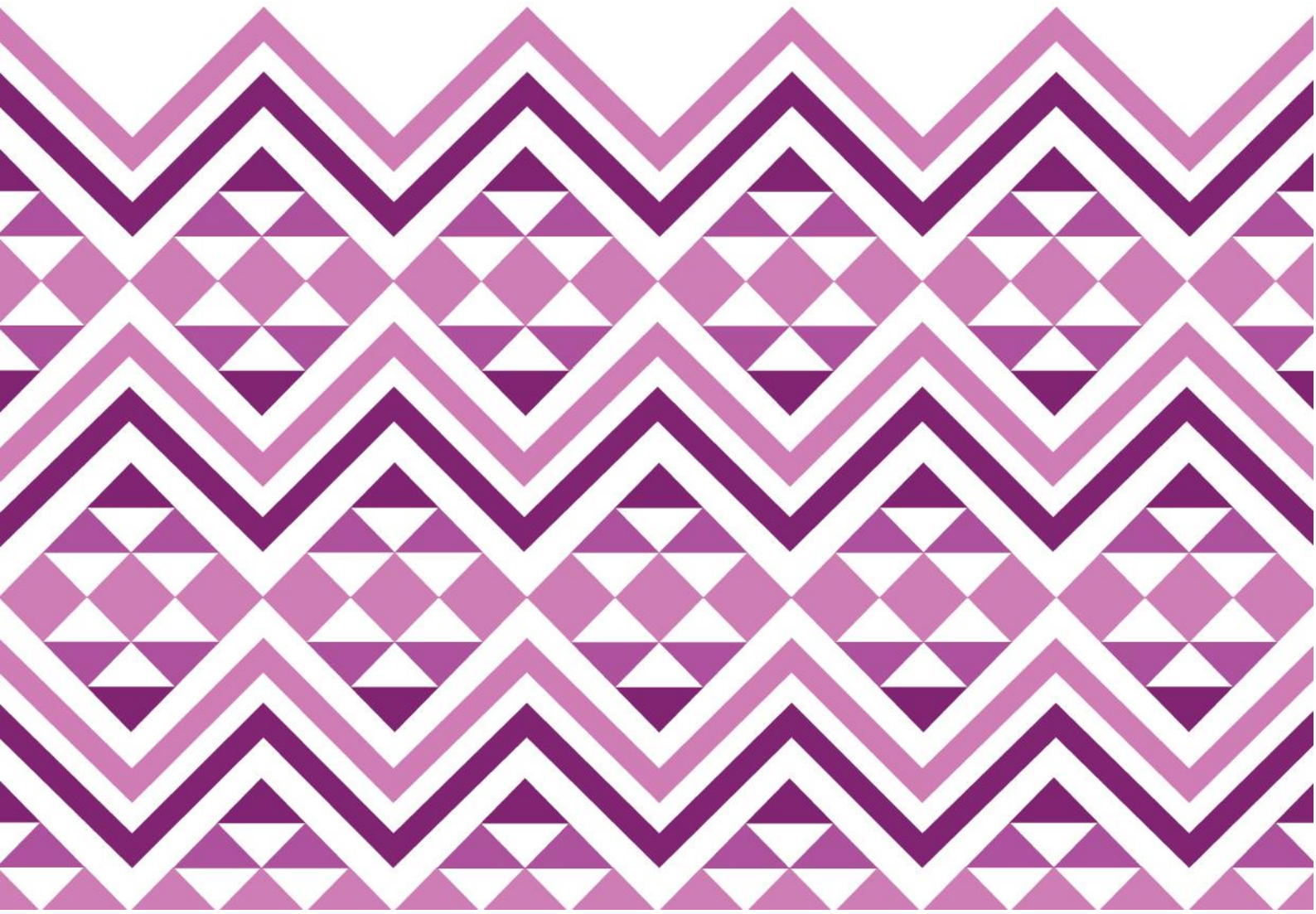


**Response to recommendations from the Office of  
the Children's Commissioner monitoring visit to:**

# **Te Maioha ō Parekarangi Youth Justice Residence**

**Visit date – July 2023**



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## Introduction

Te Maioha ō Parekarangi is an Oranga Tamariki—Ministry for Children (Oranga Tamariki) Youth Justice Residence located in Rotorua.

On 18 to 20 July 2023, staff from Mana Mokopuna – The Children and Young People’s Commission (Mana Mokopuna) carried out an unannounced follow-up monitoring visit to Te Maioha ō Parekarangi Youth Justice Residence.

Te Maioha ō Parekarangi has capacity for 30 rangatahi. Under the Oranga Tamariki Act 1989, the legal status which rangatahi are detained at the residence include:

- section 235
- section 238(1)(d) Custody of child or young person pending hearing
- section 311 Supervision with residence order
- section 173 and 175 of the Criminal Procedure Act 2022

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

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

The draft OPCAT report for Te Maioha ō Parekarangi Youth Justice Residence was shared with Oranga Tamariki on 9 October 2023.

## Recommendations Summary

The July 2023 OPCAT report for Te Maioha ō Parekarangi Youth Justice Residence examines progress against the five systemic recommendations and ten facility recommendations which were made following the October 2022 visit.

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

Recommendations	Progress
<b>Systemic Recommendations</b>	
1. Revise the Individual Care Plan templates to ensure they are functional, youth-friendly, and available in other accessible formats and languages.	Some progress in residence
2. Develop a nationwide package of training programmes that sits alongside the Te Waharoa Induction programme. Training programmes should include: <ul style="list-style-type: none"> <li>• criminogenic risk factors</li> <li>• alcohol and drug support</li> <li>• mental health needs</li> <li>• intellectual disability</li> <li>• neurodiversity</li> <li>• life skills</li> <li>• cultural development/capacity building</li> </ul>	No progress nationally
3. Review the grievance process. It should be independent and impartial and provide a clear mechanism for keeping mokopuna informed of progress.	No progress nationally
4. Develop a national strategy to address recruitment and retention issues for kaimahi across all residences.	Limited progress nationally
5. Urgently roll out the National Medication Training for all kaimahi.	No progress nationally
<b>Facility Recommendations</b>	
1. Address the high use of secure care, restraint holds, and searches. Secure Care should only be used as a last resort and not as a place to hold surplus admissions.	No progress
2. Immediately decommission the observation room in the Secure Care Unit. The room is not fit for use and requires urgent refurbishment.	Complete
3. Ensure all reviews and record keeping meets national standards, in particular, for secure care admissions, use of force, and Whāia te Maramatanga grievances. CCTV footage should not be deleted until the review has taken place.	Limited progress
4. Address maintenance issues as a matter of urgency. Priority must be given to the secure care unit, temperature control issues, and fencing repairs.	Good progress
The temperature control system requires urgent action	Urgent action
5. Develop programmes of activity specifically for after-school hours and during school holidays.	Good progress
6. Reinstate Te Ara Tikanga and other meaningful, vocationally focused programmes for mokopuna.	Good progress
7. Increase access to cultural programmes and invest in the cultural capability of kaimahi Māori.	Limited progress
8. Ensure kaimahi are aware of the Code of Conduct and provide guidance on best practice engagement strategies with mokopuna.	Some progress

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9. Ensure all kaimahi receive the Te Waharoa Induction Programme in its entirety before working in open units.	Some progress
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10. Address the high number of medication errors.	Good progress
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The Oranga Tamariki updated responses to the Te Maioha o Parekarangi Youth Justice Residence OPCAT report recommendations are detailed in the following sections of this report.



## Updated Response to Systemic Recommendations

Below are the Oranga Tamariki progress updates for the five systemic recommendations made in the Te Maioha ō Parekarangi Youth Justice Residence OPCAT report from March 2022 and updated in response to the follow up visit in July 2023.

### Recommendation 1

*Revise the Individual Care Plan templates to ensure they are functional, youth-friendly, and available in other accessible formats and languages.*

#### Updated response

At the time of Mana Mokopuna visiting in July 2023 they found that: *'Te Maioha ō Parekarangi is still using Individual Care Plans, however these are being replaced with All About Me Plans across residences. The All About Me Plan templates were functional and youth-friendly, however there were inconsistencies in the content. For example, some had no information pertaining to mokopuna. These plans are essential to ensuring mokopuna have their needs and goals met while in residence and for advancing their plans following release.'*

In 2022 an agreement was made that all Youth Justice Residences nationally would transition from using Individual Care Plans to using the All About Me Plan (AAMP). This transition has been previously undertaken with success in Care and Protection Residences, and all other tamariki and rangatahi in the care of Oranga Tamariki use the AAMP.

The AAMP is designed to enable Oranga Tamariki to support and respond to the needs of tamariki and rangatahi in care in line with the National Care Standards. The AAMP helps everyone involved support the needs and objectives of tamariki or rangatahi, by recording planning information that is responsive to their changing needs and circumstances and advances their long-term goals and outcomes.

It is anticipated that using the AAMP will result in collaborative approach between residence kaimahi, and care and protection or youth justice social workers. This will help strengthen care planning for rangatahi before, during and after their residential placement.

On 1 August 2023 Te Maioha ō Parekarangi rolled out the transition to AAMP from Individual Care Plans. Two virtual forums were coordinated and delivered to support this change process.

A training day was facilitated at Te Maioha ō Parekarangi prior to the implementation of the AAMP. The purpose of the learning was to understand the need, purpose, and connections in the AAMP, and ensure kaimahi were familiar with how to use the AAMP.

Te Maioha ō Parekarangi intend to use the AAMP intentionally to create meaningful plans that are useful and meaningful for young people and their whānau. Multi-Agency Team meetings are held on admission and monthly thereafter. The information shared in the meetings and the agreed actions are being used to update and strengthen the AAMP.

The Te Maioha ō Parekarangi Senior Psychologist and Team Leader Clinical Practice are concurrently introducing an Intervention Planning process as a staged intervention plan to address needs for young people based on their date of admission to Te Maioha ō Parekarangi. Case Leaders are part of the working group designing and implementing the Intervention Planning process which will both inform and be informed by the AAMP. The intention is for the wider Clinical Team to adopt the Intervention Planning practice over the next six months.

It is also worth noting that the AAMP is a priority improvement prototype as part of our current Frontline Technology Systems Upgrade programme and design of this prototype will actively consider how to support the application of AAMP in a residential context.

This recommendation will be closed as the AAMP was developed in a child friendly way and is available in other accessible formats and languages.

## Recommendation 2

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

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

### Updated response

At the time of Mana Mokopuna visiting in July 2023 they reported that: *'Kaimahi advised Mana Mokopuna there are areas of development in their professional knowledge and that training in key areas (especially managing behaviours associated with mental health distress) is needed. Youth Justice Residences have, however, improved their induction process by offering six weeks of training followed by two weeks with a 'buddy,' or more experienced kaimahi. New kaimahi can test their classroom-based knowledge in live settings and receive real time feedback from more experienced kaimahi.'*

There has been positive progress in improving our induction content and processes at Te Maioha ō Parekarangi. This work is linked to the wider workforce strategy to lift the capability of youth workers and team leaders.

Oranga Tamariki acknowledge that it is important that kaimahi have access to, and are trained in, a nationwide suite of trauma-informed programmes that address criminogenic behaviour, alcohol and drug use, mental health needs, intellectual disability, neurodiversity, life skills and cultural development for rangatahi.

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

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

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

Oranga Tamariki is also working with our agency colleagues to drive integration across the children's system, moving from transactional and siloed services to a joined up, needs-based, outcomes-focused children's system.

In addition, the External Independent Rapid Review has also highlighted further areas of improvement needed across Oranga Tamariki. The Review identified eight areas for improvement. Plans are in

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

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

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

place to systematically address the issues raised.

We support the development of a national curriculum of programmes for youth justice residences. A stocktake of internal and external programmes offered in Youth Justice Residences was completed during May 2023 which involved gathering information from the five residences on the internal and external programmes. We have now determined what is currently available and are developing next steps to further understand the needs of our rangatahi and what programmes would be effective for them (particularly those on remand). Additionally, sourcing programmes from Corrections is being explored as part of this work and a workshop was held with them during June 2023. This work continues to be progressed as a priority. We will ensure any programmes that are adopted in the residence are appropriate for the age group and background of the rangatahi we are working with and are aligned and consistent with our oranga framed practice approach.

The leadership team at Te Maioha ō Parekarangi have welcomed the Te Waharoa National Induction programme and value the opportunities to coordinate and facilitate each component of Te Waharoa. The majority of the leadership team are trained, and competent facilitators of the modules of Te Waharoa. Te Maioha ō Parekarangi appreciate the opportunity to provide a range of programmes and skills to young people during their time at Te Maioha.

The Te Maioha ō Parekarangi leadership team have identified and responded to the need to build kaimahi capability in different areas such as:

- Critical Incident Management Training
- Psychological First Aid
- Cultural capability
- Tuhourangi Ngati Wahiao manaaki Te Maioha ō Parekarangi kaimahi with training days based at Whakarewarewa Villageto deepen their connection with and understanding of the whenua, with oversight from the Parekarangi Trust Chairperson

The Te Maioha ō Parekarangi leadership team have also offered support for kaimahi to engage in additional professional development opportunities. Kaimahi have taken the initiative to identify learning opportunities through their own networks and external connections. These opportunities are supported by including extra activities in their professional development plans, creating flexibility in rostered work shifts, and approving Employment Related Education Leave.

As work progresses on a national suite of training programmes, Te Maioha ō Parekarangi and all our youth justice residences will continue to focus on the development of meaningful and engaging programmes and activities for rangatahi at a local level.

### Recommendation 3

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

#### Updated response

At the time of Mana Mokopuna visiting in July 2023 they found that: *‘Whaia te Maramatanga is still used in residence and is not an independent or impartial system. However, mokopuna at Te Maioha know how to make a grievance and use this process regularly.’*

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

Alongside Whāia te Māramatanga, Manaaki Kōrero is a three-year programme of work with VOYCE – Whakarongo Mai (VOYCE) across all Oranga Tamariki settings, with a planned completion date of June 2026.

There is a strong relationship between Te Maioha ō Parekarangi and VOYCE. VOYCE has regularly



visited Te Maioha ō Parekarangi while tamariki and rangatahi are present at the facility. VOYCE has open access to Te Maioha ō Parekarangi, and their presence is always welcomed.

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

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

Te Maioha ō Parekarangi is a pilot site for the trial of additional grievance mechanisms including access to an 0800-telephone number. The new Oversight legislation provides a strengthened complaints and investigation function for children in the care or custody of the state led by the Office of the Ombudsman. Rangatahi can now approach the Ombudsman directly at any point, before, during or following a complaint being considered by Oranga Tamariki. Their office is working on developing a range of resources to promote the use of this service. We are expecting the delivery of posters and stickers advertising these rights to access independent complaint service.

The kaimahi at Te Maioha ō Parekarangi embrace the Principles of Te Tiriti o Waitangi, and Section 7AA of the Oranga Tamariki Act. A strength is the commitment to working inclusively with Manaaki Kōrero and the other key partnerships that have the best interest of rangatahi and their whānau at the centre. We continue to improve the accessibility to, and implementation of, advocacy within the residence.

We are pleased your monitoring team found that rangatahi at Te Maioha ō Parekarangi know how to use the existing grievance process.

### Recommendation 4

*Develop a national strategy to address recruitment and retention issues for kaimahi across all residences.*

#### Updated response

At the time of Mana Mokopuna visiting in July 2023 they noted that: *‘Oranga Tamariki leadership has focused efforts to reduce low kaimahi numbers by authorizing the use of contracted services via local NGOs, security companies, and student job search. Te Maioha has also reported some progress in residence by utilising local resources and developing their own recruitment strategies. At the time of the visit Te Maioha reported having 10 contingency kaimahi available to assist with short notice kaimahi cover.’*

Oranga Tamariki continues to prioritise the development of a workforce strategy that will support high quality social work. A key part of this work focuses on training, career progression pathways, leadership and professional development and workforce planning. The work is scheduled for completion in 2023.

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

qualifications will follow in 2023.

A national marketing and recruitment campaign for Oranga Tamariki is being developed for relevant social media platforms and launched in March 2023. This work follows nationwide workforce shortages across the organisation and the New Zealand labour market as a whole. Recruitment for Oranga Tamariki residences is a specific focus within the broader campaign.

The use of contingency staff has continued to reduce at Te Maioha ō Parekarangi and steady improvements have been made with recruitment. There are currently fewer than 10 vacancies at Te Maioha ō Parekarangi. Innovative local strategies like promotion and displays at local events have been successful with increasing enquiries coming from connections with local sports clubs, other kaimahi in the rohe, and word of mouth.

## Recommendation 5

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

### Updated response

At the time of Mana Mokopuna visiting in July 2023 they reported that: *'Mana Mokopuna reported that Te Maioha leadership were not aware of when National medication training was going to be implemented. Te Maioha have initiated their own training with experienced nurses from another residence to deliver training to their kaimahi.'*

Oranga Tamariki acknowledges the importance of the correct management of medication for rangatahi in all our residences. Ensuring the safety and wellbeing of tamariki and rangatahi in the custody of Oranga Tamariki is paramount. In most cases, medication in youth justice residences is administered by primary health care providers who are contracted by the Ministry of Health to provide these services during business hours. These services are co-located at each youth justice residence.

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

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

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

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

Medication and Standard Operating Procedures (SOP) training was developed in 2022 by the Pegasus Health team in consultation with health teams across the youth justice residences, psychiatrist and pharmacists. Initial medication and SOP training was rolled out across youth justice residences over 2023, however we consider there is further work to do alongside our health partners to continue to embed these practices. There was a delay for Te Maioha ō Parekarangi receiving the national medication training as the health team in their residence did not have the necessary health professionals in place initially to support the training and SOP roll out.

The SOP was rolled out at Te Maioha ō Parekarangi in June and July 2023. This was delivered by nursing staff from Te Puna Wai ō Tuhinapo where the SOP was developed. Further improvements are being made and further training will occur for residences by January 2024.

We welcome the observations from Mana Mokopuna of our good progress in addressing the high number of medication errors. The errors since November 2022 have been administrative with medication not being signed out. The rate of these errors has steadily reduced from a high of 102 in

December 2022 to 23 errors in October 2023.

We will monitor progress against this recommendation for the next six months, and if no further issues arise, we will consider this completed

## Updated Response to Facility Recommendations

Below are the Oranga Tamariki responses to the ten facility recommendations made in the Te Maioha Youth Justice Residence OPCAT report.

### Recommendation 1

*Address the high use of secure care, restraint holds, and searches. Secure Care should only be used as a last resort and not as a place to hold surplus admissions.*

At the time of Mana Mokopuna visiting in July 2023 they reported that: *'Mana Mokopuna reported that there continues to be a high use of secure care, with grounds for admissions not always recorded accurately. Kaimahi confirmed that retention orders, 27 used to hold mokopuna in secure longer than 72 hours, are regularly submitted to and granted by the Youth Court.'*

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

Te Maioha ō Parekarangi are committed to the reduction of use of force incidents, admissions to secure care, and searches. These practices are closely scrutinised at the residence and must follow policy and legal requirements. The use of force in residences must be undertaken in line with the Oranga Tamariki (Residential Care) Regulations 1996. The use of restraint while dealing with a child or young person in residence must be kept to an absolute minimum. It should only be used in extreme circumstances and when staff have reasonable grounds for believing that the use of physical force is necessary, such as in self-defence or in the defence of another person.

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

Each time we use force at Te Maioha ō Parekarangi, it is reviewed by the staff involved, alongside senior managers who review CCTV footage, to ensure it was lawful and that practice requirements were met. In 2021, a Use of Force panel was established to review all incidents of use of force in youth justice residences. The panel includes senior Oranga Tamariki representatives, a senior advisor from the Ministry of Justice, with expertise in use of force, and a Manager from VOYCE - Whakarongo Mai.

We are progressing work to ensure the appropriate application of STAR, including revised restraint practices. This work will include frequent staff training on practice and recertification of all staff.

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

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

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

Rangatahi have a right to be informed why the search is taking place in a way that is appropriate to their age, stage of development, culture, and any disability they may have, and be given the opportunity to hand over an unauthorised or harmful item nullifying the need for a search. When

carrying out a search in any youth justice residence, we must undertake the search with the greatest care and sensitivity to uphold the mana of the rangatahi.

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

The SOPs in relation to Use of Force, admissions to secure care, and searches have been approved for release and are due to be rolled out to all residences by January 2024. These have a strong focus on the rights of rangatahi, regulations requirements and best practice. The leadership team at Te Maioha ō Parekarangi have set themselves a goal of having the Secure Care unit closed for the majority of the year and shifting the focus of the residence to making more of the teaching and learning opportunities for rangatahi in the open units.

## Recommendation 2

*Immediately decommission the observation room in the Secure Care Unit. The room is not fit for use and requires urgent refurbishment.*

### Updated response

This action is complete.

## Recommendation 3

*Ensure all reviews and record keeping meets national standards, in particular, for secure care admissions, use of force, and Whāia te Maramatanga grievances. CCTV footage should not be deleted until the review has taken place.*

### Updated response

At the time of Mana Mokopuna visiting in July 2023 they noted that: *'both secure care and open unit logbooks showed a lack of consistency in record keeping. While there has been an investment from leadership to improve record keeping and develop kaimahi capacity, the logbooks do not currently meet Oranga Tamariki National Standards for accurate record keeping or Regulation 54 of the Residential Care Regulations 1996. The recommendation pertaining to CCTV footage was not assessed.'*

Te Maioha ō Parekarangi accepts the importance of ensuring record keeping is accurate and maintained to a high standard in line with legislative, regulatory, policy and practice requirements. Keeping accurate case records is an important practice requirement for all kaimahi at Oranga Tamariki. It is essential that key actions and decisions for the tamariki and rangatahi are accurately recorded to ensure significant decisions are clearly evidenced and transparent.

The SOPs that will be rolled out to all residences by January 2024 set out the expectations for recording and will support kaimahi to understand what is required for secure care admissions, use of force, and Whāia te Maramatanga grievances. As part of the broader quality assurance function at the residence, the Quality Lead will review each of the practice areas on a weekly basis, reporting their findings to the senior leadership team.

## Recommendation 4

*Address maintenance issues as a matter of urgency. Priority must be given to the secure care unit, temperature control issues, and fencing repairs.*

### Updated response

At the time of Mana Mokopuna visiting in July 2023 they found that: *‘the fencing issues at the last visit had been resolved and the interior courtyard walls were being painted at the time of the visit. The shower in the admission area had been refurbished as had the showers in secure care. The temperature control system for the residence requires urgent action. The residence is very cold in the winter and very hot in the summer. Te Maioha have purchased additional blankets for mokopuna to help combat the cold and leadership have been informed a fix is over a year away.’*

We acknowledge the importance of ensuring the residence’s material conditions are maintained to a high standard to support the health, wellbeing, and dignity of rangatahi who stay there. The Residence Manager has reset the kawa and tikanga for the residence. A key part of this mahi has involve supporting a renewed focus by rangatahi and kaimahi on taking pride in their whare, lifting standards, and building a culture that values and respects the living environment at all times.

The concerns raised about the temperature control issues have been addressed. In September 2023, an assessment was completed that resulted in immediate repairs. The HVAC system is now performing much more effectively and there have been no further complaints about temperature requiring callouts or other repairs since. A replacement of the HVAC system has been costed and is planned in stages over the next 1-3 years.

## Recommendation 5

*Develop programmes of activity specifically for after-school hours and during school holidays.*

### Updated response

At the time of Mana Mokopuna visiting in July 2023 they noted: *‘the good progress as Te Maioha has increased the number of programmes and activities for mokopuna outside of school hours. For example, mokopuna were engaged in ‘Hoops Club’, a weed-eating programme, as well as woodwork during the school holidays.’*

We welcome the observations and findings from Mana Mokopuna of the good progress at Te Maioha ō Parekarangi providing programmes and activities outside of school hours. Since January 2023, Te Maioha ō Parekarangi has strengthened the relationship with community providers and increased the number of programmes that are offered These include:

- a 10 week ‘Te Arawa journey’ with Te Waiariki Purea Trust
- off-site fitness classes with BFT Rotorua
- Rangiora Inia teaching Mau Rakau
- building planter boxes and growing vegetables with Maara Kai
- music writing and recording with Trojahn Tuna
- guitar lessons in a music studio with Hugh White
- regular team building based on themes selected by rangatahi.

The programme coordinator appointed in December 2022 has an extensive background in programme development and will again work closely with key residence kaimahi to establish planning for the summer period. This role has had a positive impact on structured daily programming.

The Leadership team will track the progress of this recommendation and it will also form part of the quality assurance monitoring by the Quality Lead. If no further issues arise over the next six months,

we will consider this recommendation completed.

### Recommendation 6

*Reinstate Te Ara Tikanga and other meaningful, vocationally focused programmes for mokopuna*

Updated response

At the time of Mana Mokopuna visiting in July 2023 they reported that: ‘*mokopuna have access to vocationally focused programmes through Kingslea School such as working in the Kai Café, using the tech room, CV and letter writing, drivers licensing lessons and through material taught in the classroom setting. Education is kept relevant to mokopuna with lessons focusing on areas of interest and life-skills such as grocery shopping and budgeting. However, there has been no progress in reinstating Te Ara Tikanga<sup>29</sup> programme or the Life Skills Unit which is dependent on increased kaimahi levels.*’

Te Maioha o Parekarangi supports the provision of meaningful, vocationally focused programmes for mokopuna. Building our suite of vocational programmes has been a key focus for 2023 and we welcome the assessment from Mana Mokopuna of our good progress.

With the positive trends in recruitment, Te Maioha o Parekarangi is on track to have the kaimahi needed to resume the reinstatement of Te Ara Tikanga<sup>29</sup> programme and the Life Skills Unit. We acknowledge the benefits of vocational training, supporting rangatahi to gain practical experience. It also helps rangatahi to learn the skills required to enter the workforce and provides them with the opportunity to explore different vocational or career pathways.

Te Ara Tikanga<sup>29</sup> is a vocational farming course run with the support of Parekarangi Trust. Te Maioha o Parekarangi is located on whenua owned by the Trust, and residence is surrounded by the Parekarangi Trust farm which includes a dairy and dry stock unit. Rangatahi from the residence have previously gained vocational farming experience, grounded in Tūhourangi Ngāti Wāhiao tikanga. Te Maioha o Parekarangi supports reinstating this as soon as possible and the Residence Manager will work with Parekarangi Trust to explore options for this.

The Leadership Team will track the progress of this recommendation and it will also form part of the quality assurance monitoring by the Quality Lead. If no further issues arise over the next six months, we will consider this recommendation completed.

### Recommendation 7

*Increase access to cultural programmes and invest in the cultural capability of kaimahi Māori*

Updated response

At the time of Mana Mokopuna visiting in July 2023 they noted: ‘*a considerable difference in the integration of te ao Māori practice and mātauranga Māori within the residence. Many kaimahi have a good competency in te reo Māori and the leadership team encourage kaimahi to share what they know with mokopuna. The challenge is a sustaining a continued upward trend in capacity building and not having the onus of achieving this left up to a dedicated few.*’

We are pleased that Mana Mokopuna have noted the competency and capability of Te Maioha o Parekarangi kaimahi in the integration of te ao Māori practice and mātauranga Māori. There has been a positive trend in recruiting and retaining kaimahi Māori; five of the seven key leadership kaimahi at Te Maioha o Parekarangi whakapapa Māori.

As noted in our response to Systemic Recommendation 2 and Facility Recommendation 4, the residence manager is re-setting the kawa and tikanga for Te Maioha o Parekarangi and supports increasing access to cultural programmes and investment in cultural capability for kaimahi Māori. Kaimahi have been engaged in the 18-week learning programme, Tū Māia. Tū Māia sits under the umbrella of [Te Hāpai Ō](#) which is the Ministry’s approach to how we grow cultural capability for the whole organisation. The residence manager is Māori (Ngāti Kahungunu) and wholeheartedly

encourages this mahi.

The residence has recently revitalised Te Putake a Nuku, the Te Maioha ō Parekarangi Māori Rōpū electing a new Chairperson (Tuhourangi Ngati Wahiao, Te Arawa) and Vice Chairperson (Te Arawa). Both are locally raised, and the Chairperson has whakapapa to mana whenua for the residence.

Te Maioha ō Parekarangi is built on the land of local hapu, Tūhourangi Ngāti Wāhiao. Te Putake a Nuku will play a big part in ensuring that Te Maioha ō Parekarangi upholds the mana of this whare/waahi and honours our commitment to rangatahi. The rōpū will do this by ensuring rangatahi are immersed in Te Ao Māori from the moment they enter the residence, employing whakataū, karakia, pepeha and other cultural practices.

Tuhourangi Ngati Wahiao manaaki Te Maioha ō Parekarangi kaimahi with training days based at Whakarewarewa Village to deepen their connection with, and understanding of, the whenua. This training is provided with oversight from the Parekarangi Trust Chairperson

Over the last two years, all youth justice residences have adopted a Māori centred practice approach, Whakamana Tāngata. The Whakamana Tāngata approach is based on, and informed by, five specific Māori values (ara tikanga, mana, tapu, mauri ora, and piringa) and four restorative principles (relationships, respect, responsibility, and repair). Focusing on preventative and restorative elements, it encourages rangatahi to take responsibility for their actions and behaviour, enhancing accountability for repairing the harm caused, and restoring the mana of those involved. Whakamana Tāngata aligns to the practice shift we are making across the organisation towards relational, restorative, and inclusive practice that sees te tamaiti in the context of whānau and within an oranga frame. This approach also considers the impacts of individual and collective trauma when tamariki and whānau have experienced challenging events.

Te Maioha ō Parekarangi has a Kaiwhakaue, a specialist role which focuses on embedding Whakamana Tangata. The role sits within the Leadership team. Throughout 2023 the Kaiwhakaue, supported by the Leadership team and a revitalised Te Putake a Nuku, has focussed on refreshing and fully embedding Whakamana Tangata across all residence operations. The Leadership team will closely track the progress of this recommendation until the next Mana Mokopuna monitoring visit. This will also form part of the on-going quality assurance monitoring by the Quality Lead.

## Recommendation 8

*Ensure staff are aware of the Code of Conduct and provide guidance on best practice engagement strategies with mokopuna.*

### Updated response

At the time of Mana Mokopuna visiting in July 2023 they observed: *'good kaimahi practice in the residence. Shift leaders are regularly present on the unit to provide real time feedback and guidance to kaimahi on best practice as soon as issues arise. Mana Mokopuna observed some unprofessional behaviour especially from young female kaimahi and some kaimahi lacking behaviour management skills.'*

The Oranga Tamariki Code of Conduct sets out our responsibilities and obligations as public servants and sets expectations for how we will act. All kaimahi at Te Maioha ō Parekarangi have been reminded of their obligation to adhere to the Code of Conduct.

When there are concerns that the Code of Conduct is not met, Oranga Tamariki has established Human Resources (HR) policies and guidelines in place to manage situations where kaimahi are subject to active internal investigations. This includes:

- The Oranga Tamariki – Ministry for Children, Disciplinary Policy
- The Oranga Tamariki – Ministry for Children, Disciplinary – Supporting Guidelines

Oranga Tamariki is committed to ensuring that our work and work environment demonstrates a genuine commitment to our values and that all kaimahi are empowered to behave consistently with our policies and values. It is vital that disciplinary processes are fair, transparent, and impartial.



In circumstances within Oranga Tamariki residences where misconduct is alleged, residence managers are guided by our HR disciplinary and practice policies when managing kaimahi and any issues related to the safety and wellbeing of tamariki and rangatahi. This includes considering under what circumstances kaimahi should or should not remain working with a tamaiti or rangatahi during a period of investigation.

Code of Conduct training was provided to kaimahi at Te Maioha ō Parekarangi in four sessions over 2023 and a further session is scheduled for November 2023. The Standard Operating Procedures (SOP) that will be rolled out to all residences by January 2024 will also contribute to improving practice and compliance.

This recommendation will be monitored in line with Facility Recommendation 7.

## Recommendation 9

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

### Updated response

At the time of Mana Mokopuna visiting in July 2023 they reported that: *‘compared to the last full visit, there has been a significant shift and more priority placed on new kaimahi receiving a full induction. Whilst kaimahi reported the induction training met the need, there are still training gaps identified when working with mokopuna (as per systemic recommendation 2).’*

We welcome the report from Mana Mokopuna noting the improvement in kaimahi having access to a comprehensive induction through the Te Waharoa induction programme.

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

Te Waharoa is the Oranga Tamariki residences professional development pathway, which includes four training steps: Foundational induction, role-based, trauma-informed practice, and continuous professional development offerings.

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

All new kaimahi are consistently completing the six-week programme and the positive trends in recruitment now allow us to also release existing kaimahi to complete the training.

This Recommendation forms part of the quality assurance monitoring by the Quality Lead. The Leadership team track the progress of this recommendation, and we consider this recommendation complete.

## Recommendation 10

*Address the high number of medication errors*

Updated response

At the time of Mana Mokopuna visiting in July 2023 they reported that: *'Te Maioha initiated their own in-house training using experienced nurses from another residence. The leadership team were not aware as to when national medication training was being rolled out (as per systemic recommendation 5).'*

Please refer to our response for Systemic Recommendation 5. Over the past 12 months, the error rate has reduced from a high of 102 in November 2022 to a low of 23 in October 2023. The errors have all been in relation to the process of signing out the medication that has been dispensed. We expect this error rate to continue to improve with the release of the Standard Operating Procedures (SOP) that will be rolled out to all residences by January 2024.