



Te whare Pumau Mana – Community Remand Home

OPCAT Monitoring Report – Visit August 2022
Report - November 2022



Kia kuru pounamu te rongō

All mokopuna* live their best lives

*Drawing from the wisdom of Te Ao Māori, we have adopted the term mokopuna to describe all children and young people we advocate for, aged under 18 years of age in Aotearoa New Zealand. This acknowledges the special status held by mokopuna in their families, whānau, hapū and iwi and reflects that in all we do. Referring to the people we advocate for as mokopuna draws them closer to us and reminds us that who they are, and where they come from matters for their identity, belonging and wellbeing, at every stage of their lives.

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Executive Summary

Who we are

The Children's Commissioner is a National Preventive Mechanism (NPM) under the Optional Protocol to the Convention Against Torture and Other Cruel, Inhuman, Degrading Treatment or Punishment (OPCAT).

The New Zealand legislation relating to OPCAT and the role of the NPM is contained in the Crimes of Torture Act (1989). Our role as a NPM is to visit places of detention, including residences run by Oranga Tamariki, to:

- Examine the conditions and treatment of mokopuna
- Identify any improvements required or problems needing to be addressed
- Make recommendations aimed at strengthening protections, improving treatment and conditions, and preventing ill treatment.

Judge Frances Eivers
Children's Commissioner

About this report

This report shares the findings from our monitoring visit and recommends actions to address the issues identified. We describe the quality of the experience of mokopuna at the facility and provide evidence of our findings based on information gathered before, during and after the visit.

About this visit

Office of the Children's Commissioner (OCC) kaimahi carried out an announced monitoring visit to Te Whare Pūmau Mana. The organisation providing these services is Te Ikaroa Rangatahi Social Services and will be described as Te Ikaroa Rangatahi in this report.

The purpose of this visit was to fulfil our responsibilities under OPCAT to monitor the safety and wellbeing of mokopuna in places of detention.

Key findings

We found no evidence that mokopuna had been subjected to torture, or cruel or degrading punishment. Our findings from the visit are outlined below.

- Kaimahi need regular formal supervision and specialised training.
- Mixing mokopuna on different court statuses can change the dynamics of the whare.

About the facility

Facility Name:

Region:

Operating capacity: Three mokopuna (tāne).

Status under which mokopuna are detained: s238(1)(d), s235 of the Oranga Tamariki Act 1989

Te Ikaroa Rangatahi Social Services Inc is based in Flaxmere, Hastings and is a community based organisation that delivers services to rangatahi and their whānau using a kaupapa Māori approach. Services are wide ranging and Te Ikaroa Rangatahi have delivered high end, high intensity youth justice services for many years. They currently provide programmes for youth at risk of offending, the Supported Bail programme for rangatahi who have been granted bail through the Youth Court, and they provide three housing options via the bail home, remand home and a home for bespoke 1:1 care placements.

Te Ikaroa Rangatahi welcomed our visit and saw it as an opportunity to assess where improvements to operations could be made. Mokopuna said they feel safe and have a sense of belonging in the whare. The aroha, manaaki and awhi between kaimahi and mokopuna was evident. Mokopuna were smiling and learning new skills.

Referrals for mokopuna who whakapapa to Ngāti Kahungunu are given preference, and all mokopuna are treated like whānau and not a 'court status'.

The highlights we observed on our visit are:

- Strong tuakana – teina relationships.
- Kaimahi role model fun and respectful relationships and share their own experiences and knowledge with mokopuna.
- Te reo is normalised, and te ao Māori and mātauranga Māori was evident.
- Education is a strength for the whare and mokopuna are engaged in their learning.

Recommendations

Our recommendations are based on:

- Key findings from our monitoring and analysis
- Any issues relating to ill-treatment.

We identify systemic issues that impact on the effective functioning of the facility and make recommendations to address these. Action to address the facility recommendations should occur within twelve months after the date of our visit. We will monitor progress against all recommendations at a follow up monitoring visit.

Systemic Recommendations - Oranga Tamariki

1	Support community run remand homes to develop an independent complaints system.
2	Support community run remand homes to develop a process that will enable independent youth advocates to provide services to mokopuna in the whare.
3	<p>Develop a nationwide package of training programmes designed specifically for community run remand homes. Training programmes could include:</p> <ul style="list-style-type: none"> • criminogenic risk factors • mental health needs • intellectual disability • neuro-diversity • alcohol and drug support • life skills, and • cultural development/ capacity building.
4	<p>Provide all relevant information in the referral documentation. This includes, but is not limited to:</p> <ul style="list-style-type: none"> • up to date All About Me plan • safety plans • other specialist reports.
5	Oranga Tamariki site social workers regularly review s238(1)(d) custody statuses as per s242(1A) of the Oranga Tamariki Act 1989. This information should be shared with the remand home and used to inform transitions.

Facility Recommendations - Te Ikaroa Rangatahi Social Services

1	Train all kaimahi who work in the whare to use the PARTH ¹ model.
2	Provide formal supervision and complete professional development plans for kaimahi.
3	Involve mokopuna in their care plan and in decisions that affect them.

¹ [World first tool getting youth on the right PARTH \(massey.ac.nz\)](https://www.massey.ac.nz)

Treatment

This focuses on any allegations of torture or ill treatment, use of seclusion, use of restraint and use of force. We also examine models of therapeutic care provided to mokopuna to understand their experience.

Kaimahi relationships with mokopuna are good

We saw mokopuna were treated well and they said their relationships with kaimahi are good. We heard multiple times from mokopuna that kaimahi are there to support mokopuna, address their needs and treat them as whānau. Kaimahi also take care to create healthy boundaries.

The kaimahi on shift whilst we were in the whare were caring, banter was good natured and mokopuna said they felt good being in the whare.

Mokopuna with different youth court statuses are mixed in the whare

Kaimahi said that the agile nature of a remand home can sometimes be tricky to navigate when new referrals come in or when inexperienced kaimahi are on shift.

This whare also mixes mokopuna on different youth court statuses. We heard that one mokopuna had been accepted into the whare who was not on a custodial remand status and was instead on bail under s238(1)(b) of the Oranga Tamariki Act. The referral was accepted at a time when there were no other mokopuna in the whare. The status mixing occurred when another mokopuna was subsequently referred on the correct

remand status. If this referral was not accepted, the only other alternative was remand into custody in a Youth Justice residence.

As with all incoming referrals, a risk assessment was completed by Te Ikaroa Rangatahi, and both mokopuna were in the whare at the time of our visit. There are considerable behavioural needs for one of the mokopuna and kaimahi told us there have been times when the dynamics of the whare have been difficult to manage.

We understand why the mokopuna were accepted into the whare and the commitment Te Ikaroa Rangatahi have to mokopuna who whakapapa to Ngāti Kahungunu is well known. Risk assessments are completed, however mixing mokopuna on different youth court statuses does create potential safety risks when mokopuna with very different risk profiles are housed together.

No secure care or use of restraints

All kaimahi are trained in Management of Actual or Potential Aggression (MAPA)². Mokopuna told us that kaimahi don't use restraint holds and the whare does not have a secure care area. Instead kaimahi use relationship-based techniques to

² MAPA® (Management of Actual or Potential Aggression) | Crisis Prevention Institute (CPI)

support and de-escalate mokopuna when they are distressed.

The whare has a good outside area where mokopuna can remove themselves from the whare and other mokopuna and take their time to calm down. Kaimahi also employ a 'change of face' technique where kaimahi who are dealing with a specific situation 'tag out' and another kaimahi resumes the conversation with mokopuna.

There are no fences and mokopuna chose to stay at the whare

Without fences there is every opportunity for mokopuna to leave the property. However, when mokopuna are admitted to the whare, they are given clear information on the consequences of leaving without permission. Instructions are clear and line of sight is managed well.

This is not to say that the whare has not had any mokopuna abscond. However, the mokopuna we spoke to said they feel safe, valued, and trusted enough to not make the decision to escape.

The local Police Youth Aid officer emphasised the importance of places like Whare Pūmau Mana. They said that whilst these places may not be right for all mokopuna, good communication is key, and is something that works well between Te Ikaroa Rangatahi, Police and Oranga Tamariki court officers.

Mokopuna arrive at the whare with little information from Oranga Tamariki

Mokopuna often arrive at the whare with incomplete All About Me care and transition plans and little information as to why the Police opposed bail in the

community and opted for requesting the remand period to be completed in the custody of Oranga Tamariki. Specialist reports are often not available at the time of admission and are rarely passed on when they are completed.

Te Ikaroa Rangatahi go to considerable lengths to engage with the local Oranga Tamariki site office in order to get the information they need to make good decisions around referral acceptance. Kaimahi we spoke to said there is the potential for undue risk when incomplete information is handed over. For example, we saw no evidence of a safety plan for one of the mokopuna despite having significant and very specialised behavioural needs. This has the potential to put other mokopuna, visiting whānau and Te Ikaroa Rangatahi staff working in the whare at risk of harm.

Oranga Tamariki should do more to make transitions smoother

Ensuring mokopuna know what the plan is for them after leaving the whare is important. However, we saw little evidence of transition planning by Oranga Tamariki on our visit. One mokopuna had been in the whare for over sixty days and both mokopuna were not sure what they had to do in order to move on. There should be a clear plan in place especially for the mokopuna on bail housed in a remand whare.

14 day custody reviews are not being completed

Social workers are obligated under s242(1A) of the Oranga Tamariki Act 1989 to review the custodial status of mokopuna on statuses like s238(1)(d).

Staff said they didn't believe reviews of the custody situation for mokopuna were being done. We did not see evidence of a review in the paper files for mokopuna. Oranga Tamariki social workers need to be explicit in their communications to Te Ikaroa Rangatahi, mokopuna and whānau if in fact 14 day custody reviews are being completed.

If reviews are not being completed, this would amount to a breach of mokopuna rights as well as a breach of Oranga Tamariki policy and guidance³ for mokopuna on a custodial remand status.

³ 14-day reviews of tamariki and rangatahi detained in a residence (section 242(1A)) or

Corrections youth unit (section 242(2B)) | Practice Centre | Oranga Tamariki

Protection Systems

This examines how well-informed mokopuna are upon entering a facility. We also assess measures that protect and uphold the rights and dignity of mokopuna, including complaints procedures and recording systems.

The kawa and tikanga of the whare is emphasised on admission

All mokopuna and, if appropriate, their whānau are welcomed into the whare with a mihi whakatau. The kawa and tikanga for the whare and the day to day routine is then shared with mokopuna, so there are no surprises.

Karakia to start and end the day and before kai are routine. If mokopuna don't know karakia, they are displayed on the walls for them to read and kaimahi support them to learn.

Mokopuna are given a 'Rights' booklet on admission and walked through how to make a complaint.

Better support is needed from Oranga Tamariki

The whare needs better support from Oranga Tamariki social workers before mokopuna arrive. Referral forms, completed safety plans and up to date care plans for mokopuna should be a minimum.

Basic referral information should arrive at the whare before mokopuna. This then gives kaimahi an idea of what activities are going to work for mokopuna, what their triggers are and any behaviour needs.

Mokopuna can then have clarity around what their stay is going to look like.

Due to a lack of information from Oranga Tamariki, kaimahi often have to manage potentially risky situations without all the tools to safely manage everyone in the whare.

Mixing mokopuna on different youth court statuses has an impact on right of movement

Te Ikaroa Rangatahi do their own assessments of mokopuna and always put the needs of mokopuna at the centre of their decision making. However, there have been times when decisions are made on different referrals which has resulted in mixing bail and remand mokopuna in the whare.

Mixing mokopuna when some are required to be detained (custodial remand⁴) and the others are not (bail in the community⁵), creates inequity in the home. By default, mokopuna on bail are detained in the home with strict restrictions on their movements as if they were on remand. Mokopuna on bail should be able to leave the whare when they like if the activity falls within scope of their bail conditions. There are not always enough kaimahi on shift to allow separate movements in and out of the whare for mokopuna.

⁴ S238(1)(d) of the Oranga Tamariki Act

⁵ S238(1)(b) of the Oranga Tamariki Act

High level of trust when dealing with complaints

Te Ikaroa Rangatahi has a contract agreement with Oranga Tamariki that includes an incidents and complaints procedure.

Community run remand homes are run very differently to Youth Justice Residences. There are no CCTV cameras, secure care, restraint holds allowed and the Whaia te Maramatanga complaints process is not used. Therefore, Te Ikaroa Rangatahi have to rely on staff and mokopuna accounts of incidents when dealing with complaints. Mokopuna and kaimahi can address their complaint to kaimahi or the Supervisor. The complaint may be escalated to the HR Manager and the General Manager Operations. All involved in the complaint are then interviewed.

The OCC is concerned the complaints process for all community run remand homes is not independent of kaimahi and that complaints are reviewed internally. There is also no pathway for mokopuna to escalate complaints to the OCC or an alternative agency.

There is an active complaint against a staff member

Mokopuna told us of a current complaint of an alleged assault by a kaimahi on a mokopuna. We clarified the process undertaken to investigate the allegation and the status. As it was a very recent event at the time of our visit, the investigation was in the early stages which included interviews with mokopuna and

kaimahi. The police determined that the complaint did not meet the Child Protection Protocol⁶ threshold and required no further action from Oranga Tamariki or Te Ikaroa Rangatahi.

We explained the escalation process to the OCC should the mokopuna and their whānau wish to take the complaint further once the initial investigation was completed. Both parties were surprised the OCC could be involved in the complaints process. This again highlights the need to ensure community run remand homes know the avenues mokopuna and whānau can take if they wish to escalate a complaint.

There are no independent advocates for mokopuna

Neither kaimahi or mokopuna said they knew if independent advocates were available to mokopuna in remand homes. There was no contact information for youth advocacy organisations like VOYCE Whakarongomai displayed on, for example, notice boards for mokopuna or their whānau.

We believe that Oranga Tamariki should support community run remand homes to access services like VOYCE Whakarongomai to ensure mokopuna have independent people to speak to.

⁶ [child-protection-protocol-joint-operating-procedures-dec2021.pdf \(orangatamariki.govt.nz\)](#)

Material Conditions

This assesses the quality and quantity of food, access to outside spaces, hygiene facilities, clothing, bedding, lighting and ventilation. It focuses on understanding how the living conditions in secure facilities contribute to the wellbeing and dignity of mokopuna.

The whare feels like home

The whare is warm and bright with good natural sunshine. There is a large kitchen, dining area, and lounge to host whānau and manuhiri.

Mokopuna help with food preparation and have access to the kitchen area for drinks or make snacks. They use metal cutlery and are supervised when they use sharp knives.

A range of artwork, karakia, and waiata, are displayed on the walls and brings life to the tikanga and kawa of the whare.

Outside the whare, the lawns are well kept, mara kai, and basketball hoops are accessible with a pool table and table tennis table under a covered outdoor shelter available for use in all weather.

Mokopuna wear their own clothes and receive quarterly clothing grants from Oranga Tamariki to buy what they need.

Safety is a priority

Line of sight is maintained by kaimahi but is done in ways that do not make mokopuna feel like they are being constantly 'watched'.

Kaimahi have excellent relationships with mokopuna so when they join in with any activity, it feels so natural that mokopuna

do not recognise this as keeping 'line of sight'.

Food is plentiful and tasty

Mokopuna told us they have a say in what they would like to eat. They let the house kaimahi know, and kaimahi help with food prep and taking them to buy additional ingredients.

Mokopuna took pride in the menus they prepared for us and their whānau at the time of our visit and kaimahi supported them to do a good job.

There is a wide variety of equipment for mokopuna

Kaimahi regularly run activities based around their skills and interests.

Mokopuna are often at the beach, surfing or fishing and kaimahi take them hunting and eeling. There is an emphasis on mahi kai and being able to provide for the whare as well as whānau and manuhiri.

There is plenty of equipment that mokopuna have access to inside and outside the whare. This includes:

- Board games
- Musical instruments
- Table Tennis
- Basketball hoops
- Pool table
- TV and Netflix

There is also access to community run sports and free local boxing lessons.

Activities and access to others

This focuses on the opportunities available to mokopuna to engage in quality, youth friendly activities inside and outside secure facilities, including education and vocational activities. It is concerned with how the personal development of mokopuna is supported, including contact with friends and whānau.

Contact with whānau is regular

Kaimahi regularly liaise with whānau to make visits happen. Kaimahi told us whānau are welcome in the whare twice a week and phone calls can happen twice daily. Mokopuna planned a meal menu for the days we were there and invited their whānau to come in and enjoy the kai they had prepared and to speak with us if they wished.

Keeping mokopuna active is a focus

Mokopuna play pool and table tennis with kaimahi and engage in a variety of outdoor, hunting related activities. Kaimahi take pride in bringing their own sets of skills to the whare and enjoy passing on that knowledge to mokopuna. Previous kaimahi were keen gardeners so there was also activity based around the vegetable garden and harvesting their own kai. Mokopuna said they enjoyed the activity with kaimahi.

Mokopuna can also tap into local resources and in activities like community sports and boxing. This means they are not isolated and disconnected from the community they are living in.

However, the afternoons were sparse of activity with mokopuna opting to watch TV in a darkened room. Kaimahi were happy to simply be present in the whare rather than engage mokopuna in activity or teachable moments.

Education is a strength

Education is a key activity in the whare. Te Ikaroa Rangatahi have a contracted teacher from Te Aho o Te Kura Pounamu who works with mokopuna from 9am until 12pm on weekdays.

The focus is on gaining NCEA credits and standards. Mokopuna can also work towards getting their driver's license and practical activities focused on gaining employment such as CV writing.

The teacher adapts the lessons with mokopuna to accommodate both long and short stays in the whare and when new mokopuna arrive. Credits and standards then follow mokopuna to their next placement and be added to when they next engage in education.

The teacher is a skilled practitioner who can engage mokopuna with very different levels of motivation and ability. Mokopuna like the idea of leaving the whare with something tangible in their kete like NCEA credits.

Medical services and care

This domain focuses on how the physical and mental health of mokopuna are met, in order to uphold their decency, privacy and dignity.

Mokopuna have access to primary health care services

Mokopuna are seen by their own local GP on request if they are from Heretaunga. If mokopuna are not already registered with a medical centre, Te Ikaroa Rangatahi have an agreement with a local Napier medical centre where they can take mokopuna.

Additional services are sourced as required to meet individual need. For example, specialist counselling services.

Mokopuna have access to external services

Te Ikaroa Rangatahi are well connected in their community and have access to a variety of external services. Awhina Whānau Services regularly provide counselling for kaimahi and mokopuna, as well as alcohol and drug counselling for mokopuna. They also have access to a psychotherapist as required for trauma counselling and assessment for mental and emotional health.

Kaimahi are quick to act and err on the side of caution

On the morning of our arrival, one of the mokopuna had been complaining of acute stomach pain, so kaimahi took them to the Hospital Emergency Department. Kaimahi were worried it may be appendicitis and acted quickly.

The mokopuna was released later that day and on shift handover in the whare, the incident was shared, the treatment plan

outlined with the instructions to return to the Emergency Department if pain again became an issue. Mokopuna knew their treatment plan and could input into the handover discussion.

Medication is stored appropriately

Medications are stored in a locked cupboard in the staff office. They are blister packed when required which makes it easier for kaimahi to give the correct medication at the correct time.

Personnel

This focuses on the relationships between kaimahi and mokopuna, and the recruitment, training, support, and supervision offered to the kaimahi team. In order for facilities to provide therapeutic care and a safe environment for mokopuna, kaimahi must be highly skilled, trained and supported.

Kaimahi have good relationships with each other

Kaimahi role model what a positive, loving home looks like. Their aim is to always show mokopuna positive pro-social behaviour, respect and manaakitanga.

Kaimahi work across all where that Te Ikaroa Rangatahi run. This includes a bespoke home for high and complex needs mokopuna. Kaimahi told us this home was hard to work in but coming back into Whare Pūmau Mana was settling and kaimahi here are supportive which helps individual kaimahi restore their balance and wairua.

COVID-19 and the impact on kaimahi

The effects of the COVID-19 pandemic is still being felt by Te Ikaroa Rangatahi. Vaccination mandates and kaimahi illness resulted in many kaimahi not being available for work. Many affected kaimahi have not returned even when mandates were relaxed.

There are currently two permanent staff vacancies and no casual pool. Kaimahi we spoke to did say they felt stretched and that working in other where (particularly the bespoke care home) had affected their mental wellbeing.

HR processes put further strain on staffing resources

Whilst on the visit, we were made aware of a current HR process due to an alleged assault by kaimahi on a mokopuna. The incident put additional strain on the available kaimahi pool as the kaimahi had been stood down pending the outcome of the investigation. Many kaimahi know each other outside of work or are whānau, so when these issues arise, it has a ripple effect through the available workforce.

The outcome of the investigation will be shared with OCC on its completion.

Regular supervision needs to be scheduled

Shift work makes it difficult for all staff to get the supervision they need in a timely manner. For example, supervision is sometimes scheduled but is often bumped for more pressing operational matters, because kaimahi cannot leave the working area of the where, or because they need to work additional shifts.

When it does occur, supervision is provided by the Team Leader and Supervisor for the where with support from a psychotherapist if trauma based clinical supervision is required. Clinical supervision is on an 'as required' basis.

All kaimahi working with mokopuna should have regular formal, professional, and cultural supervision. This is vital to maintaining consistent child-centered

practice, professional development and wellbeing.

Professional development should be a priority

All kaimahi we spoke to said professional development could be better. However, all kaimahi said it is hard to arrange training when you are already short staffed, and you do not have the money to backfill staff while training occurs. Closing the whare for training is not an option and is not supported by the iwi as it would mean Ngāti Kahungunu mokopuna could be placed outside the rohe or in Youth Justice residences. Ngāti Kahungunu are committed to supporting all mokopuna who whakapapa to the iwi to stay within their own hāpu and whānau.

Kaimahi we spoke to said they did not have a professional development plan. Many kaimahi had good ideas as to what they could do to improve their practice but did not have these ideas in a plan. For example, the ability for all staff to develop PARTH⁷ plans with mokopuna was something highlighted by kaimahi.

Kaimahi need specialised training

Kaimahi who work with high and complex needs mokopuna need intensive fit-for-purpose training. Training has been limited to induction, MAPA⁸ and general first aid. Kaimahi should have training in how to manage mokopuna with mental health needs, neuro-diversity and trauma.

In addition to this, if referrals to the whare are made when mokopuna have specific and specialised behavioural needs,

comprehensive training should occur to ensure all kaimahi and other mokopuna living in the whare are safe.

Kaimahi repeatedly told us they needed more tailored training to do their jobs well.

⁷ [World first tool getting youth on the right PARTH \(massey.ac.nz\)](https://www.massey.ac.nz/~parth/)

⁸ [MAPA® \(Management of Actual or Potential Aggression\) | Crisis Prevention Institute \(CPI\)](https://www.crisispreventioninstitute.com/)

Improving outcomes for Mokopuna Māori

This focuses on identity and belonging, which are fundamental for all mokopuna to thrive. We assess commitment to Mātauranga Māori and the extent to which Māori values are upheld, cultural capacity is expanded and mokopuna are supported to explore their whakapapa.

Ngāti Kahungunu continue to build relationships to limit the number of mokopuna coming into state care⁹

The well documented uplift of a pēpi by Oranga Tamariki in the Hawkes Bay has had ripple effects for Ngāti Kahungunu. The event resulted in the iwi building strategic partnerships within the rohe with the aim of fewer mokopuna coming into Oranga Tamariki care, as well as a whānau-centric approach based on Ngāti Kahungunu tikanga, and nurturing opportunities to improve outcomes for tamariki, rangatahi and whānau.

These goals have been translated into the services Te Ikaroa Rangatahi provide and the whare they run. All efforts are made to strengthen whānau, build relationships and explore whakapapa. The influence and expectations of the iwi are evident in how operations are carried out.

The closeness of support and the relationship with the iwi is a strength for Te Ikaroa Rangatahi.

Te Ikaroa Rangatahi continually build good internal cultural capacity

The majority of kaimahi at Te Ikaroa Rangatahi are Māori and bring a wealth of experience in te ao Māori, te reo and

mātauranga Māori. Many staff whakapapa to Ngāti Kahungunu and Te Ikaroa Rangatahi sits at the table with the Iwi Chair (along with five other kaupapa Māori services operating in Heretaunga). The iwi are available to help remove barriers and support them to fulfill the strategic goals of the iwi.

Manaakitanga in action

Kaimahi are invested in bringing out the best in mokopuna. They are eager to pass on their own experiences and knowledge to help mokopuna make informed decisions about their future. We saw good examples of tuakana – teina relationships. For example, when mokopuna are doing te reo sessions through education modules, kaimahi join in either to increase their own reo knowledge or to support the kaiako.

There is a high expectation that mokopuna carry on the values experienced in the whare when they leave.

Mokopuna are treated like whānau and not a status

Every mokopuna that comes to the whare are welcomed with mihi whakatau ensuring they are a part of the whare and treated like whānau and not like a status.

During our mihi whakatau, mokopuna stood in confidence and were proud to share their pepeha.

⁹ "Pinepine te Kura" at heart of new partnership | Oranga Tamariki — Ministry for Children,

Ngāti Kahungunu resist child uplifts | Te Ao Māori News (teaoMāori.news)

The door is always open for mokopuna even when they transition out of the whare. We heard of where mokopuna would return to the whare to check-in with kaimahi even though they no longer lived there. They used these times to re-set their mauri and re-connect with kaimahi they trusted.

Appendix

Gathering information

We gather a range of information and evidence to support our analysis and develop our findings in our report. These collectively form the basis of our recommendations.

Method	Role
Interviews and informal discussions with mokopuna (including informal focus groups) with mokopuna	
Interviews and informal discussions with kaimahi	<ul style="list-style-type: none"> • General Manager Operations • Human Resources • Supervisor for the Whare • Team Leader • Admin • Kaiako
Interviews with external stakeholders	<ul style="list-style-type: none"> • Partnering for Outcomes (OT Contract Manager) • Te Kura - Teacher • Police Youth Aid
Documentation	<ul style="list-style-type: none"> • Incident reports • Care plans • Admission booklet • Complaints form
Observations	<ul style="list-style-type: none"> • Morning, afternoon and evening observations (Including breakfast, morning karakia, activities, dinner, shift handovers)