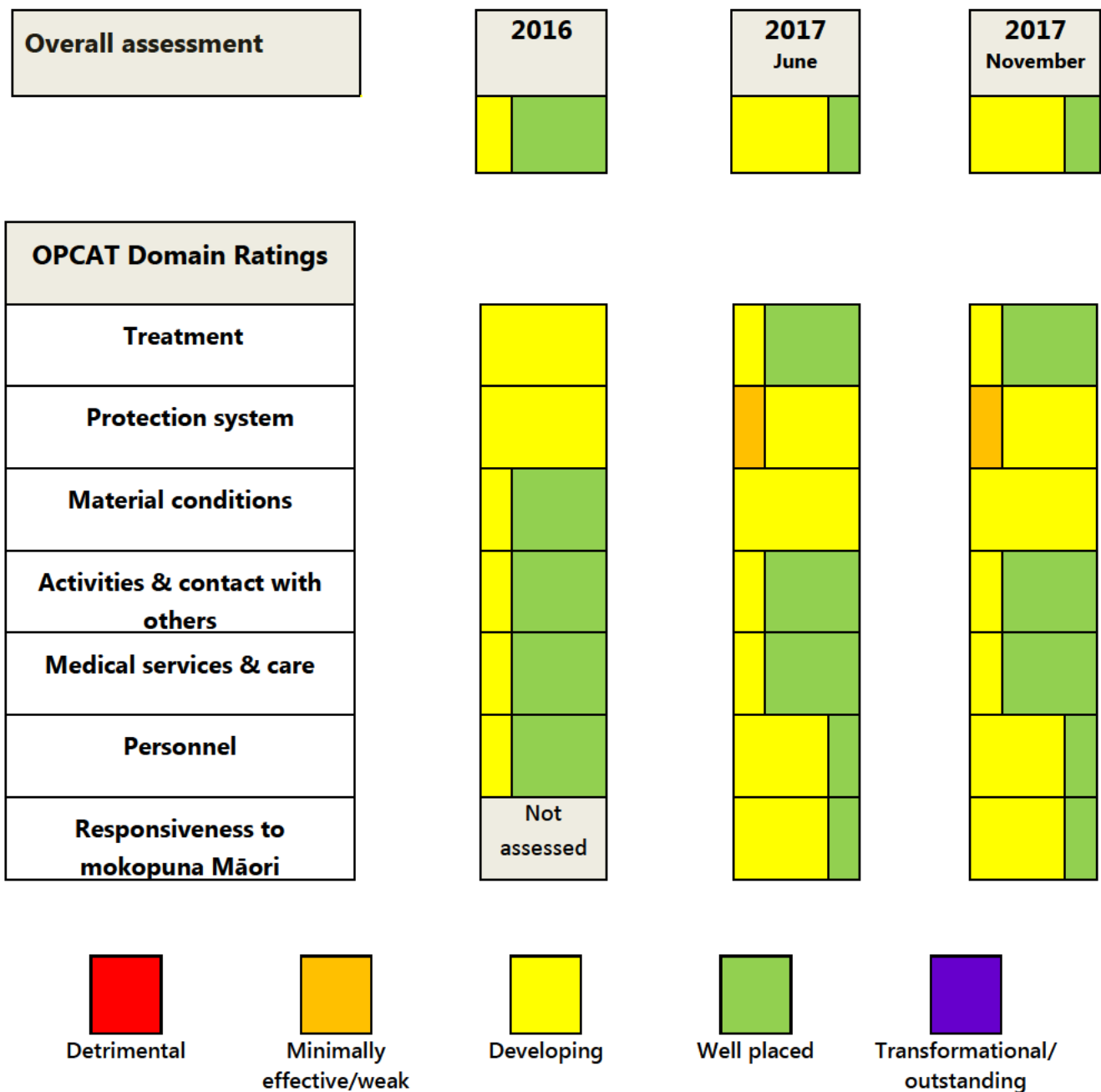


Oranga Tamariki Residence Visit (Announced OPCAT Visit)

Te Puna Wai O Tuhinapo (Youth Justice), Christchurch

Visit date: 9(2)(a) 2017. Report date: 13 February 2018



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Introduction

Purpose of visit

1. On the 9(2)(a) 2017, 9(2)(a), Principal Advisor 9(2)(a), Advisor 9(2)(a), and Senior Advisor 9(2)(a) from the Office of the Children’s Commissioner (OCC) conducted an announced monitoring visit to the youth justice residence Te Puna Wai o Tuhinapo, in Christchurch. The purpose of our visit was to assess the quality of Oranga Tamariki services against the six domains relevant to our role as a National Preventive Mechanism (NPM) under the Optional Protocol to the Convention Against Torture (OPCAT – refer to Appendix 1 for more detail). These domains are: treatment, protection system, material conditions, activities and contact with others, medical services and care, and personnel. As with every monitoring visit, we also focused on responsiveness to mokopuna Māori and the voices of young people.

Mana Mokopuna

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

Principle	Definition	Oranga Tamariki Act 1989
Whakapapa	Children and young people know of, and are able to connect to places, ancestors, events and stories related to their whakapapa.	s4(1)(g) states that the purpose of this Act is to promote the well-being of children, young persons, and their families, whānau, hapū, iwi, and family groups by recognising whakapapa for children and young persons who come to the attention of the department.
Whanaungatanga	Children and young people have meaningful and life changing relationships with their families, whānau, hapū, iwi and family group and with the people around them and the people that matter to them.	s4(1)(h) states the purpose of the Act is to maintain and strengthen the relationships between children and young persons who come to the attention of the department and their family, whānau , hapū, iwi and family groups.
Aroha	Children and young people feel loved and cared for and are capable of receiving love and giving love to others. They know that the people around them believe in their potential.	s4(1)(e)(i)(ii) states where children and young people require care under the Act, they have a safe, stable, and loving home from the earliest opportunity; and support to address their needs.
Kaitiakitanga	Children and young people are safe and healthy in all aspects of their holistic wellbeing and are thriving in safe and healthy environments.	s5(1)(i) states that children and young people's rights set out in UNCROC must be respected and upheld and they must be protected from harm and treated with dignity and respect at all times.
Rangatiratanga	Children and young people and their families, whānau, hapū, iwi, and family groups, have a voice in decisions that impact on them. They know their rights and can exercise those rights and are assisted to take the lead in decisions about their lives.	s5(1)(a) makes explicit children and young people's right to participate in decisions that affect them. Section 5(1)(c)(iv) states the child or young person's sense of belonging, whakapapa, and the whanaungatanga responsibilities of their family, whānau, hapū, iwi and family group should be recognised and respected.
Mātauranga	Mokopuna Māori experience learning that enables them to walk confidently in both Te Ao Māori and Te Ao Pakeha. Children from other cultures have meaningful and life changing opportunities to learn about their culture and the culture of tangata whenua.	s5(1)(vi)(A-H) states that a holistic approach should be taken that sees the child or young person as a whole person which includes the child or young person's developmental potential, education and health needs, whakapapa, cultural identity, gender identity, sexual orientation, disability and age. UNCROC articles 29 & 30 make it explicit that education should develop each child's personality and talents to the full and that children have the right to learn and use the language and customs of their families.

Structure of this report

6. This report shares the findings from our visit to Te Puna Wai o Tuhinapo and makes recommendations for actions to address the issues identified. For the convenience of readers, we first list our key findings and recommendations. We then describe our findings for each of the six OPCAT domains plus responsiveness to Mokopuna Māori.
7. For each OPCAT domain, we provide a statement that summarises our overall finding for that domain. Supporting evidence is then listed as strengths and areas for development. Children's experiences and voices are highlighted under their relevant Mana Mokopuna principle in a shaded frame under each individual OPCAT domain.
8. Given this was an announced visit, we carried out our survey for young people in the school environment. Of the 40 young people in the residence, 18 completed it. The results from the survey are integrated into each domain.
9. The rest of this report is structured as follows:
 - Appendix 1 - we briefly outline the legislative background to our visit.
 - Appendix 2 - contains information about the interpretation of ratings.
 - Appendix 3 - we describe the interviews we conducted and the information we accessed.

Context

10. Te Puna Wai o Tuhinapo is a 40 bed secure youth justice residence operating with four 10-bed units and a 7-bed secure unit. The residence is situated in semi-rural Rolleston and caters for young men and women between the ages of 14 and 17 years who are on remand or have been sentenced to a period of Supervision with Residence under Section 311 of the Oranga Tamariki Act 1989.
11. The current residence manager has been in the role for 2 ½ years and during this time has maintained a strong focus on recruiting staff with the skills and experience to engage well with young people. This has resulted in the residence having a full complement of staff, with about 60% of those staff having a tertiary qualification.



Photo 1. Te Puna Wai internal courtyard.

Key findings and recommendations



Developing with well placed elements

12. Our overall rating for Te Puna Wai O Tuhinapo is *developing with well placed elements*. Young people are safe from harm and there is no evidence of torture, or other cruel, inhuman or degrading treatment or punishment.

Trends

13. Te Puna Wai's ratings from this visit are similar to those from our previous visit, across all domains. While the residence has maintained the standard of service previously being delivered, we did not find any obvious improvements across any of the domains.

Strengths

14. The residence has many strengths. We found that young people at the residence:
- feel safe and have a good relationship with staff.
 - have a good understanding of the complaints system Whaia Te Maramatanga
 - have a good range of food supplied.
 - participate in a range of activities and programmes, including cultural activities and programmes.
 - have good access to primary health services.

Areas for development

15. We also identified a number of areas for development that, once addressed, will ensure greater consistency in the quality of care provided to young people. Some of the key areas for development include:
- a lack of feedback to young people regarding how their issues, suggestions, and ideas are actioned.
 - the need for case leaders to share Individual Care Plans (ICPs) with key (care) workers.
 - a lack of consistent support from sites to ensure young people have smooth transitions back into the community.
 - a lack of grievance advocates.
 - grievance outcome letters that do not make it clear to young people if their complaint is found to be justified or not and sometimes do not use child-friendly language.

- physical design of residence is not conducive to the well-being of young people; The internal living environment is low quality, including badly tagged windows, door frames and walls and poor quality acoustics.
- a lack of on-site, engaging activities appropriate to young people on remand.
- supervision opportunities not being taken up by staff and lack of practice oversight to enable case leaders and care staff to facilitate therapeutic change for young people.
- staffing levels are frequently insufficient to meet young people’s needs and complete all activities required.
- lack of availability of specialist mental health services.
- The need for further work to continue improving the residence’s responsiveness to mokopuna Māori.

Recommendations

The recommendations below sit alongside and are consistent with the recommendations and action points we gave in our State of Care 2017 report (A focus on OT secure residences).

A. FOR NATIONAL OFFICE

Rec 1: The Deputy Chief Executive for Services for Children and Families (North), the Deputy Chief Executive for Services for Children and Families (South) and the Deputy Chief Executive for Youth Justice Services build into their current service improvement plan, an increased level of support from site social workers for young people transitioning out of residences **(as per State of Care May 2017 action point 3).**

Rec 2: The Deputy Chief Executive for Care Services should work with Property Services to enhance the environment of residences to make them more youth friendly and conducive to the well-being of young people **(as per State of Care May 2017 action point 8).**

This should include putting in place a more responsive and timely system to meet residences’ repair and cleaning needs, e.g. to repaint over tagging, fix scratched windows, repair tears in the furniture **(as per State of Care May 2017 action point 9).**

Rec 3: The Deputy Chief Executives responsible for youth justice and care and protection residences or appropriate senior manager work with the relevant District Health Board (DHB) and the Ministry of Health to ensure that:

- a) young people who are suicidal receive the specialist mental health care

they require; and

- b) Oranga Tamariki and specialist mental health staff have a shared understanding of the entry criteria for specialist mental health services.

Rec 4: The Deputy Chief Executive for Youth Justice Services establishes a cultural advisor position for each youth justice residence including Te Puna Wai o Tuhinapo.

B. FOR THE RESIDENCE

Rec 5: The residence manager talks to staff to better understand their current concerns about staffing levels and reviews the way staff are deployed to ensure that there are always sufficient staff available to undertake important activities for young people.

Rec 6: Residence staff who attend the youth forum should provide feedback about the outcomes of the forum to young people who did not attend.

Rec 7: The residence manager, Team Leader Clinical Practice (TLCP) and case leaders need to ensure that each young person's ICP is shared with their key (care) worker.

Rec 8: The residence manager should take steps to improve grievance outcome letters and ensure staff clearly explain the outcomes of complaints to young people, upon completion of each investigation.

Rec 9: The residence manager, in conjunction with staff, should consider which of the programmes that are currently only available to young people on Supervision with Residence orders could be made available to young people on remand, and take steps to increase the range of engaging activities available to young people on remand.

Rec 10: The residence manager, in conjunction with staff, should review the purpose and effectiveness of current supervision arrangements to ensure:

- a) all staff receive the level of professional supervision they need in order to provide effective therapeutic support to young people.

- b) all staff have access to the support and mentoring they require to implement future changes.

Rec 11: The residence manager should put in place a plan for the residence to improve their responsiveness to mokopuna Māori, with clear sequenced and time framed actions.

Findings for each OPCAT domain

Domain 1: Treatment



Well placed with developing elements

16. Overall young people at Te Puna Wai O Tuhinapo are treated well and feel safe. This is a testament to the residence staff who, at the time of our visit, were managing a large number of young people with challenging behavior who were on high level charges. However, there are also a number of areas for development which are impacting on young people's experience at the residence. This is evidenced below:

Young people's experiences

Whanaungatanga

Young people trust staff and can confide in them:

"Staff are pretty good most of the time. They know how to have fun and take a joke"

"I feel that staff mostly do a good job of protecting"

Aroha

Most young people feel safe in the residence:

"I feel safe - 100%, but not when they restrain us"

"I am happy in this place"

Young people feel 'bullied' in the residence:

"Worst thing in here - People bullying other people"

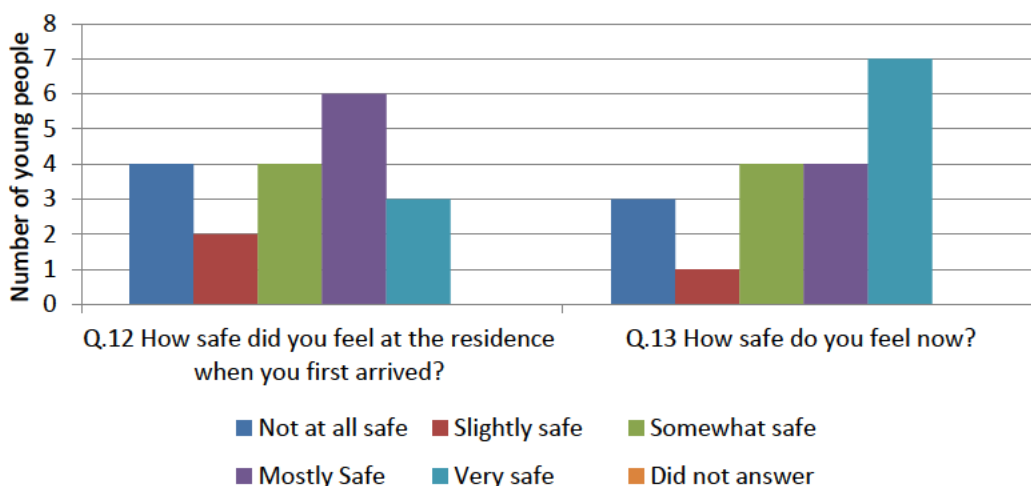
"Remands is my biggest issue. Time spent. I was on 3 months remand"

Strengths

- **Relationship between staff and young people:** Young people told us they feel safe and generally have close trusting relationships with staff. *Figure 1* indicates that 15 of the 18 young people surveyed felt safe at the residence. Young people reported

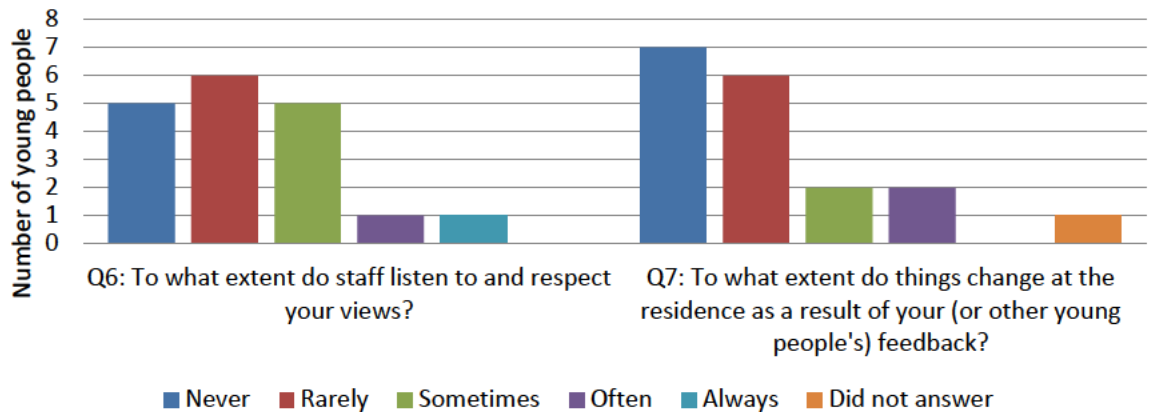
feeling safer at the time of the survey compared with when they first arrived at the residence.

Figure 1: Young people’s views on how safe they feel.



- Quality of assessment:** Intake and assessment meetings are held twice a week for all new young people coming into the residence. These meetings involve Health, Education, the young person’s field Social Worker and residence staff. On admission, young people receive mental and physical health assessments, and are assessed for any drug and alcohol difficulties.
- Use of restraints:** Residence staff are constantly faced with very challenging incidents which they are managing well. During our visit, we observed a restraint in progress and the staff involved appeared to manage the situation well. We understand that there is a lower use of restraints than previously. We heard from a group of Team Leaders Operations (TLOs) that residence staff are now “*less hands on*” with young people.
- Involvement of children and young people:** The residence has a Youth Council/Forum which meets at least every fortnight. A young person from each unit attends with a list of suggestions/issues/ideas that other young people have raised. However, *Figure 2* indicates that the majority of young people surveyed feel that little changes as a result of their suggestions or feedback. We think that this could be due to a lack of information sharing between people who attend the youth forum (staff and young people from each unit) and young people who provide the ideas/suggestions/issues.

Figure 2: Young people’s views on whether things change at the residence as a result of their feedback.



Areas for development

- Involvement of whānau:** The residence has a new format for their ICPs which includes space for whānau voice for every young person’s goal. However, we heard from Case Leaders that although they try to contact and engage whānau for their input into ICPs, they often don’t have the time they need to do this work well.
- Quality of planning:** ICPs are full, clear and helpful. However, they are not valued by staff. We were told that ICPs are only used by case leaders for National office audit purposes. We believe there needs to be a greater emphasis placed on sharing these plans, particularly with the young people’s key (care) workers, in order to achieve the best outcomes. Also relevant to planning, information that could be used to develop young people’s ICPs is not being shared with the residence. This includes documents such as social work reports for young people, court judgements, and section 333 reports.
- Transitions:** The regional Oranga Tamariki manager is now including the residence manager in regional management meetings and this has improved relationships between the residence and local sites. However, residence staff continue to have significant challenges in engaging site social workers to share information and plan transitions. This is a particular issue with sites outside of the local area. This is causing young people to be unclear of their transition plan, and leaving whānau unprepared for their young person’s return home.
- Secure Care:** Similar to what we found at our last visit, many young people admitted to the secure unit are held in their rooms under section 48(b) of the Oranga Tamariki (Residential Care) Regulations 1996. This regulation stipulates that young people are not to be held in their rooms in secure care between the hours of 8am and 8pm on any day unless such confinement is considered necessary. At Te Puna Wai, we found

that s48(b) is at times appropriately used to maintain and restore order in the unit. However, we also found that s 48(b) is being inappropriately used. Young people are placed in secure due to a lack of staff being available to safely manage all the young people together in the open central unit space.

- **Young people's relationships:** We heard from both staff and young people that 'bullying' between young people is an issue within the residence. This may be due to the mixture of challenging behaviours displayed by a large number of young people and insufficient staffing levels to detect early warning signs of young people's inappropriate behaviour towards each other.

Domain 2: Protection system



Developing with a minimally effective element

17. Young people understand the residence rules, behaviour management system and the grievance process. However, some young people said that they would not use the grievance process as they see it as 'snitching'. There are also significant concerns regarding the administration of the grievance process in relation to the timeliness of investigations and how outcomes are communicated to young people.

Young people's experiences

Rangairatanga

Most young people know how to exercise their rights relating to grievances:

"I know the grievance process and grievance panel, it's all good"

Rangatiratanga

Some young people feel that things won't change at the residence as a result of their feedback:

"I've done suggestions only. I don't narc on people. I know how to do it"

"Some boys think about grievances as snitching"

"Trust it, but staff call it snitches when we use it...when you ask to put in a grievance they say, you want a snitch form"

Strengths

- **Understanding of rules:** Young people we spoke to told us they have a clear understanding of the residence's rules. *Figure 3* confirmed this finding, showing that 14 out of 18 young people surveyed, reported knowing at least some of the rules.
- **Grievance panel:** The Grievance Panel members visit the residence four times every quarter and the young people know who they are and what they do. *Figure 4* shows that 12 out of 18 young people surveyed, reported knowing what the Grievance Panel does.

Figure 3: Young people’s knowledge of the residence rules.

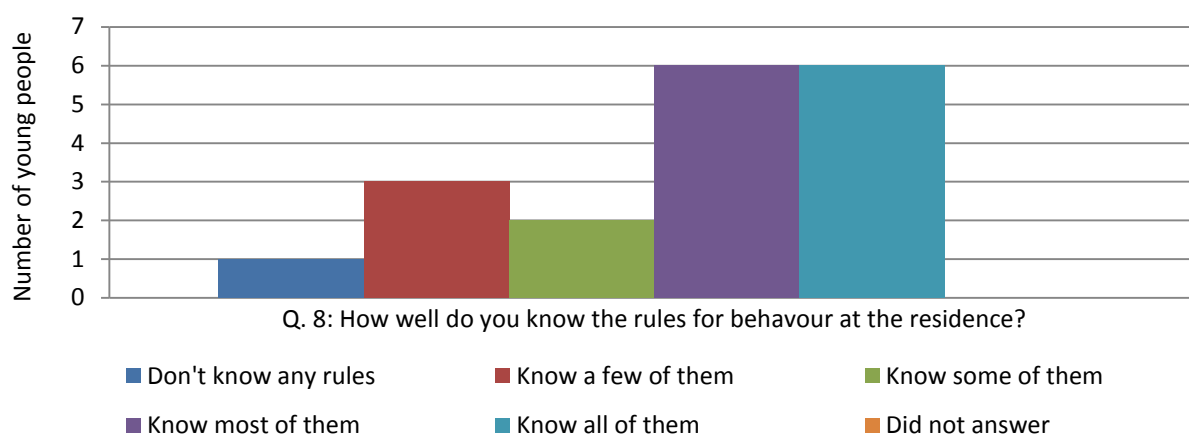
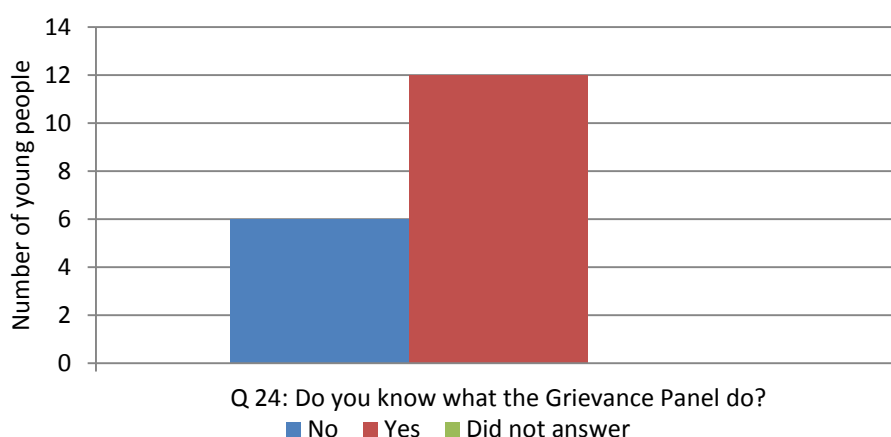


Figure 4: Young people’s knowledge of the role of the Grievance Panel.



Areas for development

- **Young people’s use of the Whaia te Maramatanga complaints process:** Most young people we spoke to told us they understand the grievance process but some said they would not use it, not wanting to be seen as ‘narcs’.
- **Grievance advocates:** There are photos of the Grievance Advocates up on walls in the residence. However, a long-standing issue is that Grievance Advocates are not visiting the residence. It is therefore not surprising that young people are not using Grievance Advocates. The majority of young people surveyed indicated that Grievance Advocates were ‘quite hard’ or ‘very hard’ to contact. The residence manager is attempting to improve this situation by working with Canterbury

University and their Law students. We acknowledge the challenge in securing volunteer Grievance Advocates whom young people can relate to.

- **Administration of the Whaia Te Maramatanga complaints process:** The residence's compliance with the fourteen day timeframe for completing grievance investigations is improving. However, in the three months before our visit, only 80% of the investigations were completed within the two week timeframe. There are also issues with the outcome letters given to young people when the investigation has been completed. We found letters that did not make it clear if the complaint was found to be 'justified' or 'unjustified'. Other letters used language that young people may not understand such as "The complaint has gone to HR". Exacerbating the unclear outcome letters, we found there was insufficient verbal communication with young people at the completion of investigations.

Domain 3: Material conditions



Developing

18. The residence's physical environment is currently unsatisfactory. While a refresh has commenced, the inside of the residence is currently tired and worn. This sends a poor message to young people about how they are valued and is inconsistent with the staff's positive efforts to support and engage them.

Young people's experiences

Kaitiakitanga

Some young people dislike the environment:

"Tagging is really bad and the conditions are terrible"

Young people generally liked the food:

"The food is alright - would prefer no fish. Don't really get a chance to give feedback on food"

Strengths

- **Outside environment:** The external environment of the residence is well maintained and pleasant looking (see photo 1). The outdoor swimming pool is kept in good condition and is popular with the young people. The girls' unit had a vegetable garden where the young people said that they have grown vegetables.
- **Food:** There is a good range of food provided to the young people. The menu has been approved by a dietitian from Christchurch District Health Board and caters for special dietary needs if required. Some young people we spoke to said that they did not like the food. However, we understand that staff keep an eye on the amount of food left over and discuss any food related issues during staff handovers.
- **Bedding:** The bedding is adequate and many young people have been supplied with two mattresses to sleep on for extra comfort.

Areas for development

- **Inside environment:** While there has been a repaint of the interior of the residence, we found badly tagged windows, door frames and walls within all units (see photos 2, 3, 4). The units themselves have poor quality acoustics. Sounds echo in the large central unit spaces, making it more difficult to hear clearly in the sometimes noisy environment. This is important because it can contribute to young people being in a heightened state for prolonged periods of time, which can negatively impact on their relationships and behaviour. We have been told that a full refresh of Te Puna Wai is scheduled for July 2018.



Photo 2. Secure unit looking out to courtyard.



Photo 3 and 4. Bedroom shower and toilet in secure unit.

Domain 4: Activities and contact with others



Well placed with developing elements

19. Young people participate in a wide range of cultural, recreational, sporting, educational and vocational activities. Their contact with whānau is generally adequate, however, there are challenges with arranging physical contact with whānau who live outside the local area.

Young people's experiences

Mātauranga

Young people enjoy learning and have opportunities to participate in a range of activities:

"I never use to like maths but now I like it"

Whanaungatanga

Some young people are satisfied with the contact they have with whānau:

"I talk to them every night for 10 minutes"

However, some were dissatisfied with whānau contact:

"I don't even know that I'm in the South Island"

When asked what her top three wishes would be, one young person replied:

"I want to be free of the systems, of everything,

have money,

be with my Aunty and her family forever".

Strengths

- **Young people's participation in activities and programmes:** Most young people spoke positively about the residence school. Several stated that school was their highlight (see photo 5). The residence runs a number of high quality programmes, including **9(2)(i)**, **9(2)(i)**, and an Agriculture course (see photo 6), for young people who have been sentenced to supervision with residence under s311 of the Oranga Tamariki Act 1989. Other activities are available to all young people in the residence, such as: life skills programmes, the **9(2)(i)** Programme, and talks by

visiting sports dignitaries (eg, 9(2)(i)). On balance, we believe that young people at the residence have access to a good range of sporting, cultural, recreational and educational activities.

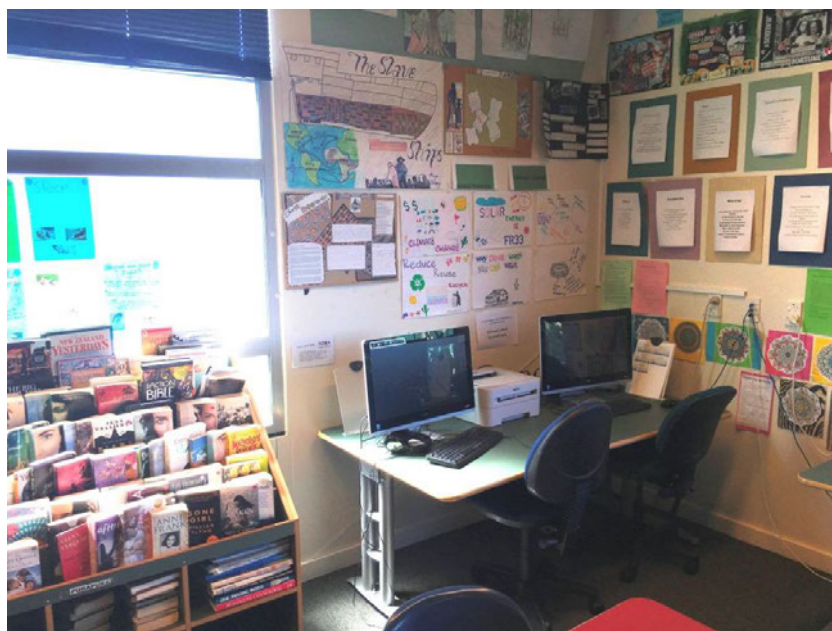


Photo 5. School classroom

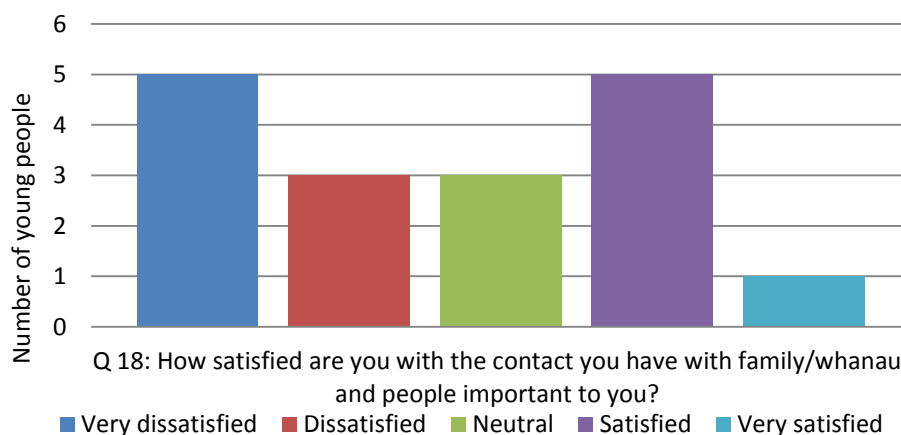


Photo 6. Agriculture programme

- **Contact with others:** A number of young people said they are satisfied with their level of contact with whānau. Young people can make daily phone calls to family or whānau who are on their approved list. However, the survey results displayed in *figure 5* show that a significant number of young people are very dissatisfied with their level of contact with whānau. It is a particular challenge for young people whose

whānau live outside the local area. Despite the residence supporting some visits for these whānau there are additional challenges for them to visit the residence regularly.

Figure 5: Contact with whānau.



Areas for development

- Lack of access to engaging activities for young people on remand:** Unfortunately, young people who are remanded in custody [under s 238(1)(d)] are not typically eligible to participate in some of the high quality programmes (such as **9(2)(i)** and the agriculture course) that are available for young people sentenced to supervision with residence (under s311 of the Act). About 80% of young people in the residence are on remand. Because their length of stay in the residence is typically unknown, young people on remand are not given the same opportunities to participate in some programmes, many of which take place over several weeks. An additional barrier is that under s238(1)(d), young people on remand are officially ‘detained’ in custody. In practice, the easiest way to detain young people is to keep them locked up in a secure residence. They therefore end up missing out on engaging activities or programmes that are held off-site. More planning is needed to ensure that young people on remand have access to plenty of engaging activities on-site.
- Lack of staff time to plan activities:** In the last report, we highlighted concerns related to care staff having to plan activities and programmes in their own time, on top of their already busy and challenging roles. This was again a finding from our most recent visit. We encourage the leadership team to get to the bottom of why staff are not having enough time on their office days to do the planning needed and to find a solution for this situation.

Domain 5: Medical services and care



Well placed with developing elements

20. Young people have good access to onsite primary health care, and the young people we spoke to were positive about their medical care. However, while young people expressed satisfaction in relation to their access to health services, we were concerned about some delays in young people's access to external health appointments, due to a lack of availability of staff escorts resulting from short staffing.

Young people's experiences

Kaitiakitanga

Young people feel they have good access to primary health care services:

"Easy access to nurse but still waiting on a dental appointment"

"I feel healthy - got screened by nurse. Easy to see them"

Strengths

- **Young people's access to primary care services:** Young people have good access to the three onsite **9(2)(i)** Health nurses. The nurses see all young people within 48 hours of admission to evaluate their physical and mental health needs. All young people are also seen within seven days by the visiting general practitioner (GP). Each unit has an allocated time slot every week for young people to access a nurse if necessary. On top of this, young people may request to see a nurse at any time.
- **Access to specialist mental health and AOD services:** Young people have good access to the on-site youth forensic team. The residence and national office have also responded promptly to individual mental health crises, for example by providing resources to put an extra nurse in place for a very unwell young person who was suicidal.

Areas for development

- **Access to secure mental health beds:** There are major challenges with gaining access to secure youth forensic or other secure child and adolescent mental health beds. Even acutely unwell young people may be assessed as not eligible for a secure youth forensic bed. There is high pressure on these beds and young people need to

meet a relatively high threshold to be admitted. Sometimes young people are not eligible for secure youth forensic beds because their main presenting problems are considered to stem from behavioural rather than mental health issues. We acknowledge the pressure and constraints that specialist mental health services are working under. However, we were very concerned to find that one young person, who is recorded in SOSHI as having attempted suicide 13 times, had not been accepted into the specialist youth forensic service. At the time of our visit this young person had returned to their home area, however it is vital that there is not a repeat of this situation. We suggest that Oranga Tamariki escalates this issue to the Director Area Mental Health services to ensure that in future young people with this level of suicidal behaviour receive the specialist mental health care they require.

- **Dental care:** Some young people are still experiencing delays or cancellations for non-urgent external dental appointments, sometimes due to a shortage of care staff to escort them and also long waiting lists for dental appointments. This situation may improve with the planned introduction of an on-site dental bus in December 2017. It is expected that all young people will be assessed and have a dental care plan developed.

Domain 6: Personnel



Developing with well placed elements

21. The residence has been given a rating of 'developing with well placed' elements. The 'well placed' elements relate to the residence's strategic recruitment which has resulted in virtually a full complement of staff. Most of the residence care staff are tertiary qualified, and have the skills and experience to provide high quality care for young people. However, the 'developing' rating reflects that the number of staff present in each unit is not optimal. Current staffing levels are impacting on care staff's working hours and morale and this affects the level of activities that are available to young people.

Young people's experiences

Aroha

Most young people are satisfied with the support they receive from staff:

"Staff are all good, don't have any problems with them, have a good relationship with them"

"Staff are pretty good most of the time"

Strengths

- **Staff recruitment:** The residence's leadership team has done a great job of actively recruiting new staff from a broad range of multi-disciplinary backgrounds and approaches to working with young people. We were told that 60% of staff have tertiary qualifications. A number of new staff are of Māori or Pacific ethnicity and have the experience and cultural skills needed to engage with Māori and Pasifika young people who make up the majority of admissions to the residence. The residence manager himself has been closely involved in recruiting new staff, for example, by being part of the interview panel.
- **Staff training:** Residence staff have received training on a variety of topics to ensure they are in the best position to care for the young people. This has included training in: Management of Actual and Potential Aggression (MAPA), health and safety, administration of medication, reporting security incidents (SOSHI), suicidal ideation, Hoffman knife training (to cut off ligatures), secure care and the Behaviour Management System (BMS). For newly appointed care staff, the residence has implemented their own one week induction training which involves becoming MAPA certified and gaining a working knowledge of the residential regulations.

Areas for development

- **Staff morale:** While a significant number of new staff have been appointed, some staff suggested that the morale is low. The leadership team should work with these staff members to understand why they perceive the morale is low and are not feeling appreciated for their efforts.
- **Supervision:** Care staff receive peer supervision at least once every three weeks (on their office days). For individual supervision, there is external supervision in place. The external provider visits the residence once a week for four hours and offers one-on-one or group supervision sessions. In addition, TLOs set two hours aside each week to be available to care staff for individual supervision. However, we heard that many care staff are not taking up opportunities for individual professional supervision from the external provider or their TLO, possibly because they do not understand its value, or feel that they receive sufficient support from peers. We understand that when the planned residence changes come into effect, there will be a more generous ratio of unit managers to care staff. This is likely to increase opportunities for care staff to receive individual supervision.

Case leaders, most of whom are social workers, receive supervision from their TLCP. Case leaders have high respect for their TLCP but worry that they need increased opportunities for practice guidance so they can ensure young people receive the therapeutic support needed. Practice oversight is also important to support case leaders to conduct well informed assessments. We understand that the leadership team is aiming to re-embed a conventional model of case management where case leaders undertake more assessment and coordination of services and less provision of direct therapeutic support to the young people. Further work is required to determine how this fits with the more multi-disciplinary team that will include a psychologist and whānau engagement worker in the future. We would like to see the residence move towards putting in place the practice oversight that will be needed by a more multi-disciplinary team to support therapeutic change in young people.

- **Staff levels:** The residence now has a full complement of staff. However, there is general consensus amongst staff that these levels are frequently insufficient to meet young people's needs and carry out all activities required. We acknowledge that the residence's ratio of staff to young people compares well with other jurisdictions. However, we encourage the residence manager to talk to staff to better understand their current concerns about staffing levels. It may also be important to find other ways to deploy staff, to ensure that there are always a sufficient number of staff in the units with young people.

Responsiveness to mokopuna Māori



Developing with well placed elements

22. Young people in the residence have the opportunity to participate in a range of cultural activities. This has further improved through the residence's strategic recruitment of Māori staff, who form a strong rōpū. However, the residence does not have a clear strategy in place to improve its responsiveness to mokopuna Māori. Nor does it have a clear relationship with mana whenua or access to cultural advice and supervision. This means there are limited opportunities for existing staff to develop their cultural capability. This has flow on effects for young people – restricting their cultural experiences in the residence.

Young people's experiences

Whakapapa

Some young people know their whakapapa:

"I know about whakapapa, went to kura and grew up with reo"

Mātauranga

Young people enjoy participating in a variety of cultural activities:

"They give me opportunities to learn about my culture"

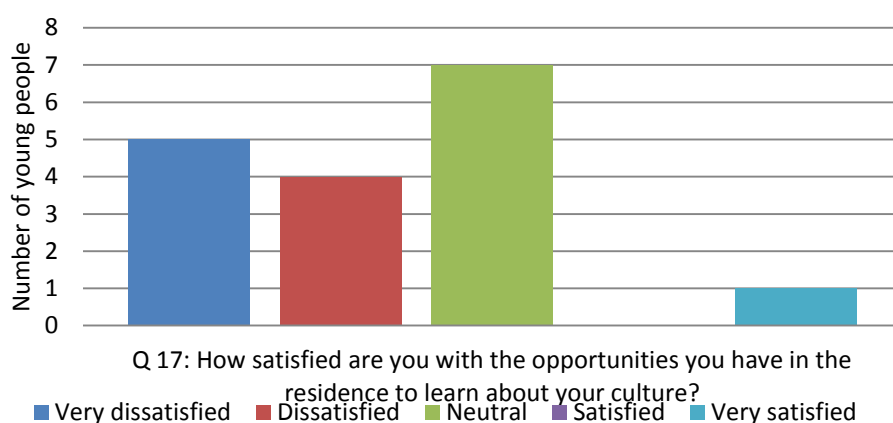
"Cultural programme is every fortnight - but I only go if another girl is going"

Strengths

- **Residence's cultural capability building:** The residence's leadership team has focused on recruiting Māori staff. This has strengthened the residence's cultural capability and capacity. There is a strong rōpū who are proud of the programmes they develop and run.
- **Young people's participation in cultural activities and programmes:** Young people have access to a range of cultural activities provided by both residence staff and on-site Kingslea school staff. These include: kapa haka, te reo Māori, carving and art programmes, and participation in other cultural activities, such as preparing a

hangi. However, the survey findings shown in *figure 6*, suggest that young people want more opportunities to learn about their culture.

Figure 6: Young people’s satisfaction with opportunities to learn about their culture.



Areas for development






- **Vision for mokopuna Māori:** The residence does not have a clear strategy in place to improve their responsiveness to mokopuna Māori. Without a clear sequence of time framed actions, the residence will not continue to develop in this area.
- **Residence’s access to cultural advice and supervision:** The residence has no Kuia or Kaumatua so staff have to rely on busy Māori staff for cultural advice. There is no cultural supervision in place.
- **Cultural programming:** We heard that Māori staff are still developing and delivering some programmes in their own time. The residence manager needs to ensure that sufficient time is allocated on training days to enable the design and development of cultural programmes in work time.
- **Residence’s relationship with mana whenua and Māori social service organisations:** Although the residence manager has a strong relationship with Ngāi Tahu, the residence itself does not have a clear relationship with mana whenua. Nor are any external Māori providers contracted to provide activities or services to young people on a regular basis.

Appendix One: Why we visit (legislative background)

23. The Children's Commissioner has a statutory responsibility to monitor and assess the services provided under the Oranga Tamariki Act 1989. Specifically, section 13(1) (b) of the Children's Commissioner Act 2003, states that the Commissioner must monitor and assess the policies and practices of Child, Youth and Family and encourage the development of policies and services that are designed to promote the welfare of children and young people.
24. In addition, the Office of the Children's Commissioner is designated as a National Preventive Mechanism (NPM) under the Crimes of Torture Act (1989). This Act contains New Zealand's practical mechanisms for ensuring compliance with the United Nations Convention Against Torture and other Cruel, Inhuman, or Degrading Treatment or Punishment (OPCAT), which was itself ratified by New Zealand in 2007. Our role is to visit youth justice and care and protection residences to ensure compliance with OPCAT.

Appendix Two: Interpretation of ratings

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

Rating	Assessment	What it means
	Transformational/outstanding	Exceptional, outstanding, innovative, out of the norm
	Well placed	Strong performance, strong capability, consistent practice
	Developing	Some awareness of areas needing improvement; some actions to address weaknesses, but inconsistent practice; pockets of good practice
	Minimally effective/weak	Low awareness of areas needing improvement; lack of action to address weaknesses; significant concerns exist
	Detrimental	Actively causing harm, negligent, ignoring, rejecting, undervaluing, undermining practice

Note: For more detail on the meanings of each rating for the individual sub-domains assessed, refer to our evaluative rubric: <http://www.occ.org.nz/assets/Publications/RUBRIC/Evaluative-Rubric-FULL.pdf>

Appendix Three: Interviews conducted and information accessed

Our visit to Te Puna Wai included interviews with:

- Residence Manager
- 11 Young people
- Team Leaders Operations (TLOs)
- Team Leader of Clinical Practice (TLCP)
- Care (or residential) team
- Clinical team
- Education team
- Māori Leadership group
- Kitchen staff
- Programme Coordinator
- Grievance Panel Coordinator

The following sources of information also informed our analysis:

- Visual inspection of the residence
- Last CYF audit report
- Grievance quarterly reports and electronic register
- Training register (for 12 months prior to visit)
- Young people's files at the residence (including Individual Care Plans and Operational Plans)
- Secure care register, secure care log book, and unit log books
- Young people's survey – completed by 18 out of the 40 young people who resided at the residence at the time of our visit (representing a total of 45%).