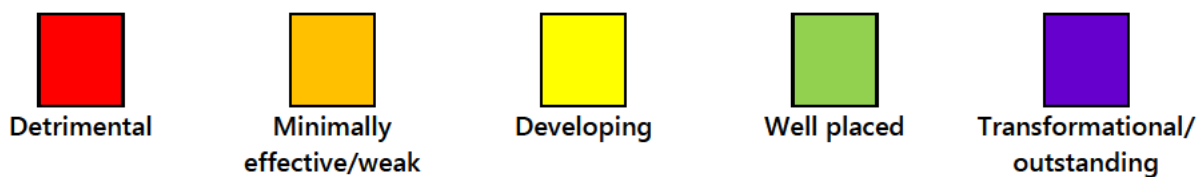
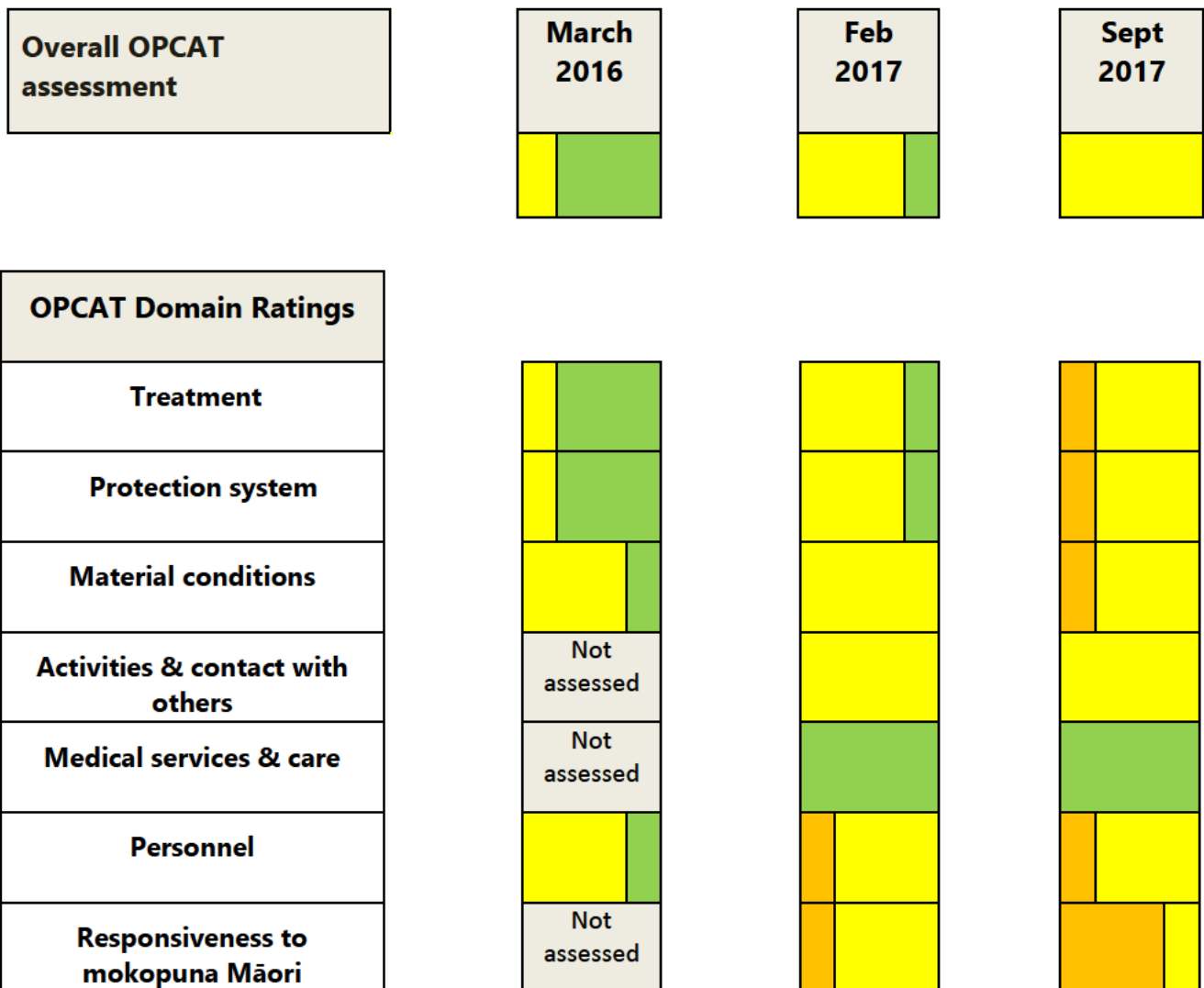


Oranga Tamariki Residence Visit (Unannounced OPCAT Visit)

Korowai Manaaki (Youth Justice), Auckland

Visit date: 9(2)(a) 2017. Report date: 16 November 2017



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Photo 1: The open courtyard, showing a trampoline and basketball court

Introduction

Purpose of visit

1. On [REDACTED] 9(2)(a) 2017, Senior Advisors [REDACTED] 9(2)(a), [REDACTED] 9(2)(a), [REDACTED] 9(2)(a) and Advisor [REDACTED] 9(2)(a), from the Office of the Children’s Commissioner (OCC) conducted an unannounced monitoring visit to Korowai Manaaki Youth Justice Residence (Korowai Manaaki), in Auckland. The purpose of the visit was to:
 - Assess the quality of Oranga Tamariki’s services against one of the eight domains from our general monitoring framework: leadership and direction, and
 - Assess Oranga Tamariki’s performance against the seven 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 seven domains are: (1) treatment, (2) protection system, (3) material conditions, (4) activities and contact with others, (5) medical services and care, (6) personnel and (7) responsiveness to mokopuna Māori.

Structure of this report

2. This report shares the findings from our visit to Korowai Manaaki 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 the leadership and direction domain and then each of the six OPCAT domains. For each 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. Korowai Manaaki is a 46 bed youth justice residence located in South Auckland. The residence provides secure care for up to 40 young men and 6 young women from across the country, and accommodates four groups of young people: (1) those on remand, pending their next Youth Court hearing [under s238 (1)(d) of the Children, Young Persons and their Families Act 1989]; (2) those who have been arrested by the Police and placed in the custody of the Chief Executive (s235); (3) those on supervision with residence orders (s311); and (4) those convicted and subsequently sentenced in the District Court to imprisonment. At the time of our visit, there were 43 young people in the residence. Of these, 35 were on remand, with the average stay for a young person on remand being approximately 30 days.
5. We were told there has recently been some serious incidents at Korowai Manaaki involving some young people assaulting staff, and some absconding by young people. Also at the time of our visit, there were 15 staff members on ACC sick leave and a number on unplanned leave.
6. The residence manager is currently on secondment as a project manager overseeing Oranga Tamariki's Community Based Remand Home project. This is initially a six month secondment, with a review period after this time. At the time of our visit, the acting residence manager had been in the position for only two weeks. He was previously a Team Leader Operations (TLO) at Korowai Manaaki.

Key findings and recommendations



Developing

7. Our overall rating for Korowai Manaaki is *developing*. Young people are safe from harm and there is no evidence of torture, or other cruel, inhuman or degrading treatment or punishment.

Trends:

8. At our previous visit in February 2017, Korowai Manaaki received an overall rating for OPCAT of *developing with well placed elements*. At the visit before that, in March 2016, Korowai Manaaki received an overall rating for OPCAT of *well placed with developing elements*. These ratings show a continual shift downwards. This trend reflects the lack of significant action over the last 18 months in regards to: addressing staffing levels, providing high quality training and supervision, and being responsive to mokopuna Māori. There is also a loss in young people's confidence to use the protection system. We are concerned about this trend.
9. Seven of the eight recommendations we made in our February 2017 report were directed at national office and we are aware that the General Manager Youth Justice Residences has begun to address some of those recommendations by funding external supervision and appointing a Human Resource (HR) advisor. There are also a number of initiatives planned that are yet to be rolled out. These include a new staff structure and a new roster system. As a Team Leader Operations (TLO) stated "*we have hit rock bottom and are on our way up now*". We expect to see evidence of improvement at our next visit to Korowai Manaaki in six months.
10. The one recommendation for the residence management team that came from our last report was that the, '*Youth Justice residence leadership team, promotes multidisciplinary practice by including Health and Education at the leadership decision making table, and including the care team, Health and Education in the development and implementation of Individual Care Plans.*' We are pleased that Health and Education are now involved in leadership decisions. There is still some work to do to include the care team in the development and implementation of young people's individual care plans (ICP's).

Strengths and areas for development:

11. The residence has several strengths. We found that young people at the residence:

- are treated well by staff
- have a good understanding of the complaints system, Whaia Te Maramatanga
- eat well
- have a good level of contact with their families and whānau
- have good access to primary and specialist health services.

12. There are a number of areas for development. Some of the key areas for development include:

- recruiting suitably qualified staff, including Māori staff
- providing regular, quality training, “on the floor” coaching, and, supervision for staff
- refurbishing the run-down units
- providing meaningful programmes to young people, that are sustainable
- ensuring that the barriers to Whaia te Maramatanga (grievance process) being used by young people are addressed
- ensuring the behaviour management system (BMS) is well understood by staff and applied consistently
- ensuring that all young people’s individual care plans (ICPs) are regularly reviewed
- ensuring that transitions for young people are prioritised.



Photo 2: The vegetable gardens in the open courtyard.

Recommendations

Recommendations for the Korowai Manaaki Youth Justice residence leadership team:

- Rec 1:** The residence's leadership team and the grievance coordinator continue their efforts to change the negative attitudes of some staff and young people towards Whaia te Maramatanga.
- Rec 2:** The residence's leadership team takes steps to improve the consistency of application of the behaviour management system (BMS). This is likely to require:
(a) clarifying for staff the rationale for the BMS and the importance of applying it consistently; and
(b) improving the tailoring of the BMS to individual young people.
- Rec 3:** The residence's leadership team ensures that every young person's ICP is regularly reviewed on a consistent basis.

Recommendations for Oranga Tamariki national office (outstanding from the February 2017 report). These recommendations sit alongside and are consistent with the recommendations and action points we gave in our State of Care 2017 report.

- Rec 4:** Oranga Tamariki articulates a clear vision for the purpose of Korowai Manaaki and all youth justice residences, supported by a national strategy for their operation that is consistently implemented across all residences;
- Rec 5:** Oranga Tamariki develops and implements a clear national strategy for meeting the needs of mokopuna Māori, and ensures that all residences have easy access to cultural advice, support, and training to improve cultural practice (this is particularly important for Korowai Manaaki);
- Rec 6:** Oranga Tamariki designs, develops and delivers a national best practice programme for residence staff to improve the practice of the clinical and care teams ;
- Rec 7:** Oranga Tamariki allocates more resources to increase the care staff numbers on each shift so that there is always a sufficient number of staff to keep young people safe and to provide a therapeutic environment;
- Rec 8:** Oranga Tamariki provides clear national guidance about the standards expected from site social workers for supporting young people in Korowai Manaaki and all residences. The standards must enable field social workers and residence staff to work in more joined up ways to enable successful assessments, admissions, interventions, and long term stable transitions.

Findings: General Monitoring under the Children's Commissioner Act 2003

Domain 1: Leadership and direction



Developing

13. While the acting residence manager is newly appointed, he is well respected by staff and we believe that he has the ability to provide high quality leadership. There is currently no clear direction for Korowai Manaaki. However, we know that Oranga Tamariki is currently working on developing a national vision for youth justice residences. This is urgently required.

Strengths

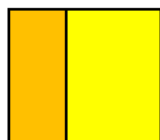
- **Leadership.** The leadership team is stable and experienced. As an outcome of a recommendation we made to the leadership team following our last visit, Health and Education are now included at the leadership decision making table.

Areas for development

- **Purpose, direction and strategy.** The acting residence manager plans to develop a strategic plan; we expect this will assist in providing some direction for Korowai Manaaki. However as per our State of Care 2017 Report, we continue to recommend that there be one clearly articulated national vision for all youth justice residences, rather than this being left to individual residences. There continues to be debate and uncertainty also regarding whether the residence is focussed on security and containment or rehabilitation or both. There is also uncertainty as to what are trauma informed and child focussed approaches, and how they should be operationalised. This continues to be a national issue.
- **Morale.** Staff morale is currently low due to low staffing levels, staff feeling frustrated at the number of their colleagues on long term sick leave, and a lack of ongoing support and guidance. The acting residence manager has purchased a coffee machine, and plans to redesign the staffroom to help boost staff morale. Also the new initiatives that are beginning to be rolled are focussed on developing and supporting the staff.

Findings for each OPCAT domain

Domain 1: Treatment



Developing with minimally effective elements

14. Overall young people at Korowai Manaaki are treated well, however due to the number of developmental areas that impact on the care and protection of young people, there is a high risk that their safety could be jeopardised. We acknowledge that some of the areas for development are being addressed through the acting residence manager's key initiatives however these have not yet been realised.

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 could identify staff they trust. Staff levels are impacting on the quality of their relationship with young people. Staff told us they had an improved relationship with young people recently when one unit was closed for a period of time, but that unit has re-opened again and staff said their anxiety levels have increased as they are spread too thinly across the units.
- **Use of restraints and secure care.** Secure care is being used appropriately. As per the regulations, it is consistently being used only to prevent young people from behaving in a manner that is likely to cause harm to themselves or others. Young people are being encouraged to walk to Time Out or secure care rather than being restrained.
- **Involvement of whānau.** Case leaders speak with whānau as part of developing the young people's ICPs in order to ascertain the whānau goals for their young people. It is encouraging that the acting residence manager has identified that whānau engagement needs

What young people said:

"I feel respected by some staff. Some personally don't like me "

"I'm safe around the staff but some staff are not as consistent as other staff".

"And like some staff mock us and when I mock them back they get all nasty to me. They can't handle it. Some boys are mischief and don't care and just assault the staff. Like the staff let them get away with stuff".

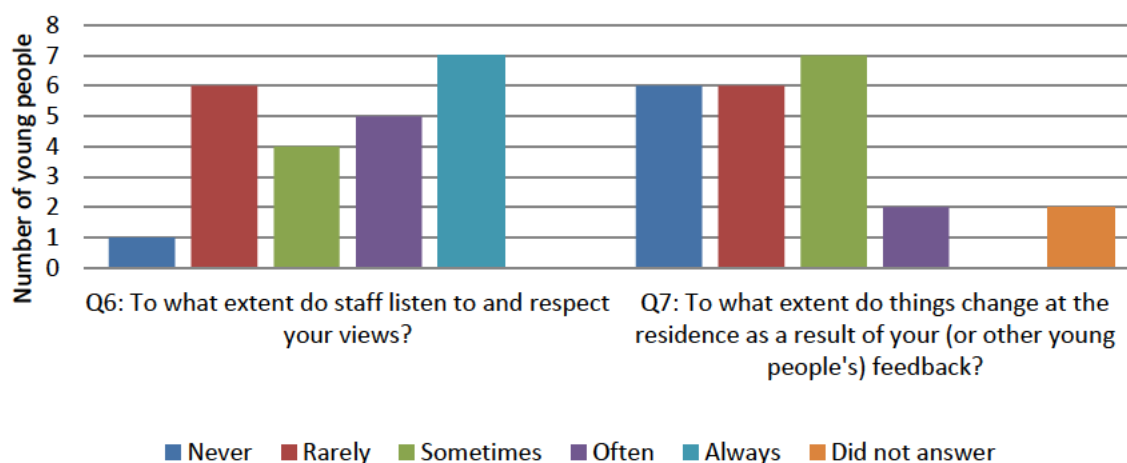
"BMS could be improved by going off-site because you've been in here and get free you're used to being locked up. When you get out you can't handle it and get locked up again. When you get out everyone has changed, it feels weird. When I first came here and got out I changed heaps, even my close friends thought that. I was like lost."

to be an area of focus.

- **Separation of sentenced young people.** The residence has recently separated young people who are serving a s311, Supervision with Residence Order from young people on remand. This was a recommendation we made following our last visit. It allows young people on s311s to receive consistent and stable support. This is consistent with the UN Havana Rules,- Rule 17. We note Rule 6, which provides that all personnel in the residence should have the Havana Rules made available to them.

Areas for development

- **Involvement of young people.** Some opportunities are given for young people to participate in decision making and planning. In addition to their voice being reflected in their individual care plans (ICPs) all young people participate in daily community meetings in each unit. None of the young people we spoke with talked about the Youth Council. The Youth Council involves a representative from each unit attending with a list of suggestions from young people in their unit, and was meeting regularly at the time of our last visit. Figure 1 indicates that the majority of young people surveyed feel that little changes as a result of their suggestions or feedback. We encourage the residence to prioritise regular Youth Council meetings and to ensure they provide feedback to young people on the outcome of their suggestions or feedback.
- **Figure 1.** Young people’s view on whether things change at the residence as a result of their feedback



- **Model of therapeutic care.** There is currently no model of therapeutic care. The acting residence manager has plans to embed the Circle of Courage¹ model, which is

¹ The Circle of Courage® is a model of positive youth development based on the universal principle that to be emotionally healthy all youth need a sense of belonging, mastery, independence and generosity.

used successfully by some care and protection residences and can be adapted to reflect a Māori worldview. It is expected that this model will support staff to provide a more therapeutic and consistent service for young people. Whilst it is encouraging that Korowai Manaaki is progressing with the Circle of Courage, we continue to recommend that Oranga Tamariki National office develops a consistent model of therapeutic care across the youth justice residences.

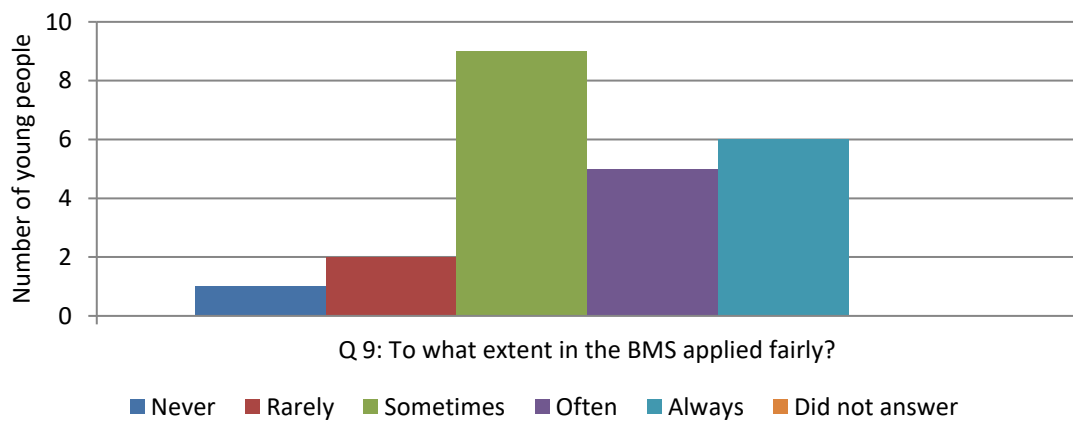
- **Quality of assessment and planning.** Young people's goals and aspirations were evident on their individual care plans (ICPs). However, the ICP template continues to take too long to complete and is not user friendly or sufficiently tailored to young people. We have found continuous issues with the quality of ICPs at previous monitoring visits. Unfortunately, these issues continue to be unresolved. As stated in our last report, National office needs to establish a nationally consistent standard for the completion of ICPs.

Operational plans are now only developed for young people where there are serious risks such as suicidal ideation or sexualised behaviour. A risk summary is completed for all young people. This helps to ensure that staff are spending time writing operational plans only for young people who require them. However, not all care staff are aware of this change. To avoid confusion, we suggest that clarity is provided to all care staff regarding the change in the way operational plans are used

- **Quality of interventions.** There continues to be limited treatment programmes available for young people. There has been a history at Korowai Manaaki of quality interventions beginning and then being discontinued. It is unfortunate that one such positive intervention, Mauri Tū Mauri Ora (MTMO) is no longer available due to Corrections involvement ceasing. This is a concerning pattern at Korowai Manaaki and is indicative of a lack of national consistency. Following our visit, the Team Leader Clinical Practice (TLCP) was due to meet with the Director of Youth Justice System Development in national office to discuss how to bring quality programmes like MTMO back in and ensure they are sustainable.
- **Reviews.** There are no regular reviews of ICPs. We were told this is largely due to the high number of young people on remand who often leave within one month, before a review is scheduled. Multi-Agency Team (MAT) meetings happen within the first 14 days of a young person's stay in the residence and involve the site social worker, case leader and other professionals if relevant. The purpose of the MAT meeting is to discuss the needs of the young person and the transition plan. Following this initial MAT meeting there is an ad-hoc approach to reviews, this has the biggest impact for young people on longer term remand because of limited opportunities for transition planning and oversight of young people's cases.

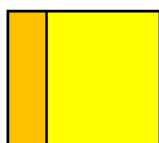
- Behaviour Management System (BMS).** Young people understood the BMS well. However, over half of the young people surveyed reported that staff never, rarely or sometimes apply it fairly, as shown in figure 2. Staff are supposed to give feedback to young people at the time good behaviour or inappropriate behaviour occurs, however we heard that there are times when young people are not receiving immediate feedback or the feedback they receive is inconsistent. Some staff lack understanding about the purpose of BMS. In the past six months, there have been several grievances from young people about care staff’s inconsistent or unfair responses. Lastly, we encourage the residence manager to consider how their current use of the BMS aligns with the proposed Circle of Courage model and to liaise with Te Maioha o Parekarangi Youth Justice residence about their success in tailoring the BMS to a values-based approach.

Figure 2. Young people’s views on how fairly BMS is applied



- Transitions between and from care.** There is a lack of focus on successful transitions for young people. The majority of young people we spoke with were not aware of their plan. This is particularly concerning for young people who are on remand and have been at the residence for an extended period of time. We acknowledge that site staff are responsible for finding placements post residence, and site social worker’s involvement with young people at the residence continues to be variable. We continue to encourage National office to find ways to improve collaboration between sites and residence staff so successful transitions for young people are prioritised. The acting residence manager has identified supporting transitions as an area that he wants to further develop.

Domain 2: Protection system



Developing with minimally effective elements

15. While young people understand the grievance process well, it is apparent that they do not have confidence in the grievance process. In some cases young people reported feeling less safe after making a grievance. For these reasons we have given this domain a rating of *developing with minimally effective elements*.

Strengths

- **Admission to residence.** There is a sound admission process where the rules and regulations are explained to young people. Booklets and information about the residence are given to young people which they can read in their own time.
- **Young people’s understanding of the rules.** Young people are told the ‘rules’ at admission and these are reinforced regularly every Friday. Figure 3 shows that out of 24 young people surveyed, the majority knew most of the rules of the residence, while only one young person reported knowing few of the rules.

What young people said:

“To be honest, like when you put in a grievance, nothing gets done cos most of the staff here are close friends and just laugh at us and rumours will be going around, some of the yp’s will be calling you a snitch, and the staff will just be nasty.”

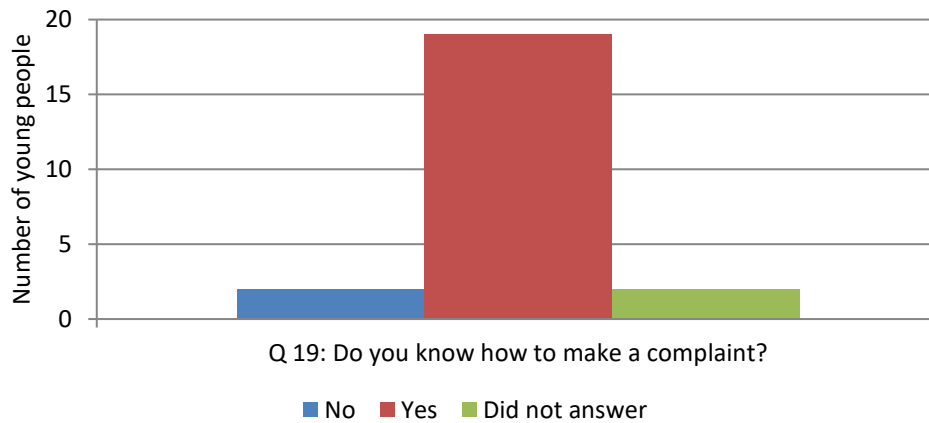
“I’ve done it [grievance] before and word’s gone round that I’ve snitched on other people...snitches get stitches. He went to Secure, staff ended up telling him it was me. It went through the residence - everyone knows now, it created a risk for me”.

Figure 3. Young people’s knowledge of residence rules



- **Young people’s understanding of the Whaia te Maramatanga complaints process.** The grievance process is explained to young people on admission and reiterated to them regularly. Young people we spoke with knew how to make a grievance. Figure 4 shows that the majority of young people surveyed reported knowing how to use the complaints process at Korowai Manaaki.

Figure 4. Young people’s knowledge of how to make a complaint



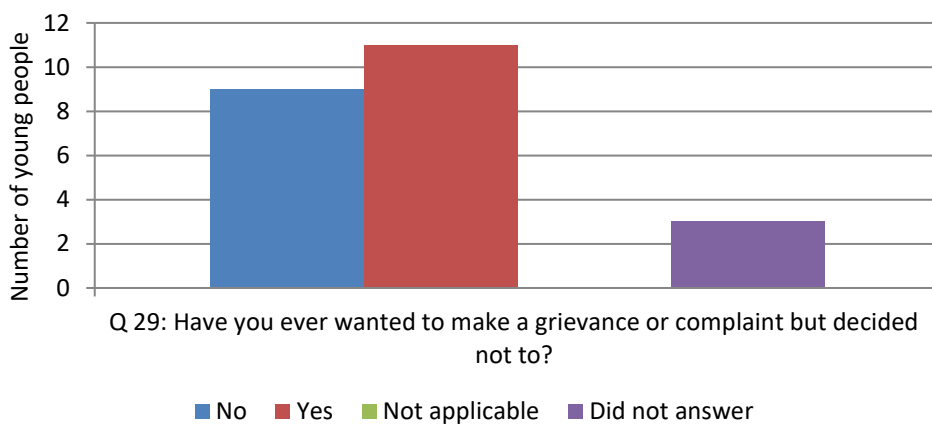
- **Implementation of Whaia te Maramatanga.** Grievances are resolved within the appropriate two week timeframe. It is innovative that young people are able to use any piece of paper to submit their concerns, rather than having to request a formal grievance form. We commend the grievance co-ordinator for reducing the barrier some young people feel in having to request a form.
- **Grievance panel.** Grievance panel members visit the residence regularly and young people knew their role. Most of the young people we spoke to said they had met with the panel members but they were still not willing to engage with them due to the entrenched views that many young people have about ‘snitching’.
- **Grievance advocates.** Two independent youth advocates have recently been recruited, following a lapse in some months of having no advocates. About half of the young people we surveyed knew who the grievance advocates were, however the majority of the young people indicated they would not use an advocate to help them make a complaint.

Areas for development

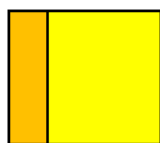
- **Young people’s use of the Whaia te Maramatanga complaints process.** Young people are not using the complaints process in the way it is intended. Young people gave us several reasons why they do not submit grievances, even when they want to:
 - (1) they didn’t think it would be taken seriously
 - (2) they are not snitches
 - (3) they were worried they might have trouble with another young person
 - (4) they are worried staff will call them a snitch.

This result is reflected in figure 5, where out of the 23 young people who answered the survey, 11 indicated they have wanted to make a complaint but decided not to. Of most significant concern, is that two young people we spoke with felt more unsafe after making a complaint due to the information not being kept confidential by staff. The lack of confidentiality resulted in these young people losing confidence in the complaints system. For one young person this has meant they no longer participate in unit ‘mixers’, due to fear of retribution from another young person.

Figure 5. Young people who wanted to make a complaint but did not follow through.



Domain 3: Material conditions



Developing with minimally effective elements

16. Young people eat well. The outside environment and some inside areas, such as the young women's time out room, are pleasant and well maintained. However, the overall condition of the units, particularly the secure care unit is very poor. The deteriorated state of the units sends the wrong message to young people. This is not conducive to the child-centred, therapeutic environment that the residence is striving to achieve for young people.

Strengths

- **Outside environment.** Every unit has a basketball court. The courtyard has a vegetable garden and there is art displayed on the outside of buildings to make it a more youth-friendly environment.
- **Bedding.** Young people have thick mattresses and clean bedding. Despite the mattresses meeting the agreed requirement, some young people find them to be uncomfortable.
- **Food.** Overall, young people were positive about the food. The menu is varied and of reasonable quality. Young people are provided with a choice of a lighter options menu. The food is prepared at an off-site kitchen at the Whakatakapokai Care and Protection residence.

What young people said:

"Food's alright ... the food's fine in here but they feed you too much! There's more than enough food".

"The walls need to be painted. There's too much tagging. It was there before I got there, scratched into the walls... Every window has scratching on it"

"My bedroom is more like a cell to me. There was tagging in there when I came in"

Areas for development

- **Inside environment.** The overall appearance of the units is rundown. There is scratching on all the windows throughout the units. The condition of the secure care unit is particularly poor, with extensive scratching and tagging on the walls and the bathrooms are grotty and uninviting (see photos of the secure care unit below). While it is promising to hear of Oranga Tamariki's national project to reduce tagging

and refresh the youth justice residences that require it, Korowai Manaaki was unable to provide a timeframe for this. Given the current state of the secure care unit, we believe this project needs to be given urgency and we expect to see change on our return visit in six months

- The phone that young people use when making their phone calls to whānau is in the open unit. This means there is a lack of privacy for young people and it can be difficult for them to hear due to background noise.

Photo 3: The phone used by young people to make calls to whanau.

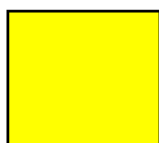
Photo 4: A young person demonstrating how they try and get some privacy when on a phone call.



Photos of the inside of the Secure Care unit:



Domain 4: Activities and contact with others



Developing

17. Young people participate in a range of cultural, recreational, sporting, educational and vocational activities. However, there has been an ad-hoc approach to programming which has resulted in a pattern of programmes starting and not continuing.

Strengths

- **Young people's participation in activities and programmes.** It is encouraging that the employment coordinator role has recently been reinstated. We were told in the last three months there has been an improvement in the quality and range of programmes available for young people. Improving staffing levels will also provide more consistency and creativity in the delivery of programmes. Young people were enthusiastic about Values of Success (VOS) a values based sporting programme, and work-related programmes that enable them to gain their drivers and forklift licenses.
- **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 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.

Areas for development

- **Lack of tailored programmes.** Young people would like more opportunities for vocational programmes, and to go off-site. This is currently restricted to sentenced young people with good behaviour. There is also still not enough tailored programmes for young women. To

What young people said:

[Like more of] ..."technology – woodwork. So the boys could get some work experience. Instead of getting bailed and going to nothing".

"They help us, like they sometimes get licence people to come in for forklift and stuff. And another thing is, like I've got drugs in my system and when I get out after my sentence I'll be drug free and that will give me more opportunities at getting a job".

"My family will book a visit and just come in. We get a phone call every night before bed, for 7 minutes and sometimes longer. It's all good; you get to talk to your family".

"I don't like my Dad visiting here, cos I'm shattered in here- he is even more shattered than me. It breaks my heart. My Dad is a hard guy but the most I have seen him shattered is when I first came in here."

shift programming to well placed there needs to be a more cohesive approach, where the programmes offered are meaningful and sustainable.

Domain 5: Medical services and care



Well placed

18. Young people have excellent access to quality primary and specialist health services.

Strengths

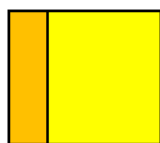
- **Young people's access to primary care services.** Young people have easy access to the on-site primary health care provider, **9(2)(i)**. The on-site health team is made up of two nurses, general practitioner (GP), physiotherapist, occupational therapist and the health coordinator. Health staff see all young people within 48 hours of admission and all young people are seen by the GP within 7 days of their admission. The on-site health coordinator facilitates young people's access to primary health care services outside of the residence, such as the dentist and optician. They routinely request young people's records from the NZ National Health Index (NHI) to complete a review of young people's health history. This allows them to identify and address any gaps, for example one young person was found to have had multiple head traumas from the age of three years old and is now being treated by the concussion clinic.
- There continues to be good working relationships between health staff and residential staff. Health staff proactively visit the units, provide health literacy to staff when they are being inducted and are involved in transition work for young people. At times, they link young people with public health nurses in the community for follow up.
- **Young people's access to specialist mental health and alcohol and other drug (AOD) services.** The regional youth forensic services (RYFS) provide specialist mental health support for young people, and also cultural advice and support to staff and young people as required. The contract for the alcohol and other drugs (AOD) programme provider is currently being tendered, due to issues with the quality and timeliness of assessments from the previous provider. It is expected that a new provider will begin at the end of this month.

What young people said:

"The nurses are real good here. They are friendly as".

"You just ask a staff member in the morning and then you get to go and see the nurse".

Domain 6: Personnel



Developing with minimally effective elements

19. Staff numbers are sufficient to meet young people's basic needs but they do not enable Korowai Manaaki to deliver the services required to improve the outcomes for young people. There also continues to be insufficient training, supervision and coaching. It is pleasing that more investment in the residence's staff is planned, we expect this will help to shift staff mentality from survival to being able to facilitate the transformation that young people require.

Strengths

- **Staff induction.** There is a thorough two week induction for new staff.
- **Human Resource (HR) Advisor.** The HR advisor is on a six month contract, and her appointment began the first day of our visit. The purpose of this role is to (1) address the high number of staff that are on ACC and long term sick leave and (2) focus on staff retention and recruitment, particularly the recruitment of more Māori staff.
- **External supervision.** An external clinical supervisor is currently being sought to provide weekly supervision for care staff. This will primarily be team or group based, one-to-one sessions will be available to individual staff when needed. External supervision has also been approved for case leaders.

What young people said:

"They [staff] are stressed out too much. Like they need to worry about the yp's. They're [staff] not stable. They are always on the go".

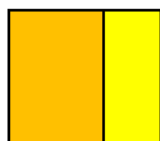
Areas for development

- **Staff recruitment.** Korowai Manaaki has historically found it challenging to recruit suitably qualified staff, and even more difficult to recruit qualified Māori staff. It is hoped that with the appointment of the HR advisor the residence will have more success in this area.
- **Staff levels.** The residence has some issues with short staffing. This is due to 15 staff being on ACC sick leave and a number on unplanned leave. As a result, some programmes are not being run and staff report they are in "survival" mode. 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 targeted recruitment of staff is currently underway.

- **Staff training.** Staff are receiving training in the core requirements, such as safety and security and MAPA (Management of Actual and Potential Aggression). Staff need more training that will broaden their understanding of the young people's needs, so that they are able to appropriately respond to these needs. It is positive that plans are underway for all staff to participate in a Treaty of Waitangi workshop to improve their understanding of Treaty issues in relationship to the Maori young people in their care.
- **Staff supervision and coaching.** Currently, supervision of care and clinical staff is adhoc and open door; not regular nor planned. The approval from national office to provide an external clinical supervisor for staff is positive. There are two promising initiatives that will further help to address our long standing concerns about the lack of regular reflective supervision for care staff:
 - **New staff structure.** A new staff structure is currently being developed for all youth justice residences and will be rolled out at the beginning of next year. If implemented, new unit management roles will provide much needed 'on the floor' coaching and support for care staff during their shifts. It is proposed that four assistant manager roles will be created for: Compliance, Operations, Clinical, and Support Services. These will free up the residence manager's time to focus on the strategic direction of the residence, as well as building strong external relationships.
 - **New roster system.** 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. The 'unit management role' is expected to work the same shift as the care team they are managing.

Responsiveness to mokopuna Māori



Minimally effective with developing elements

20. Due to the limited number of culturally skilled staff at the residence, Māori young people are not receiving opportunities to know their culture and to be proud to be Māori. It is pleasing the acting residence manager has plans to improve the service they provide to Māori young people. However the continued failure to improve the residence's responsiveness to mokopuna Māori has resulted in the rating of *minimally effective with developing elements*.

Strengths

- **Residence's valuing of tikanga Māori.** The work of the Māori rōpū group is valued by the residence's leadership team. However, the ability of the rōpū group is limited due to the small numbers of Māori staff.

What young people said:

"They teach us like Maori waiata and haka"

"One staff likes to teach us when he is on shift. He teaches like Maori songs and that."

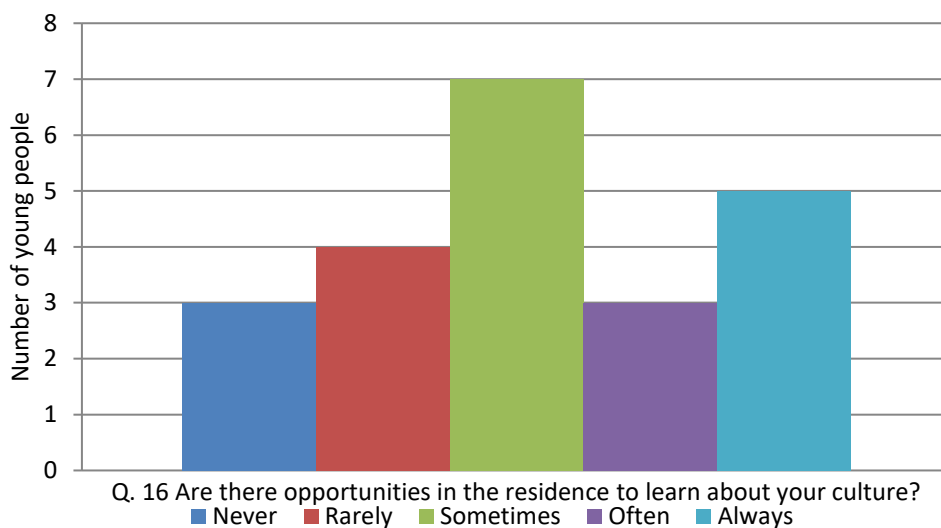
Areas for development

- **Residence's vision for mokopuna Māori.** The residence has no explicit vision for mokopuna Māori. Oranga Tamariki is developing a new national practice framework which will have a cultural component. We expect that the framework will provide some guidance to staff and support them to deliver more nationally consistent, culturally appropriate practices for mokopuna Māori.
- **Residence's cultural capability building.** The acting residence manager recognises the need for Korowai Manaaki to develop much stronger cultural capability. The number of Māori staff is low: currently 10% of staff are Māori. On average 70% of young people at Korowai Manaaki are Māori. Part of the role of the HR advisor, who is Māori, is to recruit more Māori staff. This will help to embed, but by itself will not guarantee, quality cultural practices across the residence. The plan for an external trainer to deliver a Treaty of Waitangi decolonisation workshop to all staff will further support staff's cultural capability. We will follow up the progress of this on our next visit.
- **Cultural assessments.** At our previous visit, young people were receiving a cultural assessment by an external mana whenua provider. This contract has now ceased. We

encourage residence staff to up-skill in this area so they can provide a timely response to mokopuna Māori.

- **Residence’s access to cultural advice and support.** Unfortunately the residence does not have any active relationships with kaumātua. This limits the cultural advice and support available to both staff and young people.
- **Young people’s participation in cultural activities and programmes.** There has been an adhoc approach to providing and planning cultural activities. We heard that the activities are often dependant on the small number of Māori staff, and therefore are not sustainable. A good example of this is the kaupapa Māori unit, that was in place at our last visit and is now no longer running. Figure 7 shows that only 36% of young people surveyed reported regularly having opportunities to learn about their culture.

Figure 7. Young people’s response to opportunities to learn about their culture



Appendix One: Why we visit (legislative background)

21. The Children's Commissioner has a statutory responsibility to monitor and assess the services provided under the Oranga Tamariki Act 1989. Specifically, section 13(1) (b) of the Children's Commissioner Act 2003, states that the Commissioner must monitor and assess the policies and practices of Child, Youth and Family and encourage the development of policies and services that are designed to promote the welfare of children and young people.
22. 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

23. 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 Korowai Manaaki included interviews with:

- Residence Manager
- 11 young people
- Team Leaders Operations (TLOs)
- Team Leader of Clinical Practice (TLCP)
- Care team
- Clinical team
- Health team
- Employment Coordinators

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
- Residence management reports (for three months prior to the visit)
- Young people's files at the residence (including Individual Care Plans and Operational Plans)
- Secure care register, secure care log book, and unit log books
- Young people's survey – completed by 23 out of the 43 young people who resided at the residence at the time of our visit (representing a total of 56%).