



**Response from Oranga Tamariki to recommendations  
from the Mana Mokopuna monitoring visit to:**

# **Korowai Manaaki Youth Justice Residence**

**Visit date – February 2024**

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## Introduction

Korowai Manaaki Youth Justice Residence (Korowai Manaaki) is an Oranga Tamariki—Ministry for Children (Oranga Tamariki) run youth justice residence. The facility is located in Tāmaki Makaurau.

In February 2024, staff from Mana Mokopuna—Children and Young People’s Commission (Mana Mokopuna) completed an unannounced monitoring visit to the facility.

The facility has capacity for 46 rangatahi. The legal status which rangatahi can be detained at the residence include:

- Oranga Tamariki Act 1989 – s 235, s 238(1)(d) and s 311.
- Corrections Act 2004 – s 34A
- Criminal Procedure Act 2011 – s 173 and s 175

The purpose of the visit was to assess the quality of Oranga Tamariki services against the seven domains relevant to Mana Mokopuna’s role as a National Preventive Mechanism under the Optional Protocol to the Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT). The seven domains are:

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

The draft OPCAT report for Korowai Manaaki was shared with Oranga Tamariki on 15 May 2024.

## Recommendations Summary

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

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

Recommendations	Status
<b>Oranga Tamariki Systemic Recommendations</b>	
1. Urgently implement practical ways to mitigate contraband such as cannabis and vapes entering secure residences.	Accepted
2. Provide suitable on-site resource to support mokopuna with high and complex mental health needs.	Accepted
3. Ensure mokopuna have access to a fit-for-purpose, independent complaints system, and ensure that mokopuna know about this and how to access it.	Accepted
4. Review the residence recruitment strategy to ensure all kaimahi have the adequate skills and experience to work appropriately with high and complex needs mokopuna.	Accepted
5. Review induction training to ensure new kaimahi are well prepared for the realities of working in a secure residence and that they have the skills to pro-socially engage with mokopuna and safely de-escalate situations involving mokopuna in their care.	Accepted
6. Ensure mokopuna are visited by their allocated social workers and that remand reviews are completed for individual mokopuna with a view to minimising pre-trial detention timeframes.	Accepted
<b>Facility Recommendations</b>	
1. Complete an internal practice audit and ensure all kaimahi have an agreed understanding of professional practice expectations and have the skills to pro-socially engage with mokopuna and safely de-escalate situations involving mokopuna in their care.	Accepted
2. Leadership team to create an action plan alongside the Kaiwhakaue to address the disparities of mokopuna Māori and set measurable outcomes as determined by Korowai Manaaki.	Accepted
3. Provide training to all residence kaimahi outlining the importance of independent advocacy for mokopuna and how kaimahi can empower mokopuna to access independent advocates and have a voice in how they are cared for, as well as to raise any complaints or concerns they have about their care and treatment.	Accepted
4. Implement a schedule of meaningful, culturally inclusive activity programmes that can be delivered to mokopuna outside of the school structured day.	Accepted
5. Consider regularly changing shift teams to enable all kaimahi the opportunity to work with different people under different Team Leaders as a way to build a more positive, aligned, and collective culture of care for mokopuna amongst kaimahi.	Accepted

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

## Response to Systemic Recommendations

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

### Recommendation 1

*Urgently implement practical ways to mitigate contraband such as cannabis and vapes entering secure residences.*

#### Response

We acknowledge the importance of mitigating contraband to ensure secure residential environments are safe for both rangatahi and kaimahi.

We have developed new Standard Operating Procedures (SOPs), which are currently being implemented. These SOPs include new approaches to the management of contraband, such as the use of clear view bags by staff. We are considering what legislative change is required to provide enhanced search powers to staff in the secure residence environment. This could include the ability to search both kaimahi and visitors before they enter the residence.

Facility specific initiatives we are undertaking include:

- Working with Corrections to develop a Memorandum of Understanding for use of drug dogs and handlers to facilitate searches at Korowai Manaaki.
- A Professional Conduct staff notice was sent to all Korowai Manaaki staff on 14 May 2024. Unauthorised items were highlighted in the notice. The notice was discussed by all Leaders (including Health and Education) with staff and a staff acknowledgement form was completed.
- Organisational approach to put in place clear bags for staff to use on site is in progress.
- Where whānau and other visitors are identified as introducing contraband to site, visits are temporarily paused until whānau hui are completed with them, to address this issue.
- Prior to a scheduled visit, case leaders inform whānau and other visitors of expectations and rules during visits. This is reiterated to visitors by the specific visits kaimahi when they arrive.
- Specific staff have been identified who have the right skills to manage visits.

### Recommendation 2

*Provide suitable on-site resource to support mokopuna with high and complex mental health needs.*

#### Response

We recognise the unique needs of the rangatahi that are placed in secure youth justice residences, including those with high and complex mental health needs, and the importance of working differently to support these rangatahi.

We are looking at options to improve trauma informed care and how we support rangatahi with mental health needs across the Residences and Homes Group. We hope to consider options for implementation within the next month. This includes consideration of our assessment, intervention and support approach.

A multi-disciplinary team is in place at Korowai Manaaki, including mental health service provision, health services, operations, and clinical practitioners. This team meets regularly, and as needed, to complete case consults for rangatahi who are identified as having high and complex mental health needs. Additionally, the Korowai Manaaki mental health provider holds three clinics on site per week.

The Oranga Tamariki Regional Disability Advisor facilitates a practice session with new staff during the Te Waharoa Induction Programme, focussed on meeting the diverse needs of rangatahi. The Korowai Manaaki Team Leader Clinical Practice provides guidance to staff on trauma informed practices, drawing on their past clinical experience.

Odyssey House and CADS (Alcohol and Drug) regularly visit rangatahi in Korowai Manaaki units. Community health providers such as Mahi Tahi, Three Bags Full, Dine and Tu Kaha Collective provide weekly services to rangatahi identified with high and complex mental health needs.

### Recommendation 3

*Ensure mokopuna have access to a fit-for-purpose, independent complaints system, and ensure that mokopuna know about this and how to access it.*

#### Response

As part of the Oranga Tamariki (National Care Standards and Related Matters) Regulations 2018, every tamaiti and rangatahi is entitled to receive information about what they can expect in our care or custody, and that of our partners, 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.

Oranga Tamariki has partnered with VOYCE—Whakarongo Mai (VOYCE) to collaboratively design and deliver Manaaki Kōrero – with tamariki, rangatahi and whānau – an improved feedback, complaints, grievance, information, advice and assistance processes. Manaaki Kōrero is a three-year programme of work with VOYCE across all Oranga Tamariki settings, with a planned completion date of June 2026.

The Manaaki Kōrero work programme aims to strengthen the Oranga Tamariki feedback and complaints system so it's 'fit-for-whānau', ensures tamariki, rangatahi and their whānau voices are heard, and trust the process. We are currently on-track to deliver the first year of initiatives by 30 June 2024. The first year is strengthening tamariki, rangatahi, whānau and caregiver knowledge of rights, advocacy, feedback and complaints processes, with a particular focus on improvements for tamariki and rangatahi in residences. In year two and year three, the proposed focus is on digital tools to support complaints submission, resolution, and mechanisms to better support whānau when they want to engage with complaints and advocacy processes.

Initiatives are being piloted in three residences (Epuni, Te au Rere and Te Maioha):

- Providing two comic books designed with VOYCE, one for tamariki and one for rangatahi, as an educational resource for teaching them about their rights.
- Distributing advocacy calling cards (wallet size) to tamariki and rangatahi so they can request support from a VOYCE kaiwhakamana (advocate) without having to ask Oranga Tamariki kaimahi.
- Integrating education around rights and advocacy into regular staff training, and into regular tamariki and rangatahi communication activities.

VOYCE also provide independent advocacy for rangatahi in care. Rangatahi can have phone contact with VOYCE and have the option of meeting VOYCE representatives when they visit the facility. Rangatahi can request a visit from a VOYCE representative when they need advocacy for a specific concern or a complaint. Other options for expressing themselves, such as video calling and recording, can be used with tamariki and rangatahi as required.

The 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.

The Office of the Ombudsman has developed a range of resources to promote the use of their new complaints service. Posters and stickers advertising the rights to access the independent complaint service have been shared with our residences and remand homes. We are also working with the Office of the Ombudsman to promote awareness of their new 0800 number across our facilities, ensuring that rangatahi can access this at any time.

### Recommendation 4

*Review the residence recruitment strategy to ensure all kaimahi have the adequate skills and experience to work appropriately with high and complex needs mokopuna.*

#### Response

The new recruitment process now includes psychometrics and assessment of suitability for applicants. From July 2023 increased effort and resources were directed to the recruitment and retention of kaimahi

across youth justice residences, particularly at Korowai Manaaki. By April 2024, those efforts had resulted in a thirty percent increase in the number of trained residential youth workers permanently employed at Korowai Manaaki.

A further 14 permanent kaimahi are currently in training, and they are expected to commence duties in the first week of July. This will mean that between July 2023 and July 2024 the number of residential youth workers permanently employed at Korowai Manaaki increased from 93 to 147, an overall increase of forty percent and the majority of frontline positions have now been filled.

The detailed content of the six-week Te Waharoa Induction programme is covered in the response to Recommendation 5 below.

Mana Mokopuna noted the kaimahi they spoke to were young and this was challenging with kaimahi and rangatahi being close in age. While there has been an increase in younger staff aged between 20 and 29, we note the average age of Korowai Manaaki kaimahi is 41.

### Recommendation 5

*Review induction training to ensure new kaimahi are well prepared for the realities of working in a secure residence and that they have the skills to pro-socially engage with mokopuna and safely de-escalate situations involving mokopuna in their care.*

### Response

Te Waharoa is the induction training for new residential youth workers. We have made a number of changes to this training to ensure new kaimahi are well prepared for the realities of working in a secure residence, including having the skills to pro-socially engage with rangatahi and safely de-escalate situations involving rangatahi in their care.

Changes we have made include:

- the duration of content of the 'mana in relationships' component of the training was reviewed by three Youth Justice Senior Psychologists and amended to better include a trauma informed approach
- extended Safe Tactical Approach and Response training
- other changes to better support and guide staff in their engagement with rangatahi and in safely deescalating heightened behaviour
- Substances and Choices Scale (SACS), Kessler and Suicide screening training is being delivered by Quality Practice and Experiences to ensure training is consistent nationally
- the number of initial observation (buddy) shifts has increased from 5 to 10 where new recruits shadow an existing staff member to learn the requirements of the role. A revised observation booklet has been introduced and observations from the buddy shifts are recorded and completion of the required shifts is signed off by a team leader.

We continually review and improve our induction and other training to ensure it is responding to emerging needs and the complexities of the rangatahi we work with. Additionally, kaimahi are receiving training in our new Standard Operating Procedures, which includes new approaches to engage and de-escalate situations with rangatahi.

Work is underway to achieve sustainable and enduring improvements for rangatahi, tamariki and kaimahi via a pilot of a new operating model which Oranga Tamariki is running at Te Puna Wai ō Tuhinapo, our youth justice residence in Christchurch. This will run for six months and commenced in May 2024. Elements we are testing include smaller cohort groups, new staff rosters, improved training and leadership development. As part of the pilot, the residential youth worker curriculum will also be reviewed. The pilot will allow us to test these in a controlled environment, learning and adapting as we go, to make sure the new ways of working are fit for purpose and enduring. The final evaluation is scheduled for 15 December 2024.

## Recommendation 6

*Ensure mokopuna are visited by their allocated social workers and that remand reviews are completed for individual mokopuna with a view to minimising pre-trial detention timeframes.*

### Response

We recognise that the visiting practices observed by Mana Mokopuna during the monitoring visit fall below our expectations.

All tamariki in care are entitled to be visited by their (allocated field) social worker. This includes their Care and Protection Social Worker for tamariki and rangatahi involved with Oranga Tamariki for reasons of Care and Protection alongside Youth Justice matters. This is set out in regulation 27 of the Oranga Tamariki (National Care Standards and Related Matters) Regulations 2018 (the National Care Standards).

Visits by social workers with tamariki and rangatahi help to build and maintain relationships. Visits are an opportunity to support tamariki and rangatahi to understand what is happening in their lives and to have a say about matters that are important to them. This contact with rangatahi allows social workers to monitor their safety and wellbeing and to ensure that their All About Me Plan (AAMP) and placement are meeting their needs and promoting their best interests.

Our policy and guidance state that the frequency of visits to tamariki and rangatahi is based on an assessment of their individual needs and contact will regularly take place in between kanohi ki te kanohi visits. The frequency of face-to-face visits is determined in consultation with tamariki and rangatahi, their carer and, wherever possible, their whānau. Once the frequency of visits has been determined, the rationale for this needs to be approved by the (field) social worker's supervisor and recorded in case notes. The frequency of visits should also be recorded in the AAMP to ensure the tamariki/rangatahi knows what is planned. The number of visits must be reviewed regularly, including when there has been a change in the circumstance or needs of the tamariki or rangatahi. The AAMP must be updated if the frequency is altered to ensure it reflects the needs and wishes of the tamariki/rangatahi.

We are offering support to sites and regions to help with planning and organising key social work activities, including visits to children in care. This includes drop-in sessions on Whiti (data and analytics tool), demand modelling, and organisational tips and tricks.

We also intend to undertake data hygiene work on the recording of visits to tamariki in care. While this work will not on its own increase actual contact with tamariki and rangatahi, it will help us identify and correct any recording errors, and this will help with effective planning.

Tamariki should be visited by their allocated social worker in person. However, as tamariki may normally reside significant distances from areas where Residences are located, in-person visits are not viable on every occasion. Our policy makes provision for when "te tamaiti is in a residence and their social worker can't physically visit, a video call, such as through Skype can be used to complete the visit or engagement."

Visits to tamariki and rangatahi in care, regardless of their care arrangement, are a priority focus for Oranga Tamariki. We have, and continue to, undertake work to support regular engagements with tamariki in care, including when they are residing in a Residence. This includes:

- Regional Managers receive weekly information regarding overdue visits so that there is oversight and remedial action can be undertaken. Visiting data is also shared with key support and leadership roles in Oranga Tamariki.
- In November last year our Director Systems and Contingencies, Bill Searle, shared his expectations about visiting with all Youth Justice kaimahi. The expectations are:
  - That tamariki and rangatahi placed in a Youth Justice Residence or Community Home should as a minimum have weekly contact with their field social worker.
  - In addition to weekly contact a monthly face to face contact is required as a minimum unless there are compelling reasons for this not to happen. Where monthly face to face visits cannot occur for compelling reasons approval for contact via electronic means e.g. Teams or Skype or phone must be obtained from the YJ Site Manager.
  - By exception a co-worker allocated from the closest site can be considered for face-to-face contact if there is an anticipated lengthy remand or sentence. This would involve



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negotiation with the nearest site, be assessed on a case-by-case basis, and in best interests of rangatahi and for continuity of relationship.

- Any exceptions to face to face monthly contact in addition to approval by the YJ Site Manager must be documented and recorded in CYRAS.
- We have established a liaison Manager for the two residences in Tamaki Makaurau. This is intended to provide an identified liaison point for any issues that may arise like contacts not being made or visits not being completed.
- We have developed and sent out visiting 'tips and tricks'. These are less practice guidance and more practical tips to support planning and making the most of visits to tamariki in care. They have a particular focus on review tamariki plans with them during visits.

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

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

Additionally, the Office of the Chief Social Worker is progressing work to establish an evidence-based, safe and appropriate caseload benchmark for social workers, which would provide best practice guidance about the size of caseloads to enable quality practice. It should be noted that most YJ social work caseloads are at reasonable levels which should enable visiting to occur. However, when completed, this mahi should support workforce planning and resource allocation for sites and regions. As a result, social workers over all would likely have a caseload of fewer rangatahi which would enable an improved frequency and quality of visits. This should lead into improved transition plans and rangatahi exiting the system to get back to their whānau and communities earlier than they currently do.

## Response to Facility Recommendations

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

### Recommendation 1

*Complete an internal practice audit and ensure all kaimahi have an agreed understanding of professional practice expectations and have the skills to pro-socially engage with mokopuna and safely de-escalate situations involving mokopuna in their care.*

#### Response

A key component of our recruitment approach at Korowai Manaaki is to screen interviewees for their skills and ability to engage with rangatahi in a pro-social way. We are exploring ways to evaluate and assess for this, including the use of psychometrics and role plays within recruitment processes.

Safe Tactical Approach and Response (STAR) de-escalation training is provided to staff as part of Te Waharoa induction programme. As noted above, Te Waharoa measures transfer of learning through observation / shadowing activities on the floor in the units.

All staff participate in a training day every three weeks as part of their regular pattern of shifts. Training and support provided on these days, and training we will provide in coming months, includes:

- Group supervision
- Our health provider provides medication administration training to staff, as well as training on other youth health related needs, including sexual, mental and physical health
- Integrity and maintaining professional standards
- Health and Safety obligations and how to fulfil these
- Risk management processes and documentation
- Engagement with VOYCE—Whakarongo Mai around support for rangatahi.

A Professional Conduct notice to all staff was sent on 14 May 2024. Discussions were held by leaders with staff to ensure they were provided an opportunity to ask questions to understand their responsibilities, and an acknowledgement form was completed by each staff member.

The Professional Conduct notice includes information and guidance for staff on:

- Professionalism, including standards of professional conduct, recognising the profound influence we have on the lives of the rangatahi and the need for interactions to be guided by integrity, empathy, and understanding.
- Unauthorised Items, including that staff are not to give any young person in our care any item that is not provided to them by the organisation for their day-to-day care or otherwise approved by leadership.
- Maintaining a safe and secure residential environment. With the exception of the Case Leader and the Health and Education teams, staff are not permitted to enter any residential unit they are not allocated to without leadership approval.
- Dress Standard. This includes that staff members are expected to adhere to a professional dress code while working with rangatahi.

In June 2024 we are developing updated guidance for the implementation of Youth Councils as a mechanism to amplify and enhance rangatahi voice in the residential environment. We are currently engaging with rangatahi to test our draft guidance. A Youth Council will be implemented at Korowai Manaaki as soon as this updated guidance is completed.

## Recommendation 2

*Leadership team to create an action plan alongside the Kaiwhakaue to address the disparities of mokopuna Māori and set measurable outcomes as determined by Korowai Manaaki.*

### Response

We are committed to addressing disparities experienced by and affecting mokopuna Māori. In May 2024, as part of addressing the inconsistent experiences of secure residential care by rangatahi, the Korowai Manaaki Senior Leadership Team developed site based kaupapa, including our mission and vision statements, along with a guiding whakatauki.

The mission, vision, values and whakatauki will be shared with all our Korowai Manaaki whānau and forms the foundation of everything we do, in conjunction with our organisational values and strategic plans. The Korowai Manaaki whānau extends to all rangatahi placed at the residence and their whānau, our staff, contractors, and all other stakeholders of the residence.

*Korowai Manaaki Mission Statement:*

Everyone in our Korowai Manaaki Whānau will be treated consistently, with care and compassion.

*Vision Statement:*

We aim to create a safe, caring and compassionate site where everyone feels respected, supported and empowered to thrive.

*Guiding whakatauki:*

“Mā te huruhuru, ka rere te manu”

“Adorn the bird with feathers so it may soar”

It is important to note that Korowai Manaaki does not have a dedicated Kaiwhakaue. We have a shared resource that has minimal engagement on site due to competing and conflicting demands.

## Recommendation 3

*Provide training to all residence kaimahi outlining the importance of independent advocacy for mokopuna and how kaimahi can empower mokopuna to access independent advocates and have a voice in how they are cared for, as well as to raise any complaints or concerns they have about their care and treatment.*

### Response

Korowai Manaaki now have a full complement of grievance panel members, and the panel members visit the residence every Friday.

The facility is updating the young person Induction booklet to contain improved information on complaints and grievances and how to access the process. The induction booklet will be age appropriate and contain up to date information.

In June 2024 we are developing updated guidance for the implementation of Youth Councils as a mechanism to amplify and enhance rangatahi voice in the residential environment. We are currently engaging with rangatahi to test our draft guidance. A Youth Council will be implemented at Korowai Manaaki as soon as this updated guidance is completed.

Office of the Ombudsman information is available to all rangatahi in the units. This includes a complaints poster from the Ombudsman in each unit that sits alongside the internal Grievance process poster to ensure young people/rangatahi are aware of the two complaints processes available to them.

VOYCE—Whakarongo Mai (VOYCE) visit rangatahi every Thursday at Korowai Manaaki. On Tuesdays VOYCE facilitate a 30-minute session with Korowai Manaaki staff, during training days, reinforcing the importance of independent advocacy, and creating an opportunity to engage VOYCE to enhance support and advocacy for rangatahi.

Oranga Tamariki has recently provided a high-level view of trends and insights from the Grievance Panel Reports for the January-March 2024 quarter to our external monitors and judicial stakeholders. This will be followed by a forum and regular stakeholder engagement. We have also provided updates on work underway within our residences and as part of our transformation programme, and insights from our Quality Practice

and Experiences group. Future updates will traverse work underway to address the issues identified in the grievance panel quarterly reports, and in the wider residential and transformation areas. The next insights piece should be available at the end of July.

#### Recommendation 4

*Implement a schedule of meaningful, culturally inclusive activity programmes that can be delivered to mokopuna outside of the school structured day.*

#### Response

To broaden the suite of available programmes and activity options for rangatahi on site, Korowai Manaaki are supported by community service providers including Mahi Tahī, Three Bags Full, Tu Kaha Collective and Dine, to provide health funded activities. There is an intention to develop direct contracting relationships with these activity providers from July 2024 to broaden the availability of a range of programmes for all rangatahi placed at Korowai Manaaki.

Cultural inclusivity is encouraged at Korowai Manaaki with celebrations of all the language weeks. Kaimahi are provided with support and guidance to promote and celebrate language weeks. An example of this is the 2024 Samoan Language week. Kaimahi have supported rangatahi to learn traditional dances, cook Samoan food and rangatahi were given clothing (including faitaga and Samoan shirts) that reflect the Samoan culture.

We have developed a 2024 Korowai Manaaki Programmes Schedule which captures all key dates of language weeks and appreciation days/weeks to provide opportunities for mokopuna to participate in a diverse range of cultural activities.

#### Recommendation 5

*Consider regularly changing shift teams to enable all kaimahi the opportunity to work with different people under different Team Leaders as a way to build a more positive, aligned, and collective culture of care for mokopuna amongst kaimahi.*

#### Response

We agree that it is important to rotate the shift teams kaimahi work on to keep the work environment varied and to share skills and experience among staff. This is particularly important given the recent recruitment and onboarding of an increased cohort of staff.

A focus on talent development and leadership succession planning has been included in Tuesday training sessions. Leadership meetings to identify and confirm ways to develop emerging leaders are underway. We are also developing a site skills matrix for staff to ensure all staff have the same basic understanding and training in the necessary skills needed to work in the units.

We are proposing a roster change for Team Leader Operations (TLOs) to provide consistent leadership for each unit, with TLOs being allocated to a unit instead of rotating between units. This will better meet the needs of rangatahi and provide more leadership to staff. Additionally, Case Leaders are now based in units to support better engagement with, and access, to rangatahi.