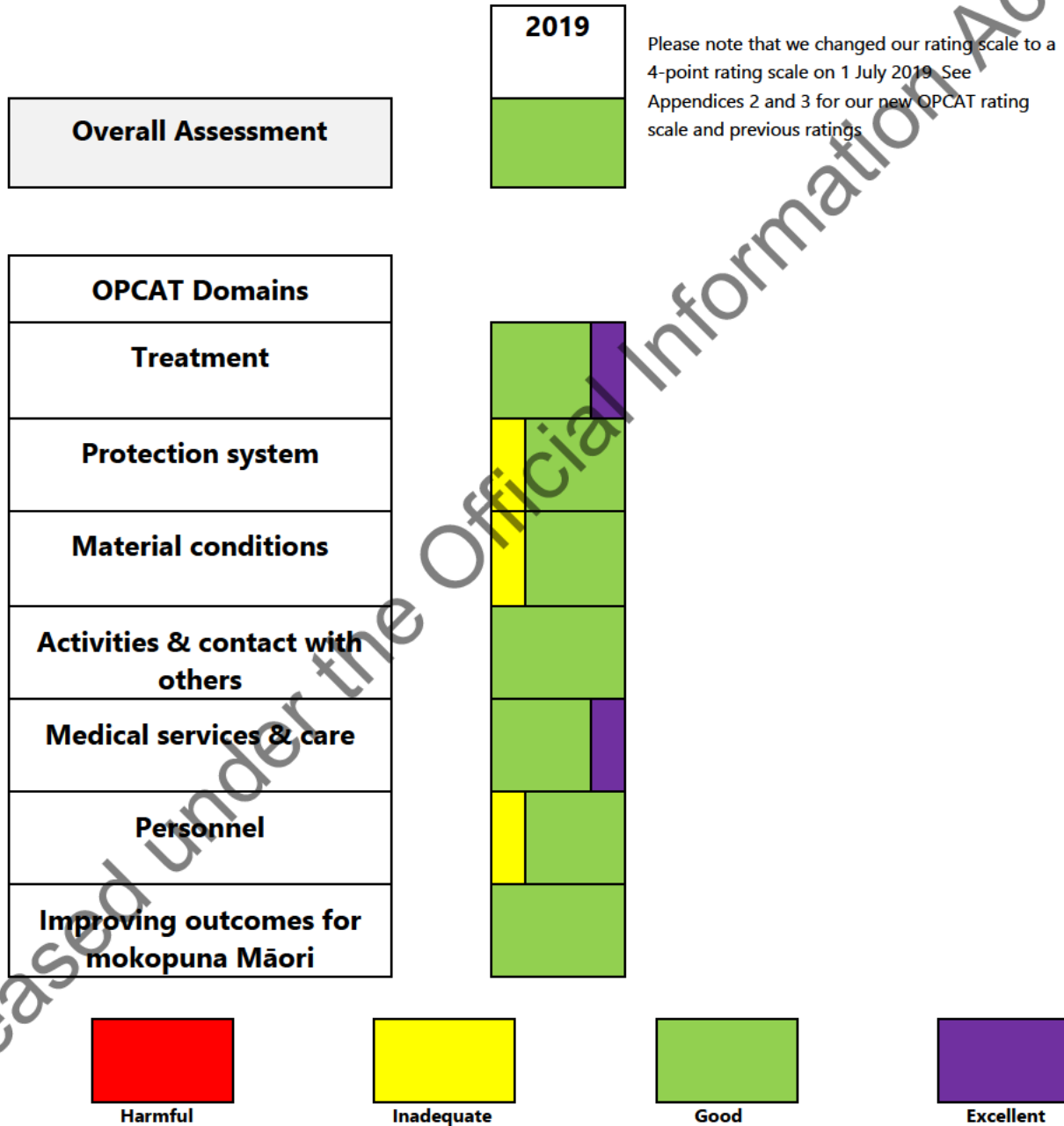


# Te Maioha o Parekarangi, Rotorua

(Announced OPCAT Visit)

Visit date: **s 9(2)(a) OIA** 2019.

Report date: 6 March 2020



Released under the Official Information Act 1982

## Contents

Introduction.....	3
Key findings and recommendations.....	4
Domain 1: Treatment .....	7
Domain 2: Protection system .....	10
Domain 3: Material conditions.....	13
Domain 4: Activities and contact with others .....	16
Domain 6: Personnel.....	22
Domain 7: Improving outcomes for mokopuna Māori .....	24
Appendix One: Why we visit (legislative background).....	26
Appendix Two: Interpretation of ratings.....	27
Appendix Three: Previous OPCAT ratings.....	28
Appendix Four: Interviews conducted, and information accessed.....	29

## Introduction

### Purpose of visit

1. From s 9(2)(a) OIA 2019, s 9(2)(a) OIA [REDACTED] [REDACTED] from the Office of the Children's Commissioner (OCC) conducted a pre-announced monitoring visit to Te Maioha o Parekarangi youth justice residence, Rotorua. The purpose of the visit was to assess the quality of services provided by Oranga Tamariki at Te Maioha o Parekarangi against the seven domains relevant to our role as a National Preventive Mechanism (NPM) under the Optional Protocol to the Convention Against Torture (OPCAT). See Appendix 1.

### Structure of this report

2. This report shares the findings from our visit to Te Maioha o Parekarangi and makes recommendations for actions to address the issues identified. For the convenience of readers, we first list our key findings and recommendations. Here we provide the evidence for our overall domain finding as a list of strengths and areas for development. We then describe our findings for each of the seven OPCAT domains. For each OPCAT domain, we provide a statement that summarises the reasons for our rating for that domain. For more information about OPCAT, see the United Nations [website](#).

### Context

3. In the context of our OPCAT visits, we use Mana Mokopuna principles and resources, which apply to all children and young people, to engage them in conversation about their experiences in the residence. Mana Mokopuna supports our monitoring to put a stronger focus on children and young people's experiences, and Māori beliefs and social structures. The information from interviews with children and young people sits alongside our assessment of the residence's compliance with the seven OPCAT domains. For more information on our Mana Mokopuna approach, see our [website](#).
4. Te Maioha o Parekarangi is a youth justice residence in Rotorua. It is located on Parekarangi Trust land and maintains strong ties with the Parekarangi Trust. The residence has 30 beds (three units of 10 beds), however at the time of our visit one unit was closed bringing the capacity to 20 beds across Te Ra open unit (Lifeskills Unit), Te Marama open unit and the Lifeskills flats.
5. The residence was home to twenty young people aged between 14 and 17. All of the young people in the residence identified as New Zealand Māori, either as their main identity or in conjunction with other ethnic identities. [REDACTED] were sentenced and [REDACTED] were on remand.

6. The Whakamana Tangata restorative practice programme that has been piloted in the Te Ra unit has been rolled out in Te Marama, the other open unit. Staff have received training and restorative principles now underpin all the work being done in the residence. Young people across the residence have been familiarised with the principles and are supported to engage in restorative processes.
7. A team from Office of the Children's Commissioner visited Te Maioha o Parekarangi on [REDACTED] 2019 as part of a thematic review focusing on transitions for young people on section 311 orders from residence back to their community. On August 16 2019 a report on the findings from that visit was sent to Oranga Tamariki. The report highlighted commitment at Te Maioha o Parekarangi to develop meaningful, coordinated and sustained supports for young people when they leave the residence. Given the recent focus on transition, this element was not assessed during this monitoring visit.
8. The residence welcomed our team with a mihi whakatau involving both units. The mihi whakatau was an opportunity to introduce the monitoring team and the purpose of our visit to the young people. We appreciated the work that the young people put into it and the support from residence leadership and staff that made the welcome possible.

## Key findings and recommendations

9. In assessing and rating the residence, we have applied our new OPCAT evaluative framework, effective from 1 July 2019. This is in the process of being developed in consultation with Oranga Tamariki. We have changed our OPCAT rating system from a 5 point to 4 point rating scale to more clearly evaluate compliance or non-compliance with OPCAT. Please see [Appendix 2](#) for more information on our new rating system and [Appendix 3](#) for the previous ratings for this residence using our former rating scale.



**Overall rating: Good**

10. Our overall rating for Te Maioha o Parekarangi is good. This is an improvement on the rating of well placed with developing elements at our previous OPCAT visit in February 2018, where we used the five-point rating scale.
11. When we visited, we found that young people are safe from harm and there is no evidence of torture, or other cruel, inhuman or degrading treatment or punishment.
12. The **Treatment, Protection System** and **Material Conditions** domains have improved since our last visit. Most notably, the residence has been refurbished and these improvements have been maintained across time.

We evaluated **Medical Services and Care, Personnel** and **Responsiveness to Māori** as at a similar level as our last visit.

We rated **Activities and Contact with Others** as good after having previously assessed the residence as good with transformational elements. The change in rating reflects that the residence continues to engage young people in a range of programmes, however there were also areas for development.

13. Our monitoring assessment identified that the residence has many strengths.

Young people experience:

- Strong relationships with staff.
- A residence-wide restorative programme, Whakamana Tangata, that helps young people and staff to work through complex needs, behaviour, and situations. Whakamana Tangata is integrated across the behaviour management system (BMS) and responds to challenging incidents.
- Opportunities to have a say in the day to day running of the residence and in their plans.
- Programmes that develop their skills.
- A grievance panel that is engaged and active.
- Refurbished units with minimal tagging.
- Food that they like and opportunities to engage with food and to cook for themselves.
- A supportive school environment with strong links to the residence programmes and their goals.
- Access to specialist youth health as a primary provider and timely access to specialist services such as dental and mental health.
- A growing number of programmes and staff that embed te ao Māori in activities and practices.

14. We identified a number of areas for development including:

- Variability in awareness and use of the grievance system.
- Lack of regular programmes on rights for young people and staff.
- No advocates visiting the residence for a significant period of time.
- Property that needs further maintenance, including temperature in the units, the central courtyard, and the family group conference room.
- Programmes that some young people could not access.
- Lack of variety in afterschool activities and cultural activities.
- Ad hoc access to professional and cultural supervision for staff.

## Recommendations

### **We recommend for Oranga Tamariki National Office that the GM Youth Justice Residences:**

- Rec 1: works with the residence manager to ensure that young people at Te Maioha have access to grievance advocates.
- Rec 2: works with the residence leadership team to prioritise developing the courtyard and completing the refurbishment in the family group conference rooms.
- Rec 3: supports the ongoing cultural development the residence is engaging in (see rec 9) through access to regular cultural supervision
- Rec 4: supports existing staff to have access to Te Waharoa and follow-on modules to refresh and cover a range of practice issues.
- Rec 5: ensures that the units are maintained at a comfortable temperature for young people.

### **We recommend that the Te Maioha o Parekarangi leadership team:**

- Rec 6: continues to work with the grievance panel and support the grievance panel meeting with all young people to keep building understanding and engagement with the grievance process
- Rec 7: continues to ensure that all staff keep receiving regular training on the grievance process and young people's rights.
- Rec 8: supports young people to have access to their preferred activities and programmes.
- Rec 9: continues to support staff and young people to learn te reo Māori and engage in a wider range of cultural activities.

# Findings for each OPCAT domain

## Domain 1: Treatment



**Good with excellent elements**

15. We rated treatment as good with excellent elements for the following reasons. Young people are treated respectfully and staff and young people have positive relationships. Young people had opportunities to contribute to and read their plans and staff ensured that they had a voice at meetings. The Toa behaviour management system (BMS) is well aligned with the restorative approach of the residence and young people were engaged with it. The excellent element is the emphasis on de-escalation strategies for young people.

### Strengths

- **There are responsive and respectful relationships between staff and the young people.** We heard from young people that they had positive relationships with most of the staff that worked with them. We observed the care team doing activities alongside young people and encouraging young people by participating themselves. Two examples were the staff and young people working on the dance challenge together and the number of staff who played basketball with the young people. The emphasis on encouraging young people through modelling positive participation was reinforced at shift handover when a summary of what had gone well on the previous shift and what staff could do to support young people was shared. The approach aligned with the Whakamana Tangata programme by maintaining respectful relationships between young people and staff. The impact on the young people was that they felt that they could talk to staff members if they needed to.

*"It's good to have someone (staff) on my side and help me out a bit."*

*"That's just the saying in here eh, whānau te tatou. We work as one, we lead as one."*

- **Young people liked the Toa behaviour management system.** Te Maioha has recently moved to Toa as a system of behaviour management to link behaviour and values. Staff and young people were confident using the new system. Staff linked Toa points with Whakamana Tangata values and young people have begun to use this language to describe behaviour that respects each other's mana. Young people know how Toa works and see moving through the levels as achievable. Young people told



us that they liked the 'buy ups' available through the system, like lollies and labelled clothes. Sometimes buy ups were not available when the residence stocks ran out.

*"They ask us how you been doing in mana, have you been good and all these kind of things (Whakamana Tangata values), mana, tapu, Mauri ora and all that. We just tell them yep, we've been pretty good or they'll watch us to see how well we're doing and all that. So the lowest (Toa level) is 1 and the highest number is 4."*

- **There is an emphasis on de-escalation techniques at the residence.** From talking with young people and reviewing the secure logs and SOSHI, it was clear that use of physical restraints was minimal. We heard that most staff felt confident in using both de-escalation and restraint techniques if they were required. Young people told us that restraint was only used in situations where it was necessary. We heard that young people were appropriately checked by medical staff following a restraint. The restorative approach supported staff and young people to talk about incidents and restraints afterwards and repair their relationships if needed.
- **Young people have a say about what happens for them.** Young people regularly attend Multi-Agency Team (MAT) meetings. Residence staff ensure that the meetings are structured so that young people are able to engage with what is being planned. Each unit has a community meeting in the morning and at changeover to the afternoon shift. During these meetings, young people are encouraged to raise any issues and staff support all the young people in the unit to participate.

Te Maioha also has a Youth Council but we heard that meetings are inconsistent. While young people can talk to staff, participate in their plans and share at unit meetings, we encourage the residence to support a more consistent approach to youth council as a mechanism for hearing young people's voices and developing leadership. We look forward to hearing about improvements to consistency at our next visit.

- **Plans are written with the intention that young people will read them.** The individual care plans and risk plans that we saw were written by the case leaders using young people's words. The content of the plans drew on conversations with the young person as well as assessments completed about specific needs and information from MAT meetings. The case leaders were consistent in ensuring that young people had a chance to read their plans and to talk about what was in them. The plans were clearly written and were deliberately kept as short as possible, despite the length of the template, to support young people's engagement.

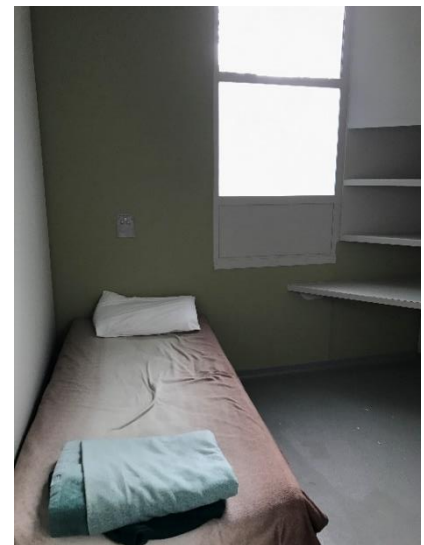


- **Young people in secure care are supported to reflect and prepare for returning to the unit.** Secure care is set up as a low stimulus environment to help young people calm down. The floor is carpeted which helps to muffle echoes and the walls have minimal decoration. Some young people told us that they found having time and space helped them to reset following an incident while others preferred to have more stimulation. Whakamana Tangata principles are starting to be applied in the secure process with young people being supported by staff to complete reflection sheets. We heard from staff and young people that reflection is intended to help young people think about what has happened and what will help their return to the unit. There were low numbers of secure admissions and there were many periods of time when there were no young people in the secure unit.

*"(In the secure unit) you work on reflecting what happened and stuff...it helps with the staff so that they know what's going on...and then they know where to put you or they know what to give you, and how to support you."*

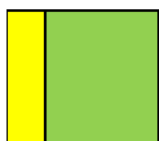


*Photo: Secure unit*



*Photo: A bedroom in the secure unit*

## Domain 2: Protection system



**Good with inadequate elements**

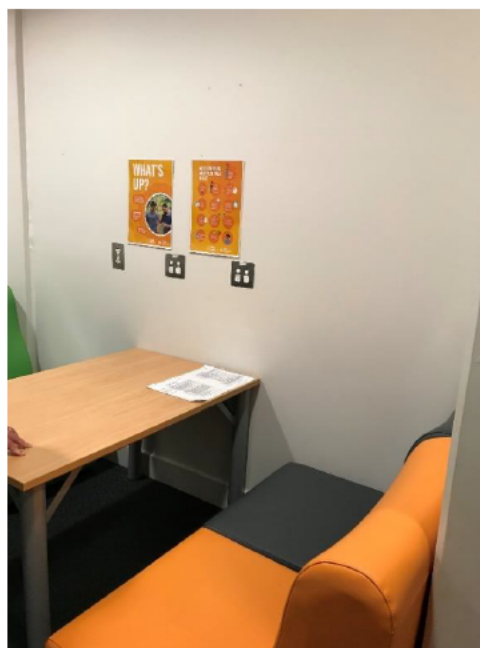
16. Young people told us that they felt safe at Te Maioha o Parekarangi and had staff they could talk to if they were worried. Whaia te Maramatanga (the grievance system) had sound administration processes and the grievance panel visit the residence regularly. However, many young people did not know about the grievance process and said that they would not use it except to make a suggestion. They also told us they did not know about their rights and there were no consistent programmes or conversations between staff and young people about rights. We heard that no advocates had been available for a number of years. For these reasons we have included inadequate elements in this rating. At our next visit we look forward to follow-up on these important areas.

### Strengths

- **The admission space is welcoming.** The admission area is thoughtfully decorated with a large piece of artwork symbolising two birds supporting each other. The art work is made of soft material and is sound-muffling. Young people are greeted and assessed by case leaders when they arrive. Staff at the residence told us they would like to further improve the area by having a television screen available to play short videos, made by young people, introducing the residence to newcomers.



*Photo: Art in admission space*



*Photo: Admission space*

- **The administration of the grievance system is sound.** Each grievance investigation is well documented. The outcome letters include details of the investigation, whether the grievance was justified or unjustified, and any next steps. The letters also affirm young people for raising their issue. At times there are delays to investigations due to staff being on leave but the residence is working to resolve this with changes to the Team Leader Operations (TLO) roles. The changes will mean that there are two TLO on duty each shift which will increase the number of available investigators.

*"I've had times where the Whaia Te Maramatanga has worked. Like one time we had some raw sausages. They hadn't cooked them and they were still cold and stuff, so we grievanced it, and then they apologised and then they never bought those sausages again."*

- **The grievance panel visits the residence regularly.** The grievance panel meets with every new young person to talk about the grievance process. The panel is also exploring different ways to engage with young people and staff about the grievance process. The grievance panel and the grievance coordinator have regular communication.

#### Areas for development

- **Young people had variable understanding about the grievance process.** Despite the work of the grievance panel and grievance coordinator, some young people said that they did not know what the grievance process was. We also heard that it was not regularly discussed in the units. Of the young people who knew about Whaia Te Maramatanga, some said they would not use it because it would be 'narking' or 'snitching'. We heard from a few young people who had positive experiences of the grievance system. They told us about suggestions that they had made and we saw suggestions documented in the Whaia te Maramatanga files.

*"I don't like making grievances...I feel like I'm snitching."*

- **Young people had variable awareness of their rights.** Many young people did not know what rights were or understand their rights. Although the residence has new

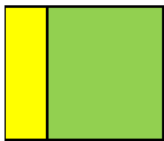
rights booklets to share with young people on admission, young people cannot keep these booklets to refer back to.

*"Nah, we don't have any programmes on our rights, I've never done programme about rights."*

*"I would say thumbs down, I don't know my rights, yeah."*

- **Some staff had limited knowledge about the grievance process and young people's rights.** Staff refresher training on the grievance system and rights was inconsistent and some teams did not receive it regularly. This meant that young people only hear about grievances and rights around their admission and many staff are not confident having on-going conversations about these subjects. The grievance panel has offered to participate in the three weekly refresher training for teams to strengthen staff confidence to use and promote the process.
- **There have been no advocates visiting Te Maioha for a significant amount of time.** We heard it had been approximately five years since an advocate visited the residence. This meant that even if young people asked for an advocate, one would not be available.

## Domain 3: Material conditions



**Good with inadequate elements**

17. This rating reflects improvements to the residence environment following refurbishment. The units were pleasant and intentionally decorated and furnished to meet the needs of young people. Areas for development reflect the need for ongoing maintenance and comfortable temperatures in the units.

### Strengths

- **The indoor spaces have been well maintained.** The units were refurbished eighteen months ago and are still pleasant, clean and decorated with artwork. We heard from young people that there are weekly group incentives, like pizza for the whole unit, for keeping the unit graffiti free. Staff remind young people that looking after the unit aligns with principles of mana and respect for their environment. We also heard from new staff that they are taught to do thorough checks for tagging, so that cleaning it up is timely.

*"It just feels like home."*



*Photo: Artwork and furniture in unit*

- **Young people like most of the food and have opportunities to learn about cooking.** The menu has a variety of food and is reviewed by a nutritionist biannually for portions and composition. The only food that young people consistently did not like was the fish. A food survey is carried out with young people approximately every three months.

Young people are encouraged to cook during programmes over the school holidays. On weekends, the life skills unit is given a budget to cook lunch and dinner. The residence also runs a "My Kitchen Rules" competition in memory of a past cook. Te Maioha is looking to develop a cookbook of recipes that are commonly used in residence that young people can take with them and use when they leave. Young people in the flats have their own garden to grow vegetables.

*"The fish is shark it's not fish, it's like shark... That's pretty much the only thing that's wrong but besides that, all the food's nice. Like we get good food."*

## Areas for Development

- **The units can get too hot.** Young people told us that the underfloor heating can make the units too hot in the summer. When the bedrooms got too hot it was hard for some young people to sleep, especially given their mattresses did not breathe easily and also retained heat.

*"I think there's like a heater somewhere, yeah. It's too hot during the night."*

- **The outdoor space is well utilised but the central courtyard needs maintenance.** We heard that the sails in the central courtyard had been damaged by weather and needed to be taken down leaving nothing but the poles. Residence staff would like to make this space meaningful and attractive for young people, given the high usage of this area. One idea is to carve poles that have been left behind into pou representing different iwi with one representing Pasifika.





*Photo: Courtyard with poles from sails*

- **The family group conference room has not been refurbished.** The family group conference room is used by young people and whānau during visits and by professionals visiting the residence. The room had noticeably more tagging and had not been refurbished to the same standard as the rest of the residence making it an unpleasant environment for young people and whānau members.



*Photo: Family visit room with graffiti on windows and door*



## Domain 4: Activities and contact with others



Good

18. This rating reflects that there are a range of meaningful programmes at Te Maioha o Parekarangi. Young people have positive education experiences and the residence staff and school staff work closely together. There were two areas of development, which prevented this domain having an excellent rating.

### Strengths

- **Contact with whānau is well facilitated where possible.** Residence staff prioritise organising contact between whānau and young people as often as possible. Staff invest time engaging with whānau especially whānau who are further away from the residence. Young people also have regular access to phone calls. We heard from young people that they are guaranteed 10 minutes but there was flexibility and longer calls could be allowed as long as it did not interfere with other young people's access to the phone. Residence staff are spending a significant amount of time keeping contact lists up-to-date.
- **Young people enjoy school and there are developing links between school and residence programmes.** The school recently changed the structure of the school day to have more options including visual arts, hospitality, technology, health and values, performing arts, Māori and digital technology. Each young person has an individual learning plan (ILP). This includes the young person's aspirations and specific supports for engaging across the curriculum, so that they can work toward their overall goals.

School staff go to morning briefing and attend leadership meetings to share ideas and connect with the wider residence programme. The employment coordinator is working with the school to enable young people to get NCEA credits for employment related work whenever possible. Young people told us that they enjoyed school and they received a high level of support for their learning.

*"I love learning, fuck I love to learn. I like to learn now."*

- **Programmes help to develop skills.** Te Maioha o Parekarangi continues to have activities that develop life skills such as the "Another Generation Programme" (AGP) farm programme, the life skills flats, cooking and budgeting programmes, drivers

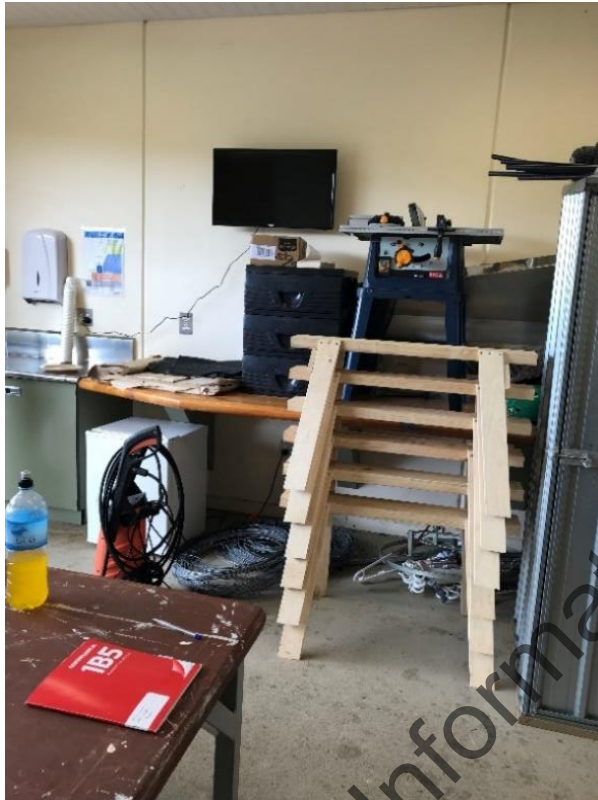
licence, carpentry, parenting programme, and vocational programmes for job applications. There was a strong interest in learning about barbering and residence staff were looking to engage with an appropriate service to train young people in this skill. We acknowledge the work the residence was doing to enable all young people, including those on remand, to access programmes. We encourage Oranga Tamariki and the residence to continue exploring ways to enable a greater number of young people on remand to have opportunities for programmes.

Books containing important documents such as birth certificates, site safe, bank account information, student identification, IRD number and drivers licence are starting to be put together for young people to take with them. These books also have photos of young people as they have worked toward these achievements. We will be interested to hear how young people use these books once they are available to all young people in residence.

Young people have access to programmes, but we noted that staff are running programmes with the resources that are available and sometimes need to use their own equipment. We have since heard that there is a process for approving any equipment that staff bring into the residence. This is only in exceptional circumstances as the residence tries to provide any resources needed for programmes. Additional resources could also be considered to continue to equip programmes, for example a four wheel drive to transport young people for the AGP programme.

*"I'm not that smart at paperwork...but I like more activities, stuff that is hands on."*

*"We've been playing rugby in here. I got the opportunity to be, what you call it, the captain."*



*Photo: Workshop with sawhorses made by young people*

## Areas for development

- **Some activities staff and young people wanted were constrained by residence requirements.** Young people told us that they wanted more variety in the afterschool timeslot. Two examples from staff and young people at the time of our visit were access to the gym and music programmes. At the time of our visit young people did not have access to the gym because it was school holidays and there had been a safety incident prior to our arrival. In order to meet their exercise needs, young people were improvising using furniture in the unit. Young people and staff also wanted to have more access to music. The residence had musical instruments stored but did not have the space for young people to use them.

*In the holidays you've got heaps of programmes during the week, but they find it hard to try and make programmes after school."*

*"Yeah nah this (residence) like probably got the most activities but less action you know what I mean. Do more programmes but fuckin, less bullshit that the boys like to do. Like in Palmy, fuck, there's music."*

- **Young people do not have daily opportunities for cultural activities.** Young people are supported to learn their pepeha, participate in kapa haka and the holiday programme included taioha. Aside from these activities, matariki and te wiki o te reo Māori were the other focus areas for kaupapa Māori activities. Some young people wanted to use te reo Māori every day. We note that a staff member had recent approval to teach te reo Māori to staff and that this step supports the intentions outlined in the residence "Putake-A-nuku Strategic Plan 2019-2020". However the residence cannot yet respond to these young people with sufficient te reo speaking staff. This was especially significant because at the time of our visit all of the young men identified as Māori. We look forward to following up about te reo and kaupapa Māori activities becoming embedded across staff practice at our next visit.

*"They can sing in Māori, can do a haka in Māori, but they can't talk bro. They can't talk, they can't count, you know."*

## Domain 5: Medical services and care



**Good with excellent elements**

19. Young people have good access to health services at the residence. **s9(2)(i) OIA**

**s9(2)(i) OIA** has strong links to community partners which enables young people to access specialist services in a timely way. Medication is well managed and there is clear communication between residence leadership and the health team.

### Strengths

- **Young people have regular access to youth focused primary health services.**

**s9(2)(i) OIA** is the onsite health provider and has particular expertise in supporting youth health. Young people are assessed by medical staff within seven days of arrival and have regular contact with the health team while in the units. The health team is flexible if young people would like to see them more often.

*"So we just go out if we're allowed to go over (to the nurse), check up on our bodies. Check everything is okay...I probably catch up with her like every Thursdays or Fridays."*

- **Young people have good access to specialist services.** **s9(2)(i) OIA** has strong connections with community health partners. For example the dental service will move private appointments to accommodate urgent referrals from the residence. Young people also have timely access to audiologist and optometrist services. **s9(2)(i) OIA** oversees mental health services provided for the young people, with three mental health nurses available to assess young people on admission. A psychologist and an alcohol and other drugs counsellor come to the residence weekly, and a psychiatrist comes fortnightly. These professionals are also on-call.

*"I couldn't eat cos it hit the nerve in my tooth ... then four days later I went to the dentist and got my first repair done so I could eat like normal stuff and like I keep going back and now my teeth is all good."*

- **There are sound processes for recording and administering medication.** Medication is delivered to the residence twice daily by the pharmacy, free of charge. The nurse visits each unit every morning to support staff to understand the importance

of medication and ensure it is administered consistently even during busy times. Young people in residence also have access to immunisations if they have not had them.

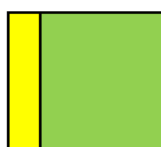
- **The residence leadership team and the health team communicate regularly.**

s9(2)(i) OIA [REDACTED] has a representative in the management team which has helped the residence and the health team to work together. One way that this was evident was that residence staff prioritise off-site medical appointments and ensure young people can attend even if staff levels are low. s9(2)(i) OIA [REDACTED] is also able to suggest and run health programmes, such as sexual health programmes and a parenting programme. Another joint challenge was the lack of soap in the bathrooms because the dispensers are continually kicked off the wall. We heard the health and residence teams were trying to find hygienic solutions that would work in the residence environment.

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## Domain 6: Personnel



**Good with inadequate elements**

20. This rating reflects that there is a culture of care for young people that is fostered among staff. New staff are well trained and supported through the induction programme to engage positively with young people. Existing staff could also benefit from receiving training covered in the induction programme. All staff need access to cultural and professional supervision to maintain and develop their practice.

### Strengths

- **Te Maioha o Parekarangi is recruiting new staff to increase staffing levels.** A cohort of new staff were completing their induction at the time of our visit. New staff said that the induction programme, Te Waharoa, provided a mix of paper-based and practical learning. A barrier to recruitment is that Police clearance can take up to 12 weeks. The residence is working around this where possible but in some cases the delay meant that potential staff members took jobs elsewhere.

While the staffing levels were being increased at the time of our visit, we heard that these levels had previously been too low. The effect of low levels was that the roster has been difficult for staff who were often being asked to do double shifts, leading to low morale and burnout. Ongoing recruitment and retention of new staff is a priority as the staffing level increases.

- **Staff use strength based language about young people.** When we spoke with staff and observed in the units, we heard them talking about and to young people using affirming language. Information shared at handover reminded staff about understanding young people's experiences and prompted staff to be proactive in thinking about how they can help. All staff were regularly reminded about expected behaviour on shift, like line of sight and Whakamana Tangata principles.

### Areas for Development

- **There is no cultural supervision available for staff.** We heard that staff do not have access to formal cultural supervision. Staff across the residence have varying knowledge, skills, backgrounds and understandings about meeting the needs of mokopuna Māori and their whānau, especially with the cohort of new staff members coming into the residence.



- **There is variable access to individual professional supervision.** Care teams have three-weekly group supervision on their training days. Other staff use a combination of peer supervision and one to one professional supervision but due to workloads these arrangements were ad hoc, meaning supervision can become focused around responding to issues rather than developing practice.
- **Current staff need ongoing training across a range of relevant issues.** Most staff are trained in Safe Tactical Approach and Response (STAR). Whakamana Tangata, Toa, Whaia te Maramatanga, and Code of Conduct were covered on office days this year. Staff did not have access to training on wider, but closely related topics, such as trauma informed care and te reo Māori. We also heard existing staff would like the opportunity to go through Te Waharoa, the induction programme.

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## Domain 7: Improving outcomes for mokopuna Māori



Good

21. We heard that the Putake-A-Nuku Rōpu, the Māori cultural group, is active and has a strategic plan that has been very recently signed off. The plan includes recommendations for developing staff capacity and embedding culturally responsive practices across the residence. We also heard that there is currently a strong partnership with the Parekarangi Trust. We expect the rating in this domain will improve as the plan is implemented.

### Strengths

- **Putake-A-Nuku Rōpu is active at Te Maioha o Parekarangi.** Putake-A-Nuku, currently has fourteen members. It is open to Māori and non-Māori staff who are passionate about kaupapa Māori. The rōpu meet every three weeks and have developed a strategic plan focused on building staff capacity across the residence. They have submitted two proposals to the residence leadership team. The first proposal is to develop capability around engaging with whānau, hapu, and iwi. The second is to have kuia and koro to provide assistance with whakapapa connections. The rōpu also links with the Oranga Tamariki national Rōpu group that has recently been reinstated.

*"Yep, oh I know heaps about my culture...its mean cos they also help us if we don't know some things. Like some of the staff know and I like to learn about other people's culture and all that."*

*"I don't really know much about Māori and yeah but with (staff member) in here it's helped me out heaps...Yeah he's teaching me how to do my mihi and that."*

- **The Putake-A-Nuku Strategic Plan 2019-2020 has been developed and is supported by residence leadership.** The plan links with principles from Whakamana Tangata and with Oranga Tamariki values. The plan includes specific actions about what Putake-A-Nuku Rōpu will do to support management as well as actions for each member of the leadership team. The leadership team is familiar with the plan and has given a timeframe of three to six months for actions to be started and the plan to begin to be embedded. We are looking forward to seeing the progress that has been made on implementing the plan at our next visit.

- **There is a strong partnership between the Parekarangi Trust and the residence leadership team.** The Trust and the residence meet regularly and the Trust is actively involved in decisions at the residence. For example, a trustee sits on the recruitment panel for management and another trustee is involved in education at the residence.

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

22. 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 Oranga Tamariki and encourage the development of policies and services that are designed to promote the welfare of children and young people.
23. 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.

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## Appendix Two: Interpretation of ratings

24. The Table below provides a quick reference to the meanings of ratings given in the report.

The overall question our OPCAT monitoring seeks to answer is: *To what extent does Oranga Tamariki have the enablers in place that support C&YP to have the desired experience (for each element that we assess under each domain)?* Enablers we look at include: systems, structures, policies, procedures, opportunities and practice.

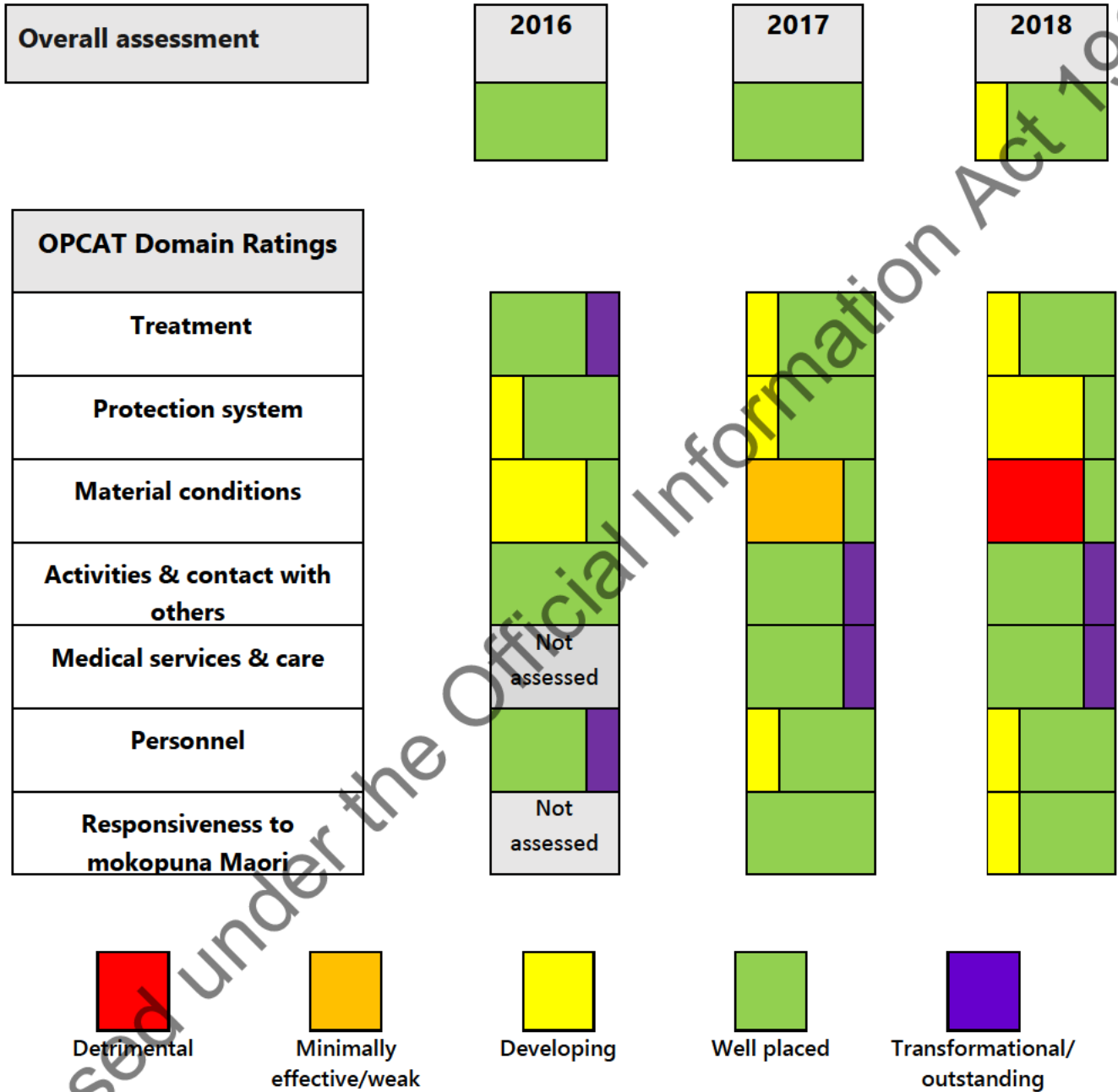
Each OPCAT domain is made up of multiple elements. For each element, the rubric provides a description of the enablers of good practice and the desired experience for C&YP.

Rating	Assessment	What it means
	Excellent	The organisation does an <b>excellent</b> job of enabling C&YP to have the desired experience.
	Good	The organisation does a <b>good</b> job of enabling C&YP to have the desired experience.
	Inadequate / Needs improvement	The organisation does an <b>inadequate</b> job of enabling C&YP to have the desired experience.
	Harmful	The enablers are not in place, the experience is <b>harmful</b> for C&YP. <b>Note</b> that 'harmful' typically implies an element of intentional, negligent, rejecting, or undermining practice or environment. However, if the consequences of a practice or environment are harmful enough, then they may receive a rating of harmful, even if the practice or environment is not intentionally harmful.

**Note:** Even though staff experiences and practices are taken into account, it is the C&YP's experiences that anchor the ratings, not the experience of staff.

## Appendix Three: Previous OPCAT ratings

25. Note these ratings used our previous 5 point rating scale.



## Appendix Four: Interviews conducted, and information accessed

Our visit to Te Maioha o Parekarangi included interviews with:

- 15 young people of the 20 young people in residence at the time of our visit.
- Residence Manager
- Representative from Parekarangi Trust
- Team leaders operation (TLO)
- Team leader clinical practice (TLCP)
- Residential Youth Workers
- Clinical team
- Health team
- Education team
- Māori roopu
- Kitchen staff
- Grievance Coordinator
- Grievance Panel

The following sources of information also informed our analysis:

- Previous OCC OPCAT, transition, and Voices reports
- Visual inspection of the residence
- Last Oranga Tamariki audit report
- Grievance quarterly reports
- Training register
- Young people's files at the residence (including Individual Care Plans and Operational Plans)
- Serious incidents, use of force, and searches register
- Whāia te Maramatanga register
- Te Waharoa induction programme booklet
- Putake-A-Nuku Strategic plan 2019-2020 and "Kaumatua Engagement Proposal" and "Engagement with Whānau, Hapu, Iwi Organisation Proposal"
- MAT meeting notes
- Transition meeting notes
- Te Maioha o Parekarangi Panui
- Holiday programme schedule
- Unit programme schedules