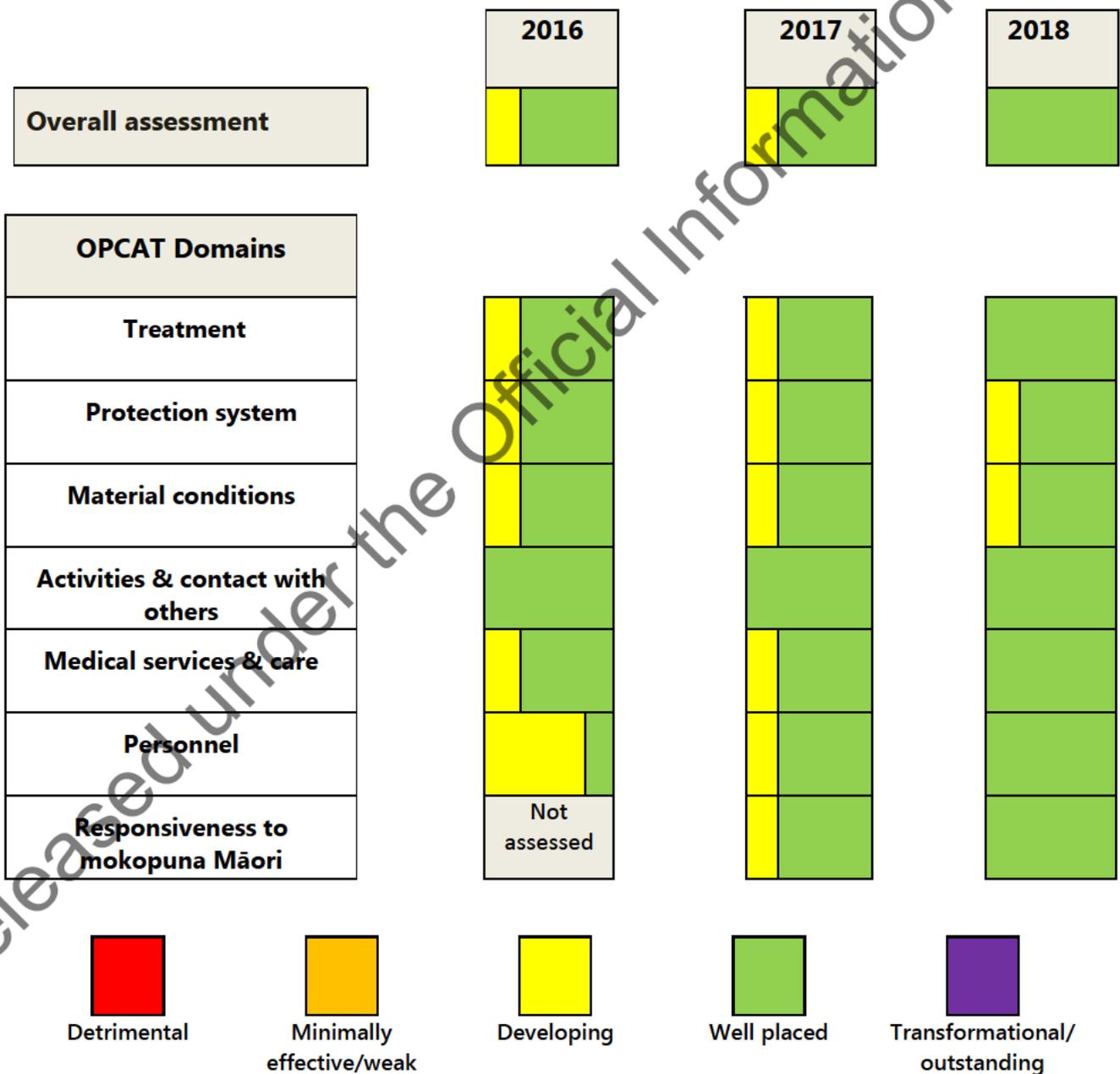


Te Poutama Ārahi Rangatahi Residence, Christchurch

(Announced OPCAT Visit)

Visit date: s 9(2)(a) OIA 2018. Final report date: 05 June 2018



Released under the Official Information Act 1982

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Introduction

Purpose of visit

1. From s 9(2)(a) OIA 2018, s 9(2)(a) OIA [REDACTED] from the Office of the Children's Commissioner (OCC) conducted a monitoring visit to Te Poutama Ārahi Rangatahi. Te Poutama Ārahi Rangatahi is a specialist care and protection residential treatment facility located in Christchurch. The residence is managed and operated by Barnardos, a national non-government organisation approved to deliver care services under section 396 of the Oranga Tamariki Act 1989. The purpose of the visit was to assess the quality of Te Poutama Ārahi Rangatahi's services 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 domains are: treatment, protection system, material conditions, activities and contact with others, medical services and care, personnel and responsiveness to mokopuna Māori.

Mana Mokopuna

2. Mana Mokopuna is the lens our Office is now using to monitor all children's and young people's experiences of the care and protection and youth justice systems. The lens sits alongside the six OPCAT domains. It supports our monitoring to put a stronger focus on: (a) children and young people's experiences, and (b) Māori beliefs and social structures.
3. Our concept of 'Mana Mokopuna' is aligned to the new concept in the new Oranga Tamariki Act 1989, 'mana tamaiti'. Both are embedded in the Māori concept of mana, which approximately translates into English as, 'respect, acquired knowledge, control, intrinsic value and dignity, influence'. All children and young people are born with mana. Mana can never cease, but it can be enhanced or diminished. Mana, within the context of our Mana Mokopuna lens, recognises that children and young people have the right to the same level of respect and treatment as adults.
4. As part of the Mana Mokopuna lens we have identified six key principles, all of which need to be present in children's and young people's lives in order to enhance their mana and for all mokopuna to thrive and reach their full potential. The principles and the definitions for them are outlined in the table in Appendix Two.
5. These principles reflect and expand on what has been described as the three pou (supporting pillars) in the new Oranga Tamariki Act 1989 – whakapapa, whānaungatanga, and mana tamaiti. We note that the new provisions in the Oranga Tamariki Act 1989 will come in to full effect on 1 July 2019. Each Mana Mokopuna principle is supported by the new legislation as well as the rights for all children and young people set out in the

United Nations Convention of the Rights of the Child (UNCROC). Some examples of this are shown in the table in Appendix Two.

Structure of this report

6. This report shares the key findings from our unannounced monitoring visit to Te Poutama Ārahi Rangatahi and makes recommendations for actions to address the issues identified. Under each of the OPCAT domains we list the strengths and areas for development.
7. The rest of this report is structured as follows:
 - Appendix 1 - we briefly outline the legislative background to our visit
 - Appendix 2 – Mana Mokopuna lens.
 - Appendix 3 - contains information about the interpretation of ratings.
 - Appendix 4 -we describe the interviews we conducted and the information we accessed.

Context

8. Te Poutama Ārahi Rangatahi is a twelve bed residence; however the residence only provides eight beds under Barnardos' current contract with Oranga Tamariki. It was home to seven young men at the time of our visit. Te Poutama Ārahi Rangatahi is rurally located and has good outdoor spaces available to the young people.



Photo 1: Waharoa (entrance way) into Te Poutama Arahi Rangitahi

Key findings and recommendations



Well placed

9. Our overall rating for Te Poutama Ārahi Rangitahi is *well placed*. We commend the residence on the improvement from last year where they received an overall rating of *well placed with developing elements*. We believe that young people are safe from harm at this residence and we found no evidence of torture, or other cruel, inhuman or degrading treatment or punishment.

10. This year, ratings for four individual OPCAT domains improved:

- **Treatment** has improved since our last visit. We commend the residence for moving from *well placed with developing elements* to *well placed*. This is largely due to the therapeutic model of care being implemented.
- **Medical services and care** shifted from a rating of *well placed with developing elements* to *well placed*. We found that young people at the residence have good access to quality specialist mental health services. There are three clinical psychologists on site and the residence manager reported young people have access to external specialist health services as required.
- **Personnel** has improved from *well placed with developing elements* to *well placed*. Staff are stable, receiving regular training, and supervision, including cultural supervision.
- **Responsiveness to mokopuna Māori** shifted from a rating of *well placed with developing elements* to *well placed*. It was evident that there is a residence wide approach, where more staff understand the importance of, and are working from, a Māori perspective.

11. The ratings for the other three OPCAT domains: **protection system, activities and contact with other and material conditions** remained the same as for the previous visit.

12. The residence has many strengths. We found that young people at the residence:

- have supportive relationships with 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

- participate in a range of activities and programmes, including ample off-site activities
- have good access to primary and specialist health services
- have good support to reintegrate back into the community via the intensive support transition pilot.
- have regular and meaningful opportunities to be exposed to Te Ao Māori.

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

- improved access of active grievance advocates for young people (Barnardos)
- improved availability of placement options for young people when transitioning back into the community (Oranga Tamariki)
- the physical design of the residence is not conducive to the well-being of young people (Oranga Tamariki)

Recommendations for the Barnardos residence

Rec 1: The residence manager and grievance coordinator, with support from Barnardos General Manager Child and Family Services engage in discussions with Oranga Tamariki and VOYCE Whakarongomai to plan a more effective way of recruiting independent grievance advocates who will actively fulfil their role.

Recommendations for Oranga Tamariki national office

14. The recommendations for national office relevant to this monitoring visit for Te Poutama Arahi Rangatahi are covered in our report - *State of Care 2017: A focus on Oranga Tamariki's secure residences*. However, one recommendation (Rec 2) pertains to Barnardos and Oranga Tamariki and is not in our State of Care report. The most relevant recommendations are reproduced below, for ease of reference, along with updated comments and suggestions.

15. We look forward to being updated on Oranga Tamariki national office's progress in addressing these recommendations when our office is next briefed on Oranga Tamariki's response to the State of Care 2017 (Residences) recommendations.

Rec 2: The Oranga Tamariki Deputy Chief Executive Care Services (DCE) liaise with the Chief Executive of Barnardos to find a resolution to expedite the police vetting process for potential new staff.

Rec 3: The Oranga Tamariki Deputy Chief Executive (DCE) Services for Children and Families North and South should provide clear national guidance (to sites) about the standards expected for supporting young people's transitions from residences (**State of Care action point 3**), so that all young people receive the transition support they require.

Rec 4: Oranga Tamariki is currently working on the design of the future care and protection continuum and the role residences, including Te Poutama Ārahi Rangatahi, will play in meeting the needs of different groups of children and young people. We look forward to a briefing on the plan and timeframes for its implementation (**as per State of Care May 2017 action point 10**).

In the meantime, the Oranga Tamariki DCE should work with the Ministry for Social Development's (MSD) property services to enhance the environment of existing care and protection residences, including Te Poutama Ārahi Rangatahi to make them more youth friendly (**State of Care action point 8**).

Findings for each OPCAT domain

Domain 1: Treatment



Well placed

16. Young people at Te Poutama Ārahi Rangatahi appear to be treated well and have good relationships with staff. An integrated therapeutic model of care has been developed and currently being implemented. Challenging incidents are handled well and restraint levels are low. A transition support services pilot has been implemented by Te Poutama Ārahi. This has the potential to be transformational for young people.

Young people's experiences

"They are currently looking for a placement for me I feel like it's about time!"

"Staff care about me. No matter how much shit I give them".

"I have a good relationship with staff... mainly all the staff – there is maybe one or two staff that I don't get along with. A couple of staff are very argumentative and he (young person) argues a lot".

"You do make good friendships here"

"A couple of young people asked for BMXs and then s9(2)(a) OIA got them. Same with a tramp. Young people asked for it and we got it. Now the boys want a sandpit for their remote control cars and we are designing that. I would like a go-kart track next".

Strengths

- **Relationship between staff and C&YP.** We observed staff responding warmly and appropriately to young people. Young people were able to identify key youth workers or clinicians who they have strong relationships with, and who they can go to for help and assistance.
- **Model of therapeutic care.** An integrated model of therapeutic care has been developed and is currently being implemented. The Clinical Team Leader (CTL) has taken the lead role in developing this model, with advice and input from the Kaihautū (Māori cultural advisor and leader) to ensure its effectiveness for mokopuna Māori.

The model is built on what was already in place at Te Poutama Ārahi Rangatahi. It involves four key elements: attachment theory, trauma informed practice, māiatanga (holistic wellbeing of mokopuna from a Māori worldview) and effective transitions for young people back into their communities. Addressing s9(2)(a) OIA sits across all the elements. On an operational level, the model is applied through the acronym of PACE¹- playfulness, acceptance, curiosity and empathy. Youth workers are receiving regular training in implementing this model and currently the CTL is evaluating the effectiveness of the training through staff feedback. The next step in embedding the therapeutic model at Te Poutama Ārahi Rangatahi is training the leadership team in understanding the model, so they can effectively support staff

- **Management of challenging incidents.** The residence has a low number of serious incidents. As evidenced in the Te Poutama Ārahi Rangatahi Incident Report, in the last three months (November 2017- January 2018) there was a total of nine incidents, compared to the previous three months (August 2017- October 2017) where there was a total of 17. Staff are trained to use the Management of Actual or Potential Aggression (MAPA) strategies, which focus on de-escalating behaviour. With no secure care unit, staff make creative use of the spaces available to them to help young people de-escalate, for example often utilising outside areas. The implementation of the new integrated therapeutic model has supported care staff to understand that behaviour is a form of communication, and to focus on the meaning of the behaviour rather than on the behaviour itself.
- **Quality of assessment and planning.** The residential social worker is responsible for developing Individual Care Plans (ICPs). This is a multi-disciplinary process which involves health, clinical, and education staff meeting together and forming a joint plan. Clinicians (therapeutic case workers) told us that meaningful engagement with whānau occurs prior to planning to gather their input. The social worker meets one on one with young people every month to discuss their ICP and update it accordingly. As well as ICPs, young people require an Intervention Plan. This is completed by the clinicians. The Intervention Plans guide care staff responses to young people. There are regular integration meetings to enable clinical and care staff to share ideas, discuss what is working, and what is not. The Intervention Plan is updated following these meetings. This ensures the plans remain relevant, and that there is consistency in the approach to young people's care.
- **Quality of interventions.** Young people receive dyadic developmental psychotherapy (DDP) from clinicians and are supported in a DDP approach by the use of PACE from care staff. Young people told us they like their clinicians and that they

¹ An attitude or stance of Playfulness, Acceptance, Curiosity and Empathy; qualities that are helpful when creating emotional safety and when trying to stay open and engaged with another person. This, in turn, helps the other person stay open and engaged with you. The PACE approach evolves out of dyadic developmental psychotherapy (DDP).

are respond well to their needs. There are a range of therapies provided for young people including individual, group and family therapy, and life skills programming.

- **Reviews.** Case conferences are held every three months to review young people's ICPs and progress towards transition. Case conferences involve young people, whānau, key residential staff and external professionals.
- **Involvement of children and young people.** Most of the young people we spoke to were aware of their plans; they knew what was in them and could articulate what is happening next for them. Young people also participate in weekly community meetings every Monday where they discuss any questions or concerns they may have not been able to raise in other forums. Most young people were able to identify things changing as a result of their ideas and suggestions. However several young people told us they didn't always feel listened to, or have things well explained to them.
- **Involvement of whānau.** Operational Team Leaders (OTL) described how they regularly speak with whānau and invite them to contribute their views towards young people's ICPs. Staff are committed to ensuring whānau are kept informed about young people's transitions and involved with young people's plans. We heard of one example where the family have been supported to take the lead in the case conference for planning for their young person's transition.
- **Transition pilot.** We commend Te Poutama Ārahi Rangatahi on taking the initiative to address the need for stronger transition support services for young people. The residence has developed Whakamana, a transition support service pilot funded by Oranga Tamariki. Whakamana focuses on providing intensive systemic follow up and clinical support for young people who are reintegrating back into the community. There is currently one young person who is accessing this service and we look forward to being updated on his progress at our next visit. We would like to see transition support services become permanent at Te Poutama Ārahi Rangatahi so that all young people in the future post-discharge will have the level of support they require.

Areas for development

- **Lack of suitable placements.** Some young people have been at Te Poutama Ārahi Rangatahi for longer than needed due to a lack of suitable placement options in the community. Oranga Tamariki sites are struggling to find suitable placements for them and, as a result, young people feel frustrated and let down. This is an issue that is problematic for all secure residences, and one that Oranga Tamariki national office is aware of. We continue to recommend that priority is given to the design and

development of a broader range of community-based placement options for young people (*Recommendation 3, page 7 refers*).

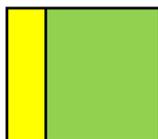


Photo 2: Music room



Photo 3: Pool table in games room

Domain 2: Protection system



Well placed with a developing element

17. Overall, the protection system at the residence is working well. Young people have a good understanding of the Whaia te Maramatanga process and some have used the complaints system. While grievance investigations of complaints are timely and thorough, some young people told us think the process takes too long. There also continues to be a lack of active grievance advocates at the residence. For these reasons we have given this domain a rating of *well-placed with developing elements*. We look forward to seeing further progress at our next visit.

Young people's experiences

"Yep, I know my rights, pretty much. We learn them on a Sunday night programme where we read the matrix, or it might be games around the learning the matrix, or regulations reading".

"I haven't made a grievance yet. I know what to do but I just sort it out myself or bring it to Community Meetings".

"The grievance process takes too long to go through. I will just talk to someone if I need to".

"Grievance advocates come for dinner sometimes. They are a couple of old people. They eat our dinner and then just go. I would like them to be sporty. To have dinner and then play a game. If they were younger and fit, that would be better".

Strengths

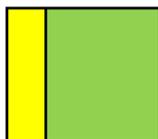
- **Admission to residence.** Admission to Te Poutama Ārahi Rangatahi is facilitated through the Oranga Tamariki national youth services hub. The residence's leadership team only approves new admissions after careful consideration, including if the young person's needs are able to be met in their own community. On arrival at the residence, the admission process is well planned. The Kaihautū meets with young people and whānau as part of the admission process.

- **Young people's understanding of the rules and their rights.** Young people know the rules and their rights and are able to articulate these clearly. Young people receive regular weekly training on the values matrix, which serves to guide positive behaviour by outlining the expectations of young people's behaviour in different scenerios. The values matrix is clearly visible on the walls of both the residence and the school. Young people know they need to follow the rules to get their Tumeke reward (acknowledgement for positive behaviour). Most young people we spoke with found this to be a fair process however some thought it was a form of bribery. Young people and staff across the residence are also familiar with a restorative approach which is based on the values matrix.
- **Administration of Whaia te Maramatanga complaints process.** Grievance investigations are timely, thorough and are completed within the 14 day timeframe. The grievance coordinator has clear systems in place to record, and track the outcomes of grievances.
- **Youth people's understanding and use of the Whaia te Maramatanga.** Young people told us that they feel safe to make a complaint. Young people know how to make a grievance. Grievance numbers over the last 6 months have remained low. Young people told us they often don't make grievances because they sort it out themselves, bring any issues to community meetings, or because they feel it takes too long, they would rather talk with staff they trust, especially their clinican. This is consistent with feedback young people gave the grievance panel members.
- **Grievance panel.** Grievance panel members are responsive and visit the residence at least once month, meeting with young people and staff. Young people know who the panel members are and we were told they engage with them during their visits.

Areas for development

- **Grievance advocates.** The residence has not had active independent grievance advocates for some time. While there are some advocates who visit the residence, we were told by staff that they don't visit regularly and are not engaging with young people. The leadership team talked about approaching social work and law students from local tertiary institutes to try and recruit more youthful advocates. We encourage Te Poutama Ārahi Rangatahi to engage with Oranga Tamariki to plan a more effective way to pursue the recruitment of youth-engaged advocates (*Recommendation 1, page 6 refers*) We also encourage Barnardos to consult with VOYCE – Whakarongomai to engage in initial discussions regarding how advocacy could be provided for young people in the residence.

Domain 3: Material conditions



Well placed with developing element.

18. It is encouraging to see improvements to the outside environment by the building of a waharoa (entrance way) leading into the residential grounds (refer to photo 1). Young people have also been involved in the design and planting of gardens around the waharoa. The inside environment is tidy and well maintained. Te Poutama Ārahi Rangatahi is doing all it can within the current design of the residence to respond to the needs of young people, however, in common with most other Oranga Tamariki residences, the physical design of Te Poutama Ārahi Rangatahi is not conducive to the child-centred, therapeutic environment that the residence is trying to achieve. Overall the food is nutritional and the young people have a range of meal choices.

Young people's experiences

"The food is sometimes good. I can get hungry but on my individual eating plan I can get more to eat".

"I like the food. It is healthy sometimes. I like that you can choose what you want to eat and you can choose veges".

"My bed was initially uncomfortable but I have got used to it... I have a radio in my room and I'm going to get some lollies and books for my room".

Strengths

- **Inside environment.** Overall the residence is clean, bright and well looked after. There are two wings where the young people's bedrooms are located and these are colourful and youth friendly. Young people are able to personalise their bedrooms. We did hear from some young people that their mattresses were uncomfortable. As a solution, one young person told us how a staff member helped him place an extra blanket on top of his mattress and this has helped.

- **Outside environment.** A waharoa (entranceway) for the residence has recently been built. Young people were actively involved in planting the gardens as part of the design, and were proud to show us what they had achieved. There are large outside fields, a trampoline, vegetable gardens (refer to photo 4), an adventure playground and a large asphalt courtyard. There is an unused sandpit that, due to requests from young people, is going to be developed as an area for them to drive their remote control cars over.
- **Food.** Young people were positive about the food. The menu is varied and nutritious. The cook continues to provide young people with a personalised eating experience. For example, when we were there for lunch, the fillings for the rolls were provided rather than mass producing them all, and young people had options about what fillings they chose. Te Poutama Ārahi Rangatahi is currently working towards heart foundation approval for their food.



Photo 4: One of the vegetable gardens in outside courtyard.

Areas for Development

- **Inside environment.** We believe there is room for further creativity, including improving the sound in the dining and common area, so the echo is reduced. This may be particularly important for young people with sensory issues. This was also an area identified for development in our 2017 OPCAT report. The overall physical

design is not conducive to the child-centred, therapeutic environment that the residence is aspiring to achieve (*Recommendation 3, page 7 refers*).



Photo 5: Dining room. Tumeke reward chart visible.



Photo 6: Outside the residence. Showing the large grass field, surrounded by high fences.

Domain 4: Activities and contact with others



Well placed

1. Young people have regular opportunities to engage in a range of activities and are strongly encouraged to keep regular contact with their families and whānau. The biggest challenge the residence faces is that most of the young people are from the North Island. School and residence staff work closely together to plan for the young people's needs. Everyone's expertise is valued and considered when planning for a young person. Staff believe that activities for young people are vital to their transitions back to the community, therefore, purposeful planning for activities starts at the admission process for a young person.

Young people's experiences

"(School at) TPAR is alright. ...I really struggled at school before I came to the residence and got in lots of trouble. At the residence school, have been able to achieve a lot of NCEA credits. ...should get NCEA level one before I leave."

Yes my family visit...Every 6 weeks I have family therapy and every 3 month I have a case conference. I get to see my family then I also get to see them unsupervised. "

Strengths

- **Young people's participation in activities and programmes.** Programme planning is purposeful and provides a range of both individual and group activities. Young people have the opportunity to participate in a range of both onsite and offsite activities including local sports competitions within the community. Opportunities to learn about Te Aō Māori are provided through the young peoples activities. One example we heard of was the Tikanga programme run by the school. This has had a positive impact for both staff and young people in being able to engage in a cultural journey from their own starting point, and in a non-threatening way. Staff from other cultures also share their cultural expertise to provide rich cultural experiences for the young people.
- **Young people's contact with family and whānau.** The residence works well to ensure that young people and their whānau see each other as often as possible. This

includes contact through family therapy sessions, whānau visits and phone calls to approved whānau members. Monitoring of phone calls is always dependent on the situation of the young person. We heard about the residence's efforts to support whānau and young people to see each other. For example, the residence wants to provide more regular visits for the young people and whānau and to be able to have whānau stay onsite. To enable this to happen, it will require additional investment from Oranga Tamariki who are the owners of the residence. We are supportive of TPAR's discussions on this with Oranga Tamariki and look forward to hearing further about this at our next visit.

- **Contact with others.** Young people have good access to adults within the residence, over and above the care and education teams. There are regular opportunities to meet with the Kaihautū, who provides cultural guidance and grounding for some of the young people and also with the therapists and the young person's key worker. Key workers have recently implemented one-on-one time with the young person, where they can catch-up either off or onsite. This is determined by the young person and the key worker. We expect these one to one meetings will be greatly beneficial for the young person and their key worker. We look forward to hearing more about the impacts of this new development at our next visit.



Photo 7: Outside basketball court

Domain 5: Medical services and care



Well placed

2. Young people have good access to primary health care, and where needed, the residence is able to access specialist health services. There is a strong clinical team onsite who work closely with young people to provide the therapy and support they need. The clinical team works closely and collaboratively with the care and education teams.

Young people's experiences

"I feel healthy, 100%. If I need a nurse I just let the social worker know and they book it."

"(I) always talk to therapist... it is very helpful."

Strengths

- **Young people's access to primary care services.** Young people have good access to primary care services as well as specialist services including physiotherapists, orthopaedics, dentists, optometrists and dieticians. Young people have an initial medical and clinical assessment on admission to the residence. This information is used to identify the young person's needs and planning is completed to address them. An onsite nurse is available to young people. One young person told us that he gets all the medical support he needs from the residence. The residence manager is interested in looking at connecting with Speech Language Therapists and an Occupational Therapist, to support staff to be able to support young people further.
- **Young people's access to specialist mental health, alcohol and other drug (AOD) services.** Te Poutama Ārahi Rangatahi has a strong clinical team onsite which includes three clinical psychologists and a registered social worker. A lot of the specialist mental health support that young people need can be provided onsite by the clinical team, however, if needed, external referrals are also made. During the time of our visit, all young people's specialist needs were being met by the onsite team as well as the family therapy sessions to address their s9(2)(a) OIA.

Domain 6: Personnel



Well placed

3. There is a whole residence approach to working with young people, and all staff have focused on building reciprocal relationships between the different teams to enable the best positive impact for young people. Leadership has put a lot of focus on staff and development and staff care. Staff morale is good, and overall most staff feel very supported. Staff turnover in residential environments generally fluctuates throughout a typical year as staff move on in their own development and career, however, the high turnover of staff evident at our last visit has settled and the residence is currently looking to replenish its pool of casual staff.

Strengths

- **Staff training.** There is a strong culture of learning and development among staff. Every three weeks, care teams work off the floor for one day and participate in training. Training is mainly provided onsite either online or delivered by internal staff members. Training covers the organisational, legislative, operational, clinical and bi-cultural practice areas. Most staff have had recent training in the residence's new therapeutic model of care. At the time of our visit, training was yet to be delivered to the management team. The Induction process for new staff is well planned and sound. All staff are well supported to gain the necessary knowledge needed to care for the young people and their needs.
- **Staff supervision and coaching.** Supervision is provided regularly for most staff. There is a good combination of administrative and supportive supervision. Clinical psychologists are available to support staff in addressing personal challenges that may impact negatively on their care of young people. Clinical staff receive external supervision and the Kaihautū provides onsite cultural supervision.
- **Staff levels.** During our visit, we heard about the low number of staff available from the casual pool. The impact of this is that other staff members are required to do double shifts and some shifts have lower staffing numbers. The residence has deliberately staffed the shifts to always have an extra person on each shift over and above the required ratio. However, in recent times, this has been more difficult to manage. We did hear that this is not the normal situation and is linked to many of the casual staff moving on to full time employment. The residence management team is

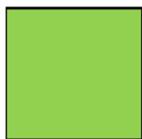
working on bringing in more casual staff. Staff wellbeing is highly important to the leadership team, and any double shifts were being managed well. Staff morale was high and there seemed to be an understanding and acknowledgement among staff we spoke to, that action was being taken to address this challenge and that this was a period they knew they would get through soon.

- **Staff recruitment.** The timing it takes for police checks to be completed can be an issue for Te Poutama Ārahi Rangatahi. We heard this can often take up to eight weeks. By then the potential staff member has often found another form of employment. Being able to reduce this waiting time so that the residence is able to bring on staff in a more timely way will ensure that they are able to employ their first choice in candidates. This was an issue we first raised in our 13 October 2015 report and could become problematic in the future if staffing numbers were to reduce. We understand that Oranga Tamariki has an arrangement with the New Zealand Police to expedite the police vetting process for new staff at Oranga Tamariki residences. We would like to see the same arrangement in place for Barnardos to enable the timely appointment of new staff. We will review progress on this at our next monitoring visiting.



Photo 8: Courtyard. Trampoline and adventure playground seen in the background.

Domain 7: Responsiveness to mokopuna Māori



Well placed

4. Te Poutama Ārahi Rangatahi has a dedicated Kaihautū role. He is well respected by staff and young people and provides quality cultural advice, wisdom, knowledge and guidance to young people and staff. He is also part of the leadership team. We heard of and saw good examples where other staff members - guided by the learning from Te Kaihautū, were taking a lead in trying to implement Te Aō Māori into practice.

Young people's experiences

I learn about my culture with s9(2)(a) OIA. On Wednesdays and Thursdays he has lunch with the boys. Or you can ask to see him... I get on with him well".

"..talk to the Kaumātua about being Māori. Will do some more talking about it (with him)"

Strengths

- **Residence's valuing and use of tikanga Māori.** There were many examples throughout the visit that evidenced a culture of willingness to learn about Te Aō Māori and Tikanga Māori and the valuing of this in the residence. For example: combined staff and young people waiata sessions where songs from the young persons' iwi are included; talking with whānau in the first month to learn ways the residence can support the young person to remain connected to their iwi and learn about their whakapapa whilst in Te Poutama Ārahi Rangatahi; purposeful use of young people's full Māori names by the Kaihautū as a learning tool about their whakapapa and the involvement of the Kaihautū in the design of the therapeutic care model, to ensure this includes cultural understanding. During the integration meetings, we observed a discussion about a new young person transitioning to Te Poutama Ārahi Rangatahi. Important whānau members were identified, links to the young person's iwi were highlighted, and best ways to engage with the whānau and the young person were discussed.
- **Residence's vision for mokopuna Māori.** The residence is working on an overall strategic plan for how they respond to mokopuna Māori. We look forward to seeing this at our next visit.

- **Residence's cultural capability building.** Staff in the residence are open to learning about Te Aō Māori. Everyone is at different stages of learning but there is internal support for everyone to gain more confidence. The Kaihautū is integral to staff cultural capability building as well as young people's willingness to learn about Te Aō Māori. As part of succession planning, the Kaihautū is also working alongside another Māori staff member to support his development. The Kaihautū role is pivotal to being able to continue and sustain the direction that Te Poutama Ārahi Rangatahi is heading with regard to practices with rangatahi Māori from a Kaupapa Māori perspective.
- **Residence's access to cultural advice and support.** The Kaihautū provides cultural supervision, advice and support, as well as cultural guidance for staff and young people. Many of the staff and young people spoke highly of him and of the leadership he has provided. It was clear to see, across the whole of the residence, the valuable impact his advice and support has had in how staff are reflecting on, and implementing different aspects of Te Aō Māori in practice. Continuing to support staff to develop their confidence in working from a Te Aō Māori perspective will only make the residence stronger and will support future young Māori people to see the positivity and importance of being Māori.

Appendix One: Why we visit (legislative background)

5. 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.
6. 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: Mana Mokopuna lens and its relationship with the Oranga Tamariki Act

Principle	Definition	Oranga Tamariki Act 1989
Whakapapa	Children and young people know of, and are able to connect to places, ancestors, events and stories related to their whakapapa.	s4(1)(g) states that the purpose of this Act is to promote the well-being of children, young persons, and their families, whānau, hapū, iwi, and family groups by recognising whakapapa for children and young persons who come to the attention of the department.
Whānaungatanga	Children and young people have meaningful and life changing relationships with their families, whānau, hapū, iwi and family group and with the people around them and the people that matter to them.	s4(1)(h) states the purpose of the Act is to maintain and strengthen the relationships between children and young persons who come to the attention of the department and their family, whānau, hapū, iwi and family groups.
Aroha	Children and young people feel loved and cared for and are capable of receiving love and giving love to others. They know that the people around them believe in their potential.	s4(1)(e)(i)(ii) states where children and young people require care under the Act, they have a safe, stable, and loving home from the earliest opportunity; and support to address their needs.
Kaitiakitanga	Children and young people are safe and healthy in all aspects of their holistic wellbeing and are thriving in safe and healthy environments.	s5(1)(i) states that children and young people's rights set out in UNCROC must be respected and upheld and they must be protected from harm and treated with dignity and respect at all times.
Rangatiratanga	Children and young people and their families, whānau, hapū, iwi, and family groups, have a voice in decisions that impact on them. They know their rights and can exercise those rights and are assisted to take the lead in decisions about their lives.	s5(1)(a) makes explicit children and young people's right to participate in decisions that affect them. Section 5(1)(c)(iv) states the child or young person's sense of belonging, whakapapa, and the whānaungatanga responsibilities of their family, whānau, hapū, iwi and family group should be recognised and respected.
Mātauranga	Mokopuna Māori experience learning that enables them to walk confidently in both Te Ao Māori and Te Ao Pakeha. Children from other cultures have meaningful and life changing opportunities to learn	s5(1)(vi)(A-H) states that a holistic approach should be taken that sees the child or young person as a whole person which includes the child or young person's developmental potential, education and health needs, whakapapa, cultural identity, gender identity, sexual orientation,

	<p>about their culture and the culture of tangata whenua.</p>	<p>disability and age. UNCROC articles 29 & 30 make it explicit that education should develop each child's personality and talents to the full and that children have the right to learn and use the language and customs of their families.</p>
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Appendix Three: Interpretation of ratings

7. 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, or the individual sub-domains assessed, refer to our evaluative rubric: <http://www.occ.org.nz/assets/Publications/RUBRIC/Evaluative-Rubric-FULL.pdf>

Appendix Four: Interviews conducted and information accessed

Our visit to Te Poutama Ārahi Rangatahi included interviews with:

s 9(2)(a) OIA

young people

- Residence Manager
- Operational Team Leaders (OTLs)
- Clinical Team Leader (CTL)
- Care team or youth workers
- Clinical team
- Health team
- Education team
- Kaihautū
- Māori roopu
- Kitchen staff
- Programme Coordinator
- Grievance Coordinator
- Grievance Panel Chair

The following sources of information also informed our analysis:

- Visual inspection of the residence
- Residence profile
- Last OT audit report
- Grievance quarterly reports
- Residence management reports
- Training register
- 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