana Mokopuna arrived at the fale to conduct the monitoring visit, kaimahi and mokopuna returned home around 2pm and were very hungry. Mokopuna had afternoon tea, and dinner was cooked early as everyone was hungry. Mokopuna said it would be better if they could just get lunch on-the-go while outside of the fale for activities in the community. Mokopuna and kaimahi would like to have access to a budget which provides flexibility to have lunch out during activities. Mana Mokopuna was told this used to exist in the form of company purchase cards, but these have since been removed as an option as receipts which are required for every purchase were lost by kaimahi.

Mana Mokopuna was told by fale kaimahi that activities must be cost neutral. However, kaimahi said they would like to take mokopuna on paid activities once per month so that mokopuna get to experience what they (kaimahi at the fale) termed a 'normal childhood'. Many kaimahi said that it is disappointing not to be able to broaden mokopuna experiences and go to places like Rainbow's End or play laser tag – both experiences many mokopuna in Tāmaki Makaurau have. Kaimahi acknowledge they cannot afford to do this every week but would advocate for monthly in terms of frequency of mokopuna being able to experience an activity such as this outside of the fale that does require some monetary investment.

Mana Mokopuna found through talking to kaimahi that the sentiment behind wanting to do more with mokopuna comes from wanting to provide great, pro-social experiences within Tāmaki Makaurau for the mokopuna on remand in the fale. Kaimahi said they want to give mokopuna experiences so they can "just be kids."

⁹ Part One - [National Care Standards | Oranga Tamariki — Ministry for Children](#)



Mokopuna would like bean bags for the lounge

Mokopuna said they enjoy spending time in the large lounge area of the fale, however, said the couch can be uncomfortable and they would like bean bags rather than always sitting on the floor. Mokopuna regularly brought in chairs from the dining room to sit on, as this was also preferable to the lounge couch.

Mokopuna told Mana Mokopuna that bean bags had been available in the past and that they would advocate for these for themselves and other mokopuna coming into the fale.

*"We would prefer these [bean bags] to chill on when watching TV."
(Mokopuna)*

Mana Mokopuna understands from kaimahi that bean bags did used to be available in the fale, however were used by mokopuna to conceal contraband. Mana Mokopuna encourages fale management to work with mokopuna to find a solution that works for both parties in terms of comfortable seating in the lounge area.



Appendix One

Notes on 2023 recommendations

Given the nature of this drop-in visit and the relatively short time Mana Mokopuna was on-site, we have made notes against the recommendations rather than rating the progress. A more thorough look at the recommendations made as part of the October 2023 visit, will be completed at the next full monitoring visit for this whare.

2023 Systemic Recommendations

	2023 Recommendation	Notes from our May 2025 drop-in visit
1	Support community run remand homes to develop an independent complaints system.	This is a systemic recommendation that is outstanding for all facilities run by Oranga Tamariki. Mokopuna must ask kaimahi for complaint forms and follow a process that requires those who look after them to manage any complaints. Mokopuna do have access to VOYCE Whakarongo Mai and details to contact VOYCE were available to mokopuna living in the fale. VOYCE Whakarongo Mai is on-site in the fale fortnightly.
2	Develop a nationwide package of training programmes designed specifically for community run remand homes.	Training was not discussed in-depth with kaimahi. One kaimahi had recently starting mahi in the fale and said their induction was good and relevant to the work they were expected to do with mokopuna. They commented that the e-learn modules are helpful and they had no issues with time to complete them.
3	Ensure Oranga Tamariki social workers are adhering to minimum contact visits as per Oranga Tamariki policy. ¹⁰	Mana Mokopuna observed mokopuna asking to and being supported to contact their social worker. Mokopuna did not mention they had issues with contact with their social workers, however, this will be looked into further at the next full OPCAT monitoring visit as it is a widely reported systemic issue, especially for mokopuna placed away from home.
4	Ensure mokopuna access to timely medical care that does not rely on their assigned Oranga Tamariki social worker being available to escort to medical appointments.	Mokopuna did not discuss issues with access to medical care. There was one tamaiti who had their hand in a cast and both the tamaiti and kaimahi knew how to keep the cast dry and what to check for in terms of danger signs and how the wound should be healing.
5	Ensure that when a Report of Concern is received by Oranga Tamariki that involves staff working in a remand home, that the home is notified immediately.	This was not discussed with kaimahi.
6	Establish a transition process for mokopuna leaving community remand homes that incorporates access to mentors and adequate wrap-around support.	This was not discussed with kaimahi. One tamaiti did have phone calls with their kaiako to prepare for them returning to their Polytech course in anticipation that bail would be granted at their next court hearing. This was pleasing to see and the tamaiti was enthusiastic about returning to their course and had a good understanding of what this looked like for them.

¹⁰ [Assessing the frequency of visits to tamariki in care | Practice Centre | Oranga Tamariki](#) & [Visits with tamariki and rangatahi in care or custody | Practice Centre | Oranga Tamariki](#)



2023 Provider Recommendations

	2023 Recommendation	Notes from our May 2025 drop-in visit
1	Work with mokopuna to establish regular activities and outings to provide variety in their structured day.	Mokopuna had good things to say about their education and about their off-site activities with kaimahi. Mokopuna were engaged at all times during the time Mana Mokopuna spent in the fale, whether that was off-site activity to the beach, education, group games with mokopuna and kaimahi, or playing basketball outside. The only feedback from both mokopuna and kaimahi was around a budget for having lunch off-site to keep up the momentum of the activity (rather than return home for kai), and for planned monthly activities to places like Rainbow's End and laser tag to give mokopuna 'normal' childhood/pro-social experiences.
2	Review the current whānau contact arrangement and make changes that allow mokopuna more privacy during their contact time.	Mokopuna calls can be taken in a relatively soundproof room. Mokopuna noted where they could take their phone calls and none raised any issues with us about not feeling their calls were able to be had with privacy. Mokopuna did comment around the need for longer phone calls, especially for those placed outside of their home region as they could not have face-to-face contact with their whānau as often.
3	Ensure kaimahi have the ability to attend professional development opportunities.	This was not discussed with kaimahi.
4	Develop and implement a supervision policy to support kaimahi both professionally and culturally.	This was not discussed with kaimahi.
5	Ensure communication and information from Emerge Aotearoa is appropriately disseminated through all levels of operations for the fale.	Communication was raised in terms of not having a permanent fale manager. Kaimahi said that this has had impact on them in terms of inconsistent practice (example around bedtimes and wake ups being different on different shifts), lack of surety around their contract for service with Oranga Tamariki and expectations around food and needing to ration this over a week. Kaimahi are hopeful these things will be ironed out once a permanently appointed manager is on board. Mana Mokopuna was advised on 6 August a new permanent manager had been appointed in June 2025. Kaimahi also said that the reason their purchase/money cards had been taken away was because of a lack of receipts being supplied and were unsure if this could be reviewed.



Appendix Two: Gathering information

Mana Mokopuna gathered a range of information and evidence to support the analysis and develop findings for this report. These collectively form the basis of our recommendations.

Method	Role
Interviews and informal discussions with mokopuna and kaimahi.	
Interviews and informal discussions with kaimahi and external stakeholders	<ul style="list-style-type: none">Members of the Ka puta Ka Ora Emerge Aotearoa leadership teamActing house managerKaimahiTYMS kaiakoVOYCE Whakarongo MaiOranga Tamariki Placements team (Tāmaki Makaurau)
Documentation	<ul style="list-style-type: none">Mokopuna <i>All About Me Plans</i>Fale admission processMedication logsEducation schedulesFale expectations and choresIncident reports
Observations and engagements with mokopuna	<ul style="list-style-type: none">Mokopuna engagements with kaimahi over kai, during education, and during recreation times.