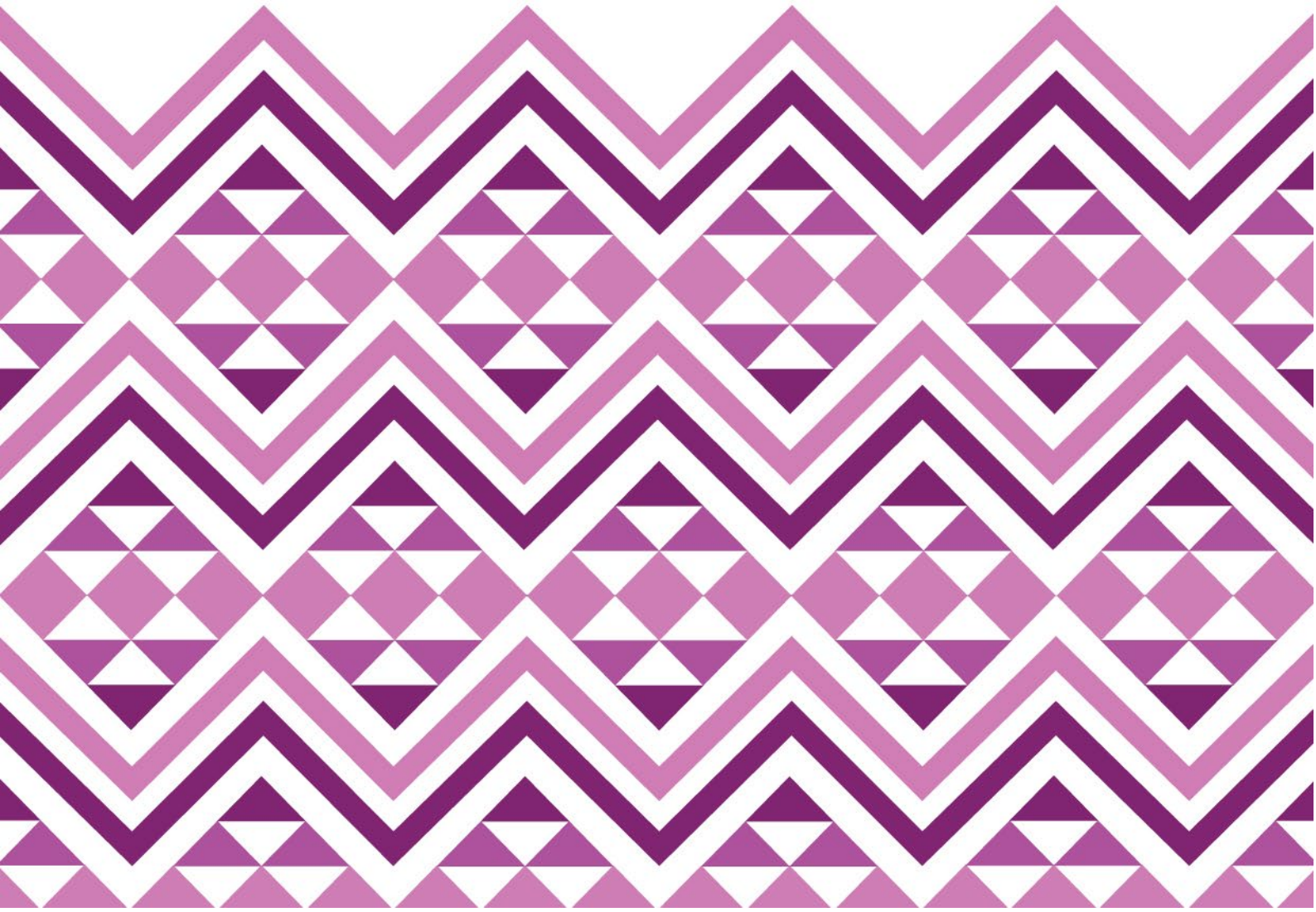


**Response to recommendations from the Office of  
the Children's Commissioner monitoring visit to:**

# **Korowai Manaaki Youth Justice Residence**

**Visit date – October 2022**



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## Introduction

Korowai Manaaki is an Oranga Tamariki—Ministry for Children (Oranga Tamariki) Youth Justice Residence located in Tāmaki Makaurau. In October 2022, staff from the Office of the Children’s Commissioner (OCC) completed out an unannounced monitoring visit to Korowai Manaaki.

Korowai Manaaki has capacity for 46 rangatahi. The legal status under which rangatahi are detained at the residence include:

- Oranga Tamariki Act 1989, s.235, s.238(1)(d), s.311
- Corrections Act, 2004, s.34A
- Criminal Procedure Act 2011, s.168 and s.175

The purpose of the visit was to assess the quality of Oranga Tamariki services against the seven domains relevant to the OCC’s role as a National Preventive Mechanism under the Optional Protocol to the Convention Against Torture and Cruelty (OPCAT). The seven domains are:

- Domain 1: Treatment
- Domain 2: Protection systems
- Domain 3: Material conditions
- Domain 4: Activities and contact with others
- Domain 5: Medical services and care
- Domain 6: Personnel
- Domain 7: Improving outcomes for mokopuna Māori.

The draft OPCAT report for Korowai Manaaki Youth Justice Residence was shared with Oranga Tamariki on 30 November 2022.

## Recommendations Summary

The OPCAT report for Korowai Manaaki makes 11 recommendations, all of which have been accepted. We value the feedback we receive from the OCC and use recommendations to make improvements where possible.

Strengthening practice is an organisational priority and we continue to work towards ensuring consistent, quality practice, that is collaborative culturally responsive and meets the needs of tamariki and rangatahi. We are committed to achieving better outcomes for tamariki and rangatahi.

Recommendations	Status
<b>Systemic Recommendations</b>	
1. Develop a national strategy to address recruitment and retention issues for staff across all residences. Appropriate staffing levels and staff expertise must urgently be put in place in all residences to ensure the safety of both mokopuna and the staff working with them.	Accepted
2. Develop a nationwide package of training programmes that sits alongside the Oranga Tamariki Te Waharoa Induction programme. Training programmes should include: <ul style="list-style-type: none"> <li>• criminogenic risk factors</li> <li>• alcohol and drug support</li> <li>• mental health needs</li> <li>• intellectual disability</li> <li>• neurodiversity</li> <li>• life skills</li> <li>• cultural development/ capacity building.</li> </ul>	Accepted
3. Review the grievance process. It should be independent and impartial and provide a clear mechanism for keeping mokopuna informed of progress.	Accepted
4. Regularly review s238(1)(d) custody statuses as per s242(1A) of the Oranga Tamariki Act 1989. The findings of each review should be shared with the residence to help inform transitions out of custody.	Accepted
5. Urgently roll out the National Medication Training for all staff.	Accepted
6. Investigate options to install a commercial kitchen to service Korowai Manaaki.	Reject
<b>Facility Recommendations</b>	
1. Reduce the high use of secure care, restraint holds, and searches	Accepted
2. Ensure all staff receive the full Te Waharoa Induction Programme before working in open units.	Accepted
3. Ensure mokopuna attend their medical appointments in a timely manner. Consent to receive treatment should be on individual care plans and accessible to medical staff.	Accepted
4. Increase access to cultural programmes and invest in the cultural capability of kaimahi Māori. Te Rōpū should be re-ignited.	Accepted
5. Multi-Disciplinary Team meetings should be held regularly with key staff from health, education, clinical and case work teams.	Accepted

The Oranga Tamariki responses to the Korowai Manaaki Youth Justice Residence OPCAT report recommendations are detailed in the remaining sections of this report.



## Response to Systemic Recommendations

Below are the Oranga Tamariki responses to the systemic recommendations made in the Korowai Manaaki OPCAT report.

### Recommendation 1

*Develop a national strategy to address recruitment and retention issues for staff across all residences. Appropriate staffing levels and staff expertise must urgently be put in place in all residences to ensure the safety of both mokopuna and the staff working with them.*

#### Response

An important part of the Oranga Tamariki Future Direction Plan is the development of a workforce strategy that will support high quality social work, as detailed in Action 2.5. A key part of this work focuses on training, career progression pathways, leadership and professional development and workforce planning. Action 2.5 can be found on page 7 of the Future Direction Plan here: [OT-Future-Direction-Action-Plan.pdf \(orangatamariki.govt.nz\)](#). It is anticipated this will help to better support all existing kaimahi in their respective roles, and with future recruitment. The work is scheduled for completion in 2023.

While the Oranga Tamariki workforce strategy is being developed, there are some immediate actions being undertaken across Oranga Tamariki residences to assist with this, including:

- Standardising job titles and requirements for these roles across care and protection and youth justice residences. This work is due to be completed by the final quarter of 2022.
- Progressing the workforce development strategy with new training and development opportunities for Oranga Tamariki residence kaimahi.
- Working with Social Service Workforce Development Council Toitū te Waiora to design and develop qualifications for the care sector in partnership with New Zealand Qualifications Authority (NZQA). The Safe Tactical Approach and Response NZQA qualification has since been developed, and implementation will occur early in 2023 after this work is aligned to the broader Oranga Tamariki micro credential strategy and process. Other care-related qualifications will follow in 2023.

A national marketing and recruitment campaign for Oranga Tamariki is being developed for relevant social media platforms and is scheduled to launch by March 2023. This work follows nationwide workforce shortages being experienced both across the organisation and within the New Zealand labour market. Recruitment for Oranga Tamariki residences is a specific focus.

Following the concerns your office raised with Oranga Tamariki regarding low staffing during your Korowai Manaaki monitoring visit, work to redeploy staff from Whakatakapokai Youth Justice Service to Korowai Manaaki was accelerated. After discussions with kaimahi, on 8 November 2022 Whakatakapokai relocated their primary services to Korowai Manaaki. This decision followed significant efforts to recruit kaimahi for Korowai Manaaki, which has resulted in 12 new staff being appointed. The redeployment of Whakatakapokai kaimahi is scheduled to conclude on 7 February 2023, although this may be reviewed if kaimahi levels remain and issue.

## Recommendation 2

*Develop a nationwide package of training programmes that sits alongside the Oranga Tamariki Te Waharoa Induction programme. Training programmes should include:*

- *criminogenic risk factors*
- *alcohol and drug support*
- *mental health needs*
- *intellectual disability*
- *neurodiversity*
- *life skills*
- *cultural development/capacity building.*

### Response

We acknowledge that it is important that a nationwide suite of programmes is available for rangatahi that provide trauma-informed programmes to address criminogenic behaviour, alcohol and drug use, mental health needs, intellectual disability, neurodiversity, life skills and cultural development.

Oranga Tamariki is currently undertaking a fundamental and significant shift in our approach, operating model and practice so we can truly be tamariki and whānau centred. To do this, we have developed a Future Direction Plan<sup>1</sup> that draws together themes from across Hipokingia ki te Kahu Aroha Hipokingia ki te Katoa (the report of the Ministerial Advisory Board) as well as recommendations from previous reviews.

Building on the work of the Future Direction Plan, the Minister for Children asked the Ministerial Advisory Board to review the provision of care in Oranga Tamariki Care and Protection and Youth Justice Residences. The Residences Review<sup>2</sup> and the Minister's formal response to the Residences Review<sup>3</sup> were proactively published on our website on 18 August 2022.

The Future Direction Plan has set a clear direction for the actions required by Oranga Tamariki over the two to five years, and we are progressing this work. This focuses on developing a workforce strategy that supports high quality social work practice and the development of a new model of care and operating model that drives locally led, centrally enabled ways of working. The Oranga Tamariki Ministerial Advisory Board is providing independent assurance and advice on the progress of this work.

Oranga Tamariki is also working with our agency colleagues to achieve the mahi set out in our Future Direction Plan. The work is set out in the Oranga Tamariki Action Plan,<sup>4</sup> which will drive integration across the children's system, moving from transactional and siloed services to a joined up, needs-based, outcomes-focused children's system.

We support the development of a national curriculum of programmes for youth justice residences. Oranga Tamariki has talked with rangatahi, key kaimahi and external stakeholders to inform this work, which will be aligned to our new operating model that drives locally led, centrally enabled ways of working. We will continue to work on this in 2023 as a priority

We are pleased your report identifies that rangatahi can engage in hospitality in a fully functioning kitchen, wood tech, 3D printing, a digital technology unit, and sit their driver's licence as part of their schooling, while also attending vocational opportunities and off-site activities offered such as forklift and scaffolding licensing and barbering. Other activities identified included exercise programmes like CrossFit and ball sports, through to more passive recreation such as DJ equipment, cards, table tennis equipment, and a PlayStation.

As work continues on a national suite of training programmes, Korowai Manaaki and all our youth justice residences will continue to focus on the development of meaningful and engaging programmes and activities for rangatahi.

<sup>1</sup> [OT-Future-Direction-Action-Plan.pdf \(orangatamariki.govt.nz\)](#).

<sup>2</sup> [Ministerial-Advisory-Boards-Residences-Review.pdf \(orangatamariki.govt.nz\)](#)

<sup>3</sup> [Formal-Response-to-the-Ministerial-Advisory-Boards-Residences-Review.pdf \(orangatamariki.govt.nz\)](#)

<sup>4</sup> <https://www.orangatamariki.govt.nz/about-us/how-we-work/oranga-tamariki-action-plan/about-the-action-plan/>

### Recommendation 3

*Review the grievance process. It should be independent and impartial and provide a clear mechanism for keeping mokopuna informed of progress.*

#### Response

As part of the Oranga Tamariki (National Care Standards and Related Matters) Regulations 2018, every tamaiti and rangatahi is entitled to receive information about what they can expect in our care or custody, and to be supported to raise any concerns they have. This includes ensuring information about making complaints, accessing support services, and independent advocacy is available to all tamariki and rangatahi.

In August 2021, a project, Manaaki Kōrero, commenced a review of the Oranga Tamariki feedback and complaints systems. Manaaki Kōrero is a project that involves Oranga Tamariki partnering with VOYCE – Whakarongo Mai to enable tamariki, rangatahi and whānau to co-design feedback, complaints, information, advice, and assistance processes that are ‘fit-for-whānau’. It also addresses Action 1.4 of our Future Direction Plan.

While this co-design work is underway, in September 2022 Oranga Tamariki began implementing a set of immediate improvements to the residential grievance process based on feedback from tamariki and rangatahi. The improvements include:

- Improving the language and accessibility of tools/resources.
- Developing multiple mechanisms to support tamariki and rangatahi to make a complaint.
- Improving investigation standards and training for kaimahi.
- Increasing the profile of advocacy in residences.
- Teaching self-advocacy as a social skill.

Current work in each of the five areas above includes: In consultation with VOYCE – Whakarongo Mai, working to update forms with simplified language and more visible advocacy options; scoping of a phone option for grievances; scoping of a programme of work to teach self-advocacy as a social skill; developing a new training package to strengthen investigations; holding training workshops with kaimahi to strengthen recording and reporting for all complaints processes; and working with VOYCE – Whakarongo Mai to strengthen the understanding of grievance advocacy through improved resources and communication.

VOYCE – Whakarongo Mai has regularly visited Korowai Manaaki while tamariki and rangatahi are present at the facility. VOYCE – Whakarongo Mai has open access to our care and protection residences, and their presence is always welcomed.

When tamariki and rangatahi arrive at our residences, they receive introductory packs that include information about how to make a complaint and access independent advocacy. This information is explained in a way that is appropriate to their age, development, language, and considers any disability. Residences also display information about the role of VOYCE – Whakarongo Mai around each residence.

Rangatahi can have access to a phone to contact VOYCE – Whakarongo Mai and the option to meet representatives when they visit the residence. They can also request a visit from a VOYCE representative when they need advocacy for a specific concern. In addition, other options for expressing themselves, such as video calling and recording, can be used with tamariki and rangatahi as required.

## Recommendation 4

*Regularly review s238(1)(d) custody statuses as per s242(1A) of the Oranga Tamariki Act 1989. The findings of each review should be shared with the residence to help inform transitions out of custody.*

### Response

It is a requirement that rangatahi who are placed on a remand order by the Youth Court and stay in a youth justice community remand home are reviewed every 14 days. The purpose of this is to establish if the rangatahi needs to be brought back to the Youth Court to determine whether another custody status under section 238 would be appropriate if an alternative placement option is available. The first review is done by way of a family group conference. The youth justice social worker will complete any subsequent reviews.

The National Youth Justice Operational Support Team closely monitors performance in relation to the completion of 14-day remand reviews, and this information is disseminated to operational regions to help inform, guide, and where necessary, strengthen this practice. The completion of these reviews is an organisational priority, as the Oranga Tamariki Act 1989 requires a 'child or young person who commits an offence or is alleged to have committed an offence to be kept in the community so far as that is practicable and consonant with the need to ensure the safety of the public'; and 'that any sanctions imposed should take the least restrictive form appropriate in the circumstances.'

Oranga Tamariki supports sharing the findings of 14-day remand reviews with youth justice residences, and when possible, completing these reviews during Multi Agency Team meetings at each youth justice residence, to help inform transition planning. The National Youth Justice Residences Team will identify this requirement to youth justice social workers when coordinating approved admission applications to youth justice residences.

## Recommendation 5

*Urgently roll out the National Medication Training for all staff.*

### Response

Oranga Tamariki acknowledges the importance of the correct management of medication for rangatahi in all our residences. Ensuring the safety and wellbeing of tamariki and rangatahi in the custody of Oranga Tamariki is paramount.

In most cases, medication in youth justice residences is administered by primary health care providers who are contracted by the Ministry of Health to provide these services during business hours. These services are co-located at each youth justice residence.

Afterhours and during weekends, medication is managed by senior Oranga Tamariki kaimahi. A senior kaimahi holds the position of a shift leader, team leader or manager. The management of medication in Oranga Tamariki residences is set out in the:

- Working with tamariki and rangatahi in residences policy
- Policy and guidelines for medication management in Oranga Tamariki residences.

Our policy and guidelines for medication management are adapted from Ministry of Health: Medicines Care Guides for Residential Aged Care. The intent of these policies and guidelines is to support:

- medication management procedures for residences that meet legal and regulatory obligations for the administration of medication and the needs of rangatahi, health providers and residence kaimahi,
- minimisation of risks associated with medication administration, and
- awareness of legal and regulatory responsibilities of registered health professionals and unregistered kaimahi.



To further support this complex area of work, over the last several months, more detailed procedures for Controlled Medication, General Medication, Admission and Discharges has been developed in consultation with the primary health providers at each residence. The first training for the new procedures is being delivered in Te Puna Wai o Tuhinapo and will then be rolled out to other Youth Justice Residences. The training will be collaboratively delivered by residence Team Leader Operations and the primary health provider, and it includes competency certification.

The ongoing management of medication will be monitored closely by the Quality Leads at each youth justice residence as part of their quality assurance role. Quality Leads are part of the management group at each youth justice residence and report directly to Residence Managers.

All Youth Justice Residence Managers meet monthly with the National Youth Justice Residence Team to review current national, regional and operational priorities. Medication management will be a standing agenda item for the next six months, supporting the close monitoring of this and any shared learnings.

The National Youth Justice Residence Team will monitor progress against this recommendation for the next six months, and if no further issues arise, we will consider this completed.

## Recommendation 6

*Investigate options to install a commercial kitchen to service Korowai Manaaki.*

### Response

The investigation of options to install a commercial kitchen at Korowai Manaaki has been explored numerous times since it began operating.

Whakatakapokai Youth Justice Service is located ten minutes away from Korowai Manaaki and has commercial kitchen facilities. Since Korowai Manaaki opened, Whakatakapokai has provided catering. Food preparation and handling requirements are closely followed, and food is transported in insulated food transport carts in a light delivery truck.

To install a new commercial kitchen at Korowai Manaaki requires new capital expenditure. While we accept that not having commercial kitchen at the residence does have some limitations, given the current arrangements with Whakatakapokai this is not viewed as a priority within our current programme of capital works due to the urgency of other works.

Prior to Korowai Manaaki opening in January 2004, a commercial kitchen was included in the construction plans. This was consistent with the planning for all other youth justice residences, which had commercial kitchens included in their design and build.

During the building phase of this work, Auckland experienced an unprecedented increase in market demands for construction supplies, slowing supply and greatly increasing costs and time pressure for the Korowai Manaaki build. This corresponded with a building boom in Auckland at that time.

To meet budget requirements and the construction deadline for Korowai Manaaki, a decision was made to amend the design plan, removing the commercial kitchen as a means to relieve cost and time pressures. This decision was not made lightly.

## Response to Facility Recommendations

Below are the Oranga Tamariki responses to the facility recommendations made in the Korowai Manaaki OPCAT report.

### Recommendation 1

*Reduce the high use of secure care, restraint holds, and searches*

#### Response

Use of force should only be considered when all other reasonable alternatives have been attempted or, in extreme circumstance, when all other reasonable alternatives are considered inappropriate due to the nature of the situation.

Korowai Manaaki supports the reduction of use of force incidents, admissions to secure care and searches. These practices are closely scrutinised at the residence and must follow policy and legal requirements.

The use of force in residences must be undertaken in line with the Oranga Tamariki (Residential Care) Regulations 1996. The use of restraint while dealing with a child or young person in residence must be kept to an absolute minimum. It should only be used in extreme circumstances and when staff have reasonable grounds for believing that the use of physical force is necessary, such as in self-defence or in the defence of another person.

All our kaimahi are trained in the safe use of force, known as the Safe Tactical Approach and Response (STAR) programme. This approach is currently used across all Youth Justice Residences and is designed to ensure staff understand the legal and ethical risks of use of force/restraint and to make sure that all other options are explored before force is used. Importantly, this includes the use of verbal de-escalation techniques prior to using physical force.

Each time force is used at Korowai Manaaki or any other residence, it is reviewed by the staff involved, alongside senior managers who watch the CCTV footage to ensure it was lawful and that practice requirements were met. In 2021, a use of force panel was established to review all incidents of use of force in youth justice residences. The panel includes senior Oranga Tamariki representatives, a senior advisor from the Ministry of Justice with expertise in use of force, and a Manager from VOYCE – Whakarongo Mai.

As part of the Oranga Tamariki Future Direction Plan we are progressing work to ensure the appropriate application of STAR including revised restraint practices. This work will include frequent staff training on practice and recertification of all staff. This work is included under Action 4.4 in the Future Direction Plan.

Under section 368 of the Oranga Tamariki Act 1989 (the Act), the use of secure care in relation to children and young people in our care is supported to prevent absconding (when certain criteria are met) or to prevent the child or young person from behaving in a manner likely to cause physical harm to that child or young person or to any other person. This practice should always be considered a last resort after all other interventions have been attempted.

The secure care unit at Korowai Manaaki has a similar physical structure to the other units. Rangatahi have a bedroom and access to communal areas for education, recreation and socialisation with staff and other young people. They are not places of isolation, and the time limits for detention in secure care are set out in section 370 of the Act. A child or young person cannot remain in secure care longer than three consecutive days without prior approval being granted by the Youth Court.

Under sections 384(A) to 384(k) of the Act, searches are supported to prevent tamariki from having an unauthorised item, or any harmful item, such as a drug or substance. In some instances, searches are also permitted to remove items that might facilitate or encourage the commission of an offence. Our kaimahi are trained to understand the requirements for a search and when this can be used, and permission from the Residence Manager must be obtained to do this.

Rangatahi have a right to be informed why the search is taking place in a way that is appropriate to their age, stage of development, culture, and any disability they may have, and be given the

opportunity to hand over an unauthorised or harmful item, nullifying the need for a search. When carrying out a search in any youth justice residence, we must undertake the search with the greatest care and sensitivity to uphold the mana of the rangatahi.

We are actively reviewing the legislation applicable to residential care to ensure it reflects best practice and supports the successful implementation of the new operating model for Oranga Tamariki, as set out in Action 1.5 of the Future Direction Plan. The review includes identifying whether changes are required to provisions for the use of secure care, restraint, and searches to ensure they are used as a last resort and in a manner that is consistent with the rights, mana and dignity of children and young people.

## Recommendation 2

*Ensure all staff receive the full Te Waharoa Induction Programme before working in open units.*

### Response

Korowai Manaaki supports the recommendation of all kaimahi receiving induction training. A quality induction sets the tone and expectations for the relationship between kaimahi and their manager and the organisation. It also helps new kaimahi understand the purpose, functions and tasks of their role so they can perform at their best, which is especially important given the complex nature of residential care.

Te Waharoa is the Oranga Tamariki residences professional development pathway, which includes four training steps: Foundational induction, role-based, trauma-informed practice, and continuous professional development offerings. Te Waharoa has been developed to provide kaimahi with an overview or understanding of:

- Oranga Tamariki and its vision.
- Their role and how to work in a residential context.
- Critical safety guidelines before starting their role.
- Legislative and regulatory requirements.
- Our practice framework.

The term 'Te Waharoa' holds significance as being 'the gateway' or 'entrance way'. It is at Te Waharoa that time is taken to steady oneself, take stock of the past, present and future to then embark on the journey ahead. Te Waharoa helps you to recognise that although you may be standing and what seems to be tīmatanga (the beginning), you have already journeyed up until this point and that therefore you already carry much to contribute.

The learning modules for Te Waharoa induction are detailed below, and each takes one day unless specified otherwise:

- Week One:
  - Orientation to the residence
  - Whakapapa, Whakamanawa, Wairuatanga
  - Mana in relationships
  - Working in a regulatory environment
  - Working in a residential context.
- Week Two:
  - Whakamana Tangata (two days)
  - Structured programme planning
  - Managing a safe environment
  - Multi-disciplinary team approach.
- Week Three: Safe Tactical Approach and Response (STAR) training (five days).

With the pressure on operational kaimahi now relieved, as detailed in our response to Systemic Recommendation 1, Korowai Manaaki has reinstated the practice of holding Te Waharoa over a three-week period. In future, all new kaimahi at Korowai Manaaki will receive full induction training

without exception. We will be rolling out Te Waharoa refresher training for all kaimahi during scheduled training days in 2023.

### Recommendation 3

*Ensure mokopuna attend their medical appointments in a timely manner. Consent to receive treatment should be on individual care plans and accessible to medical staff.*

#### Response

It is important that rangatahi staying at Korowai Manaaki receive medical appointments in a timely manner. Good health is essential to wellbeing and positive life outcomes. We need to support tamariki to access health services, both to maintain their good health and meet any health and disability needs.

As noted in our response to Systemic Recommendation 1, in recent months our operational workforce has experienced shortages. We acknowledge that this has, at times, impacted on the timeliness of access to medical appointments for rangatahi, as residence kaimahi escort them to the health block at Korowai Manaaki. With normal staffing levels resumed, kaimahi are able readily support timely access to medical appointments.

The Residence Manager met with Health Connections, the organisation contracted to provide medical services at Korowai Manaaki, to discuss gaps and opportunities to better support their service at the residence. This also involved a commitment from the Residence Manager that they are not 'just another contracted service' and their work is valued. All residence kaimahi have been reminded about the importance of facilitating medical appointments in a prompt and timely manner.

Medical consent for rangatahi under 16 years of age is obtained through their site social worker, who obtains this from their parents or caregivers. Medical consent from rangatahi aged 16 years and over is obtained directly from them during admission as part of their medical screening. We support including consent information on the Individual Care Plans for rangatahi staying at Korowai Manaaki.

### Recommendation 4

*Increase access to cultural programmes and invest in the cultural capability of kaimahi Māori. Te Rōpū should be re-ignited.*

#### Response

Korowai Manaaki accepts that access to cultural programmes requires increasing further investment in cultural capacity for kaimahi, and that Te Rōpū Māori requires reinvigoration. The residence leadership team recognises that developing the cultural capability of kaimahi is critical for building an environment that celebrates cultural safety and wellbeing.

The residence leadership team acknowledges the concerns of local iwi representatives and mana whenua identified in your report findings. We agree that the provision of quality care for rangatahi Māori requires meeting their cultural needs so they can learn their whakapapa, make connections to their whenua and confidently participate in te ao Māori.

As noted in our response to Systemic Recommendation 3, Oranga Tamariki is currently undertaking a fundamental and significant shift in our approach, operating model and practice so we can truly be tamariki and whānau centred. At the heart of this shift is a commitment by Oranga Tamariki to partner with hapū, iwi and Māori organisations to find appropriate solutions for tamariki in need.

Work to lift cultural capability at Korowai Manaaki has begun and will remain an important focus in 2023. In considering how and what is required to embed competent bicultural practice across all aspects of residence operations, we will partner with mana whenua and local iwi representatives to ensure their expert guidance and advice frames this mahi.

The temporary relocation of the Kaiwhakaue from Whakatakopokai to Korowai Manaaki will significantly support this mahi. The Kaiwhakaue role focuses on embedding Whakamana Tāngata. Over the last two years, all youth Justice Residences have adopted a Māori centred practice approach, Whakamana Tāngata.

The Whakamana Tāngata approach is based on, and informed by, five specific Māori values (ara tikanga, mana, tapu, mauri ora, and piringa) and four restorative principles (relationships, respect, responsibility, and repair). Focusing on preventative and restorative elements, it encourages rangatahi to take responsibility for their actions and behaviour, enhancing accountability for repairing the harm caused and restoring the mana of those involved.

Whakamana Tāngata aligns to the practice shift we are making across the organisation towards relational, restorative, and inclusive practice that sees te tamaiti in the context of whānau and within an oranga frame. This approach also considers the impacts of individual and collective trauma when tamariki and whānau have experienced challenging events.

We acknowledge that in the absence of a permanent Kaiwhakaue it has been challenging to support the ongoing training and development of kaimahi regarding Whakamana Tāngata. Whakamana Tāngata refresher training for all Korowai Manaaki kaimahi is a priority for 2023 and will be provided by an external facilitator if a permanent Kaiwhakaue is not yet appointed.

As part of our efforts build cultural capacity, we will explore with kaimahi Māori ways we can invigorate Māori Te Rōpū. Māori Te Rōpū is held across all youth justice residences, and the residence leadership team supports the Rōpū building national relationships as we look to strengthen these locally.

A significant allocation of funding to refresh the Wharenuī at Korowai Manaaki was approved in December 2022. Mana whenua and Iwi representative were consulted with regarding this initiative and were supportive of this occurring. We will work closely with them through the design and build stages of this work to ensure the appropriate kawa and tikanga are followed.

Kaimahi Māori at Korowai Manaaki comprise less than five percent of our operational workforce and expertise in mātauranga Māori is presently a gap. We hope to address this through the national recruitment strategy that is underway, as noted in our response to systemic recommendation 1. While this occurs, we will continue to build the bicultural capacity of our tauīwi workforce.

## Recommendation 5

*Multi-Disciplinary Team meetings should be held regularly with key staff from health, education, clinical and case work teams.*

### Response

Korowai Manaaki recognises the importance of holding regular Multi-Disciplinary Team meetings with key staff from health, education, clinical and case work teams, and support this practice occurring at Korowai Manaaki.

Multi-Disciplinary meetings, also known as Multi Agency Team (MAT) meetings, are designed to bring different professionals together, for example from health, education and site social workers, to provide the best service possible for rangatahi. This enables care and transition planning for rangatahi to occur from a multi-disciplinary perspective which works well with complex issues.

As noted in Systemic Recommendation 1, in recent months our operational workforce has experienced shortages. This has invariably impacted on various operations across Korowai Manaaki including the consistency in which MAT meetings are held.

Following ongoing recruitment of new kaimahi and the additional support being provided by Whakatakopokai, normal staffing levels have resumed, and the scheduling of MAT meetings has been reviewed and is now occurring weekly.

We note that your report found, at the time of your monitoring visit, a disconnect between the external health and education providers and residence kaimahi, and the absence of multi-disciplinary

meetings made the establishing consistent plans for rangatahi difficult. As noted in Facility Recommendation 3, strengthening these interfaces is a priority for the Residence Manager, and he has met with each respective service to identify gaps and opportunities to work more collaboratively.

The Clinical Team at Korowai Manaaki have operational responsibility for the coordination of MAT meetings and ensuring that our health and education partners are invited to scheduled meetings. The outcomes of MAT meetings are recorded as meeting minutes and shared with attendees.

As part of the quality assurance role of the Quality Lead, the completion of MAT meetings and minutes will be monitored weekly. The Quality Lead will report directly to Residence Manager if any concerns eventuate. If no further concerns arise in the next six months, we will consider this recommendation completed.