

was due to the increase in admissions, the changes in educational needs and the intensity of the problems of boys admitted to the Home and school increasing.<sup>891</sup>

The increase in 15 to 16 year old boys being enrolled at the school in 1984 was a cause of concern as the school was ill-equipped to meet the needs of this age group. It was hoped that the Department of Education would give urgent consideration to employing an additional teacher at the school in order for the school to meet the expectations of the institution.<sup>892</sup>

A submission was made by the Head Teacher for an additional teacher and part-time teaching assistance in 1984.<sup>893</sup> This was due to the steady increase in admissions to the school noting that, "There has been times over recent months where up to twelve boys have been unable to attend the school unit due to severe over crowding."<sup>894</sup> A one-to-ten pupil-teacher ratio was considered realistic by the Head Teacher but it was stated one classroom usually had over ten pupils which meant that the remedial and core curriculum was not being given to some boys on an individual level.<sup>895</sup>

The concern over the ability to cater for all age-groups in the schooling situation had increased in 1985 as had the need to provide pre-employment programmes for the increasing number of older residents.<sup>896</sup>

The school programme was deemed to be good in the 1987 Audit Report.<sup>897</sup>

In 1988 the audit noted that the head teacher had spent time arranging activities for the residents by taking himself out of his teaching role and that this should be done by residential staff.<sup>898</sup>

## Absconding

There is limited information on file about absconding before 1979.

From the years 1979 to 1985 there were an increasing number of residents absconding illustrated by there being only 42 absconders in 1979 compared with 91 in 1984 and then a large increase in 1985 to 170.<sup>899</sup> The number of absconding incidents ranged from 41 to 52 incidents from 1980 to 1984 with a major increase in 1985 to 99 incidents of absconding.<sup>900</sup>

<sup>891</sup> Annual Report 1984, Hamilton Boys' Home Reports F5000005773616.

<sup>892</sup> Annual Report 1984, Hamilton Boys' Home Reports F5000005773616.

<sup>893</sup> HG Burke, Head Teacher, Case for an Additional Teacher and Part Time Teaching Assistance, 20/09/84, Hamilton Boys' Home Education F5000005773615.

<sup>894</sup> HG Burke, Head Teacher, Case for an Additional Teacher and Part Time Teaching Assistance, 20/09/84, Hamilton Boys' Home Education F5000005773615.

<sup>895</sup> HG Burke, Head Teacher, Case for an Additional Teacher and Part Time Teaching Assistance, 20/09/84, Hamilton Boys' Home Education F5000005773615.

<sup>896</sup> Annual Report 1985, Hamilton Boys' Home Reports F5000005773616.

<sup>897</sup> Audit Report: P Aiono, Senior Internal Auditor 12/11/87, Hamilton Boys' Home Reports ADM 21-6-220 Part one.

<sup>898</sup> Institution Internal Audit Report, P Aiono, Senior Internal Auditor (residential), 31/05/88, Hamilton Boys' Home Reports ADM 21-6-220 Part one.

<sup>899</sup> Annual Report 1979, Hamilton Boys' Home Reports 31571; Annual Report 1984, Hamilton Boys' Home Reports F5000005773616; Annual Report 1985, Hamilton Boys' Home Reports F5000005773616.

<sup>900</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616; Annual Report 1984, Hamilton Boys' Home Reports F5000005773616; Annual Report 1985, Hamilton Boys' Home Reports F5000005773616.

The usual time residents absconded was late in the evening or during the night.<sup>901</sup>

In 1980 local police were helpful and cooperative in relation to residents who had absconded, but they were considered to be mainly ineffective.<sup>902</sup> It was only when the absconder offended that their identity was established.<sup>903</sup>

Only two residents were classed as persistent absconders in 1980.<sup>904</sup>

## Secure care

### Secure and semi-secure

Plans were underway in 1979 for a "much needed" exercise room to be attached to the secure complex. It was considered that this would also improve security.<sup>905</sup>

A semi-secure unit which could hold a maximum of five boys was added in 1979. All rooms of the unit were open to one another, with only the entrance door being locked during lights out. Those boys in the semi-secure unit spent the majority of their time with the main group of boys from the open unit allowing better integration of the residents with their peers. The programme in the unit was considered to be more flexible than the secure unit programme and it was found that, "... settling is much faster and more positive when this lighter form of security can be used."<sup>906</sup> The Principal considered that the function of the semi-secure unit was, however, compromised by a lack of staff.<sup>907</sup>

There was a complete change in the use of the secure unit in 1980. The addition of the semi-secure unit meant that admissions to secure decreased, with the secure unit being used mainly for returned absconders, residents who were considered a risk to peers on admission and time out for volatile or irrational behaviour.<sup>908</sup> Permission for admission to secure had to be granted by the Principal, or in the case of a child, the Director's approval was needed.<sup>909</sup>

The length of stay in the secure unit was not to exceed two days unless the Principal's approval was obtained and four days was the maximum a resident could spend in secure.<sup>910</sup>

The limited number of staff in the Home meant that counselling and instructing in secure was often done informally when time was available.<sup>911</sup> Constant staffing in secure was needed for, "... the unit to function at maximum efficiency" but could not be done due to the needs of the residents in the open institution being paramount.<sup>912</sup>

<sup>901</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>902</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>903</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>904</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>905</sup> Annual Report 1979, Hamilton Boys' Home Reports 31571.

<sup>906</sup> Annual Report 1979, Hamilton Boys' Home Reports 31571.

<sup>907</sup> Annual Report 1979, Hamilton Boys' Home Reports 31571.

<sup>908</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>909</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>910</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>911</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>912</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

The introduction of part-time staff in 1981 meant that residential social workers were responsible for admissions and secure, "... with a marked improvement in boys settling."<sup>913</sup>

There was an increase in the use of secure for new admissions in 1982 due to the nature and gravity of offences and an increase in the number of readmissions.<sup>914</sup>

In 1983 it was affirmed that secure care was used as little as possible, usually only for absconders and admissions, but most admissions were through the semi-secure unit.<sup>915</sup> Secure care was not used for discipline and the average length of stay was one day (with the exception of one boy there for five months awaiting a murder trial).<sup>916</sup>

The secure unit began to be renovated in 1983 to provide a more acceptable form of close custody.<sup>917</sup> These renovations were completed in 1984 to provide an environment that was, "... far more conducive to the type of therapeutic programme we set out to operate."<sup>918</sup> The unit was not heated during winter months as the heating system failed and alternatives were not successful.<sup>919</sup>

Extra staffing was granted for the new long-term unit in 1983, which allowed for staff supervision of boys in secure, though not consistently due to delays in appointments.<sup>920</sup> The introduction of 3 residential social work positions in 1984 allowed for the secure unit to be staffed during waking hours.<sup>921</sup>

In 1985 comments about the deficiencies at Hamilton Boys' Home included, "... an inappropriate secure unit that is still inadequate."<sup>922</sup> It was constructed with temporary material and security was considered to be minimal. This was illustrated by the number of residents escaping with ease and frequency even after the upgrading in 1984.<sup>923</sup>

There were major problems with the secure unit in 1985. It was used more frequently and for greater lengths of time (although the average length of stay was 3 days) due to changes in the type of boys admitted, many of whom had previously been in either the department's long-term institutions or with the Justice Department.<sup>924</sup> This caused pressure on the unit and meant that the semi-secure unit had to be used for secure purposes as well.<sup>925</sup> There was one staff member specifically allocated to secure until August when the appointment of relief staff meant that a second person was available to the unit also.<sup>926</sup> The deficiencies of the secure unit were highlighted over this time and it was considered inadequate for meal, recreation, exercise and activities. There were also serious concerns about the lack of heating.<sup>927</sup> Schooling was also an issue in 1985. The programme was

<sup>913</sup> Annual Report 1981, Hamilton Boys' Home Reports F5000005773616.

<sup>914</sup> Annual Report 1982, Hamilton Boys' Home Reports F5000005773616.

<sup>915</sup> Annual Report 1983, Hamilton Boys' Home Reports F5000005773616.

<sup>916</sup> Annual Report 1983, Hamilton Boys' Home Reports F5000005773616.

<sup>917</sup> Annual Report 1983, Hamilton Boys' Home Reports F5000005773616.

<sup>918</sup> Annual Report 1984, Hamilton Boys' Home Reports F5000005773616.

<sup>919</sup> Annual Report 1984, Hamilton Boys' Home Reports F5000005773616.

<sup>920</sup> Annual Report 1983, Hamilton Boys' Home Reports F5000005773616.

<sup>921</sup> Annual Report 1984, Hamilton Boys' Home Reports F5000005773616.

<sup>922</sup> Letter, E Te Moananui, Director Review of Residential Services to Director General, 15/02/85, Hamilton Boys' Home Reports F5000005773615.

<sup>923</sup> Letter, E Te Moananui, Director Review of Residential Services to Director General, 15/02/85, Hamilton Boys' Home Reports F5000005773615.

<sup>924</sup> Annual Report 1985, Hamilton Boys' Home Reports F5000005773616.

<sup>925</sup> Annual Report 1985, Hamilton Boys' Home Reports F5000005773616.

<sup>926</sup> Annual Report 1985, Hamilton Boys' Home Reports F5000005773616.

<sup>927</sup> Annual Report 1985, Hamilton Boys' Home Reports F5000005773616.

as varied as possible and the school provided work for residents in secure, but specific teaching time was not available.<sup>928</sup>

In 1986 it was recognised by the Principal that night staff were nervous about making routine checks of the secure units – especially semi-secure where the boys were not locked into their individual rooms.<sup>929</sup> It was felt that the cause of this was the change in the type of boys admitted to the Home because of the Criminal Justice Act 1985.<sup>930</sup>

The audit report in 1987 noted that one of the matters requiring attention was, "Reasons for secure admissions as stated in the regulations be used in recordings."<sup>931</sup>

The audit report in 1988 stated that there needed to be clarification regarding boys in secure not being allowed to wear their own clothes.<sup>932</sup>

## Programmes and Education

The semi-secure unit allowed for greater emphasis in programme work for new admissions to the Home.<sup>933</sup>

Because the length of stay in secure was brief, programmes focussed on reading and writing and were available to boys at all times.<sup>934</sup> Recreation and leisure activities took place twice a day for one hour in the gym or the recreation room.<sup>935</sup>

Programmes and activities in secure care were hindered by the lack of staffing in the Home generally. It was said by the Principal that the secure area often needed two staff because of the attitude and aggressiveness of the residents placed there.<sup>936</sup>

In 1981 secure programmes were focused on reading, writing, instructions about the Boys' Home and exercise/recreation.<sup>937</sup> The unstable temperament of the residents and the short length of stay in secure meant that no formal teaching was given.<sup>938</sup>

The programme continued to be the same in 1982, "... with the Senior Officer talking to each youth during his shift in order to determine attitude so that movement can be to the open institution as soon as possible and into the normal programme of recreation and education."<sup>939</sup>

<sup>928</sup> Annual Report 1985, Hamilton Boys' Home Reports F5000005773616.

<sup>929</sup> Memo, CC Chibnall, Principal, Hamilton Boys' Home to Acting Director, Hamilton, 24/06/89, Hamilton Boys' Home Secure F5000005773615. For more about this, see staffing.

<sup>930</sup> Memo, CC Chibnall, Principal, Hamilton Boys' Home to Acting Director, Hamilton, 24/06/89, Hamilton Boys' Home Secure F5000005773615.

<sup>931</sup> Audit Report: P Aiono, Senior Internal Auditor 12/11/87, Hamilton Boys' Home Reports ADM 21-6-220 Part one.

<sup>932</sup> Institution Internal Audit Report, P Aiono, Senior Internal Auditor (residential), 31/05/88, Hamilton Boys' Home Reports ADM 21-6-220 Part one.

<sup>933</sup> Annual Report 1982, Hamilton Boys' Home Reports F5000005773616.

<sup>934</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>935</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>936</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>937</sup> Annual Report 1981, Hamilton Boys' Home Reports F5000005773616.

<sup>938</sup> Inspection Questionnaire – District & National Institutions 1981, Hamilton Boys' Home Reports F5000005773705.

<sup>939</sup> Annual Report 1982, Hamilton Boys' Home Reports F5000005773616.

In 1983 programmes were set in secure to ensure that, when possible, residents were able to attend work or school under supervision.<sup>940</sup>

The head teacher commented in 1984 that providing a meaningful education programme for the secure unit was a concern but that there were no time or resources to meet that need.<sup>941</sup> The school was supplying resource material and a residential social worker taught the residents in an activity room off the semi-secure wing.<sup>942</sup>

Schooling was an issue in 1985. The programme was as varied as possible and the school provided work for residents in secure, but specific teaching time was not available.<sup>943</sup>

## Discipline

There is a lack of information held on file in relation to discipline in Hamilton Boys' Home but it was noted that there were no time-out rooms in Hamilton Boys' Home and the "Room Time Out" procedure was not used.<sup>944</sup> It was also noted that the lack of this procedure meant that some residents were placed in secure for longer periods than necessary or appropriate.<sup>945</sup>

## Physical punishment

There is no mention of physical punishment within the Hamilton Boys' Home files.

## Drugs, alcohol, and tattoos

There is no mention in the files of drug, alcohol or tattoo issues prior to 1980.

It was noted in 1980 that there was a small reduction in drug and sniffing problems.<sup>946</sup>

The Principal and Assistant Principal were members of a committee as part of the Hamilton City Council that was, "... monitoring solvent abuse within the city boundaries and its effect on youth and the community."<sup>947</sup>

<sup>940</sup> Annual Report 1983, Hamilton Boys' Home Reports F5000005773616.

<sup>941</sup> Annual Report 1984, Hamilton Boys' Home Reports F5000005773616.

<sup>942</sup> HG Burke, Head Teacher, Case for an Additional Teacher and Part Time Teaching Assistance, 20/09/84, Hamilton Boys' Home Education F5000005773615.

<sup>943</sup> Annual Report 1985, Hamilton Boys' Home Reports F5000005773616.

<sup>944</sup> Report from the Working Party "Lockable Time Out in Residential Facilities", March 1987, Hamilton Boys Home Discipline, "Room Time Out" meaning time out in a room for a certain period of time.

<sup>945</sup> Report from the Working Party "Lockable Time Out in Residential Facilities", March 1987, Hamilton Boys Home Discipline (no file ref).

<sup>946</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>947</sup> Memo, TE Flynn, Assistant Principal, Hamilton Boys Home to ADSW of all districts, 01/08/85, Hamilton Boys' Home Drugs F5000002357949.

## Smoking

There is no information held on Hamilton Boys' Home files in relation to smoking.

## Contact with field social workers

In 1978 the Principal commented that Hamilton Boys' Home, "...enjoyed good rapport with the social work personnel in all of our contributing districts and their understanding of our needs when under pressure has been appreciated."<sup>948</sup>

In 1980 the Boys' Home began directly liaising with the districts which enabled them to give a better service to other contributing districts.<sup>949</sup> It was thought that this direct liaison had the effect of reducing the number of brief admission to the institution.<sup>950</sup>

Weekly meetings were held with social workers and the residential staff to discuss case problems of residents.<sup>951</sup> Frequent visits were also made to Hamilton Boys' Home by field social workers and senior staff.<sup>952</sup>

## Contact with community

The residential staff were encouraged to organise activities where community groups could participate and interact with the residents.<sup>953</sup>

Religious instruction was held every Sunday with a variety of dominations invited to send representatives.<sup>954</sup>

Sports games outside the institutions were held but discontinued in 1980 on a trial basis in order to encourage more recreational involvement on the Home's grounds which could then involve the whole institution rather than a small team of boys.<sup>955</sup> In 1981 it was acknowledged that while community involvement in sporting activities from outside groups coming to the Home was encouraged, only a small number actually came.<sup>956</sup>

Outings and camps were part of the programme, and some of the longer stay boys were able to go into town with an escort, for example, to go to the movies.<sup>957</sup>

<sup>948</sup> Annual Report 1978, Hamilton Boys' Home Reports 31571.

<sup>949</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>950</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>951</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>952</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>953</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>954</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>955</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>956</sup> Annual Report 1981, Hamilton Boys' Home Reports F5000005773616.

<sup>957</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

Visitors were encouraged to come to the Home and became a daily feature of the Home. School teachers, police, social workers, students from other schools and training colleges were just some of the many people who visited the Home.<sup>958</sup>

Contact with the community continued to be encouraged with Touch Rugby competitions and rugby league being organised in 1985.<sup>959</sup>

In 1985 Hamilton Boys' Home hosted the social work section of the Hamilton visit of the Maori Perspective Advisory Committee and welcomed over 200 people into the Home.<sup>960</sup>

## Visiting committees

There was no information found on file in relation to visiting committees prior to 1980.

There were three visiting committee members in 1980 who worked, "... on a triangular format, each respectively attached to the three Hamilton Dept. S.W. institutions. Since the visiting committees (sic) inception, all three members have completed a period of observation at the Boys Home."<sup>961</sup>

It was commented by the Principal in 1981 that more frequent visits by the visiting committee would be "wise".<sup>962</sup> During this year the visiting committee changed and there was a gap in contact because of this.<sup>963</sup>

During 1982 the three visiting committee members worked on a six month rotation and were allocated one of the three Hamilton Institutions for this period.<sup>964</sup> It was believed, "... that the intention and function of visiting committees has been carried out in the spirit of the act and are more than a little concerned that the intention to advertise for 'interested people' will only be an invitation to people who wish to change a system they disagree with."<sup>965</sup>

In 1983 two of the three members visited the Home often and the chairman came regularly and was available for consultation.<sup>966</sup>

The chairman of the visiting committee continued to visit regularly and offer support in 1984. The other two members still visited, but with less regularity. The Principal thought it desirable that these two members become more involved with the Home.<sup>967</sup>

<sup>958</sup> Annual Report 1981, Hamilton Boys' Home Reports F5000005773616; Annual Report 1983, Hamilton Boys' Home Reports F5000005773616.

<sup>959</sup> Annual Report 1985, Hamilton Boys' Home Reports F5000005773616.

<sup>960</sup> Annual Report 1985, Hamilton Boys' Home Reports F5000005773616.

<sup>961</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>962</sup> Inspection Questionnaire – District & National Institutions 1981, Hamilton Boys' Home Reports F5000005773705.

<sup>963</sup> Annual Report 1981, Hamilton Boys' Home Reports F5000005773616.

<sup>964</sup> Annual Report 1982, Hamilton Boys' Home Reports F5000005773616.

<sup>965</sup> Annual Report 1982, Hamilton Boys' Home Reports F5000005773616.

<sup>966</sup> Annual Report 1983, Hamilton Boys' Home Reports F5000005773616.

<sup>967</sup> Annual Report 1984, Hamilton Boys' Home Reports F5000005773616.

The chairman continued to visit in 1985 and the, "... two members who had previously shown little support resigned during the year and their replacements were subject to many delays."<sup>968</sup> It was hoped that the positions would be filled in 1986.<sup>969</sup>

There were eleven visits made to the Institution during 1986 and concern was raised by the committee over vacancies, were later filled.<sup>970</sup>

In 1987 the visiting committee made 21 visits to the Home.<sup>971</sup>

In 1987 an Audit of the Home found that the residents did not know the role and function of the Visiting Committee nor its members.<sup>972</sup>

## Contact with families

Because of the wide catchment area for admissions to Hamilton Boys' Home, most residents were not given home leave unless it was a special occasion. The exceptions to this were boys on their way to a National Institution who were granted two or three days home leave and most boys were given a week at home over the Christmas period.<sup>973</sup>

Boys were able to have visits from family at Hamilton Boys' Home but these were more frequent for locally admitted residents.<sup>974</sup>

In 1983 it was noted that while home leave was not part of the programme, the opportunity for deserving boys going on leave was sought if their length of stay warranted it.<sup>975</sup>

Those residents in the long-term unit were encouraged to make regular home contact in 1984.<sup>976</sup>

Home leave was more flexible in 1984. A boy who was in residence for longer than three weeks was able to be considered for day leave and then if remaining longer, for weekend leave with the approval of the field social worker.<sup>977</sup>

Residents in the extended care unit were able to go on home leave once a month.<sup>978</sup>

## Preparation for discharge and after care arrangements

Hamilton Boys' Home was a short term residence which meant that the programme was all "pre discharge".<sup>979</sup> "Every attempt is made to develop positive attitudes to

<sup>968</sup> Annual Report 1985, Hamilton Boys' Home Reports F5000005773616.

<sup>969</sup> Annual Report 1985, Hamilton Boys' Home Reports F5000005773616.

<sup>970</sup> Visiting Committee Annual Report, 1986, Hamilton Boys' Home Reports F5000006661405.

<sup>971</sup> Visiting Committee Annual Report, 1987, Hamilton Boys' Home Reports F5000006661405.

<sup>972</sup> Audit Report: P Aiono, Senior Internal Auditor 12/11/87, Hamilton Boys' Home Reports ADM 21-6-220 Part one.

<sup>973</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>974</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>975</sup> Annual Report 1983, Hamilton Boys' Home Reports F5000005773616.

<sup>976</sup> Annual Report 1984, Hamilton Boys' Home Reports F5000005773616.

<sup>977</sup> Annual Report 1984, Hamilton Boys' Home Reports F5000005773616.

<sup>978</sup> Annual Report 1985, Hamilton Boys' Home Reports F5000005773616.

this [discharge].<sup>980</sup> Other agencies were kept informed of progress through either regular phone calls, written reports if the resident was there beyond three weeks and case conferences with social workers when possible.<sup>981</sup> The resident was involved in discussions about his discharge when possible and informed of the recommendations and decisions.<sup>982</sup>

If the recommended placement upon discharge was with family or a foster home, preliminary visits for meals or weekends occurred prior to this placement.<sup>983</sup>

In 1980 the Principal commented that, "There are times when pressure of numbers and circumstances beyond control cause a 'horse trading' in and out with districts and this is very disconcerting. It is a policy that is resisted."<sup>984</sup> The "horse trading" was largely discontinued in 1981.<sup>985</sup>

The introduction of the Care Profile assessment focussed specifically on discharge and provided information for when a boy was discharged from the Home.<sup>986</sup>

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<sup>979</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>980</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>981</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>982</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>983</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>984</sup> Annual Report 1980, Hamilton Boys' Home Reports F5000005773616.

<sup>985</sup> Annual Report 1981, Hamilton Boys' Home Reports F5000005773616.

<sup>986</sup> Annual Report 1984, Hamilton Boys' Home Reports F5000005773616. For more on Care Profile see Programmes and Care.

# Epuni Boys' Home

## Physical description

The Lower Hutt Boys' Home opened on 29 January 1959 at 441 Riverside Drive North, Lower Hutt, with a capacity of up to 22 boys, including two secure beds.<sup>987</sup> Accommodation consisted of single rooms.<sup>988</sup> The local council had objected to the siting of the home in a residential area.<sup>989</sup>

In 1961, six beds were added and the two secure beds became secure cells.<sup>990</sup> By February 1962, extensive building renovations temporarily limited Epuni's capacity to 20.<sup>991</sup> Renovations were completed by July 1962, with capacity restored to 28.<sup>992</sup>

In 1965, adjacent land was purchased to provide additional recreation area, but was used to build staff housing.<sup>993</sup> A fence was erected along the northern boundary to protect neighbouring properties.<sup>994</sup> More land was purchased in 1967.<sup>995</sup>

In 1966, further additions increased capacity to 42 beds plus 4 secure beds (2 additional cells also being built in 1966).<sup>996</sup> A new gymnasium was built in 1966.<sup>997</sup> The new classroom block opened in 1968.<sup>998</sup>

In 1969, the residence changed its name to the Epuni Boys' Home.<sup>999</sup> Further land was purchased shortly after the name change. In 1970, work started on a fence on

<sup>987</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p2.

<sup>988</sup> Thomas, Rita, "Time spent in a Boys' Home can be a turning point for many wayward young men", *Evening Post*, 17/12/69, Epuni Profile 31567.

<sup>989</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p2.

<sup>990</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p2.

<sup>991</sup> Memo, Elliot (ADCWO) to DCWOs in Lower North Island, 13/2/62, Epuni Profile F5000002843724.

<sup>992</sup> Memo, FitzGerald (DCWO) to DCWOs in Lower North Island, 6/7/62, Epuni Profile 31565.

<sup>993</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p2.

<sup>994</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p2.

<sup>995</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p2.

<sup>996</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p2.

<sup>997</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p2.

<sup>998</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p2.

<sup>999</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p3.

the southern boundary. This was completed 4 years later, with the delays due to protracted negotiations with neighbours.<sup>1000</sup>

By 1979, the Epuni complex covered 4 acres of grounds.<sup>1001</sup> Alterations and the addition of a new building were completed in 1980. Accommodation was made for clerical and management services, increased sewing, clothing and food storage facilities, a redesigned medical room with isolation bathroom and sickbay, and addition of a dressing room to the gymnasium. The alterations resulted in the loss of one bed, leaving a 41 bed capacity.<sup>1002</sup> The strain of running a full institution while alterations were done, often in bad weather, was also noted; as was the fact that other urgent and sometimes expensive repairs came to light during the renovations.<sup>1003</sup>

A new communications system was installed in 1980, providing two-way communication throughout the residence, including calls for emergency back up.<sup>1004</sup> A replacement system was installed in 1981, when a series of further maintenance works were also carried out.<sup>1005</sup>

In 1982 a swimming pool was installed and the pool was enclosed in 1984.<sup>1006</sup> Over these years, boys' rooms were carpeted, painting was done, driveways resealed, and the dining room changed to a cafeteria-style layout.<sup>1007</sup> The combined Annual Report for 1982-84 noted that many works were unable to be completed due to lack of funds, and that the base financial requirement was too low. The entire building maintenance programme for 1984-85 had to be scrapped due to lack of funds.<sup>1008</sup>

Beds were reduced to 30 during June 1985 while toilet and ablution facilities were altered.<sup>1009</sup> In 1986, bed numbers were again temporarily reduced while renovations were undertaken. Twelve beds were lost for six weeks from the end of February, followed by a 4 month closure of the secure wing.<sup>1010</sup> This was managed by reducing admissions and by 5 secure Kohitere beds being reserved for use by Epuni. The rising numbers of 16 year-old admissions made the closure of secure a challenge.<sup>1011</sup> Judges were notified that during the renovations the Department would be hard-pressed to provide secure custodial care.<sup>1012</sup>

By the mid-1980s, plans for integration of services were underway, resulting in a drop in bed numbers as use declined and the existing institutions were rarely full. In 1986, for example, Epuni had 42 beds plus 6 secure beds but often had about 35

<sup>1000</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p3.

<sup>1001</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Reports F5000003771094.

<sup>1002</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 3.

<sup>1003</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 4.

<sup>1004</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 4.

<sup>1005</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, p 10.

<sup>1006</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p4.

<sup>1007</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p8.

<sup>1008</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p9.

<sup>1009</sup> AK McLean, Principal to ADSWs 6.5.85, Epuni Admissions F5000001639093.

<sup>1010</sup> Memo, Fitzpatrick, Director, Lower Hutt to all Directors, 7/2/86. Epuni Secure F5000003771094.

<sup>1011</sup> Memo, Fitzpatrick, Director, Lower Hutt to all Directors, 7/2/86. Epuni Secure F5000003771094.

<sup>1012</sup> Letter AD Johnston for Director to The Registrar, District Court Wanganui, 7/4/86, Epuni Profile F5000002843734.

residents, rarely going over 40 in residence.<sup>1013</sup> A target of 10 boys in residence was set from 1 January to 31 March 1989, dropping to 5 boys and a skeleton staff over Christmas.<sup>1014</sup>

The residence was renamed the Epuni Residential Centre in 1990 and commenced operations as a national co-educational facility on 27 August of that year.<sup>1015</sup> At this time, residences were closed at Kohitere, Hokio and Mirimar. Epuni became the only Lower North Island residence – favoured over other sites because of its strategic location, accessibility, including to the Court, as well as to supporting personnel.<sup>1016</sup> In 1994 the Centre was described as having 20 open unit beds and 6 secure unit beds – and even though it was a national institution it mainly catered for males and females from the Lower North Island.<sup>1017</sup>

## Resident profile

In 1959, when the Epuni Boy's Home first opened, it catered for up to 22 boys aged 8-16 for short-term (i.e. 3-6 months) residential care.<sup>1018</sup> The Boys' Home was a District institution and the initial catchment area was Wellington-Napier.<sup>1019</sup>

Throughout the first half of 1959, just under half of boys admitted were 13 or 14 years old.<sup>1020</sup> Soon after opening, concern was expressed that the Home was overloaded with older boys and this proved to be a continuing theme.<sup>1021</sup> This older group of boys were described in 1959 as being "boisterous, demanding, bullying and frequently difficult to occupy".<sup>1022</sup> Further, efforts to do case work with younger boys was negated by the presence and behaviour of the older boys.<sup>1023</sup>

Little information was found on file during the 1960s. In August 1969, of 38 boys, 23 were state wards (of whom 3 were being held for other institutions), 8 were on adjournment in child welfare cases, and 7 were on remand.<sup>1024</sup> A newspaper reporter writing about the Home in December 1969 noted that there were 42 boys, ranging in age from 7-15.<sup>1025</sup>

<sup>1013</sup> Letter A McLean, Principal Epuni to Regional Director, Central South, undated 1986, Epuni Profile SWK 9-22-1 Part Two.

<sup>1014</sup> Memo, A McLean, Principal Epuni to Director, Porirua, 22/11/88. Epuni Profile F5000003771094.

<sup>1015</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p4.

<sup>1016</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p6, footnote iii.

<sup>1017</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p5 – quoting evidence of Manager to Planning Tribunal in 1994.

<sup>1018</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p2.

<sup>1019</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p2.

<sup>1020</sup> Progress Report 1959, Boys' Home, Epuni, Epuni Reports 31565.

<sup>1021</sup> Progress Report 1959, Boys' Home, Epuni, Epuni Reports 31565, p4.

<sup>1022</sup> Progress Report 1959, Boys' Home, Epuni, Epuni Reports 31565, p4.

<sup>1023</sup> Progress Report 1959, Boys' Home, Epuni, Epuni Reports 31565, p4.

<sup>1024</sup> Memo, FitzGerald to Lower North DCOs, 7/8/69, Epuni Profile 31569.

<sup>1025</sup> Thomas, Rita, "Time spent in a Boys' Home can be a turning point for many wayward young men", *Evening Post*, 17/12/69, Epuni Profile 31567.

The lack of information arriving with admissions from districts created problems in 1970. Boys often inflated their age, so that they could work or smoke and incorrect birthdates were sometimes entered on file as a result.<sup>1026</sup>

During 1977 there were 294 admissions, 27.4% of whom were state wards. Fifteen and sixteen year olds together made up 42% of all admissions. Sick bay beds were regularly used when the Home was full.<sup>1027</sup>

In 1979, the number of admissions and percentage of state wards were similar to those in 1977.<sup>1028</sup> The large number of admissions was due to a number of very short-stay remand cases, as distinct from the other group who stayed for three months or more.<sup>1029</sup> During 1978, 13 and 14 year olds made up 50% of admissions and 15 and 16 year olds made up 36% of admissions; and figures were similar in 1979.<sup>1030</sup>

In 1980, 13 and 14 year olds made up 53% of admissions, with 15 and 16 year olds making up 38%.<sup>1031</sup> In 1981 the respective figures were similar for 13 and 14 year olds, and slightly less (33%) for 15 and 16 year olds.<sup>1032</sup> By 1985, almost 50% of admissions were 15 or 16 years old.<sup>1033</sup>

Staff shortages and a lack of cover for peak supervision periods led to the closure of 11 beds for three weeks in March 1981. This had the desired effect of increased staff provision by Head Office, and numbers of residents were gradually restored.<sup>1034</sup> The statistical effect was that 1981 admissions dropped by 16.9 % from the 1979 and 1980 rates.<sup>1035</sup>

During the early 1980s, turnover was quicker and the average daily roll was slightly lower. There were about 300 admissions a year.<sup>1036</sup> Boys were slightly older and discharge to the community remained at around 70%, with other boys generally going to long-stay institutions or to borstal.<sup>1037</sup>

The issue of whether boys should be remanded to Mount Crawford Prison was debated during 1981, and it was agreed that appropriate cases should be remanded to Manawatu Youth Prison (i.e. older offenders alleged to have committed serious offences, often with adult co-offenders).<sup>1038</sup>

Occupancy rates dropped after the National Review of Residential Services in 1986 led to a focus on care in the community closer to the young person's home area. Up until 1986, occupancy had been near or at maximum capacity.<sup>1039</sup>

<sup>1026</sup> BM FitzGerald for DCWO to DCWOs, 18/6/70 Epuni Admissions F5000002843734.

<sup>1027</sup> Annual Statistics for the year ending 31/12/77, Epuni Reports 31567 and Epuni Reports F5000002843734.

<sup>1028</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Reports F5000003771094.

<sup>1029</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Reports F5000003771094.

<sup>1030</sup> MJ Howe, Principal, Epuni to Director-General 10/8/80, Epuni Admissions F5000001639093.

<sup>1031</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, Table 5/4.

<sup>1032</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 7.

<sup>1033</sup> Annual Report Epuni Boys' Home, 1985 Epuni Reports SWK 9-22-1-1 Part One, p4.

<sup>1034</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, p 2.

<sup>1035</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, p 3.

<sup>1036</sup> Admissions to DSW institutions 1976-1983, Epuni Admissions F5000002186500.

<sup>1037</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p14.

<sup>1038</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, p 4.

<sup>1039</sup> Audit Report of a visit under Residential Care Regulations 1986, 21-23 Sept 1987, Epuni Reports ADM 21-6-209 Part One, p2.

A study conducted in 1989 into under-use of Epuni found that although some community alternatives were inadequate, they were used because the young person did not meet the strict admission criteria set by Epuni.<sup>1040</sup> These criteria were strictly applied to cater for an inexperienced staff, due to other staff moving elsewhere or leaving the department during the restructuring period.<sup>1041</sup> Admissions remained a mix of youth justice and those care and protection cases that were dangerous to themselves or to others and who were in Department of Social Welfare custody.<sup>1042</sup>

From 1990 the Home became a co-educational facility and as at 12 February 1991 there had been 66 admissions; 63 males and 3 females. The average age of residents was 15.5 years.<sup>1043</sup>

In 1994, the average age on admission was 15 years.<sup>1044</sup> Residents remained a mix of remand and short-stay cases. In 1994 residents were either Residence with Supervision order (2-3 months) or remand cases; 2-6 weeks.<sup>1045</sup>

### **Type of admissions and purpose of institution**

From the outset there were concerns about inappropriate admissions. In 1959 the DCWO thought that the purpose of admission to the Home should be stated, whether for psychological investigations, discipline, social training, on remand, etc., with a follow-up request for a discharge plan once the purpose of admission had been achieved.<sup>1046</sup>

Most admissions were remand cases in 1966, and the percentage of remand cases to other cases was another ongoing theme.<sup>1047</sup> In 1972, it was felt that the Home was simply a remand centre, meaning that it could no longer serve its original purpose.<sup>1048</sup> Further, it was thought that boys admitted to the Home who were not delinquents were educated by others in the Home and began to build up a criminal history.<sup>1049</sup>

By 1974 the Home was operating almost exclusively as a remand centre.<sup>1050</sup> A memo by the Assistant Director at the end of 1975 asked for discussions on the purpose of institutions such as Epuni, which were being used "as a holding paddock for the convenience of admissions to National Institutions".<sup>1051</sup> Problems included chronic overcrowding with boys eventually approved for national institutions, the calling of psychiatric reports by Head Office when there were no available Psychological Services, and a lack of control over both admissions and

<sup>1040</sup> Report into the current levels of use by the community of Epuni Youth Centre, Sept 1989, Epuni Reports F5000003771094.

<sup>1041</sup> Memo, Audrey Scott, Change Manager to Directors etc, 19/6/90, Epuni Profile F5000001643632.

<sup>1042</sup> Memo, Audrey Scott, Change Manager to Directors etc, 19/6/90, Epuni Profile F5000001643632.

<sup>1043</sup> Memo, J Ngatai, AD, to Directors Eastern Region, 13/2/91, Epuni Profile F5000005282674.

<sup>1044</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p5 – quoting evidence of Manager to Planning Tribunal in 1994.

<sup>1045</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p5 – quoting evidence of Manager to Planning Tribunal in 1994.

<sup>1046</sup> Progress Report 1959, Boys' Home, Epuni, Epuni Reports 31565, p6.

<sup>1047</sup> Memo, FitzGerald to Lower North DCWOs, 5/8/66. , Epuni Admissions 31569

<sup>1048</sup> Memo, WC FitzGerald, Acting Director to D-G DSW 12/4/72, Epuni Profile 31569

<sup>1049</sup> Memo, WC FitzGerald, Acting Director to D-G DSW 12/4/72, Epuni Profile 31569

<sup>1050</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p3.

<sup>1051</sup> Memo, BC Baker, AD (SW) to Director-General, 1/12/75. Epuni Profile 31567.

discharges.<sup>1052</sup> There was a strong feeling, supported by the Director, that both the Police and Kohitere had mis-used Epuni for the past 15 years and that this meant the Home could not fulfil its functions.<sup>1053</sup> These factors were compounded by indifferent and untrained staff.<sup>1054</sup>

In 1979 it was noted that pressures were created by the inability of any short-term institution to control or select admissions. These pressures included overcrowding.<sup>1055</sup> The inability to place out boys added to overcrowding and resulted in a group of long-stay boys who formed a "hard core of experienced offenders who unsettle the group".<sup>1056</sup>

Up until 1980 no figures were kept on the reason for admission.<sup>1057</sup> By 1985 over 60% of admissions were for offending behaviour and 12% were held pending transfer to another institution.<sup>1058</sup>

Admissions criteria were clarified in 1990 after problems were experienced resulting in tensions between districts and Epuni staff. The criteria clarified that remand in custody was only possible after all other alternatives had been explored, and that admission to the Centre was not the same as admission to secure care – the Centre was an open residence with a secure wing, and not a secure residence with an open wing. Most admissions were on Supervision with Residence Orders, and were aged 14-17 years. There were also a small number of 12-14 year olds on remand for indictable offences. The total capacity of Epuni from 1990 was 20.<sup>1059</sup>

Concern was expressed about the lack of options for the care of psychologically disturbed boys and the need for a specialised care facility. Many admissions of this nature to Epuni were thought inappropriate.<sup>1060</sup>

In 1985, the new Principal questioned the role of the Home. The Home was traditionally a provider of short- to medium-term training and assessment. The programmes, including the school programme, did not, in the Principal's view, meet the needs of residents, who required 5-6 weeks of work skills and the creation of links with family. Further, staff were not trained to meet the needs of older boys, especially those referred by the police or courts. The Principal recommended that either the training and focus of Epuni should change to reflect this, or that it should revert to its former functions and a new remand facility should be built.<sup>1061</sup>

Ninety percent of admissions were on remand in 1991, with many going on to Supervision with Residence orders.<sup>1062</sup> The wide intake area and the effect of having to move young people out of their home area were also noted.<sup>1063</sup>

<sup>1052</sup> Memo, BC Baker, AD (SW) to Director-General, 1/12/75. Epuni Profile 31567.

<sup>1053</sup> Memo, BC Baker, AD (SW) to Director-General, 1/12/75. Epuni Profile 31567.

<sup>1054</sup> Memo, BC Baker, AD (SW) to Director-General, 1/12/75. Epuni Profile 31567.

<sup>1055</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Profile F5000003771094.

<sup>1056</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Profile F5000003771094.

<sup>1057</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, Table 5/1.

<sup>1058</sup> Annual Report Epuni Boys' Home, 1985 Epuni Reports SWK 9-22-1-1 Part One, p4.

<sup>1059</sup> Memo, R Campbell, Director to EMT, 19/7/90, Epuni Profile F5000002180902.

<sup>1060</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p13.

<sup>1061</sup> Annual Report Epuni Boys' Home, 1985 Epuni Reports SWK 9-22-1-1 Part One, p5.

<sup>1062</sup> Memo, J Ngatai, AD, to Directors Eastern Region, 13/2/91, Epuni Profile F5000005282674.

<sup>1063</sup> Memo, J Ngatai, AD, to Directors Eastern Region, 13/2/91, Epuni Profile F5000005282674.

## Length of stay

Most information found in regards to length of stay relates to the 1960s. At the outset, boys were kept for a period that was long enough to be effective, yet not so long as to turn the boys into "long term chronics".<sup>1064</sup>

Length of stay at Epuni had increased by 1965, where, by January of that year, over a third of boys had been in the residence for more than 5 months, with one boy being there for 8 months. This had the effect of blocking admissions. In 1965, the optimum stay was thought to be 4 months, with behaviour deteriorating after this time.<sup>1065</sup>

Pressures on accommodation were evident in 1966, with boys needing to be placed in staff quarters, and the Home closed to new admissions for a time.<sup>1066</sup> There was also pressure on admissions during 1969, due to "situations" at Hokio and Campbell Park.<sup>1067</sup> In 1969, a 3-month stay was thought to be optimum.<sup>1068</sup> A reporter was told in December 1969 that stays ranged from 3-5 months.<sup>1069</sup>

Pressures from admissions and an inability to discharges were creating bottle-neck problems at the end of 1975.<sup>1070</sup>

## Programmes and care

### Sport and recreation

The gym was built in 1966 and contained a variety of gymnastics equipment as well as being used for team sports and other group work.<sup>1071</sup>

Sports tournaments were arranged between the boys during the holidays with points deducted for bad behaviour. The winning team was given an outing. Outings included visits to factories, roller skating and camping holidays.<sup>1072</sup>

In 1969, activities offered included clay modelling, carpentry, art, aeroplane models and stamp collecting.<sup>1073</sup>

<sup>1064</sup> Progress Report 1959, Boys' Home, Epuni, Epuni Profile 31565, p3.

<sup>1065</sup> Ball (SDWO) to Lower Hutt DCWO, 27/1/65, Epuni Profile F5000002843724.

<sup>1066</sup> Memo, FitzGerald to Lower North DCWOs, 5/8/66. , Epuni Profile 31569 and also Epuni Profile F5000002843724.

<sup>1067</sup> Memo, FitzGerald to Lower North DCOs, 7/8/69, Epuni Profile 31569.

<sup>1068</sup> Memo, FitzGerald to Lower North DCOs, 7/8/69, Epuni Profile 31569.

<sup>1069</sup> Thomas, Rita, "Time spent in a Boys' Home can be a turning point for many wayward young men", *Evening Post*, 17/12/69, Epuni Profile 31567.

<sup>1070</sup> Memo, BC Baker, AD (SW) to Director-General, 1/12/75. Epuni Profile 31567.

<sup>1071</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p2; Thomas, Rita, "Time spent in a Boys' Home can be a turning point for many wayward young men", *Evening Post*, 17/12/69, Epuni Profile 31567.

<sup>1072</sup> Thomas, Rita, "Time spent in a Boys' Home can be a turning point for many wayward young men", *Evening Post*, 17/12/69, Epuni Profile 31567.

<sup>1073</sup> Thomas, Rita, "Time spent in a Boys' Home can be a turning point for many wayward young men", *Evening Post*, 17/12/69, Epuni Profile 31567.

In 1979 the recreation programme, which ran in the evenings and weekends, included basketball, softball, soccer and table tennis. Woodwork, art and pottery classes were also available. Social workers also conducted formal short study groups based on the book "People with Problems".<sup>1074</sup>

In 1980, 13 people were employed on a fee for service basis, offering programmes in woodturning, mechanics, trampoline, gymnastics, guitar, woodwork, pottery (at the local technical college), macramé, softball, leatherwork, art and vocational guidance.<sup>1075</sup>

From 1982-84, the leisure and recreation programme continued, with the use of fee for service workers. Programmes offered were similar to those offered in 1980, with the addition of computer skills.<sup>1076</sup> The use of the programme to link the Home with the surrounding community was also noted.<sup>1077</sup>

A pool was installed in November 1982. Although initially unheated it was well used for 5 months of the year, including by a number of community groups.<sup>1078</sup>

Art therapy was introduced in 1985 (four groups of three boys each), working with art expression as a way of connecting and dealing with emotion.<sup>1079</sup>

In the combined 1982-84 Annual Report, the Principal commented that since the Home began operation, the standards expected of the boys were those expected in the general community and that these changed as community norms changed.<sup>1080</sup>

A 1987 Audit found the cultural development programme in the Home very impressive, particularly noting its embracing of all cultures and the ready acceptance of the programme by both staff and boys.<sup>1081</sup>

The 1987 Audit also found an impressively simplified key system very few keys carried by staff.<sup>1082</sup>

A full audit was conducted two weeks after the centre re-opened in 1990. Programmes included access courses available at Kokiri Seaview Centre (for example hairdressing, computing and life skills) and visits to Waiwhetu marae. Bone carving was taught on site and RSWs were running recreational, social skills and living skills programmes.<sup>1083</sup>

By 1993, programmes were described as covering education, cultural activities such as bone and wood carving, taiaha and tāniko, vocational training (work experience),

<sup>1074</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Profile F5000003771094.

<sup>1075</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 9.

<sup>1076</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p4.

<sup>1077</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p4.

<sup>1078</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p10.

<sup>1079</sup> Annual Report Epuni Boys' Home, 1985 Epuni Reports SWK 9-22-1-1 Part One, Appendix IV.

<sup>1080</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p4.

<sup>1081</sup> Audit Report of a visit under Residential Care Regulations 1986, 21-23 Sept 1987, Epuni Reports ADM 21-6-209 Part One, p5.

<sup>1082</sup> Audit Report of a visit under Residential Care Regulations 1986, 21-23 Sept 1987, Epuni Reports ADM 21-6-209 Part One, p6.

<sup>1083</sup> Epuni Residential Centre, Internal Audit Report 10-14 Sept 1990, Epuni Reports ADM 21-6-229 Part One, p8.

recreation (provided for 2 hours minimum per day), life and social skills, and health.<sup>1084</sup>

## Camps

One boy was sent home from camp in 1959.<sup>1085</sup>

During 1981, staff conducted 4 short camps of one weeks' duration. These were attended by a total of 60 boys and provided outdoor experiences and self improvement activities.<sup>1086</sup>

School camps were held regularly through 1982-1984. These were usually one week-long, at the Riversdale YMCA campsite and had a focus on physical extension activities.<sup>1087</sup>

## Other practices

Boys were required to have rest time on their beds from 3.30-4.45pm each day, and during this time they were not permitted to read or write.<sup>1088</sup> Boys told a reporter in 1969 that although they did not feel the need for a daytime rest, they welcomed the break from chores, although they were not as enthusiastic where the rest time interfered with their sporting activities.<sup>1089</sup>

A points system allowed the accumulation of points for leave passes.<sup>1090</sup> In 1979, this was described as a token economy system, with credits used to purchase privileges.<sup>1091</sup> The Principal described group training as providing "cause and effect" teaching. "Reality training" was also used.<sup>1092</sup>

An interdenominational Protestant service was conducted on-site, while Catholic boys attended a local Catholic church.<sup>1093</sup> A nun from the Sisters of the Good Shepherd attended the Home for up to 1 ½ days per week during the early 80s.<sup>1094</sup>

The 1987 Audit team commented on over-ordering by the Epuni stores supervisor, which had led to a large amount of clothing in stores that was outdated and out of style.<sup>1095</sup>

<sup>1084</sup> Robin Wilson, General Manager, Epuni, Report to Assoc Minister of SW, 7/7/92. Epuni Reports F5000004081321.

<sup>1085</sup> BC Burton, DCWO to Superintendent, 4/6/59, Epuni Discipline/Punishment Prod # 20065038 NZ Archives.

<sup>1086</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, p 11.

<sup>1087</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p7.

<sup>1088</sup> Thomas, Rita, "Time spent in a Boys' Home can be a turning point for many wayward young men", *Evening Post*, 17/12/69, Epuni Profile 31567.

<sup>1089</sup> Thomas, Rita, "Time spent in a Boys' Home can be a turning point for many wayward young men", *Evening Post*, 17/12/69, Epuni Profile 31567.

<sup>1090</sup> Thomas, Rita, "Time spent in a Boys' Home can be a turning point for many wayward young men", *Evening Post*, 17/12/69, Epuni Profile 31567.

<sup>1091</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Profile F5000003771094.

<sup>1092</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Profile F5000003771094.

<sup>1093</sup> Thomas, Rita, "Time spent in a Boys' Home can be a turning point for many wayward young men", *Evening Post*, 17/12/69, Epuni Profile 31567.

<sup>1094</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p12.

<sup>1095</sup> Audit Report of a visit under Residential Care Regulations 1986, 21-23 Sept 1987, Epuni Reports ADM 21-6-209 Part One, p6.

## Work and training

### Work training and life-skills programmes

Work placements in the community appeared to be a feature of Epuni from the time it was set up in 1959. For example, the progress report in June 1959 made reference to a lack of Field staff to liaise in regard to work placements.<sup>1096</sup> However, no statistics appear to have been kept and therefore it is difficult to assess the extent of work placements in the community by boys residing at Epuni.

In 1959 a call was made for an on-site work programme as many boys were at the residence all day and it was thought that they should not spend all of their time on gardening or domestic duties.<sup>1097</sup>

A reporter writing in 1969 noted that one or two boys attended work at local factories or warehouses for a trial period.<sup>1098</sup>

Boys were required to polish the wooden floors in the corridors.<sup>1099</sup> They were also required to mow the lawns and tend the vegetable and flower gardens.<sup>1100</sup>

Boys were assessed for work in the community and were called "Working Boys" in 1975. Work placements were used to assess progress and to prepare a boy for return to the community. Jobs had to be ratified by Management and there were set procedures for receiving pay packets. Pocket money and other incidental amounts were allocated, board deducted and the rest banked in the boy's name.<sup>1101</sup>

In 1979 it was noted that Epuni was situated close to "work situations when and as required to extend the experience or responsibility of our boys prior to their return to the community".<sup>1102</sup>

In 1980 it was thought important to focus on vocational guidance as so many of the boys could become the "new unemployed". Assistance included interview techniques and dressing for interviews and included role playing interviews as well as some work trials in local businesses.<sup>1103</sup>

Also in the life skills area, a two-week pre-employment course was held in 1981. It was attended by a number of working age boys in the Home, as well as by other young people in the surrounding community nominated by local Field Social Workers.<sup>1104</sup> As a result of the course, 4 out of the 10 attendees gained full time employment.<sup>1105</sup>

<sup>1096</sup> Progress Report Boys' Home Epuni, 11/6/59, Epuni Reports 31565.

<sup>1097</sup> Progress Report 1959, Boys' Home, Epuni, Epuni Reports 31565, p7.

<sup>1098</sup> Thomas, Rita, "Time spent in a Boys' Home can be a turning point for many wayward young men", *Evening Post*, 17/12/69, Epuni Profile 31567.

<sup>1099</sup> Thomas, Rita, "Time spent in a Boys' Home can be a turning point for many wayward young men", *Evening Post*, 17/12/69, Epuni Profile 31567.

<sup>1100</sup> Thomas, Rita, "Time spent in a Boys' Home can be a turning point for many wayward young men", *Evening Post*, 17/12/69, Epuni Profile 31567.

<sup>1101</sup> Handbook, circa 1975 "Working Boys" 8.3, Epuni Education UR/0268.

<sup>1102</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Profile F5000003771094, p1.

<sup>1103</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 9.

<sup>1104</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, p 8.

<sup>1105</sup> PW George, Report on Pre-employment Course, 12/8/81, Epuni Education 9-22-1 Part One.

Another course of this nature was run in 1985.<sup>1106</sup> Also during 1985, several boys did work experience for one day a week.<sup>1107</sup>

Work placements following assessment at Epuni became harder to obtain as the economic situation tightened. For example, in 1981, Districts were asked to advise of any positions or government schemes offering placements.<sup>1108</sup>

Vocational training programmes were available to some young people in Epuni in 1992, although it is not clear if these were training schemes or work placements in local businesses.<sup>1109</sup>

## Resident-to-resident issues

### Sexual misconduct

Sexual misbehaviour between residents was discovered in 1963. The behaviour was widespread and continued for some months before being detected. Behaviour included mutual and group masturbation and oral sex. The first incidents were thought to have taken place on the Christmas 1962 camp and rejuvenated during the May 1963 camp. From the end of May until mid-July 1963 when it was detected, the behaviour was occurring nightly, and involved at least 17 boys. Some incidents took place during the screening of movies, while others took place during the night, often between 3-4am. Other references were made to incidents in corridors, the dining room, in the toilets and in the laundry. Boys were posted as 'guards' to detect staff presence. Staff carried out irregular night checks as a matter of standard practice. There were several pressures and staff shortages over the time in question.

On detection of this behaviour the Home was temporarily closed while the matter was dealt with. Extra discipline was imposed, and routines for lining up for showers and seating during films adjusted.<sup>1110</sup> The practice of providing the boys with as much physical activity as possible, in the gym and in field games, was emphasised.<sup>1111</sup>

The Director-General also directed that boys involved should not be placed out without further training, to avoid the spread of sexual misconduct to foster homes.<sup>1112</sup> Two boys subsequently alleged sexual interference by a visiting [REDACTED] leader but later retracted their statements to the Police (CIB), which were thought to stem from the pattern of behaviour between residents.<sup>1113</sup> The Police interviewed several other boys in the group about these allegations of indecent assault, but the outcome of their inquiries is not known.<sup>1114</sup>

<sup>1106</sup> AK McLean, Principal Epuni to Director, Lower Hutt, 9/4/85, Epuni Education SWK 9-22-1 Part Two.

<sup>1107</sup> Annual Report Epuni Boys' Home, 1985 Epuni Reports SWK 9-22-1-1 Part One,

<sup>1108</sup> Memo, GA Stewart for Principal to ADSW, 12/2/81, Epuni Education F5000002180902.

<sup>1109</sup> Report to Hon Roger McClay, Associate Minister Social Welfare, 7/7/92, Epuni Reports F5000004081321.

<sup>1110</sup>

<sup>1111</sup>

<sup>1112</sup>

<sup>1113</sup>

<sup>1114</sup>

## Approved fight to settle dispute

An incident report where two boys were allowed by staff to settle their differences by fighting met with Head Office disapproval. Head Office pointed out that the practice was fraught with danger, not only in possible escalation of the situation, but also in injury and in legal action against the department by aggrieved parents. In this case, the bigger bullying boy wanted to fight the boy he was picking on and the smaller boy did not want to fight. In the event, only a few punches were thrown and the bigger boy had his nose broken. No other boys were present and the fight was arranged by the Assistant Principal. The Principal thought this method was "practical social adjustment" and that the boy had "received his just desserts".<sup>1115</sup>

## Health and medication

A Wellington GP visited Epuni once a fortnight in 1960 to carry out medical checks on any admissions and on other residents as required. The system was changed so that medical checks could be conducted more frequently, because a number of boys staying less than two weeks were leaving without an examination being done. A Lower Hutt GP attended admissions on a fee-for-service basis, with the Superintendent directing that the local GP only be called on in cases of emergency.<sup>1116</sup> A decade later it appeared that Head Office did not appreciate the need for medical checks on every admission until it was pointed out that not conducting checks created a danger of spreading infectious diseases such as hepatitis, as well as checking for deficiencies in hearing or eyesight.<sup>1117</sup> Head lice and scabies presented ongoing problems.<sup>1118</sup>

After a riotous event in 1972, a number of emotionally upset boys were given sedatives by the Assistant Matron. Another boy received injuries to the face and was taken to hospital by ambulance.<sup>1119</sup>

An incident report of an attempted suicide by hanging in 1976 noted the inability of Epuni to make early psychological or psychiatric referrals. The incident appeared to be prompted by 'talking out' sessions in the Home about prior sexual abuse. Staff were credited with saving the boy's life by applying mouth-to-mouth resuscitation.<sup>1120</sup>

In 1979, a psychologist and child psychiatrist were available to assess boys.<sup>1121</sup> The weekly clinic was lost when the Head Office psychiatrist left the service and it was difficult to find an alternative referral service.<sup>1122</sup> The Home was allocated only one appointment to Psychological Services a week in 1981 and asked districts to do their own assessments due to this limitation.<sup>1123</sup> A similar letter went out in 1984

<sup>1116</sup> Memo, DWCO Lower Hutt to Superintendent, 15/9/60, Epuni Health 31565.

<sup>1117</sup> Memo, DWCO to Superintendent, 23/4/71, Epuni Health 31567.

<sup>1118</sup> Memo, Director to ADSW, 5/8/75, Epuni Health F5000002180902 8/6/38.

<sup>1119</sup> Disturbance at Epuni Boys' Home on 23 June 1972, Report on Sequence of Events, undated, author unknown, Epuni Incidents 31567, p3.

<sup>1120</sup> Memo J Howe, Principal Epuni, to Director, Lower Hutt, 20/7/76, Epuni Incidents F5000005659656.

<sup>1121</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Profile F5000003771094.

<sup>1122</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, p 10,11.

<sup>1123</sup> Memo, GA Stewart for Principal to ADSWs, 8/6/81, Epuni Health F5000001639093.

when Psychological Services could not offer any service to Epuni.<sup>1124</sup> The Regional Psychologist of the Department was actively involved in the case work of the more seriously disturbed boys during the early 80s.<sup>1125</sup>

Group work took place during 1980 – groups of 6 boys attended weekly counselling sessions to improve communication skills. Five attendees were assessed as needing help, while the sixth member was considered to have good relationships with adults and good communication skills. A second programme consisted of a “reality group” that meet an hour a week for six weeks and aimed to get the boys to accept responsibility for themselves and not blame others. This group used role plays, psychodrama and discussion.<sup>1126</sup>

Staff were advised in 1981 that any medical examination required the consent of the person being examined and that an enforced medical examination was an assault.<sup>1127</sup>

Weekly medical clinics and health checks for new admissions continued to be provided by a local GP during 1982-84, supplemented by a part-time nurse.<sup>1128</sup> A part-time counsellor was appointed in 1985.<sup>1129</sup> That year, re-approval to re-employ the nurse was sought and the Home was without a visiting medical practitioner for most of the year.<sup>1130</sup>

Another attempted suicide is reported in 1985. Informal counselling was given by the visiting Sister from the Sisters of the Good Shepherd while a psychiatric referral was arranged.<sup>1131</sup>

The 1985 Handbook sets out the approach to discussing venereal disease with boys in the Home “staff should show an adult attitude to this whole subject without treating it as something forbidden or to be hidden or not talked about, but at the same time not a subject which is to be made light of or shouted from the rooftops.”<sup>1132</sup> Education involved medical personnel giving talks and showing films, and referral to a doctor whenever a boy expressed concern about venereal disease.<sup>1133</sup> Staff were advised that there was little chance of infection if a person with venereal disease handled food and that accordingly they should not be banned from kitchen duties.<sup>1134</sup>

## Psychiatric hospital placement

The inability of Epuni to make early referrals to psychiatric care was noted in 1976.<sup>1135</sup>

<sup>1124</sup> Memo, GA Stewart for Principal to Senior Social Worker, Levin, 20/1/84. Epuni Health F5000001643632 6/1/8.

<sup>1125</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p13.

<sup>1126</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 12-13.

<sup>1127</sup> Annual Report Epuni Boys' Home, 1982, Epuni Reports SWK 9-22-1-1 Part One, p2.

<sup>1128</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p8.

<sup>1129</sup> Annual Report Epuni Boys' Home, 1985 Epuni Reports SWK 9-22-1-1 Part One, p2.

<sup>1130</sup> Annual Report Epuni Boys' Home, 1985 Epuni Reports SWK 9-22-1-1 Part One, p4.

<sup>1131</sup> Memo, McLean, Principal Epuni 7.5.85, Epuni Reports SWK 9-22-1 Part Two.

<sup>1132</sup> Handbook Epuni 12.10, Epuni Health UR/0268.

<sup>1133</sup> Handbook Epuni 12.10, Epuni Health UR/0268.

<sup>1134</sup> Memo, Head Office, Action to be taken following study of Archbishop Johnston's Report, 26/11/82, Epuni Reports, SWK 9-22-1 Part One.

<sup>1135</sup> Memo J Howe, Principal Epuni, to Director, Lower Hutt, 20/7/76, Epuni Incidents F5000005659656.

No other references to placement in psychiatric hospital were found on file.

Privacy Act s 29(1)(a) Affairs of another

## Staffing

Mr [redacted] kept tight control over staff and the running of the institution, which led to later criticism (see below).

Even at the beginning of the Home's life, there were staffing issues, with dedicated staff working long hours and dissatisfaction with the suitability of other staff.<sup>1136</sup> In 1959, there was also a problem with female staff not coping with supervising older boys.<sup>1137</sup> At that time, Field staff were brought in to cover staff shortages. In addition, a constant stream of visitors in the early months put pressure on the Home – 470 people in four months.<sup>1138</sup>

An Inspection Report of a visit undertaken on 14-15 March 1963 noted that the residence “lacks spirit and a sense of purposefulness” with a lack of enthusiasm in either boys or staff. This was reflected in a number of things including “behaviour, deportment, dress and care of property. It was felt that the boys were bored and lacking in any sense of achievement, and that issues with them were “deftly sidestepped rather than faced”.<sup>1139</sup> There was also evidence of property being defiled.<sup>1140</sup>

## The events of 1972

Shortages of staff, and constant turnover resulting in a lack of experienced staff were persistent themes. In 1972, it was noted that there had been 17 changes of staff in the previous 12 months. The Acting Director described this as “trying to run the new Rangatira with a crew of Barge-hands”.<sup>1141</sup>

Later that year, in July 1972, a number of “serious crises” occurred, resulting in 16 boys being transferred to Kohitere and for staff from other institutions being brought in to cope with the situation.<sup>1142</sup> The crises involved persistent absconding and rebellious behaviour, including physical attacks on staff (involving, for example, boys punching staff and the use of knives) which were thought to be a product of management and staffing problems.<sup>1143</sup> They caused embarrassment to the Department and to the Minister.<sup>1144</sup> On numerous occasions the boys were said to take control of the Home and staff were unable to prevent this.<sup>1145</sup>

<sup>1136</sup> Progress Report 1959, Boys' Home, Epuni, Epuni Profile 31565, p2.

<sup>1137</sup> Progress Report 1959, Boys' Home, Epuni, Epuni Profile 31565, p2.

<sup>1138</sup> Progress Report 1959, Boys' Home, Epuni, Epuni Profile 31565, p3.

<sup>1139</sup> Report of Visit of Mr Fountain 14/15 March 1963, p5. , Epuni Profile 31565

<sup>1140</sup> Report of Visit of Mr Fountain 14/15 March 1963, p6. , Epuni Profile 31565.

<sup>1141</sup> Memo, WC FitzGerald, Acting Director to D-G DSW 12/4/72, Epuni file 31569.

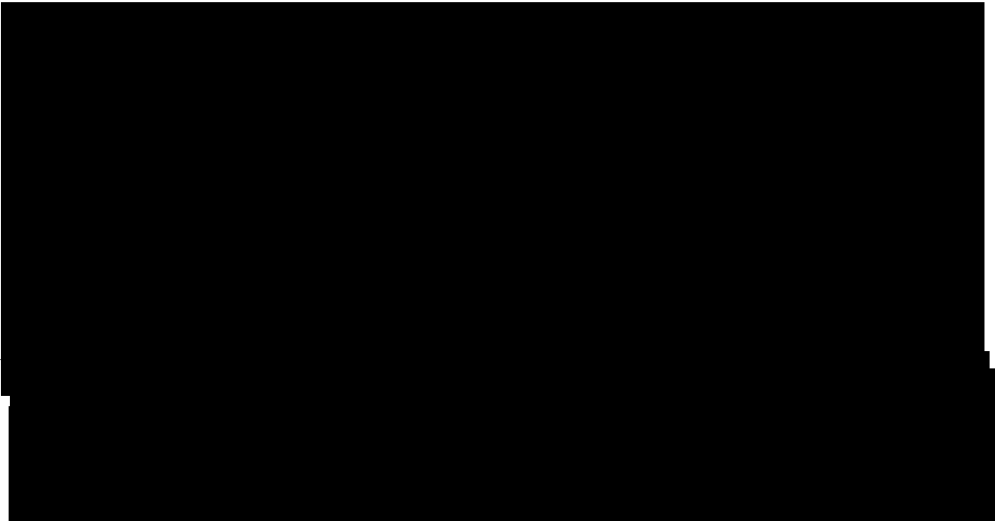
<sup>1142</sup> Extract from report of Senior Staff Meeting, 4/7/72, Epuni Profile 31569.

<sup>1143</sup> Report on Epuni Boys Home, DG Reilly, Acting Assistant Director, Residential Services, to Director-General, 28/7/72, Epuni Profile 31567. One sequence of events is detailed in: Disturbance at Epuni Boys' Home on 23 June 1972, Report on Sequence of Events, undated, author unknown, and Epuni Incidents 31567.

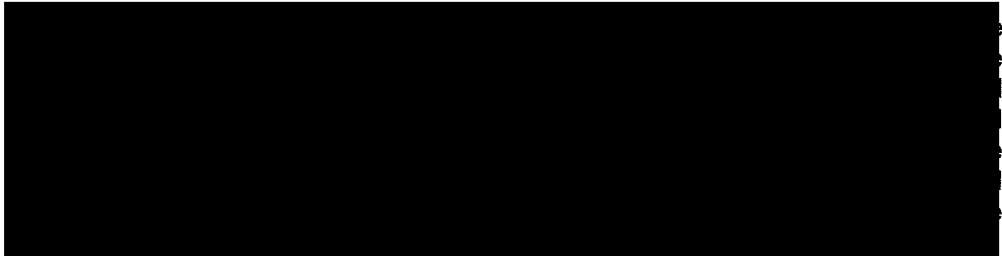
<sup>1144</sup> Memo, IDJ MacKay, Director-General to Director, Lower Hutt, 26/9/72, Epuni Reports 31567.

<sup>1145</sup> Memo, IDJ MacKay, Director-General to Director, Lower Hutt, 26/9/72, Epuni Reports 31567.

Official Information Act s 9(2)(a) Privacy of natural persons



In September 1972, the Home was closed "in a further attempt to stabilise the serious situation which has developed there over recent months leading to riots, assaults on staff, mass abscondings etc".<sup>1149</sup>

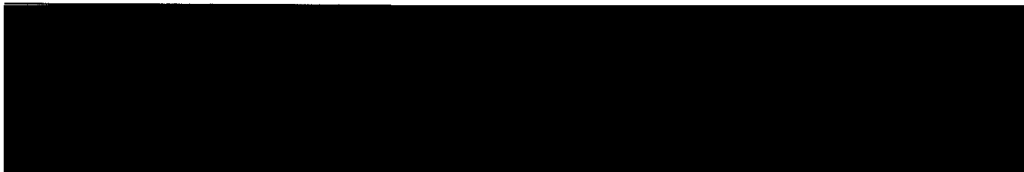


The Director General also noted that descriptions of responsibilities were vague or non-existent and that visitors were allowed to wander in the building.<sup>1152</sup> In the lead up to [redacted] a number of staff were seconded in to Epuni, while others were sent to the National Training Centre at Kohitere. This assistance and intervention did not prevent closure of the Home.<sup>1153</sup>

**Staffing training and organisation**

At the end of 1975, the Assistant Director noted that only one Housemaster had had the benefit of Residential Training School, while others learned on the job.<sup>1154</sup>

Staffing totalled 23 in 1979. The management team consisted of the Assistant Principal and two Senior RSWs, and provided staff supervision, programme and



<sup>1149</sup> Minute, Author unknown, 21/9/72, Epuni Profile F5000005659656.



<sup>1154</sup> Memo, BC Baker, AD (SW) to Director-General, 1/12/75. Epuni Profile 31567.

casework oversight, additional counselling and staff training.<sup>1155</sup> Another team of 4 RSWs provided direct group control of daily routines, programmes and work, with each having a caseload to monitor and assess for future placement.<sup>1156</sup>

In 1980 a receptionist/typist was appointed for the first time in any regional DSW institution. It was hoped the position would improve public relations.<sup>1157</sup> That year there were significant delays in appointing staff, especially two senior positions.<sup>1158</sup> Tensions among staff, including mounting dissent and lethargic attitude, worsened as a result.<sup>1159</sup>

During 1980, regular staff meetings were held on Friday afternoons for 45 minutes, with off-duty staff attending when they could. Staff training was affected by staff availability and the need to cover rosters, but commenced on a formal basis in June 1980. The programme revolved around three general aims: job analysis, knowledge of specific skills, and putting theory into practice. Both internal and external expertise was drawn on. This programme was compulsory for all staff and staff become more aware of each others' responsibilities as a result.<sup>1160</sup>

Staff training continued during 1981. The programme had three phases; attending in-service courses on specific skills; eight months of formal training (20 1 ½ hour sessions); four months of individual study and papers presented on a range of topics.<sup>1161</sup>

Three senior staff provided weekly casework supervision by way of an open case meeting. Progress and placement reports were expected. An improvement in casework was noticed in 1980, with more in-depth work and "extensive programmed assessment".<sup>1162</sup> Input from districts on or near admission also improved allowing both admission and discharge to be better coordinated. Casework practice was further developed in 1981, involving regular reports and meetings with RSWs, school staff, psychologist and District Office staff. Each boy had to complete a "goals and achievement" programme.<sup>1163</sup>

In February 1981, staff shortages meant less staff were available to escort boys, programmes were scaled down, inductions could not be run and the secure unit could not be opened. At one point, one staff was left to monitor 45 boys while another responded to Police inquiries and a third staff member processed a new admission.<sup>1164</sup> In response, the Home was closed to new admissions. The secure unit's staffing was maintained by reducing numbers in the open unit.<sup>1165</sup> This situation presented some problems in districts, which were unable to admit to Epuni as usual and had to find alternative arrangements.<sup>1166</sup> Full admissions were restored three weeks later, in early April.<sup>1167</sup>

<sup>1155</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Profile F5000003771094.

<sup>1156</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Profile F5000003771094.

<sup>1157</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 4.

<sup>1158</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 5.

<sup>1159</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 5.

<sup>1160</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 11.

<sup>1161</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, p 8.

<sup>1162</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 11.

<sup>1163</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, p 9.

<sup>1164</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 6.

<sup>1165</sup> JR Fitzpatrick Director to Director (Social Work) 19/3/81, Epuni Admissions F5000003771094.

<sup>1166</sup> AG Ellis, ADSW to Director Wanganui, 27/3/81, Epuni Admissions F5000002843734.

<sup>1167</sup> MJ Howe, Principal to Director Lower Hutt, 3/4/81, Epuni Admissions F5000001643632.

During 1982-83 staffing was also short, not helped, in the Director's view, by the "frozen ceiling vacancy".<sup>1168</sup> The ceiling led to regular use of supernumerary workers who were social work students, to the point where, although technically surplus positions, these positions were relied on to make the rosters function.<sup>1169</sup> In addition, a number of regular part-time relievers were used, and were considered staff of good quality and experience.<sup>1170</sup> Casework processes continued to be developed during this period, although hampered by staff shortages.<sup>1171</sup> Objectives, tasks for behaviour change and placement options were finalised in a family meeting.<sup>1172</sup> Preparation of Case Plans and progress reports were expected at certain intervals.<sup>1173</sup>

In 1984, the Home was granted seven new social work positions, said to give the Home "terrific stimulus".<sup>1174</sup> Staff shortages led to the closure of secure many times during 1982-84.<sup>1175</sup>

Staff training continued in 1982 in the format of weekly two-hourly sessions, although getting all rostered staff together proved an ongoing challenge.<sup>1176</sup> In 1983 a programme was developed based on the needs of longer serving staff, over a whole day rather than in a two-hour block of time. Training reverted to the two-hour format in 1984 and included work on developing a Code of Practise for the Home. One day training was reinstated later in 1984 and combined with a full staff meeting.<sup>1177</sup>

Staff were encouraged to take in-service training and more staff attended university courses. The induction process moved to a modular system, a multi-cultural training course and a stress management course were run.<sup>1178</sup>

Many staff changes occurred in 1985 including a new Principal, six social workers and two teachers.

The communications system of the Principal appointed in 1985 was described as being very directive, although prior to an Audit Report in September 1987, this had become more of a two-way system. The management style was not an initial focus of the audit team but became a focus during the visit, perhaps due to the fact that the Principal was on extended leave at the time of the visit and because future plans to close the Unit had just been announced.<sup>1179</sup>

The new Principal expressed dissatisfaction with the number of relievers required and the fact that untrained and inexperienced people were put in positions of responsibility. Modular training also put strain on staffing cover.<sup>1180</sup>

<sup>1168</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p2.

<sup>1169</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p3.

<sup>1170</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p3.

<sup>1171</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p5.

<sup>1172</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p5.

<sup>1173</sup> GA Stewart Acting Principal to Senior Social Worker Levin, 16/5/83, Epuni Admissions

F5000001643632, 6/1/8.

<sup>1174</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p3.

<sup>1175</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p3.

<sup>1176</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p7.

<sup>1177</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p7.

<sup>1178</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p8.

<sup>1179</sup> Audit Report of a visit under Residential Care Regulations 1986, 21-23 Sept 1987, Epuni Reports ADM 21-6-209 Part One, p5.

<sup>1180</sup> Annual Report Epuni Boys' Home, 1985 Epuni Reports SWK 9-22-1-1 Part One, p1.

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<sup>1155</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Profile F5000003771094.

<sup>1156</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Profile F5000003771094.

<sup>1157</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 4.

<sup>1158</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 5.

<sup>1159</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 5.

<sup>1160</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 11.

<sup>1161</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, p 8.

<sup>1162</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 11.

<sup>1163</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, p 9.

<sup>1164</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 6.

<sup>1165</sup> JR Fitzpatrick Director to Director (Social Work) 19/3/81, Epuni Admissions F5000003771094.

<sup>1166</sup> AG Ellis, ADSW to Director Wanganui, 27/3/81, Epuni Admissions F5000002843734.

<sup>1167</sup> MJ Howe, Principal to Director Lower Hutt, 3/4/81, Epuni Admissions F5000001643632.

During 1982-83 staffing was also short, not helped, in the Director's view, by the "frozen ceiling vacancy".<sup>1168</sup> The ceiling led to regular use of supernumerary workers who were social work students, to the point where, although technically surplus positions, these positions were relied on to make the rosters function.<sup>1169</sup> In addition, a number of regular part-time relievers were used, and were considered staff of good quality and experience.<sup>1170</sup> Casework processes continued to be developed during this period, although hampered by staff shortages.<sup>1171</sup> Objectives, tasks for behaviour change and placement options were finalised in a family meeting.<sup>1172</sup> Preparation of Case Plans and progress reports were expected at certain intervals.<sup>1173</sup>

In 1984, the Home was granted seven new social work positions, said to give the Home "terrific stimulus".<sup>1174</sup> Staff shortages led to the closure of secure many times during 1982-84.<sup>1175</sup>

Staff training continued in 1982 in the format of weekly two-hourly sessions, although getting all rostered staff together proved an ongoing challenge.<sup>1176</sup> In 1983 a programme was developed based on the needs of longer serving staff, over a whole day rather than in a two-hour block of time. Training reverted to the two-hour format in 1984 and included work on developing a Code of Practise for the Home. One day training was reinstated later in 1984 and combined with a full staff meeting.<sup>1177</sup>

Staff were encouraged to take in-service training and more staff attended university courses. The induction process moved to a modular system, a multi-cultural training course and a stress management course were run.<sup>1178</sup>

Many staff changes occurred in 1985 including a new Principal, six social workers and two teachers.

The communications system of the Principal appointed in 1985 was described as being very directive, although prior to an Audit Report in September 1987, this had become more of a two-way system. The management style was not an initial focus of the audit team but became a focus during the visit, perhaps due to the fact that the Principal was on extended leave at the time of the visit and because future plans to close the Unit had just been announced.<sup>1179</sup>

The new Principal expressed dissatisfaction with the number of relievers required and the fact that untrained and inexperienced people were put in positions of responsibility. Modular training also put strain on staffing cover.<sup>1180</sup>

<sup>1168</sup> Annual Report Epuni Boys' Home, 1982, 1983,1984, Epuni Reports SWK 9-22-1-1 Part One, p2.

<sup>1169</sup> Annual Report Epuni Boys' Home, 1982, 1983,1984, Epuni Reports SWK 9-22-1-1 Part One, p3.

<sup>1170</sup> Annual Report Epuni Boys' Home, 1982, 1983,1984, Epuni Reports SWK 9-22-1-1 Part One, p3.

<sup>1171</sup> Annual Report Epuni Boys' Home, 1982, 1983,1984, Epuni Reports SWK 9-22-1-1 Part One, p5.

<sup>1172</sup> Annual Report Epuni Boys' Home, 1982, 1983,1984, Epuni Reports SWK 9-22-1-1 Part One, p5.

<sup>1173</sup> GA Stewart Acting Principal to Senior Social Worker Levin, 16/5/83, Epuni Admissions F5000001643632, 6/1/8.

<sup>1174</sup> Annual Report Epuni Boys' Home, 1982, 1983,1984, Epuni Reports SWK 9-22-1-1 Part One, p3.

<sup>1175</sup> Annual Report Epuni Boys' Home, 1982, 1983,1984, Epuni Reports SWK 9-22-1-1 Part One, p3.

<sup>1176</sup> Annual Report Epuni Boys' Home, 1982, 1983,1984, Epuni Reports SWK 9-22-1-1 Part One, p7.

<sup>1177</sup> Annual Report Epuni Boys' Home, 1982, 1983,1984, Epuni Reports SWK 9-22-1-1 Part One, p7.

<sup>1178</sup> Annual Report Epuni Boys' Home, 1982, 1983,1984, Epuni Reports SWK 9-22-1-1 Part One, p8.

<sup>1179</sup> Audit Report of a visit under Residential Care Regulations 1986, 21-23 Sept 1987, Epuni Reports ADM 21-6-209 Part One, p5.

<sup>1180</sup> Annual Report Epuni Boys' Home, 1985 Epuni Reports SWK 9-22-1-1 Part One, p1.

Three objectives were set in 1985 – firstly to review all practices and procedures for compliance with the National Code of Practice; secondly to ensure all staff understood their role and had the appropriate knowledge and skills to carry it out; and thirdly to review all facilities. A staff committee was set up to review practice and procedure, all job descriptions were reviewed and changes to facilities suggested that would allow the boys to have a choice of recreation and leisure activities.<sup>1181</sup>

In 1986, there were problems with staff cover, with a request in to HO for n additional 7 positions. Due to vacancies and staff illness, every shift had at least one totally inexperienced and untrained relieving staff member.<sup>1182</sup> The lack of job permanency and employment protections for relief staff was also noted.<sup>1183</sup>

In September 1986, the Principal requested the closure of the Home from 15-19 December in order to run a series of workshops to consider the findings of an internal review. It was proposed that a part-time psychologist employed at Epuni would conduct the review by interviewing all staff and any other people contributing directly to the Home.<sup>1184</sup>

An Audit Report in 1987 found a mixture of long-serving experienced staff and fairly recent appointments.<sup>1185</sup> Although enthusiastic and able to carry out basic duties, the auditors found staff more limited in formal social work tasks and recommended further training and qualified social work supervision. More junior staff also needed a better grasp of the 1986 Regulations and inconsistencies were picked up across SRSW practice.<sup>1186</sup>

The new Epuni Residential Centre was opened after careful staff selection processes took place and a 2 month training programme conducted.<sup>1187</sup>

In 1990, only 7 staff were experienced, the remaining 31.5 being inexperienced.<sup>1188</sup> An audit report conducted just 2 weeks after the centre re-opened found many gaps in record-keeping, with staff strong on practical skills but with written work needing further development. Information and recording systems were overly complex, with duplication and a lack of integration.<sup>1189</sup>

Staff also did not have easy access to new policies, circular memoranda and Social Work Manuals, and SRSWs were not formally monitoring the work of their respective staff. SRSWs had no standard procedures setting out their

<sup>1181</sup> Letter, A McLean, Principal Epuni to Director, Lower Hutt, 2/5/85, Epuni Staffing SWK 9-22-1 Part Two.

<sup>1182</sup> Letter A McLean, Principal Epuni to Regional Director, Central South, undated 1986, Epuni Profile SWK 9-22-1 Part Two.

<sup>1183</sup> Letter A McLean, Principal Epuni to Regional Director, Central South, undated 1986, Epuni Profile SWK 9-22-1 Part Two.

<sup>1184</sup> Letter A McLean, Principal Epuni to Regional Director, Central South, 23/9/86, Epuni Profile SWK 9-22-1 Part Two.

<sup>1185</sup> Audit Report of a visit under Residential Care Regulations 1986, 21-23 Sept 1987, Epuni Reports ADM 21-6-209 Part One, p5.

<sup>1186</sup> Audit Report of a visit under Residential Care Regulations 1986, 21-23 Sept 1987, Epuni Reports ADM 21-6-209 Part One, p1,2.

<sup>1187</sup> Letter, R Wood, Assistant Director-General, Central Southern Region to Minister of Social Welfare, 27/7/89 Epuni Secure F5000003771094.

<sup>1188</sup> Letter, R Campbell, Director to M Rogers, Assistant Director General, Eastern Operations, 30/10/90, Epuni Profile F5000005282674.

<sup>1189</sup> Epuni Residential Centre, Internal Audit Report 10-14 Sept 1990, Epuni Reports ADM 21-6-229 Part One, p7.

responsibilities.<sup>1190</sup> However, an ongoing training programme, including staff supervision training was put in place to follow an intensive two-week induction programme.<sup>1191</sup>

### Staff to resident incidents

Privacy Act s 29(1)(a) Affairs of another

A night supervisor was dismissed in [REDACTED] after he was unable to satisfactorily answer why he woke boys at night to go to the toilet by touching their penis. The boys woken in this manner were not known bed wetters.

The DCWO decided not to lay charges with the Police because he thought no irreparable harm had been done to the boys. Further, the lack of corroborative evidence affected the likely outcome (corroboration was required by the law at the time and was not possible to obtain as each boy was in a separate bedroom). It was thought that laying charges would only "bring opprobrium on the institution and possibly give rise to considerable speculation on the part of the public."<sup>1192</sup> The DCWO went on to say:

"I realise, of course, that these boys could at some later date talk of this to their parents or foster-parents or if transferred to another institution, make mention of it, and I have instructed Mr Howe that should this be the case, the matter be referred to me personally so that I could deal with the matter appropriately. It would probably be in the best interests for the DCWO in the area from which these boys came to be notified of the incident, and I propose to do this so that they will be au fait with the situation.

"You may consider it necessary to draw the attention of the Police to this, but I feel in the circumstances that it is more prudent to let the matter lie as it has been dealt with. Any comments you might have to make in this respect would be appreciated."

Mr Reilly, for the Superintendent replied:<sup>1193</sup>

"I think we must protect the interests of other children as well as those for whom we are responsible when they might be in moral danger. It seems to me that you should tell the incident to an appropriate officer in the Police Department, not for the purpose of having an information laid against this man but ensuring the Police know of it so that something can be done if future employment is found where offences against children are made easier to commit – a school caretaker for example. I think our obligation would end there. Your intentions about notification to our Officers is correct."

In 1969 it was alleged that a policeman at the Danniverke station had told four absconding youths held at that station to gang up on and belt any Housemaster if the boys felt they were being picked on. The boys claimed to have absconded in response to being picked on by staff. The inappropriateness of the policeman's advice was noted.<sup>1194</sup>

<sup>1190</sup> Epuni Residential Centre, Internal Audit Report 10-14 Sept 1990, Epuni Reports ADM 21-6-229 Part One, p9.

<sup>1191</sup> Epuni Residential Centre, Internal Audit Report 10-14 Sept 1990, Epuni Reports ADM 21-6-229 Part One, p6.

<sup>1193</sup> Note of DG Reilly, for Superintendent, 28/11/68 to Memo, Fitzgerald DCWO to Superintendent 26.11.68, Epuni Incidents F5000005659656.

<sup>1194</sup> Memo, GL Hermansson, Assistant Manager to DCWO, Lower Hutt, 25/7/69, Epuni Incidents F5000002180902.

In [redacted] one staff member was sacked for slack practice in secure that led to an absconding. The confidential staff report into this matter noted that the incident was the result of "serious slackness" by a number of staff and "cumulative individual mistakes", and the Principal was directed to address this matter across the institution.<sup>1195</sup>

In 1984 [redacted] made a complaint to the Ombudsmen about the handling of an incident involving what [redacted] viewed as unnecessarily harsh and violent physical restraint of a boy. The altercation occurred in the court yard and continued in the secure unit with other staff involved. The boy was subsequently taken to Porirua where an assessment found no evidence of mental illness, but it was alleged that the boys in the Home were told otherwise. [redacted] had raised the matter within the Home and with the District Office. The District Officer told [redacted] a meeting would be arranged with the Visiting Committee, but [redacted] never heard from the Visiting Committee. In a meeting between [redacted] the Principal and the Headmaster of the school [redacted] was told that what happened was of no concern to her and she was reminded of the declaration of secrecy she had signed on commencing employment.<sup>1196</sup> Soon after, there was [redacted] and [redacted]'s services were dispensed with. [redacted] alleged her dismissal was due to her complaint to the Ombudsman.<sup>1197</sup>

## Schooling

In 1967, concern was expressed about the delay in getting boys to attend either a local school or the Epuni school. Sometimes this took several weeks, and a 1967 Inspection Report noted 14 boys not at school but on work duties in the grounds and indicated that this was not acceptable.<sup>1198</sup>

The opening of a new classroom block in 1968 allowed the full day school to run for the first time.<sup>1199</sup> In 1969 the school had capacity for 15 pupils and was "always operational at that level".<sup>1200</sup> A journalist writing during that year noted the difficulty of teaching a wide age range of boys, many of whom were "far below average in scholastic ability".<sup>1201</sup> It was also noted that some boys attended local schools.<sup>1202</sup>

A further classroom was added in 1972.<sup>1203</sup> Another pre-fabricated classroom was added in 1984.<sup>1204</sup>

<sup>1196</sup> Letter, LJ Castle, Ombudsman, to Director-General, Social Welfare, 20/3/84, Epuni Incidents SWK 9-22-1 Part One.

<sup>1197</sup> BM Manchester for Director-General to Mr Castle, Ombudsman, 15/6/84 Epuni Complaints SWK 9-22-1-1 Part One

<sup>1198</sup> Inspection Report, Mr Hayes, 10-20 October 1967, Epuni Reports 31567.

<sup>1199</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p2.

<sup>1200</sup> Memo, FitzGerald to Lower North DCOs, 7/8/69, Epuni Profile 31569.

<sup>1201</sup> Thomas, Rita, "Time spent in a Boys' Home can be a turning point for many wayward young men", *Evening Post*, 17/12/69, Epuni Profile 31567.

<sup>1202</sup> Thomas, Rita, "Time spent in a Boys' Home can be a turning point for many wayward young men", *Evening Post*, 17/12/69, Epuni Profile 31567.

<sup>1203</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p3.

<sup>1204</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p4.

In 1977 three teachers and one teacher's aid were employed. Three student teachers per term on section were also utilised. At this time there were 3 classrooms, 1 library, a staffroom and storeroom. In addition, the school made use of a gym and woodwork room on site. Boys ranged in age from 9-16, with 9 students on average per class. The average length of attendance was 33 days and a total of 152 boys attended the school during 1977.<sup>1205</sup> In 1978 the average length of attendance was 8.4 weeks, and in 1979 it was 12.5 weeks.<sup>1206</sup>

In 1979 the school was said to "provide remedial work in basic academic subjects and assists with a social re-education programme".<sup>1207</sup> At this time, some boys near the end of their stay at Epuni attended local schools.<sup>1208</sup>

In 1979, the school was administered by the Principal and staffed by the Special Services Division of the Department of Education.<sup>1209</sup> Testing of reading ability showed that 90% of the boys were retarded in reading skills by between 3-7 years, with some progressing 2 years in reading ability after six to eight weeks at the school.<sup>1210</sup> Despite these successes, it was common for boys to be underachievers at school and many were described as being "totally devoid of any worthwhile motivation towards school work".<sup>1211</sup> Each boy was put on an individual programme where early successes were recognised. School attendees went on weekly community visits and the school emphasised social education, aimed at improving the boys' self image.<sup>1212</sup>

In 1979 the three teachers were all new staff, with one teacher away on a year-long training course on Special Education. This led to a drop in the physical condition of the school and in school standards, both of which were rectified the following year.<sup>1213</sup>

The Epuni Handbook sets out criteria for considering a boy for placement in a school within the local community (called Outside School). A boy was assessed in the Home and if thought capable of the level of school work, and if there were no other factors, such as a history of poor attendance etc, would be considered for Outside School. His Caseworker was expected to keep a close eye on progress and attend to any signing of notes or other tasks a parent would be expected to undertake.<sup>1214</sup>

The Head Teacher reported a good year in 1980, including positive relations with RSWs. Academic work was completed in the mornings with school trips and art-related activities taking place in the afternoons. Few disciplinary problems were experienced. The local Police constable spent one day a week working with the pupils, although the content of his work is not documented. Other schools

<sup>1205</sup> Annual Statistics for the year ending 31/12/77, Epuni Reports 31567.

<sup>1206</sup> MJ Howe, Principal, Epuni to Director-General 10/8/80, Epuni Admissions F5000001639093.

<sup>1207</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Reports F5000003771094.

<sup>1208</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Reports F5000003771094.

<sup>1209</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Reports F5000003771094.

<sup>1210</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Reports F5000003771094.

<sup>1211</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Reports F5000003771094.

<sup>1212</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Reports F5000003771094.

<sup>1213</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 7.

<sup>1214</sup> Outside School, Handbook 8.2, Epuni Education UR/0268, undated, circa 1975.

participated in the Epuni school programme, as did other outside agencies.<sup>1215</sup> The average length of school attendance during 1980 was 35 days.<sup>1216</sup> Average attendance dropped to 28 days in 1981.<sup>1217</sup>

Staffing the school proved difficult in 1981, with 5 relievers employed during terms 2 and 3 and an inability to fill positions resulting in the closure of one classroom for six weeks.<sup>1218</sup>

From 1982-84, about half the annual intake of boys attended school and staffing during this time was relatively constant.<sup>1219</sup> A new method of education was introduced – an activity-based programme based on pre-set objectives that tried to engage the boys in learning.<sup>1220</sup> The programme provided a different experience for boys than what they had experienced at other schools, and was considered successful, although difficulties arose for boys whose stay was very short.<sup>1221</sup> Relations between school and residential staff were said to be good during these years, with school staff meeting regularly with other staff and being fully integrated into the institution.<sup>1222</sup>

A pre-fabricated classroom was brought on site in 1984 with the idea of setting up a fourth classroom for the teaching of pre-work and unemployment skills, as well as wood, metal and other craft work, for all boys, not just those attending the school. However, it was used as a reading resource library after the Education Department refused to grant Epuni school another teacher.<sup>1223</sup> A complaint about the location of the new classroom was made by a neighbour.<sup>1224</sup>

A vacation school programme commenced in 1984, to allow for educational assessments of boys admitted over the summer vacation.<sup>1225</sup>

In November 1985, the Principal of Epuni wrote to the Director, Lower Hutt expressing his view that the school was understaffed and poorly resourced. The extra load on teachers, including attending case work meetings and dealing with difficult pupils was said to be placing teachers under great strain and made recruitment and retention of staff difficult, and extra resources were asked for.<sup>1226</sup>

The increase in age of admissions over time led to submissions in the 1985 Annual Report that the school should be reclassified from a primary to a secondary school. Classification as a primary school meant that many primary-trained teachers applying for positions were put off by having to teach 13-15 year olds while some secondary-trained teachers were barred from applying. Another problem created by classification was that teachers at the school had little contact with other secondary teachers and also that specialised classes usually offered at secondary level, such as manual training, were not offered due to a lack of resources.<sup>1227</sup>

<sup>1215</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 7.

<sup>1216</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, Table 5/11..

<sup>1217</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, Table "School".

<sup>1218</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, p 7.

<sup>1219</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p5.

<sup>1220</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p5.

<sup>1221</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p5.

<sup>1222</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p6.

<sup>1223</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p6.

<sup>1224</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p9.

<sup>1225</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p6.

<sup>1226</sup> Memo, A McLean, Principal Epuni to Director, Lower Hutt, 1/11/85, Epuni Education SWK 9-22-1, Part Two.

<sup>1227</sup> Annual Report Epuni Boys' Home, 1985 Epuni Reports SWK 9-22-1-1 Part One, Appendix III.

In 1986 it was noted that Epuni had been having an ongoing battle with the Department of Education to provide more resources for the school.<sup>1228</sup> The Principal also requested direction from the Director-General on whether the school was obliged under the law to provide an education to all residents.<sup>1229</sup>

A 1987 Audit found the school's programme academically limited and not extending the boys enough. Residential social workers were also overused in the programme.<sup>1230</sup>

When the centre re-opened in 1990, the school was established by two relieving High School teachers from Hutt Valley High School. The programme that these teachers set up focused on individual needs, based around remedial reading, music, mathematics, writing, reading and simple geography. Three permanent teachers were expected to start by October.<sup>1231</sup> The Hutt Valley High School Board of Trustees also took over the administration of the school programme. The Board became dissatisfied with this arrangement, as they felt they had responsibility over things they had no direct control of, and because administration took up a disproportionate amount of the Board's time.<sup>1232</sup>

## Absconding

The physical location of Epuni within an industrial and urban environment, as opposed to the rural location of many other institutions made absconding easier than from other department institutions, and boys were able to make contact with old associated, "boddies and other street types" by the movement of young people up and down the electric units that ran through the Hutt Valley.<sup>1233</sup> This gave rise to issues at Epuni that were different to some other department institutions.

During March 1972, 22 boys absconded, committing offences such as burglary, theft and car conversion.<sup>1234</sup> Some of these were repeat offenders. The intake of boys from surrounding areas meant that they often converted cars and attempted to drive home. The number of abscondings led local police to ask that security be improved at the home. It was felt that the number of abscondings at this time was due to lack of staff and the length of time boys were held before being transferred to a long term institution.<sup>1235</sup>

An absconding incident where 2 boys broke out of the secure unit using a screwdriver resulted in car conversion and the sacking of a staff member who had made several mistakes.<sup>1236</sup>

<sup>1228</sup> Letter A McLean, Principal Epuni to Regional Director, Central South, undated 1986, Epuni Profile SWK 9-22-1 Part Two.

<sup>1229</sup> A McLean, Principal Epuni to Director-General, 28/7/86, Epuni Education SWK 9-22-1 Part Two.

<sup>1230</sup> Audit Report of a visit under Residential Care Regulations 1986, 21-23 Sept 1987, Epuni Reports ADM 21-6-209 Part One, p4.

<sup>1231</sup> Epuni Residential Centre, Internal Audit Report 10-14 Sept 1990, Epuni Reports ADM 21-6-229 Part One, p7.

<sup>1232</sup> A Scott, Acting Director Epuni Residential Centre to M Doolan Assistant Director-General, 26/9/91, Epuni Education F5000005282674.

<sup>1233</sup> Progress Report 1959, Boys' Home, Epuni, Epuni Reports 31565, p5.

<sup>1234</sup> Memo, WC FitzGerald, Acting Director to D-G DSW 12/4/72. , Epuni Incidents 31569.

<sup>1235</sup> Memo, WC FitzGerald, Acting Director to D-G DSW 12/4/72. , Epuni Incidents 31569.

<sup>1236</sup> Memo, BD Baker, ADSW to Director, Lower Hutt, 1/6/73, Epuni Staffing 31569.

The total number of abscondings rose through the late-60s and early 70s, although the percentage of abscondings per admissions remained relatively static, although high, at around 36%. This rate had dropped to 15% by 1979.<sup>1237</sup>

There were 86 abscondings involving 66 boys during 1980.<sup>1238</sup> In 1981, the rate of abscondings dropped by 5%, rising again to between 22-24% of all admissions in the early 80s.<sup>1239</sup> The rise in abscondings was linked by the Principal to the drop in admissions to the secure unit, which fell from 69% of all admissions in 1982 to 32% in 1984.<sup>1240</sup>

The absconding rate rose markedly in 1985, leading to complaints from the police and the local community.<sup>1241</sup>

Two serious abscondings were noted in 1990. One of which resulted in an accident in a converted car driven at speeds of over 180kms per hour.<sup>1242</sup> The trend of car conversion in an attempt to get home was raised again, although it was noted that there had been few of these in the year to July 1990.<sup>1243</sup> Other issues were raised. Young people awaiting sentencing in the District Court saw little penalty in absconding. The location of Epuni within an urban area and its nature as an open institution also offered opportunities to abscond.<sup>1244</sup>

## Secure care

Disputes with contractors left the 2 new secure units un-operational throughout 1969.<sup>1245</sup>

Overcrowding was experienced at Epuni in 1972, with up to 12 boys being held in the 4 cells at times, as well as others being held in the Police cells or sent to Kohitere.<sup>1246</sup> At one time two boys held in Police custody in Hastings were aged 11 and 12.<sup>1247</sup> All admissions were made through secure at this time, and this was always done by the Manager, even though department policy was for Managers to only have the authority to admit into secure in an emergency (refer Field Officers Manual J124).<sup>1248</sup> One boy was permitted to be admitted directly to the open side of the institution because he was very distressed.<sup>1249</sup>

A Mr O [redacted] made a complaint to the Minister of Justice about the secure cells in 1973. In response, the Principal invited Mr O [redacted] to visit, although there is nothing

<sup>1237</sup> MJ Howe, Principal, Epuni to Director-General 10/8/80, Epuni Admissions F5000001639093.

<sup>1238</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, Table 5/6.

<sup>1239</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, p 2. Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p14. See also, Analysis of Abscondings 1979-1983, Epuni Incidents F5000002186500.

<sup>1240</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p14.

<sup>1241</sup> Annual Report Epuni Boys' Home, 1985 Epuni Reports SWK 9-22-1-1 Part One, p4.

<sup>1242</sup> Memo, R Campbell, Director to M Rogers, Assistant Director General, Eastern Operations, 29/10/90 Epuni Profile F5000005282674.

<sup>1243</sup> Letter, R Campbell, Director to M Rogers, Assistant Director General, Eastern Operations, 30/10/90, Epuni Profile F5000005282674.

<sup>1244</sup> Letter, R Campbell, Director to M Rogers, Assistant Director General, Eastern Operations, 30/10/90, Epuni Profile F5000005282674.

<sup>1245</sup> Memo, FitzGerald to Lower North DCOs, 7/8/69, Epuni Profile 31569.

<sup>1246</sup> Memo, WC FitzGerald, Acting Director to D-G DSW 12/4/72, Epuni Incidents 31569

<sup>1247</sup> Memo, WC FitzGerald, Acting Director to D-G DSW 12/4/72, Epuni Incidents 31569

<sup>1248</sup> Memo, IDJ MacKay, Director-General to Director, Lower Hutt, 26/9/72, Epuni Reports 31567.

<sup>1249</sup> [redacted], Attendant to Manager Epuni, 21/11/72, Epuni Secure CF/600099.

on file to indicate whether he did. In a letter of explanation to the Director-General, it was noted that outsiders often reacted badly to the stark cells, but their views changed when they understood how the cells were used and for whom. For example, secure admission was used while boys recovered from substance abuse and caught up on food and sleep. Close staff supervision was also thought appropriate during the first few days when boys came to terms with the behaviour that had led to their admission. The correspondence also noted that the punishment motive was non-existent at the Institution, but that the boys viewed being locked up as punishment.<sup>1250</sup>

In 1975 most boys were admitted through secure, usually for 3 days.<sup>1251</sup> The other main group using secure were returned absconders.<sup>1252</sup>

A nine-page policy document on procedures in the secure unit was issued on 15 May 1975.<sup>1253</sup> Because admission was routinely through secure, policies covered general admission procedures such as showering, delousing and health checks. A daily domestic cleaning schedule was set out with boys expected to clean their rooms, as well as floors, showers and toilets in common areas. Two hours per day was set aside for exercise. For short-term (i.e. 3 day admissions) exercise was to be given in the secure unit (a set of exercises) as long as the gym was used every second day. Long-term admissions were required to have daily exercise in the gym. Room checks were carried out while boys were showered. Records were required including the keeping of a daily secure unit diary. Reading books were provided and preferred over comics. Games and art materials were available for supervised use in the common room. A three-day school work plan of various grades was provided by the senior teacher and given to all short term secure admissions. Each room had an emergency call button, which was turned off if misused.<sup>1254</sup>

Further overcrowding was experienced in September 1976, with permission sought to use Kohitere after 14 boys occupied a unit designed to hold 4 boys.<sup>1255</sup>

In 1979, about 90% of boys were being admitted through secure, and this was described as offering "a three day induction and assessment programme."<sup>1256</sup> This figure dropped to 81% in 1980, and some boys spent shorter periods on induction.<sup>1257</sup> The average length of stay also declined, from 3 days in 1979 to 1.9 days in 1983.<sup>1258</sup> The 1980 Annual Report noted that a major emphasis of the induction programme was that time in the secure unit was not a punishment. A programme balancing recreation, discussion, induction, practical written work and relaxation was aimed for.<sup>1259</sup> However, reliance was often placed on inexperienced staff to run the induction programme.<sup>1260</sup> The different uses of the secure unit, i.e.

<sup>1250</sup> Memo, BC Baker, Epuni, to Director-General, 30/5/73, Epuni Secure 31569.

<sup>1251</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p3.

<sup>1252</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p3.

<sup>1253</sup> MJ Howe, Principal Epuni, Secure Unit, Notes of comments on supervision and routines, Handbook 9.4.2, 15/5/75, Epuni Reports, UR/0268.

<sup>1254</sup> MJ Howe, Principal Epuni, Secure Unit, Notes of comments on supervision and routines, 15/5/75. See also Handbook, 9.5, 1975, Epuni file UR/0268.

<sup>1255</sup> Memo, M Howe, Principal to Director, Lower Hutt, 25.9.76, Epuni file F5000005659656.

<sup>1256</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Profile F5000003771094.

<sup>1257</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 9.

<sup>1258</sup> Summary of secure statistics, 1979-1983, Epuni Secure, F5000002186500.

<sup>1259</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 10

<sup>1260</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 10.

for remand cases and returned absconders also presented challenges.<sup>1261</sup> The 1981 figure for admissions to secure dropped again to 74%.<sup>1262</sup> Length of stay in the secure unit was sometimes shortened by the pressure of new admissions, which meant that unsettled boys were placed in the open part of the institution – leading to absconding and further pressure on secure from returned absconders.<sup>1263</sup>

By early 1981 the unit was under criticism for being inadequate and oppressively designed. Bulldozing the unit and rebuilding was thought to be the best option, but modifications were also proposed. Epuni wanted to move to a reception centre arrangement along the lines of Owairaka.<sup>1264</sup> The 1981 Annual Report called the secure facilities “primitive and inadequate”.<sup>1265</sup> The New Horizons Departmental report noted in 1982 that the secure facilities were “poor and badly sited”.<sup>1266</sup>

Staffing shortages impacted on secure in 1981, with the unit being staffed for 5 hours a day weekdays and for 4 hours a day on weekends, with staff checks at 30 minute intervals at other times.<sup>1267</sup> Staffing shortages led to the closure of secure many times during 1982 and 1983, but the situation was remedied by additions to the staff ceiling in 1984.<sup>1268</sup> During these years negotiations were underway for renovation and extension of the secure unit. It was argued that 6 beds would not meet future needs, and the proposal was accepted on the proviso that 10 beds be made available at Kohitere for long-term difficult secure cases and remands.<sup>1269</sup> The upgrade was seen as a temporary measure until a purpose-built remand unit could be constructed and included seat covers being put on toilets in two secure rooms.<sup>1270</sup> By 1984, alterations were viewed as urgent and requiring immediate attention.<sup>1271</sup> The 1985 Annual Report noted that finance for stage one of the alterations had been requested and plans for stage two were under preparation.<sup>1272</sup>

Admissions to secure dropped dramatically in the early 80s – from 69% of all admissions in 1982 to 32% in 1984. This was linked to a rise in abscondings during these years.<sup>1273</sup>

The rundown condition of the secure unit in 1985 affected programmes offered.<sup>1274</sup> Overcrowding occurred, with 14 boys housed in the unit in September and regular notifications to Head Office about double occupancy of single secure rooms during 1984 and 1985.<sup>1275</sup> Also during 1985, the school teachers were too busy with other tasks to offer a school programme in secure.<sup>1276</sup>

<sup>1261</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 10.

<sup>1262</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, p 6.

<sup>1263</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, p 6.

<sup>1264</sup> Memo, M Howe, Principal Epuni to Director, Lower Hutt, 26/2/81, Epuni Secure SWK 9-22-1 Part One.

<sup>1265</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, p 5.

<sup>1266</sup> Historical notes on the Epuni Residential Centre, Lower Hutt (1995) NZCYP Service, Wellington, Epuni Profile F5000002368862, p4.

<sup>1267</sup> Memo, M Howe, Principal Epuni to Director, Lower Hutt, 26/2/81, Epuni Secure SWK 9-22-1 Part One.

<sup>1268</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p3.

<sup>1269</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p10.

<sup>1270</sup> Memo, M Howe, Principal Epuni to Director, Lower Hutt, 18.4.84, Epuni file SWK 9-22-1 Part One.

<sup>1271</sup> Memo, M Howe, Principal Epuni to Director, Lower Hutt, 18.4.84, Epuni file SWK 9-22-1 Part One.

<sup>1272</sup> Annual Report Epuni Boys' Home, 1985 Epuni Reports SWK 9-22-1-1 Part One, p10.

<sup>1273</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p14.

<sup>1274</sup> Annual Report Epuni Boys' Home, 1985 Epuni Reports SWK 9-22-1-1 Part One, p2.

<sup>1275</sup> File note, Secure Occupancy, 3/10/85, Epuni Secure SWK 9-22-1-1 Part Two.

<sup>1276</sup> Memo, A McLean, Principal Epuni to Director, Lower Hutt, 1/11/85, Epuni Education SWK 9-22-1, Part Two.

A 1987 audit report found only minimal placements to an adequately staffed secure unit, after separate secure staffing levels were introduced nationwide in 1986.<sup>1277</sup>

Problems with the legal restriction on not admitting care and protection admissions to secure were noted in 1989, with the correct procedure being to readmit under the youth justice provisions.<sup>1278</sup>

A 1990 audit visit found no method of recording activities, programme details and duty period details. The physical environment was not suitable for long-term care, and any long-stay residents were sent to Weymouth or Kingslea by arrangement. The audit found exposed wiring in three rooms, cracked window panes, a continuously running toilet in one room and a blocked toilet in another.<sup>1279</sup> Three Judges had visited the secure unit and recommended renovations, estimated at a cost of \$40,000.<sup>1280</sup>

In early 1991 there had been 106 admissions to secure and 66 admissions to the Centre. The large number of secure admissions was said to be due to the serious nature of offending by residents and the difficulty of containing people in an open residence.<sup>1281</sup> The Court had granted 32 extensions to the initial 72 hour secure period. The heavy use of secure placed strain on staffing.

By 1992, the secure wing was 30 years old and described as being "inadequate for present day need".<sup>1282</sup>

## Discipline

A camp report from 1959 documents the sending home of a boy after refusing an order made by a staff member. The necessity of "man handling" the boy was noted. The boy was brought back to the Home in a police car from the Akatarawa Camp as no other transport was available.<sup>1283</sup>

No information was found in relation to discipline in the 1960s.

One of the reports on a 1972 incident reveals a number of punishments, such as being harangued in line, being sent early to bed, having extra time in the gymnasium, being taken off privileges, including the privilege of smoking.<sup>1284</sup>

<sup>1277</sup> Audit Report of a visit under Residential Care Regulations 1986, 21-23 Sept 1987, Epuni Reports ADM 21-6-209 Part One, p5.

<sup>1278</sup> Letter R Campbell, Director Epuni to Assistant Director-General, Central Southern Region, 19/12/89 Epuni Secure S/84 and letter R Crawford Senior Programme Advisor (Youth) to R Campbell, Director Epuni, undated, Epuni Secure F5000001643632.

<sup>1279</sup> Epuni Residential Centre, Internal Audit Report 10-14 Sept 1990, Epuni Reports ADM 21-6-229 Part One, p5.

<sup>1280</sup> Epuni Residential Centre, Internal Audit Report 10-14 Sept 1990, Epuni Reports ADM 21-6-229 Part One, p2.

<sup>1281</sup> Memo, J Ngatai, AD, to Directors Eastern Region, 13/2/91, Epuni Profile F5000005282674.

<sup>1282</sup> Robin Wilson, General Manager, Epuni, Report to Assoc Minister of SW, 7/7/92. Epuni Profile F5000004081321.

<sup>1283</sup> BC Burton, DCWO to Superintendent, 4/6/59, Epuni Discipline/punishment Prod # 20065038 NZ Archives.

<sup>1284</sup> Disturbance at Epuni Boys' Home on 23 June 1972, Report on Sequence of Event, undated, author unknown, Epuni Incidents 31567.

Several practices were roundly criticised after the closure of the Home in 1972. These included boys having to frequently line up before moving from place to place and being held in line until there was silence; eating of meals in silence with a staff member sitting on a dais in the dining room; and the use of afternoon sleep periods. The Director-General insisted that these practices be stopped immediately.<sup>1285</sup>

The Director-General also suggested that the system of rewards be extended to replace the overly negative discipline system used at that time.<sup>1286</sup> He noted that boys were threatened so often about reductions in pocket money, being off privileges for up to 8 hours a week, going early to bed and missing films that the threats ceased to have any effect beyond creating resentment.<sup>1287</sup>

The Epuni Handbook of 1975 repeated the section from the Child Welfare Officer's Manual. This excerpt emphasised the need for respect for the individual, the responsiveness of children to qualities in adults rather than to their staff position alone and the need to keep children fully occupied. Corporal punishment was to be administered as a last resort and was generally discouraged. Systems of rewards or privileges were not to amount to bribery and group-based solutions were not to give any child any personal authority over other children.<sup>1288</sup>

In 1980, reference was made to re-instituting "blitzes" to improve behaviour after staff shortages had lowered morale among both staff and residents. It was noted that recourse to "blitzes" had not been necessary for many years.<sup>1289</sup>

## Physical punishment

Nothing was found on file in relation to physical punishment before the 1970s.

A memorandum outlining a general disturbance noted that a pre-cursor event was the taking of a group of boys to the gymnasium as an additional punishment for using foul language to female staff.<sup>1290</sup>

Returned absconders were re-inducted through the secure unit and given extra duties and/or additional compulsory physical education as part penalty.<sup>1291</sup>

The 1975 Handbook prohibited the use of physical force as a punishment, and all incidents had to be reported by the Principal to the Director-General and could lead to a staff member's dismissal. The only permissible uses were where a staff member needed to protect themselves or others from assault, to prevent damage to property or harm to the young person, or on a young person's refusal to go to secure.<sup>1292</sup>

<sup>1285</sup> Memo, IDJ MacKay, Director-General to Director, Lower Hutt, 26/9/72, Epuni Reports 31567.

<sup>1286</sup> Memo, IDJ MacKay, Director-General to Director, Lower Hutt, 26/9/72, Epuni Reports 31567.

<sup>1287</sup> Memo, IDJ MacKay, Director-General to Director, Lower Hutt, 26/9/72, Epuni Reports 31567.

<sup>1288</sup> Handbook 12.4, Epuni, 1975, Epuni Reports UR/0268.

<sup>1289</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 6.

<sup>1290</sup> Disturbance at Epuni Boys' Home on 23 June 1972, Report on Sequence of Event, undated, author unknown, Epuni Incidents 31567.

<sup>1291</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 10.

<sup>1292</sup> Handbook 3.9, Epuni, 1975, Epuni Reports UR/0268.

Following the Johnston Report, and while administrative directives were being formulated during 1982, all staff were directed to fully record all disciplinary measures, either on the personal file or in the daily occurrence register.<sup>1293</sup>

Corporal punishment was phased out during 1984, ahead of regulations to this effect coming into force. The practice of corporal punishment was said to be on a minor scale. The Principal was concerned that corporal punishment would be replaced by negative psychological punishment of longer and potentially more damaging nature and he felt it necessary to keep a close eye on staff to ensure this did not happen.<sup>1294</sup>

## Drugs, alcohol, and tattoos

Little information was found prior to the late 1970s. By the late 1970s, glue sniffing was a major issue at Epuni. A survey of residents showed widespread use.<sup>1295</sup> The lack of any other agencies dealing specifically with the problem was noted and Epuni therefore decided to run its own programme. The programme appeared to have more impact if it focussed on the health effects of solvent abuse and allowed the boys to challenge statements made about the dangers of sniffing. An extensive paper on the physiology and other aspects of solvent abuse was prepared by the Assistant Principal.<sup>1296</sup>

The increase of the problem to "alarming proportions" by 1981 led to a request for more information from district social workers about solvent and other drug abuse in regard to new admissions.<sup>1297</sup>

## Smoking

No information was found relating to smoking in the 1950s or 1960s.

In 1970, some boys gave incorrect birth dates so that they would be allowed to smoke.<sup>1298</sup> Smoking was considered a privilege and permission to smoke was withdrawn as a punishment.<sup>1299</sup>

In 1975, short term admissions to secure were not permitted to smoke. In general, smoking in secure was discouraged due to the fire risk. Long-term secure admissions who were 15 or over and who had left school were permitted to smoke. Boys had to pay for and provide their own cigarettes.<sup>1300</sup>

<sup>1293</sup> Action to be taken following Johnston Report, 26.11.82, Epuni Reports SWK 9-22-1 Part One.

<sup>1294</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p12.

<sup>1295</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, Table 5/12.

<sup>1296</sup> GA Stewart, Petrol and Solvent Abuse in the Wellington Region. Epuni Drugs/Smoking F5000001639093.

<sup>1297</sup> GA Stewart for Principal, Epuni, to ADSW 12/2/81, Epuni Drugs/Smoking F5000003771094.

<sup>1298</sup> BM FitzGerald for DCWO to DCWOs, 18/6/70 Epuni Admissions F5000002843734.

<sup>1299</sup> Disturbance at Epuni Boys' Home on 23 June 1972, Report on Sequence of Event, undated, author unknown, Epuni Incidents 31567.

<sup>1300</sup> MJ Howe, Principal Epuni, Secure Unit, Notes of comments on supervision and routines, 15/5/75, Epuni Reports, UR/0268.

## Contact with field social workers

Nothing was found on file prior to 1970. In 1970, Districts were asked to send fuller information on admission, as Epuni staff sometimes struggled to make headway because information on a resident was lacking. Some boys had been in Epuni for upwards of two months without any relevant material arriving.<sup>1301</sup>

In 1977 further instructions and suggestions for closer contact between Epuni and the boys' home district were distributed. Information requested included the admission form, case history, any medical or other reports, police summary of facts and court appearance dates. Regular updating of information regarding future plans and changed family circumstances were also requested, with field social worker input into case conferences welcomed.<sup>1302</sup>

In 1980, admissions came directly from districts to Epuni, without going through a Liaison Officer. This new system was thought to have benefits because information about individuals could be directly conveyed.<sup>1303</sup> (and was to be reviewed one year later – check)

The Criminal Justice Act 1985 allowed boys to be placed at Epuni without being allocated a social worker, making links with Districts and family difficult.<sup>1304</sup>

## Contact with community

In 1959, boys attended local schools and churches regularly.<sup>1305</sup> Some boys expressed shame at coming from the Home into the community, one boy telling a reporter that he was careful not to be seen leaving or entering the home.<sup>1306</sup>

In 1979, the Principal stated that the institution enjoyed "reciprocal activities with Community groups around us".<sup>1307</sup> At this time, boys also played softball, basketball, soccer and table tennis in community competitions. This continued to be the case throughout the early 80s and included participation in a local raft race and "run for fun".<sup>1308</sup> It was noted that constant change in team membership affected team standards but that nevertheless the positive gains outweighed the negative.<sup>1309</sup> In addition, community groups visited the Home.<sup>1310</sup>

Adverse community publicity during 1980 was noted in the Annual Report. A local security firm put fliers in neighbouring letterboxes after the Evening Post ran an

<sup>1301</sup> BM FitzGerald for DCWO to DCWOs, 18/6/70 Epuni Admissions F5000002843734.

<sup>1302</sup> DB Smith for Director, Lower Hutt to ADSWs, 15/8/77, Epuni Admissions F5000001643632.

<sup>1303</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 4.

<sup>1304</sup> Annual Report Epuni Boys' Home, 1985 Epuni Reports SWK 9-22-1-1 Part One, p3.

<sup>1305</sup> Progress Report 1959, Boys' Home, Epuni, Epuni Reports 31565, p4.

<sup>1306</sup> Thomas, Rita, "Time spent in a Boys' Home can be a turning point for many wayward young men", *Evening Post*, 17/12/69, Epuni Profile 31567.

<sup>1307</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Profile F5000003771094.

<sup>1308</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p13.

<sup>1309</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p13.

<sup>1310</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Profile F5000003771094.

article about an absconder converting a car. The Principal noted that the incident was the first car conversion in 10 years.<sup>1311</sup>

During 1980, the Home received 414 visitors and 41 groups in total.<sup>1312</sup> Visitors rose to 692 and 79 groups in 1981, with most visitors attending for training purposes or for activities with residents.<sup>1313</sup> The Lower Hutt Police used the gymnasium for weekly physical education training.<sup>1314</sup>

The Home became an official Civil Defence Welfare Centre in 1981, to be used to house people in the event of an emergency, with a senior staff member sitting on the local Civil Defence Planning Committee.<sup>1315</sup>

Boys participated in a milk flavouring competition at the Beehive in 1981. The then Prime Minister Mr Muldoon gave the boys' product second placing.<sup>1316</sup>

Community links from 1982-1984 included weekly school and class visits to the Public Library, Huia Swimming Pool and commercial visits. Once a week a group of boys did bodybuilding at a local fitness centre.<sup>1317</sup>

It was also noted that one of the reasons for installing a fence around the pool was "to protect our neighbours' children who often wander into our grounds".<sup>1318</sup> Community groups also made use of the pool.<sup>1319</sup>

Weekly visits to Kokiri marae took place in 1985, with boys learning aspects of Maori culture and crafting kōwhaiwhai and tukutuku panels, which were returned to Epuni for permanent display.<sup>1320</sup>

## Visiting committees

The appointment of a Visiting Committee of 3 people was made in January 1982.<sup>1321</sup> However, by July of 1984, the Principal reported that visits had dropped of to nil. Later that year the Minister dispensed with the services of two of the committee, but omitted to tell the Principal, to his subsequent embarrassment.

The 1984 incident involving the complaint by the art tutor, detailed above, involved a reference to the Visiting Committee, the Chairperson of which unsuccessfully tried to contact the tutor. In correspondence to the Ombudsman over this matter, the Director-General stated that it was not the role of the Visiting Committee to conduct

<sup>1311</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, p 17.

<sup>1312</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, Table 5/9.

<sup>1313</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, Table "Visitors to Epuni".

<sup>1314</sup> Annual Report Epuni Boys' Home, 1980, Epuni Reports SWK 9-22-1-1 Part One, Table 5/9.

<sup>1315</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, p 9.

<sup>1316</sup> Annual Report Epuni Boys' Home, 1981, Epuni Reports SWK 9-22-1-1 Part One, p 10.

<sup>1317</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p7.

<sup>1318</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p10.

<sup>1319</sup> Annual Report Epuni Boys' Home, 1982, 1983, 1984, Epuni Reports SWK 9-22-1-1 Part One, p11.

<sup>1320</sup> Annual Report Epuni Boys' Home, 1985 Epuni Reports SWK 9-22-1-1 Part One, p2.

<sup>1321</sup> JM Fitzpatrick, Director, to Chairman, CAB Management Committee, 18/1/82. Epuni Profile F5000001639093.

independent inquiries or investigations, but rather to monitor the policies and practices of the Home and to comment on them.<sup>1322</sup>

Individual members of the Visiting Committee visited the residence weekly during 1986 and the committee also met monthly at the residence. Concerns raised in their 1986 Annual Report were about the adequacy of the school and the secure unit.<sup>1323</sup> Regular visits also took place in 1987. By this time staff morale had been affected by proposed residential services restructuring. Committee members were also concerned about the impact of large amounts of taha Maori activities on Pakeha residents, who felt excluded.<sup>1324</sup>

A 1987 Audit found the boys needed a better understanding of the grievance procedure.<sup>1325</sup> A 1990 Audit found understanding generally good, but that instructions to residents about the process could be clearer.<sup>1326</sup>

## Contact with families

Other than issues raised in other sections of the Epuni profile, nothing was found on file in relation to contact with families.

## Preparation for discharge and after care arrangements

Delays that unnecessarily lengthened stay at Epuni were experienced in placing boys out of the residence in 1962, particularly to Family Homes, and Epuni aimed to give 3-4 weeks notice of requests for placement. On occasion, the delays resulted in a deterioration of behaviour or in absconding.<sup>1327</sup> Delays in release to Home Districts also caused bottle necks in 1969.<sup>1328</sup>

In 1969, a reporter was told that most boys left the home for a foster home or a boarding placement. Few were returned to their homes. Other boys were sent to long-term training institutions, or, if involved in further serious offending, to Borstal.<sup>1329</sup>

Decisions on placement were made on the consensus opinion of Boys' Home staff, school staff, specialist advice and Field social worker. Follow-up work was done after discharge by the Social Work Division. Boys were returned to their home

<sup>1322</sup> JW Grant, Director-General, to LJ Castle, Ombudsman, 7/8/84, Epuni Complaints SWK 9-22-1-1 Part One.

<sup>1323</sup> Visiting Committee, Annual Reports 1986, Epuni Reports, F5000006661405.

<sup>1324</sup> Visiting Committee, Annual Reports 1987, Epuni Reports, F5000006661404; Annual Report of Epuni Visiting Committee 1987, Epuni Reports, F5000006661405.

<sup>1325</sup> Audit Report of a visit under Residential Care Regulations 1986, 21-23 Sept 1987, Epuni Reports ADM 21-6-209 Part One, p4.

<sup>1326</sup> Internal Audit Report 1990, Epuni Residential Centre, Epuni Reports ADM 21-6-229 Part One, p4.

<sup>1327</sup> Memo, FitzGerald (DCWO) to DCWOs in Lower North Island, 6/7/62, Epuni Profile 31565.

<sup>1328</sup> Memo, FitzGerald to Lower North DCOs, 7/8/69, Epuni Profile 31569.

<sup>1329</sup> Thomas, Rita, "Time spent in a Boys' Home can be a turning point for many wayward young men", *Evening Post*, 17/12/69, Epuni Profile 31567.

district where possible, although some went on to long-term training institutions such as Holdsworth, Hokio or Kohitere.<sup>1330</sup>

One problem noted in 1985 involved recommendations that should a boy fail on return the community, he should be placed in a long-term social welfare institution. The practice was to return the boy to Epuni first, where he often spent a long time waiting to get into a long-term home and by the time finally placed in one, his behaviour had often deteriorated markedly.<sup>1331</sup>

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<sup>1330</sup> Howe, M, Principal, Notes for the Information of Visiting Training Courses, 1979, Epuni Profile F5000003771094.

<sup>1331</sup> Annual Report Epuni Boys' Home, 1985 Epuni Reports SWK 9-22-1-1 Part One, p3.

Chapter  
**5**

# Christchurch Boys' Home

## Physical description

Christchurch Boys' Home was located at 300 Stanmore Road, Christchurch.<sup>1332</sup> The files do not give a date as to when the Boys' Home opened, but it is clear from the files that it was at least open in 1940. The Home consisted of two dormitories, one of ten beds with partitions between them and one with seven beds. There were nine single rooms in the Kauri Wing and an annex which had three beds.<sup>1333</sup> The maximum capacity of the Home was 24, but there were three emergency beds available, taking the maximum to 27..<sup>1334</sup>

There is limited information on the Christchurch Boys' Home files pre 1978.

A trampoline was purchased for the Home by 1966.<sup>1335</sup> It was hoped in 1966 that the purchase of a house that jutted into the Boys' Home property would be effected although the use for the house was not determined at that time.<sup>1336</sup> It was thought by Mr Manchester (designation unknown) that the house could be used to house female staff and that this would then make room in the Home for a sick bay and additional male staff accommodation.<sup>1337</sup>

In 1975 the two former staff rooms were available for use by residents which brought the capacity of the Boys' Home up to 29 plus the two places in secure.<sup>1338</sup>

A complete redecoration of the interior of the Boys' Home was begun in 1978 and was finally completed in 1982.<sup>1339</sup>

A new sprinkler system was installed in 1978 and the removal of some trees and the planting of a flower bed altered the view of the Home.<sup>1340</sup> The redecoration of the exterior of the Home was planned for 1979 as were additions to the secure unit.<sup>1341</sup>

The junior dormitory was divided into cubicles in 1979. A colour television was purchased for the Home in 1979.<sup>1342</sup>

<sup>1332</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1333</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1334</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1335</sup> Extract from Report by Mr Manchester, 25-29/07/66. Christchurch Boys Home Profile 31437.

<sup>1336</sup> Extract from Report by Mr Manchester, 25-29/07/66. Christchurch Boys Home Profile 31437.

<sup>1337</sup> Extract from Report by Mr Manchester, 25-29/07/66. Christchurch Boys Home Profile 31437.

<sup>1338</sup> Memo, RJ Wilson, for Director General to Director, Christchurch, 04/06/75, Christchurch Boys' Home Profile 31437.

<sup>1339</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437; Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1340</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1341</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1342</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

The inadequate size of the gymnasium was noticed in 1979 and its increase suggested.<sup>1343</sup>

The junior dormitory was carpeted in 1980 which meant that it was warmer in winter and there was a decrease in noise. Three new showers were also installed in the senior dormitory.<sup>1344</sup> The tennis court was also rewired and the cyclone fence extended.<sup>1345</sup>

Electric heaters were installed in most rooms in 1981. The "old" house in front of the main building was demolished to accommodate an administration block. The intermediate dormitory was carpeted which made it warmer in winter and several things, such as emergency bells and windows strengthening, were upgraded in the secure unit.<sup>1346</sup>

In 1981 the Principal felt that better facilities were needed for staff and visitors as there were no toilet facilities for visitors and no privacy available to boys receiving visitors.<sup>1347</sup> This situation was not changed in 1982, but the building of the administration block which was completed in 1984 alleviated the problem.<sup>1348</sup>

The secure unit was renovated and redecorated in 1983 and the activities room was upgraded. One of the old secure units was turned into a "Time-Out" room and another into the residents' dining room.<sup>1349</sup>

A new room was added to the Main building in 1983 and this room became the "... 'smokers' room' and table games room."<sup>1350</sup>

In 1985 the Principal noted that a larger gym would be more beneficial for recreational and sporting activities in the Home.<sup>1351</sup>

The 1987 Audit Report stated that the Boys' Home was to close and amalgamate with Kingslea in 1988.<sup>1352</sup>

## Resident profile

There is little information on Christchurch Boys' Home residents prior to 1975.

Christchurch Boys' Home was a regional institution which provided, "... remand, observation and classification facilities as well as short term assessment and training as a preliminary to more permanent placement."<sup>1353</sup> It was for 12 to 16 year old boys who were "in the custody of the Department and for whom a community living situation is impracticable for the time being."<sup>1354</sup> The range of boys admitted to the

<sup>1343</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1344</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1345</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1346</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1347</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1348</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1349</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259.

<sup>1350</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259.

<sup>1351</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1352</sup> Audit Report: MP Doolan, Director Residential Services and M Honeyman, Internal Auditor 06/08/87, Christchurch Boys' Home Reports F5000002572661.

<sup>1353</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1354</sup> Excerpt, roles and functions of Christchurch Boys' Home, undated, Christchurch Boys' Home Profile F5000000902913.

Home was from non-offenders who were just out of control at home, to emotionally disturbed or delinquent boys.<sup>1355</sup> Many of the residents had committed offences against persons or property.<sup>1356</sup>

The catchment area included Nelson, Blenheim, Greymouth, Timaru, Christchurch and other areas.<sup>1357</sup> The majority of the admissions came from Christchurch.<sup>1358</sup>

The maximum capacity for residents in the institution was 25 at any one time with two beds available for emergencies.<sup>1359</sup> This capacity varies between reports, as it was recorded in 1975 that the bed capacity was 29 with two beds for secure.<sup>1360</sup>

The general aim of the Boys' Home was to, "... provide a situation ... to encourage individual and group participation ... encouraging the development of responsibility and leadership qualities ... further the development of work skills through work experiences, vocation guidance..."<sup>1361</sup> The aim of Christchurch Boys' Home is presumed to have stayed the same as no further or different aims were stated on the files.

The Principal stated that short-term institutions had to deal with, "... a moving population and with children of mixed status, all with their individual problems ranging from aggressive to truancy; these are obvious difficulties experienced in the short term establishments."<sup>1362</sup> Residents were encouraged to share their fears and wishes with their case workers in order to help solve problems through sharing and guidance.<sup>1363</sup>

In 1972 the Manager stated that for many months the number of residents in the Institution had been over 24. The limited space and facilities in the Institution meant that any number over 22 residents created overcrowding and increased tension and stress for both staff and residents.<sup>1364</sup> The Manager considered that additions to the Boys' Home urgently needed to be made as well as the appointment of an additional female staff member and the continuance of the emergency position to be continued into January and then reviewed.<sup>1365</sup>

In 1975 the Principal commented on the increasing number of boys admitted to the Home who were older, bigger and involved with drugs. He noted that on three occasions during the year, it was necessary to request that the Police take the boys back into their custody.<sup>1366</sup> RJ Wilson, Assistant Director (Social Work) questioned this by stating, "Should we query the return of boys to Police custody? Is this not against our policy?"<sup>1367</sup> There is no further information on the Christchurch Boys' Home files as to whether this practice was continued.

<sup>1355</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1356</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1357</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1358</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1359</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1360</sup> Memo, RJ Wilson, for Director General to Director, Christchurch, 04/06/75, Christchurch Boys' Home Profile 31437.

<sup>1361</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1362</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1363</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1364</sup> Memo, J Kean, Manager Christchurch Boys' Home to Director, Social Welfare 12/12/72, Christchurch Boys' Home Profile 31437.

<sup>1365</sup> Memo, J Kean, Manager Christchurch Boys' Home to Director, Social Welfare 12/12/72, Christchurch Boys' Home Profile 31437.

<sup>1366</sup> Memo, ER Smith, Principal to Director, 08/10/75, Christchurch Boys' Home Staffing 31437.

<sup>1367</sup> Handwritten note by RJ Wilson, Assistant Director (Social Work), 3/11/75 on Memo, M Lyons, Director (Christchurch) to Director-General, 21/10/75, Christchurch Boys' Home Staffing 31437.

The increase in residents, especially the older age group, in 1976 was attributed to the instructions from Head Office not to resist receiving boys of an older age group to the Home.<sup>1368</sup> It was also noted by the Assistant Director that there was an increased usage of the Institution as a whole and it had consistently been running at or over maximum capacity.<sup>1369</sup>

The number of admissions to the Home from 1978 to 1981 increased from 175 to 241 admissions.<sup>1370</sup> Admission numbers dropped to 188 in both 1982 and 1983,<sup>1371</sup> but increased again and admissions were at their highest in 1985 with 273 boys admitted to the Home.<sup>1372</sup>

In 1978 sixty-one percent of admissions to the Home were on remand, 6% on warrant, 18% were State Wards and 15% were temporary admissions.<sup>1373</sup> From 1979 to 1982 the number of residents admitted on remand increased from 31 to 37%,<sup>1374</sup> but decreased over the next two years to a low of 19% in 1984.<sup>1375</sup> There was a steady decrease in the number of residents admitted on warrant with 32% of admissions admitted on warrant in 1979 compared with 19% in 1984.<sup>1376</sup> This decreasing trend was also evident with temporary admission dropping from 14% in 1979 to 2% in 1984.<sup>1377</sup> The number of State Wards admitted each year fluctuated with no trend evident. From 1979 to 1984 the percentage ranged from 20% to 38%.<sup>1378</sup> The number of residents admitted through arrest was about 3% from 1979 to 1982,<sup>1379</sup> but increased to 13% in 1983 and to 28% in 1984.<sup>1380</sup> Section 11 agreements accounted for the smallest proportion of residents admitted to the Home, but an increasing trend was evident with 0.5% (1 resident) being admitted in 1979 compared with 5% (13 residents) in 1984.<sup>1381</sup>

The age range of residents admitted to the Home was from ten years old (possibly below this on occasions, as some Annual Reports stated ten or below,) to 17 years of age.<sup>1382</sup> Over half of the residents between 1981 and 1983 were aged 14 to 15 years old with a slight decrease in 1984. In 1981 and 1982, one quarter of residents were aged between 12 and 13 years, but this dropped in 1983 and again in 1984 to

<sup>1368</sup> Memo, RJ Wilson, Assistant Director to Director, 08/10/76, Christchurch Boys Home Secure 31437.

<sup>1369</sup> Memo, RJ Wilson, Assistant Director to Director, 08/10/76, Christchurch Boys Home Secure 31437.

<sup>1370</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437; Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1371</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259; Annual Report 1983, Christchurch Boys' Home Reports F5000004605259.

<sup>1372</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1373</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1374</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437; Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1375</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1376</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437; Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1377</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437; Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1378</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437; Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1379</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437; Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1380</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259; Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1381</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437; Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1382</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437; Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

16%. Admissions of 16 to 17 year olds increased from 6% in 1982 to 22% in 1983 and again to 38% in 1984.<sup>1383</sup>

The number of European residents in the Home ranged from 65% to 70% throughout 1980 to 1984 with Polynesian residents accounting for the remainder of the admissions.<sup>1384</sup>

The number of readmissions to the home increased from 45% to 57% during 1981 and 1984.<sup>1385</sup>

The average number of residents in the Home decreased from 28 in 1979 to 19 in 1984.<sup>1386</sup> In 1979, the average number of residents was over 25 for eight months of the year.<sup>1387</sup> The number of days over the official maximum capacity of 24 varied greatly during 1980 to 1984. In 1980 the Home exceeded the maximum capacity for 48 days. This increased to 91 in 1981, was 82 days in 1982 and 58 days in 1984. The Home was never over the maximum capacity in 1983.<sup>1388</sup>

Admissions to the home in 1978 consisted predominately of boys who were placed in social welfare custody on remand from the Court.<sup>1389</sup> The Acting Principal felt that this was, "... in accordance with recent trends in the short term function for institutions where the majority of young people entering these institutions do so on warrant, arrest or remand."<sup>1390</sup>

In 1982 the Principal felt that effective social work was limited because, "Without an admission and discharge date determined the turnover of residents is always unpredictable, the group is of a mixed status and there is no admission criteria of the type of problems the staff are best equipped to help."<sup>1391</sup>

Increasing numbers of disturbed non-offending boys were being admitted to the Home in 1982 and it was felt the specialist assessment and specific social work skills were critical if the Home was to be seen as a short-term "treatment" centre.<sup>1392</sup>

The Principal remarked that there was "tremendous admissions pressure" in 1984 and that the staff had to work with some very difficult cases.<sup>1393</sup>

The introduction of the Criminal Justice Act 1985 allowed for an older age group (16 to 19 year olds) to be admitted to the Home. This created difficulties for staff, "... in managing, supervision and maintaining a relaxed and congenial environment."<sup>1394</sup>

In 1985 the Head Teacher said, when commenting on the lower school numbers, that the total number of boys accepted to the institution was, "kept at a lesser number due to low staff moral in the Residential Institution."<sup>1395</sup>

<sup>1383</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259; Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1384</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259; Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1385</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259; Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1386</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437; Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1387</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1388</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259; Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1389</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1390</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1391</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1392</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1393</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1394</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

## Length of stay

There is no information on length of stay prior to 1980.

The length of stay at Christchurch Boys' Home varied each year from 1980 to 1984 with no pattern emerging. The average length of stay was at its highest in 1982 and 1983 when it was 6.3 weeks. The lowest average length of stay was 4.2 weeks in 1984.<sup>1396</sup>

During 1979 to 1983 approximately three-quarters of residents from the Institution were discharged to a community placement including home or a foster/family home placement. This decreased in 1984 to just over 50%. During the period from 1979 to 1983, 10 to 14% of discharge placements were to a Social Welfare institution. This also decreased in 1984 to 8%. Other placements made were to Special Schools, private institutions, mental hospitals, the Justice Department or other (not defined). These remained consistent over the 1979 to 1984 period except for the area classified as other which increased to 36% of discharges in 1984.<sup>1397</sup>

Placement decisions for residents were based on the, "... consensus opinion of the staff of the Boys' Home and the School, the Specialist and the Social Worker," with the desirable placement being a return to their home district.<sup>1398</sup> It was recognised that some residents needed a longer term of training than that offered by Christchurch Boys' Home and when this was necessary, submissions were made via Head Office for a transfer to one of the four long-term institutions (Beck House, Holdsworth, Hokio and Kohitere).<sup>1399</sup>

The Principal commented that one of the main concerns of 1981 was the increasing length of stay of some of the residents – so much so that it was considered to be, "... almost becoming a long term institution."<sup>1400</sup> One boy had been in the institution for over nine months.<sup>1401</sup>

## Programmes and care

There is no information held on the Christchurch Boys' Home files in relation to programmes and care pre 1978, although the 1958 Field Officers Manual notes at J.80 the general approach to work with children in Boys and Girls Homes.

The Boys' Home School initiated many programmes in the Home, details of which can be found under the School Programmes section of this profile.

In 1978 the programmes for the residents at Christchurch Boys' Home were redesigned to include the Half Way and Top Groups Idea (groups not defined in

<sup>1395</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1396</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259; Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1397</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437; Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1398</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1399</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1400</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1401</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

records).<sup>1402</sup> Unsupervised outings and activities were organised and sporting activities increased with the assistance of sporting personalities.<sup>1403</sup> "A weekly team leader from each caseload completes a work sheet each day for the Boys in his team."<sup>1404</sup>

As part of the schooling programme in 1978 each resident had an individual programme organised which included academic work and other skills including leather work, handcrafts and painting were included in the programme.<sup>1405</sup>

In 1978 the Acting Principal felt that the boys' self image improved with new clothes and a hairdresser had to be organised to cut and style the boys' hair.<sup>1406</sup>

In 1979 the atmosphere of the Home was described as "relaxed and happy and very much conducive to boys happiness and good assessment situations."<sup>1407</sup>

The appointment of the Principal, Mr Zygadlo in 1979 saw changes to the programme. An important part of this programme was to actively engage the residents in activity groups to occupy their available time, although the residents were allowed to spend their leisure time as they wished.<sup>1408</sup> These activities included sports, swimming, skateboarding, going to the beach and barbecues in the summer and (weather permitting) in the winter. The staff became totally involved in the activities.<sup>1409</sup> Recreation and leisure activities continued and in 1980 the Principal commented that they occurred far more regularly than was anticipated. He felt this was due to "more communication with the local authorities which naturally led to invitations to us and vice versa."<sup>1410</sup>

Hobbies and interest groups were added to the programme in 1979, including cooking, pottery and woodwork.<sup>1411</sup> Residents who were interested were able to learn Maori from one of the house staff.<sup>1412</sup> Other areas such as leatherwork and macramé enabled boys to develop skills as well as interests.<sup>1413</sup>

The staff and resident relations were considered by the Principal to be very good in 1979 and there were several Sunday afternoons of staff versus resident contests including rugby, soccer and treasure hunts.<sup>1414</sup> "It was from these encounters that I feel most value of the entire year was gained."<sup>1415</sup>

There were eight camps and some day outings taken in 1980 and these continued in the ensuing years.<sup>1416</sup>

The emphasis of the programme at the Home was on providing residents with a, "... safe, structured environment with clear behavioural limits and expectations."<sup>1417</sup> However this was considered to be only situational and it was felt that if this teaching

<sup>1402</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1403</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1404</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1405</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1406</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1407</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1408</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1409</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1410</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1411</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1412</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1413</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1414</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1415</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437; Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1416</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1417</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

and support was offered in the family environment, "... much of what is achieved with individuals at the Boys' Home would remain intact on discharge."<sup>1418</sup>

In 1982 the Principal felt that confusion existed as to the role of the staff in the Home and whether they were just to focus on behaviour management or whether they were to treat the behaviour as indicative of a more complex problem. It was felt that behavioural control was the predominant focus because staff-to-resident ratios and training input were such that, "alternatives to that former view are limited."<sup>1419</sup>

Movies were screened weekly in 1982<sup>1420</sup> and during winter in 1982, two outside rugby clubs had several residents participate in their weekly games on a regular basis.<sup>1421</sup> This continued into 1984 but also included local soccer clubs.<sup>1422</sup>

Residents who had reached a good behaviour status at the Home were able to go to outside activities such as the movies or local swimming pool, often depending on the residents' own budget skills.<sup>1423</sup>

The privileges system was re-developed in 1983 in line with the Residential Code of Practice because staff found that the previous system lacked flexibility of rewards.<sup>1424</sup> The results of this change were the overcoming of defects in the original system and the change in staff expectations of residents which, "... raised the overall consciousness of Staff members and ... improved professional standards."<sup>1425</sup>

The New Brighton and Bishopdale community groups would regularly come to the Home and involve a few boys in their programmes.<sup>1426</sup>

## Work and training

There was no information available about work and training in the years preceding 1980.

In 1980 the Head teacher stated vocations were discussed with boys on an informal basis and those who were uncertain of their future plans were given the "Looking Ahead" booklet published by the Department of Labour to read. Those who had more definite ideas about a vocation were given more extensive information from the Vocational Guidance Section of the Department of Labour.<sup>1427</sup> Apart from job skills and interview techniques and a few other areas that were taught at the school, vocation training was mainly informal.<sup>1428</sup> Vocational tests were purchased in 1982 to use with the more sophisticated pupils.<sup>1429</sup>

<sup>1418</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1419</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1420</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1421</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1422</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1423</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1424</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259.

<sup>1425</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259.

<sup>1426</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1427</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1428</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1429</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

There were two work experience places in the community in 1980 at a garage and an auto-electrician.<sup>1430</sup>

As part of the pre-discharge programme residents (mainly non-school) assisted in activities such as assisting in the garden and kitchen, doing minor repairs around the Home, as well as repairing and ironing clothing.<sup>1431</sup>

## Resident-to-resident issues

There is no information held on the Christchurch Boys' Home files about resident to resident issues.

## Health and medication

There is no information on file preceding 1979 apart from the limited information available from 1966.

In 1966 Mr Lyons (designation unknown) arranged for a Medical Officer to visit the Home once a week to carry out routine examinations of the residents rather than the practice of a housemaster taking residents to an outside doctor.<sup>1432</sup>

In 1966 an Assistant Psychologist spent regular time at the Home each week getting to know the residents and testing them when considered necessary.<sup>1433</sup>

The psychologist visited the classroom frequently in 1979 in order to gain a more comprehensive view of the residents,<sup>1434</sup> but due to work pressures, the teachers took more of this responsibility for assessment so that the psychologist could be more effective.<sup>1435</sup> In 1980 the psychologist visited the Home once a week for approximately five hours. The Principal felt that this needed to be increased because there was often a long wait time of up to five weeks for a boy to be seen.<sup>1436</sup>

In 1980 it was noted that there were two visiting psychiatrists available to assess residents whenever they were needed.<sup>1437</sup> This had reduced to one in 1981.<sup>1438</sup>

The Principal considered that the, "... Medical scene for 1980 was a very full and rewarding one for both staff and boys."<sup>1439</sup> All residents were given a full medical examination when admitted to the Home and any defects were investigated and followed up if necessary with specialist appointments.<sup>1440</sup> All boys who attended

<sup>1430</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1431</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1432</sup> Extract from Report by Mr Manchester, 25-29/07/66. Christchurch Boys Home Profile 31437.

<sup>1433</sup> Extract from Report by Mr Manchester, 25-29/07/66. Christchurch Boys Home Profile 31437.

<sup>1434</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1435</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1436</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1437</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1438</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1439</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1440</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

camps had to be given clearance by the doctor.<sup>1441</sup> Residents who had absconded or who were being discharged to a national institution also had to have a thorough medical check.<sup>1442</sup>

The Principal also commented in 1980 that "boys will be boys," and a number of hours were spent at the outpatients clinic for suspected fractures.<sup>1443</sup>

In 1981 the educational psychologist was, "... drawn from whatever school (sic) the resident was previously attending prior to admission. It is felt that the service is good, but delays do occur where a resident may have to wait some time."<sup>1444</sup>

A psychotherapist was available to the Home who offered group therapy sessions as well as individual counselling.<sup>1445</sup>

The Principal remarked in 1982 that specialist consultations were becoming a more essential part of the intervention at the Home but that it was, "... unfortunate that specialist skills are not extended into intensive therapeutic intervention for individuals for without it many boys continue to return for several admissions."<sup>1446</sup>

In 1982 a Clinical Psychologist visited the Home to see the residents and also came once a week as part of a training programme for staff. The Principal hoped that this would be developed further over the next few years.<sup>1447</sup>

In 1983 the Principal remarked that consultation with the District Health Nurse was rewarding and she also recommended certain agencies to help implement a Health Education programme.<sup>1448</sup>

In 1983 the Principal encountered problems with the doctor's willingness to, "... either follow medical treatment prescribed by the visiting Psychiatrist or to issue certificates when a boy needs to be in Sunnyside for observation or when the Boys' Home has no facility, man power and expertise to deal with very emotionally disturbed boys."<sup>1449</sup>

There was a change in the Boys' Home Medical Officer in 1984 and the much younger doctor was considered to be, "... more open to suggestions and perhaps more thorough with our boys' examinations."<sup>1450</sup>

In 1984 the Principal had a meeting with the Departmental District Psychologist and the Psychological Services Division to establish a better system of servicing the needs of the Home. The psychologist came to the Boys' Home once a week and also participated with other specialists in training secure staff. The Principal considered this to be, "excellent and very few delays are experienced."<sup>1451</sup>

A nurse was employed at the Home for ten hours a week in 1985 and the District Health Nurse visited the Home monthly to check the hearing and vision of the residents.<sup>1452</sup>

<sup>1441</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1442</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1443</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1444</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1445</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1446</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1447</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1448</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259.

<sup>1449</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259.

<sup>1450</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1451</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1452</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

## Psychiatric hospital placement

There is no information held on file in relation to psychiatric hospital placement.

Problems were experienced by the Principal in 1983 in regard to the doctor's willingness to carry out the medical treatment prescribed by the visiting psychiatrist, to issue certificates when a resident needed to be in Sunnyside for observation or when the Home lacked the facilities, man power and expertise to deal with very emotionally disturbed boys.<sup>1453</sup>

## Staffing

### Staffing Organisation

An undated document, but circa 1985 notes that the staffing function at Christchurch Boys' Home was separated into three categories: Operations, Supervision and Management.<sup>1454</sup> The operations staff were those involved in the day-to-day contact with the residents. The shift leaders were residential social workers or experienced assistant residential social workers and they were, "... responsible for the organisation and programming of their shift and for the direct supervision of their co-worker(s) on the shift."<sup>1455</sup> The supervisors, usually senior residential social workers, were in charge of direct oversight and control of the operations and staff involved. They were responsible for, "... ensuring the effective functioning of the whole Institution during their shift."<sup>1456</sup> The Managers were responsible for planning and oversight of programmes and organising staff.<sup>1457</sup>

The Principal, ER Smith, made a request to the Director (Christchurch) for double night cover in 1975 due to the increasing number of boys in the Home as well as their age, size and drug involvement. It was felt they were a threat to staff who were working alone.<sup>1458</sup> The Director (Christchurch) commented on this request for double night cover and stated that there were times when the institution was over-staffed and that the numbers of residents was not large and due to this and the tone of the Institution, he felt that it was not, "... ready for double night cover for secure room supervision."<sup>1459</sup>

<sup>1453</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259.

<sup>1454</sup> Extract, Christchurch Boys' Home (undated, source unknown), Christchurch Boys' Home Profile F5000000902913.

<sup>1455</sup> Extract, Christchurch Boys' Home (undated, source unknown), Christchurch Boys' Home Profile F5000000902913.

<sup>1456</sup> Extract, Christchurch Boys' Home (undated, source unknown), Christchurch Boys' Home Profile F5000000902913.

<sup>1457</sup> Extract on Christchurch Boys' Home (undated, source unknown), Christchurch Boys' Home Profile F5000000902913.

<sup>1458</sup> Memo, ER Smith, Principal to Director, 08/10/75, Christchurch Boys' Home Staffing 31437.

<sup>1459</sup> Memo, M Lyons, Director (Christchurch) to Director-General, 21/10/75, Christchurch Boys' Home Staffing 31437.

A third staff member was employed for the night shift in 1978 because of the high number of residents and the pressures on these staff.<sup>1460</sup> This meant that there were two night staff on duty every night.<sup>1461</sup>

A new gardener was appointed to the Boys' Home in 1978.<sup>1462</sup>

Both the Principal and Assistant Principal acquired positions outside of the Boys' home at the end of 1978,<sup>1463</sup> and a new Principal, B Zygadlo, was appointed at the beginning of 1979.<sup>1464</sup>

At the beginning of 1979 the permanent staffing ceiling was 19, eight of whom were in acting positions due to vacancies created by staff movements the previous year.<sup>1465</sup> By the end of 1979, all but one of these positions was filled by permanent staff.<sup>1466</sup>

There were 17 permanent staff at the beginning of 1980 and one wage worker in an acting capacity. There were also six staff who were employed in a holiday or relieving capacity.<sup>1467</sup> By the end of 1980 there were a total of 19 permanent staff, one supernumerary staff and a social work student on placement for three months.<sup>1468</sup>

In 1980 it was noted that a lot of the administrative work was completed by the Principal with some completed by the Assistant Principal.<sup>1469</sup> Clerical services were provided by the Administration section of the District Office and while there were limitations to this remote service, they were considered to provide good service.<sup>1470</sup> In 1981 the clerical services were still performed mainly by the Principal and he felt that it was time to look at introducing a clerical assistant to the Home.<sup>1471</sup> The Director stated that some part time assistance would be considered when staffing would allow it.<sup>1472</sup> A full time clerical staff member was appointed in 1983 which meant that the Principal and Assistant Principal had more time to spend with other staff and the residents.<sup>1473</sup>

Three C.A.A staff were employed to run an art class, a cottage industry and a pottery class in 1980.<sup>1474</sup> The fee for service instructors in 1981 included carpentry/woodcraft, pottery, art, gymnastics and physical health building, guitar and music lessons and cooking.<sup>1475</sup> Added to this in 1982 was a Christian learning instructor.<sup>1476</sup>

<sup>1460</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1461</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1462</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1463</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1464</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1465</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1466</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1467</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1468</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1469</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1470</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1471</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1472</sup> Handwritten memo on Annual Report 1981, from T Comer Director to Director-General, 29/04/82,

Christchurch Boys' Home Reports F5000004605259.

<sup>1473</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259; Annual Report 1984,

Christchurch Boys' Home Reports F5000004605259.

<sup>1474</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1475</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1476</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

There were 19 permanent staff, ten relief staff, four supernumerary positions and a social work student on a three month placement at the Home in 1982.<sup>1477</sup>

Throughout 1982, six people were employed by the Department of Labour for varying time period for the Work Skills Development programme.<sup>1478</sup>

Residential staff began to do some of the work previously performed by field social workers in 1982 including, taking boys to shops and making arrangements for home leave.<sup>1479</sup>

Three new residential social worker positions were created and two appointments to these positions made in 1984 and two staff were appointed to the newly created senior positions.<sup>1480</sup>

In the latter part of 1984 almost one third of staff were relievers due to internal and external promotions.<sup>1481</sup>

There was a continuing staff shortage in 1985, and at one stage there were approximately eight relievers who had never had any institutional experience.<sup>1482</sup> The Principal stated that this and the high staff turnover put an, "... enormous pressure on the permanent staff and created a number of problems for the management," but that the Home operated well due to the dedication of all the staff.<sup>1483</sup> By the end of 1985 nearly half the staff were new to their appointments, but they were from a younger age group and were better qualified and possessed social skills in other areas such as Psychiatric Care.<sup>1484</sup>

An improved casework system was designed in 1985 to ensure that each team had an equal share of work.<sup>1485</sup>

In 1986 a new management team was created in the Home headed by the new Principal, Mr D Hutchinson.<sup>1486</sup>

## Training and Supervision

The Principal of the Home was responsible to the Director, Christchurch, through the Assistant Director, Social Work. All staff were employed by the Department of Social Welfare except for the school teachers who were employed by the education Department.<sup>1487</sup>

Case discussions were held in 1966 and the substance of the discussions was recorded and sent to the Home and placed on the resident's personal file. The records were not sent to contributing districts but Mr Manchester (designation unknown) commented that regular comment of this kind would be desirable.<sup>1488</sup> Comprehensive progress reports were not often completed due to lack of time and

<sup>1477</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1478</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1479</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1480</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1481</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1482</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1483</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1484</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1485</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1486</sup> Audit Report: MP Doolan, Director Residential Services and M Honeyman, Internal Auditor 06/08/87, Christchurch Boys' Home Reports F5000002572661.

<sup>1487</sup> Extract, Christchurch Boys' Home (undated, source unknown), Christchurch Boys' Home Profile F5000000902913.

<sup>1488</sup> Extract from Report by Mr Manchester, 25-29/07/66. Christchurch Boys Home Profile 31437.

Mr Manchester asked, "... if more brief, but more regular, reports could be prepared along the lines adopted in some other Boys' Homes."<sup>1489</sup>

In 1978 residential social workers were given caseloads and written reports were due on a monthly basis. The assistant residential social workers were also asked to complete monthly reports.<sup>1490</sup>

Internal staff training was held on a Thursday afternoon and was directed by the staff members to facilitate their needs.<sup>1491</sup> Staff from the District Office as well as various other guest speakers provided information for these meetings.<sup>1492</sup> "The use of the Regional Staff Training officer and the Counsellor at the District Office to take our Residential Social Workers and their Assistants in casework and counselling studies was discussed for 1979."<sup>1493</sup> In 1982 the Clinical Psychologist ran the staff training sessions at the Home each week.<sup>1494</sup>

Several staff completed the Residential Care Association first year course in 1978 and it was hoped they would take the advanced course in 1979. Two staff were accepted for the Certificate in Social Work Course for 1979.<sup>1495</sup> This external staff training continued in the ensuing years of the Home except in 1984 when some of the staff external training courses were not completed due to the "volatile and very unsettled" mood of the Home.<sup>1496</sup>

The staff at the institution were divided into two groups for supervision. The first group consisted of the night supervisors, assistant residential social workers and kitchen staff and supervision sessions were held weekly with the Assistant Principal. The supervision of the second group, which consisted of residential social workers, supervisors and assistant supervisors, was irregular but they had at least one hour of supervision with the Principal every three weeks.<sup>1497</sup>

Eleven staff attended external training courses during 1980.<sup>1498</sup>

Management were said to regularly visit all areas of the Institution in 1985 to monitor the programmes and progress of staff and boys.<sup>1499</sup>

The Audit Report of 1986 certified that the Boys' Home was complying with the Children and Young Persons (Residential Care) Regulations of 1986, but also identified the need to give some attention to the planned induction of new staff to the Institution.<sup>1500</sup>

### Specific Concerns

A Child Welfare Officer was concerned about the staffing of the Home in 1940. When the Home was visited, both dormitories were considered to be extremely dirty

<sup>1489</sup> Extract from Report by Mr Manchester, 25-29/07/66. Christchurch Boys Home Profile 31437.

<sup>1490</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1491</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1492</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1493</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1494</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1495</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1496</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1497</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1498</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1499</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1500</sup> Audit Report: MP Doolan, Director Residential Services and M Honeyman, Internal Auditor 06/08/87, Christchurch Boys' Home Reports F5000002572661.

and the beds were out of line.<sup>1501</sup> The residents had also woken up earlier than any staff member and had lit a fire in the dining-room without any of the staff being aware.<sup>1502</sup> There was also concern about the [redacted] who had "no real grip" on the residents and had to be spoken to about punctuality and disregarding instructions. He had allowed residents to visit relatives without consulting a child welfare officer, and continued to do so even when told not to.<sup>1503</sup> There was considered to be a lack of harmony between staff members in 1940 and that the residents, "... sensed this with unfortunate disciplinary results."<sup>1504</sup>

A visit was made to the Home as a result of these concerns expressed by a child welfare officer and it was found that the main fault was with the staff. "Co-operation is non-existent, brought about by incompetency (sic), the lack of ability to organise or to adapt themselves to the work ... thus losing any chance of securing the confidence of those they are intended to control."<sup>1505</sup> The institution was found to be dirty with no system to keep the place in order. The residents were considered to be, "... thoroughly out of control, insolent, disobedient, defiant and destructive."<sup>1506</sup> There were many other issues in relation to shortage of clothing, use of resources, residents and staff.<sup>1507</sup>

In [redacted] there was an investigation into allegations of assault made by a resident of the Home against [redacted]. The allegations were that [redacted] made the resident do 30 minutes of punishment exercises and when he got tired and refused to do them, he was taken to the Acting Principal who told him off and sent him back to the gymnasium. The resident was "bopped" on the top of his head by [redacted] and slapped across the face with the back of his hand after making a remark to [redacted]. [redacted] also attempted to punch him in the stomach because he had stopped. The resident said that none of the blows were hard or hurt, but he told his parents about it as they asked what happened to him for running away.<sup>1508</sup> Investigation into the incident found that [redacted] felt there was no harm in pushing boys to the limits and as he does push ups with his knuckles on the floor he considered it fine to ask the boys to do the same.<sup>1509</sup> The slapping of the face was found not to have happened and the punch to the stomach was considered to be a possible feint.<sup>1510</sup> There was no evidence that [redacted] was excessive with his physical contact with any of the residents. It

<sup>1501</sup> Memo, TMR Jones, Child Welfare Officer to Superintendent [redacted], Christchurch Boys' Home Staffing 31437.

<sup>1502</sup> Memo, TMR Jones, Child Welfare Officer to Superintendent [redacted], Christchurch Boys' Home Staffing 31437.

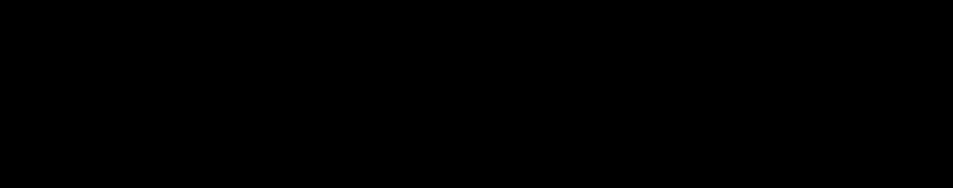
<sup>1503</sup> Memo, TMR Jones, Child Welfare Officer to Superintendent [redacted], Christchurch Boys' Home Staffing 31437.

<sup>1504</sup> Memo, TMR Jones, Child Welfare Officer to Superintendent [redacted], Christchurch Boys' Home Staffing 31437.

<sup>1505</sup> Memo, HG Giles, Boys' Welfare Officer to Superintendent, [redacted], Christchurch Boys' Home Staffing 31437.

<sup>1506</sup> Memo, HG Giles, Boys' Welfare Officer to Superintendent, [redacted], Christchurch Boys' Home Staffing 31437.

<sup>1507</sup> Memo, HG Giles, Boys' Welfare Officer to Superintendent, [redacted], Christchurch Boys' Home Staffing 31437. For more information about this and the individual staff at the time, please see this memo.



was found that [REDACTED] erred through misdirection and it was unjust to have his record marked with a reprimand.<sup>1511</sup>

In 1979 the Principal was concerned at the number of after hour Duty Social Work calls that were being received by the Boys' Home and by the Principal.<sup>1512</sup> The Principal considered that these calls were encroaching on staff time with the residents.<sup>1513</sup>

A report by a student teacher who had been on placement at the Boys' Home School in 1979 stated that he felt there was too much emphasis on confrontation from some people, "... in the sense of you have got to squash them and show them who is boss."<sup>1514</sup> He felt that it was apparent that the resident's used the school as a "haven or refuge" and that they had little respect for certain staff.<sup>1515</sup>

In [REDACTED] there were incidents involving two staff, [REDACTED] and [REDACTED]. The files mention that these affected absconding levels, the relationship between the school and the Home and the relations between staff in the Home.<sup>1516</sup> There is no reference on the files as to what the incidents involved, but there was a State Services Commission hearing for both staff members. [REDACTED] was suspended and then reinstated to the status quo where the Principal said he did his best to fit in at the Institution and have a good relationship with most staff. [REDACTED] was dismissed and then returned as a residential social worker. This increased tension, suspicion and gossip in the Home and there were "anti-feelings of attitudes to personnel who gave evidence against him ... [as well as] Persistent under-currents of suspicion..."<sup>1517</sup>

The Principal commented that the episode with [REDACTED] was still with the institution, with the two people involved not speaking to each other – but that otherwise it was largely forgotten.<sup>1518</sup>

In 1986 the Visiting Committee raised the concern of staff turnover and the time taken to make appointments of staff. Staff morale was also said to be suffering due to the lack of open communication and accord between certain staff members.<sup>1519</sup>

An Audit Report in [REDACTED] stated that Christchurch Boys' Home had previously presented the Department of Social Welfare with many difficulties. "A longish period of indifferent management, longstanding divisions and tensions in the staff group, some child management practices which seemed impervious to departmental intervention, and a history of difficulty in attracting or retaining competent and qualified staff."<sup>1520</sup> To combat these problems, a new management team, headed by the new Principal, [REDACTED], was appointed to, "... build a new senior

<sup>1512</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1513</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1514</sup> Report, Bruce Walker, Student Teacher to B Zygadlo, Principal, 18/07/79, Christchurch Boys' Home Profile 31437.

<sup>1515</sup> Report, Bruce Walker, Student Teacher to B Zygadlo, Principal, 18/07/79, Christchurch Boys' Home Profile 31437.

<sup>1516</sup> Annual Report [REDACTED] Christchurch Boys' Home Reports F5000004605259.

<sup>1517</sup> Annual Report [REDACTED] Christchurch Boys' Home Reports F5000004605259.

<sup>1518</sup> Annual Report [REDACTED] Christchurch Boys' Home Reports F5000004605259.

<sup>1519</sup> Visiting Committee Annual Report 1986, Christchurch Boys' Home Reports F5000006661405.

team ... to rebuild the basic grade team and to reshape the residential programme to reflect modern realities and understandings."<sup>1521</sup>

## Schooling

### School Structure

Many difficulties became apparent in 1979. These included the shortage of room for 15 boys and two teachers because of the size of the one classroom, the difference in style of the teachers (including standards of discipline and general approach to the boys), and the shortage of equipment and storage space.<sup>1522</sup>

A three bay classroom and a bay for a resource room were under construction in 1979 to combat the shortage of room and storage space.<sup>1523</sup> The purpose of the resource room was to build up resources to enable the school to deal with any need the boys had.<sup>1524</sup> It was recognised by the Principal that this would take some time, "... because at the beginning of the year, our resources were practically nil."<sup>1525</sup> Throughout 1980 the school resources were built up in all subject areas.<sup>1526</sup>

The second classroom and resource room were completed at the start of 1980.<sup>1527</sup> A proposal was made in 1980 for a multi-purpose room to be added to the school in order to have an extra room for things like the options programme and to create a library as the Head Teacher had allocated a considerable amount for the purchase of hard cover books.<sup>1528</sup>

A multi-purpose room was approved for the School in 1981 by the Education Department and was hoped to be completed early 1982.<sup>1529</sup> This was not completed by the end of 1982 and the Head Teacher had no written confirmation that it would be constructed in the near future.<sup>1530</sup> He found this frustrating as the library could not be developed and there was no storage space available or an area for residents to work in isolation.<sup>1531</sup>

There were three classrooms in the school in 1984.<sup>1532</sup>

The multi-purpose room was completed in November 1983 and full use of it was made in 1984.<sup>1533</sup>

<sup>1522</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1523</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1524</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1525</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1526</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1527</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1528</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1529</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1530</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1531</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1532</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1533</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259; Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

Equipment continued to be purchased for the school in 1983 and it was hoped to gain a computer system for the school.<sup>1534</sup>

The school was to close at the end of 1987 and from the beginning of the third term of that year, boys were gradually moved to Kingslea while those attending outside schools continued to do so.<sup>1535</sup>

### School Staff

The school at Christchurch Boys' Home was administered by the Boys' Home Principal but staffed by the Department of Education with the senior teacher responsible to the Inspector of Special Education.<sup>1536</sup>

In 1977 the Assistant Director received copies of correspondence from the Head Teacher to the District Senior Inspector of Schools requesting a second teacher at the school. This was considered urgent and the District Senior Inspector authorised an immediate increase in the teaching establishment.<sup>1537</sup>

1978 began with two teachers and a part time remedial reading teacher as the "present teacher" was overseas at the beginning of that year.<sup>1538</sup>

The schooling situation in 1979 consisted of a two teacher unit which catered for 16 to 20 boys with class sizes not usually exceeding 9 boys.<sup>1539</sup>

There was a major disagreement between the two teachers at the beginning of the second term in 1979. The head teacher's position was disestablished, so he was moved to a smaller room in the institution to allow the difficulties between the teachers to be eased.<sup>1540</sup>

A student teacher also came to the school in the second and third term and a close relationship developed with the Teachers College overcoming the school's previous poor reputation.<sup>1541</sup>

The school had 15 teacher aide hours allocated which allowed the teacher to be free to work more effectively with his pupils.<sup>1542</sup>

A student teacher on placement at the Boys' Home School in 1979 felt that the resident's used the school as a "haven".<sup>1543</sup>

In 1980 the staff in the school consisted of the Head Teacher, a basic scale teacher, two teacher aides and a clerical assistant.<sup>1544</sup>

A part time woodwork teacher was added to the school programme in 1981,<sup>1545</sup> and the clerical assistant's duties were taken up by one of the teacher's aides.<sup>1546</sup>

<sup>1534</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259.

<sup>1535</sup> Minutes of Combined Meeting, Kingslea School and Christchurch Boys' Home School Management Committees, 13/08/87, Christchurch Boys' Home Education F5000006028216.

<sup>1536</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1537</sup> Memo, RJ Wilson, Assistant Director (Social Work) to Director-General, 15/12/77, Christchurch Boys' Home Education 31437.

<sup>1538</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1539</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1540</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1541</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1542</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1543</sup> Report, Bruce Walker, Student Teacher to B Zygadlo, Principal, 18/07/79, Christchurch Boys' Home Profile 31437. For more information about these concerns see Staffing Concern.

<sup>1544</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

Meetings were held each term with the Advisory Committee who the Head Teacher considered to be "extremely supportive".<sup>1547</sup> The Head Teacher believed that it was due to this Committee that the issue of the extra classroom was concluded.<sup>1548</sup>

In 1984 the basic grade teacher, who had been at the school for over five years, gained employment elsewhere.<sup>1549</sup>

In 1984 the school staff consisted of the Head Teacher, the Assistant Teacher, two relievers, a woodwork instructor, a pottery instructor and three ancillary assistants.<sup>1550</sup>

In 1985 a Special Need Unit Ancillary Assistant was employed as part of the school and implemented a work programme in the secure unit.

## Student Profile

The age range of residents admitted to the school was from 10 years to 16 years of age. This remained reasonably constant over the period 1979 to 1985.<sup>1551</sup>

The number of residents who attended the Boys' Home School in 1979 and 1980 was in the mid 80's. This increased to approximately 100 in 1981 and 1982 and decreased to 66 in 1983. It increased slightly in 1984 to 75 admissions, but dropped again in 1985 to 62 admission.<sup>1552</sup> There was a lower number of admissions to the Institution in 1985 and an increase in the number of residents aged between 16 to 19 years.<sup>1553</sup>

There was no reason why a resident should not continue at his community school upon entering the Boys' Home and contact with the previous school was expected.<sup>1554</sup> A number of residents attended schools outside the Home in 1978, with the number reaching 11 at one stage.<sup>1555</sup>

Those residents 15 years or older who chose to attend school or whose casework goals included schooling were able to enrol at the Boys' Home School.<sup>1556</sup> However, the Head Teacher felt that peer pressure discouraged some of the older boys from attending school and that there was, "... some status attached to be a work boy as opposed to being a school boy."<sup>1557</sup>

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<sup>1545</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1546</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1547</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259.

<sup>1548</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259.

<sup>1549</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1550</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1551</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437; Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1552</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437; Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1553</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1554</sup> Christchurch Boys' Home Scheme, GH Daniel, Head Teacher, undated, Christchurch Boys' Home Education F5000004606308.

<sup>1555</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1556</sup> Christchurch Boys' Home Scheme, GH Daniel, Head Teacher, undated, Christchurch Boys' Home Education F5000004606308.

<sup>1557</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

When discharge placement of a resident was known, the school programmes were to be designed to prepare the student for that placement.<sup>1558</sup> Any relevant reports or records were to be forwarded to the future school when appropriate.<sup>1559</sup>

In 1979 the Principal commented on the calibre of the boys who attended the school saying, "... 90% ... will be retarded in reading skills between 3 – 4 years, they are the under achievers in normal schools, the probable drop outs from school, and usually totally devoid of any worthwhile motivation towards school work."<sup>1560</sup>

The Head Teacher remarked that 1984 was a difficult year due to the, "... changing nature of ... clients."<sup>1561</sup>

In 1985 the school uniform for the residents changed from a full school uniform to mufti clothing from the waist down.<sup>1562</sup>

There was a change in policy in 1985 which allowed State Wards to be admitted to the Christchurch Boys' Home School on an exceptional basis.<sup>1563</sup>

The Head Teacher commented that the residents in 1985, "... appeared to be more unstable, aggressive, and anti-authority which meant more individual attention was necessary."<sup>1564</sup>

### **Admission/Assessment**

Due to the lack of formal assessments, changes to the assessment of students were made in 1979 in order to give the teacher and the pupil a clearer idea about the resident's strengths and weaknesses.<sup>1565</sup> These assessments consisted of three stages, the first being an initial verbal report given to the residential social worker usually in the boy's first week to ascertain how he was settling into the school. The next stage consisted of written progress reports gained by using assessment surveys and observations. The third stage were placement reports to accompany the residential social workers report to the Court and included information on attendance, class level, general assessment, academic level, interests and recommendations.<sup>1566</sup>

That same year, the "haphazard" approach of admissions to the school was replaced with discussions taking place in the week before the resident was admitted. This allowed for a programme to be arranged for the boy as soon as he started school.<sup>1567</sup>

The 1980 audit report noted that on entry to the Boys' Home School, each boy was subjected to a survey to ascertain his academic ability as well as more specialised testing such as the Otis I.Q. test.<sup>1568</sup> These tests were done in order to create

<sup>1558</sup> Christchurch Boys' Home Scheme, GH Daniel, Head Teacher, undated, Christchurch Boys' Home Education F5000004606308.

<sup>1559</sup> Christchurch Boys' Home Scheme, GH Daniel, Head Teacher, undated, Christchurch Boys' Home Education F5000004606308.

<sup>1560</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1561</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1562</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1563</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1564</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1565</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1566</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1567</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1568</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

individual programmes for the boys and to assist in recommendations for placements on discharge.<sup>1569</sup>

The Head Teacher had contact with outside schools during 1980 mainly in re-enrolling residents who were returning to their home district.<sup>1570</sup>

The assessment surveys were modified in 1982 which meant that the maths survey focussed on more basic areas and other areas which had not previously assessed, such as attitudes to school and work, were included.<sup>1571</sup>

In 1983 written progress reports on residents in the School were given one month after a boy's entry to the school. This was because many residential social workers were not requesting school reports when writing progress/placement reports.<sup>1572</sup>

## School Programme

In 1978 each boy had an individual programme organised and progress comments were kept.<sup>1573</sup> Academic work increased and new skills including leather work, handcrafts and painting were included in the programme.<sup>1574</sup>

In 1979 the majority of boys went to school in the larger classroom and several changes were noted including a more relaxed atmosphere with fewer behavioural difficulties and the teacher became more involved in counselling and socialisation skills. A token economy system was instituted where the boys were able to earn points to use for certain activities or to purchase posters amongst other things.<sup>1575</sup> This system became known as the behaviour modification programme in 1980.<sup>1576</sup>

The improvement in self discipline of the residents allowed a work exploration scheme to be initiated on completion of set school work and good behaviour, but it had to be contained to the local community to hinder the temptations involved when taking the bus to other parts of the city.<sup>1577</sup>

The school programme changed in 1979 from a "previously aimless existence" to having remedial aspects as well as emphasis placed on social skills, work habits and improving self concepts.<sup>1578</sup>

In 1979 there was a meeting between the Home and the School to resolve the problems that had existed for "so long". The main problems were the lack of control from one teacher, the need for more classroom facilities and the outdated mode of teaching, for example, standing in front of the class directing lessons.<sup>1579</sup> The atmosphere of the school changed to become more relaxed and student directed studies were encouraged; social, vocational and work skills were to take a dominant

<sup>1569</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1570</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1571</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1572</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259.

<sup>1573</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1574</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1575</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1576</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259. Please see this report for more detail.

<sup>1577</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1578</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1579</sup> Memo, B Zygadlo, Principal to Assistant Director (Social Work), 19/09/79, Christchurch Boys' Home Education 31437.

role in the programme and screening tests were established to formulate individual programmes for residents.<sup>1580</sup>

In 1979 hobbies and interest groups became part of the programme.<sup>1581</sup> Pottery was taught weekly by the Matron and those residents who were interested were able to learn Maori from one of the house staff.<sup>1582</sup> Other things like string pictures, leatherwork and macramé enabled boys to develop skills as well as interests.<sup>1583</sup> It was hoped to develop these areas further in 1980.<sup>1584</sup>

In 1979 a student teacher was placed on section at Christchurch Boys' Home. He was impressed by the, "relaxed nature of the classroom, and the emphasis placed upon socialisation and discussion rather than confrontation and a structured academic remedial programme." He commented on the lack of staff and resources.<sup>1585</sup> This student teacher also commented that the, "... emphasis on organised sports and activities" was unfortunate and the resident's showed a resentment towards this part of the programme.<sup>1586</sup>

The individual programme for each boy often consisted of remedial work covering the basic subject areas.<sup>1587</sup> There was a social sciences programme run three times a week which covered science and social studies subjects.<sup>1588</sup>

The Head Teacher tried to implement an Options programme into the school where local people were invited to come and bring a skill or interest to share with the boys. This met with limited success because the Principal found that it was difficult to encourage people to become involved.<sup>1589</sup>

Physical Education including organised games was held for up to thirty minutes each morning in order to, "... develop physical skills, improve social relations, and as an initial settling and 'letting off steam' period entering the more formal aspects of school life."<sup>1590</sup>

Mini units of school work were also developed in 1980 for individuals who showed an interest in a certain area or who functioned better alone. These units consisted of areas such as mammals, how to use a dictionary, a guide to using the atlas and many others.<sup>1591</sup>

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<sup>1580</sup> Memo, B Zygadlo, Principal to Assistant Director (Social Work), 19/09/79, Christchurch Boys' Home Education 31437.

<sup>1581</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1582</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1583</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1584</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1585</sup> Report, Bruce Walker, Student Teacher to B Zygadlo, Principal, 18/07/79, Christchurch Boys' Home Profile 31437.

<sup>1586</sup> Report, Bruce Walker, Student Teacher to B Zygadlo, Principal, 18/07/79, Christchurch Boys' Home Profile 31437.

<sup>1587</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1588</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1589</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1590</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1591</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

In 1980 the Boys' Home School implemented a Social Skills Programme into the school programme on a weekly basis to cover things such as budgeting, form filling, basic sex education, flatting and the law among others.<sup>1592</sup>

Part of the school programme included school outings for which the Social Welfare vehicle was available.<sup>1593</sup> These outings were considered an important part of social development and included visits to museums and factories as well as outings of a more casual nature.<sup>1594</sup>

Two school camps were held for the first time in 1980 at the Glenroy Baptist Camp. Twelve boys went each time and were involved in the organisation of the camp.<sup>1595</sup> These camps continued in the following years.<sup>1596</sup>

The Head Teacher wanted to develop a Social Skills programme for those boys in the Home who did not attend school (15 year olds plus) and for attendance to be compulsory.<sup>1597</sup> The Head Teacher also wanted a school assessment of all residents admitted to the Home regardless of their age to enable boys to re-enrol in school if they desired.<sup>1598</sup>

A Maori studies programme was to be implemented into the School in 1981 as it was considered by the Head Teacher that there was a real need for such a programme.<sup>1599</sup> This programme was not implemented in 1981 due to lack of itinerant staffing.<sup>1600</sup>

During 1981 a religious instruction programme was added attached to the Social Skills programme. The programme was then extended to include all residents at the Home.<sup>1601</sup>

The Head Teacher wanted to establish a Morals and Development programme in 1982 as well as an optional Maori studies programme and a music instruction and appreciation programme.<sup>1602</sup>

There were problems with the Social Skills programme in 1982 including a lack of effort by residential staff and the change in break times for the residential staff. The Head Teacher intended to redevelop this programme in 1983 to make it more effective.<sup>1603</sup>

The Maori programme was established in 1982 and the Maori Women's Welfare League came to the school weekly for afternoons with the residents. It was an

<sup>1592</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1593</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1594</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1595</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1596</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1597</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1598</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1599</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1600</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1601</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1602</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1603</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

optional programme and provided, "... incentive, entertainment and skill development, and encourages the boys to learn more about the Maori culture."<sup>1604</sup>

The physical education programme developed in 1981 began to be slowly phased out in 1982. This was because of the development of staff skills which meant the residents were more relaxed and required less physical activity.<sup>1605</sup> Other physical activities outside of the school environment were continued.<sup>1606</sup>

An application was made in 1982 for an Apple II Education System in order to expand the School's programme into the "microprocessor area".<sup>1607</sup>

There were problems with the Living Skills programme and keeping it running in 1983. The age range of residents in the programme meant that it was often too advanced or too juvenile for the group and there was a lack of interest from the residential social workers.<sup>1608</sup>

There were many visitors to the school under the Living Skills programme including people from the police, post office, health nurse, youth line and a vocational guidance.<sup>1609</sup>

The Maori programme that was set up to begin in 1984 did not occur and was hoped to happen in 1985.<sup>1610</sup>

The Maori studies programme in 1985 focused on basic language instruction but also included Kowhaiwhai rafter patterns and videos of a relevant nature.<sup>1611</sup> The Head Teacher commented that the school was investigating ways to make Taha Maori a "practical yet unobtrusive" part of the school, such as the addition to the letterhead of the school.<sup>1612</sup>

The physical education programme did not occur in 1985 due to the varying levels of interests from residents, the recreation and sports activities offered from the Institution and the Head Teacher's view as to what an appropriate programme was.<sup>1613</sup>

A scheme for Christchurch Boys' Home School existed around the mid 1980's (undated document) and included policy on the role of the school, admission and withdrawal procedures, psychological reports, discipline and the school programme amongst other things.<sup>1614</sup>

The Audit Report in 1986 noted that while the quality of the programme offered at the Boys' Home was not at issue there was still, "... some way to go yet in meeting the education/vocational programme quantity standard set by the regulations."<sup>1615</sup>

The integration of Christchurch Boys' Home School pupils to Kingslea School began in 1987 with two boys moving over to Kingslea School during the day.<sup>1616</sup>

<sup>1604</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1605</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1606</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1607</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1608</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259.

<sup>1609</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1610</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1611</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1612</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1613</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1614</sup> Christchurch Boys' Home Scheme, GH Daniel Head Teacher, undated, Christchurch Boys' Home Education F5000004606308. For more detail about the scheme and the policies outlined, see the file.

<sup>1615</sup> Audit Report: MP Doolan, Director Residential Services and M Honeyman, Internal Auditor 06/08/87, Christchurch Boys' Home Reports F5000002572661.

## Institution and School Relationship

In 1979 the Principal commented that an, "... exceptional and possible (sic) unique (sic) institution-school relationship has developed. Consistent standards of behaviour and discipline are administered by both sides who are working closely together to try and achieve the best for the boy concerned."<sup>1617</sup> Previously the school and institution did not mix and the boys were able to play them off against one another. The changes meant that each part took an active interest in both the school and institutional areas with residential social workers visiting the school and vice versa.<sup>1618</sup> This relationship continued in 1981.<sup>1619</sup>

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The Head Teacher stated that he valued the relationship he had with the Principal and that they both had a common cause – the boys.<sup>1620</sup> He felt that this relationship assisted the success of the school.<sup>1621</sup>

The Principal commented in 1982 that the relationship between the Home and School became strained during [REDACTED] episode.<sup>1622</sup> The Head Teacher agreed that the relationship was not the same, and that communication was poor.<sup>1623</sup> He also stated that a weekly meeting of the senior staff which was suggested for the preceding two years was finally implemented.<sup>1624</sup>

The Head Teacher remarked that the communication between the Home and the School were greatly improved in 1983. The residential staff began to be seen regularly at the school and the, "... flow of general information about the boys has improved dramatically thanks to a new system of filing ... This system has meant that all information relevant to the school is forwarded."<sup>1625</sup>

The Head Teacher commented in 1984 that while the overall communication between the school and residential staff was excellent, the communication between the Principal and Head Teacher was lacking due to the presence of relievers in the second two terms of the school year.<sup>1626</sup>

The communication between the Home and School was considered by the Head Teacher to be above average in 1985.<sup>1627</sup>

## Absconding

There is no information on absconding prior to 1978.

<sup>1616</sup> Letter, DH Martin, Head Teacher (Acting) Christchurch Boys' Home to Ms H Cunningham, Director, Social Work Services, re: Christchurch Boys' Home/Kingslea Girls' School Integration, 01/10/87, Christchurch Boys' Home Education, F5000006028216.

<sup>1617</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1618</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1619</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1620</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1621</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1623</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1624</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1625</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259.

<sup>1626</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1627</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

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In 1978 there were 173 abscondings.<sup>1628</sup> This dropped dramatically in 1979 to 56 incidents of absconding. This reduction in absconding was attributed to, "... more static staff, better staff training and excellent relationships between boys and staff, and much better assessment, better activities programme and specialist help..."<sup>1629</sup> Absconding incidents decreased to 23 in 1981.<sup>1630</sup> Abscondings increased in 1982, "... during [redacted] and [redacted] incidents and what followed after."<sup>1631</sup> In 1983 the number of absconding incidents had risen to 68 and there was again a major increase again in 1984 to 159 incidents of absconding. This remained high in 1985.<sup>1632</sup>

In 1979 a large number of absconders were older boys who were on remand from the Court. The Acting Principal felt that other than holding these boys in secure for the length of their stay, there were few alternatives to keeping them contained in the Home.<sup>1633</sup>

Concern was also held in 1979 over the use of secure as punishment for absconders just because they had absconded.<sup>1634</sup>

The Principal could see no trend to the abscondings in 1980. "On looking across the board, one sees that ages vary from eleven to sixteen years, Maori and Pakeha, solo or in groups of two or more, and time was no obstacle."<sup>1635</sup>

The Principal considered that the Police attitude changed in 1980 from, "... sarcasm and total lack of sympathy towards our cause ... to one of helpfulness and more understanding."<sup>1636</sup>

In response to a letter regarding secure care and absconding in 1988, Vaughan Milner for the Regional Director stated that while absconding is treated as a serious event, its prevention, "... is normally approached through developing relationships and programmes which enable children ... to develop other behaviour patterns and skills. A pre-occupation with preventing absconding is often an ineffective strategy and counter-productive."<sup>1637</sup>

## Secure care

There is no information prior to 1972 relating to secure care.

<sup>1628</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437. It is not clear from the report whether this statistic was from the number of incidents of absconding or the number of residents who absconded.

<sup>1629</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1630</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1631</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259. For more about these incidents, see the staffing section.

<sup>1632</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259; Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1633</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1634</sup> Memo, T Ball, Director Residential Services and an Officer Solicitor to Director-General, 12/01/79, Christchurch Boys' Home Incidents 31437. For more information, see the secure and staffing section of the Profile.

<sup>1635</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1636</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1637</sup> Memo, Vaughan Milner, for Regional Director to Director-General, 09/03/88, Christchurch Boys' Home Secure F5000006028216.

## Structure/Staff

In 1972 the Manager of the Boys' Home, Mr J Kean, stated that the two rooms of the secure block were seldom used because they were too far away from the dormitories and there were insufficient male staff to provide cover for this area. It was considered to be a, "... more solitary confinement block than anything else."<sup>1638</sup>

A request for double night cover was made in 1975 due to the increase in older, bigger residents involved with drugs who were held in secure until court appearances as they were an absconding risk.<sup>1639</sup> Some of the residents had made weapons from objects torn from the secure walls and ceilings.<sup>1640</sup> The Principal stressed the importance of night staff not opening the secure doors to residents alone, but he felt that this was sometimes extremely inconvenient and that the staff sometimes became complacent.<sup>1641</sup> The Director (Christchurch) did not think that this cover was necessary at that time.<sup>1642</sup>

Two beds were available in the secure facility in 1979, but there were times when temporary sleeping accommodation had to be used because more secure beds were needed.<sup>1643</sup>

The secure unit was closed down in 1979 for renovations and the addition of three two-bed units and an exercise yard.<sup>1644</sup> This meant that there was little, if any, use of the secure unit this year. "We hope to make a 1980 resolution to hold out as long as we can not to put boys in secure. This, however, may be wishful thinking."<sup>1645</sup>

The extension to the secure unit was constructed in 1980, but the staff and Principal felt that unless more staff were available specifically for secure, it would be impossible to operate the secure unit for the benefit of the boys and the same view was held into 1981.<sup>1646</sup>

Secure unit use was still low in 1982, and the Principal was still requesting additional staff to be allocated to the unit in order to establish a constructive programme in secure.<sup>1647</sup> The Principal wanted to be able to use the secure unit as a, "Reception Centre and Time Out, with diningroom (sic) provided and only one bed in each unit."<sup>1648</sup>

In 1983 a request was made to the Minister of Social Welfare to upgrade the secure wing at Christchurch Boys' Home following the "New Horizons" review and Archbishop Johnston's report.<sup>1649</sup> The secure wing was considered to be, "... very unsatisfactory, presenting a forbidding and prison-like environment. Construction is mainly in concrete block, the rooms contain two fixed heavy steel beds and concrete

<sup>1638</sup> Memo, J Kean, Manager Christchurch Boys' Home to Director, Social Welfare 12/12/72, Christchurch Boys' Home Profile 31437.

<sup>1639</sup> Memo, ER Smith, Principal to Director, 08/10/75, Christchurch Boys' Home Staffing 31437.

<sup>1640</sup> Memo, ER Smith, Principal to Director, 08/10/75, Christchurch Boys' Home Staffing 31437.

<sup>1641</sup> Memo, ER Smith, Principal to Director, 08/10/75, Christchurch Boys' Home Staffing 31437.

<sup>1642</sup> Memo, M Lyons, Director (Christchurch) to Director-General, 21/10/75, Christchurch Boys' Home Staffing 31437.

<sup>1643</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1644</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1645</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1646</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1647</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1648</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1649</sup> T J Sanger, for Director-General to Minister of Social Welfare, 23/03/83, Christchurch Boys' Home Secure F5000006028228.

fitments, toilets in the rooms provide no privacy, and there are no separate rooms for eating meals or indoor recreation."<sup>1650</sup>

The Principal remarked on the vast improvement the renovations and redecoration made to the secure unit with things such as only one bed being in each cell and floor mats being provided.<sup>1651</sup> However he still wanted additional staff to allocate to that unit in order to provide a constructive secure programme.<sup>1652</sup> A handwritten note next to this comment states that, "He now has 3 staff for the Secure unit coverage."<sup>1653</sup>

In 1985 the staff in the Special Needs Unit were predominantly relievers with no previous experience in this unit. The Principal commented that while the team in the unit were, "... safe and reliable, we look forward to the position being filled by a trained and experienced Residential Social Worker."<sup>1654</sup>

A Special Needs Unit ancillary staff member was appointed as part of the school in 1985.<sup>1655</sup>

### Operation/Programme

Overcrowding in the secure unit at the Home was noted by RJ Wilson, Assistant Director (Social Work) in 1976. In 8 out of 9 months during 1976, the unit was over its two limit capacity and the additional numbers were catered for by a mattress on the floor of the secure bedrooms at night.<sup>1656</sup> He commented that the staff ensure the residents in secure were adequately exercised and were frequently out of the unit under supervision, but at peak periods they had to be locked up.<sup>1657</sup> The rooms were small and ventilation was not good.<sup>1658</sup> It was commented that the proposal for an extension to the secure unit had been present for a number of years and that a local architect had been commissioned to carry out the work.<sup>1659</sup>

The Assistant Director considered the increase in the use of secure in 1976 was due to the instruction from Head Office that there was to be no resistance to receiving older residents.<sup>1660</sup>

The secure unit was predominantly used for new admissions to the home, abscondings, as a time out area, for disruptive and violent residents and for holding boys overnight who were going to another institution.<sup>1661</sup>

The Acting Principal stated in 1978 that, "A feature of the use of secure was the number of older boys in the 15 and 16 age bracket who were remanded into social welfare custody while awaiting probation reports and sentence in the Magistrates Court. A number of these boys were facing serious charges and could not be contained in the house, thus necessitating they be kept in secure. This placed a

<sup>1650</sup> TJ Sanger, for Director-General to Minister of Social Welfare, 23/03/83, Christchurch Boys' Home Secure F5000006028228.

<sup>1651</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259.

<sup>1652</sup> Annual Report 1983, Christchurch Boys' Home Reports F5000004605259.

<sup>1653</sup> Handwritten note by unknown author on the Annual Report 1983, Christchurch Boys' Home Reports F5000004605259, page 7.

<sup>1654</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1655</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1656</sup> Memo, RJ Wilson, Assistant Director to Director, 08/10/76, Christchurch Boys Home Secure 31437.

<sup>1657</sup> Memo, RJ Wilson, Assistant Director to Director, 08/10/76, Christchurch Boys Home Secure 31437.

<sup>1658</sup> Memo, RJ Wilson, Assistant Director to Director, 08/10/76, Christchurch Boys Home Secure 31437.

<sup>1659</sup> Memo, RJ Wilson, Assistant Director to Director, 08/10/76, Christchurch Boys Home Secure 31437.

<sup>1660</sup> Memo, RJ Wilson, Assistant Director to Director, 08/10/76, Christchurch Boys Home Secure 31437.

<sup>1661</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

certain amount of strain on the staff especially when there were two or more boys in secure."<sup>1662</sup>

An investigation in 1979 into a complaint against a staff member led to concern about the use of secure care for absconders. It was felt that it was, "... undesirable that staff should have any reason to conclude that a boy is automatically placed in Secure simply because he is rated as having absconded and it is equally undesirable that a boy should remain in the Secure Unit simply because a particular officer who has the authority to decide his release is off duty. Even more so if he was placed there out of reasons of convenience in the first place."<sup>1663</sup>

The Head Teacher wanted to develop a full individualised programme in 1981 for boys who spent time in secure. He stated that, "... this need is very rare but could prove useful if needed."<sup>1664</sup>

The residents in secure were provided with books and games.<sup>1665</sup>

The secure unit was "non-operative" in 1980 to 1981 which meant there was no programme and no staff spare to carry out a programme. The majority of residents placed in secure during this time were returned absconders. Due to high levels of residents in the Institution, the priority for staff was secure was to do half hourly checks on those in secure and give them exercise.<sup>1666</sup>

In 1980 the length of stay in secure varied from half an hour to four days.<sup>1667</sup> The Principal commented that, "In a sense, Secure in the Boys' Home has been used for reasons of time and purposes where flexibility in duties has often occurred."<sup>1668</sup> He further commented that the Boys' Home philosophy in relation to secure was to, "... avoid, if possible, admission to Secure creating an impression on new admissions of belonging, thereby displacing any thought within the boys' minds of anxiety and tension."<sup>1669</sup>

The Head Teacher noted in 1981 that no secure programmes had been implemented as there had been no need to do so.<sup>1670</sup>

Between the years 1982 and 1984 the Secure unit appeared to change its name to the Special Needs Unit. The philosophy of the Special Needs Unit in 1984 was, "To give children on a low ratio basis of Staff to client, a secure, safe and structured environment in which to cope with, and learn different methods of handling their problems... To make a child's introduction to Residential Care smoother ... through the use of an induction programme... To give children a safe and secure haven in which to spend time away from there problems... For containment of children that cannot be contained in the Open Institution and need to be contained for reasons of

<sup>1662</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1663</sup> Memo, T Ball, Director Residential Services and an Officer Solicitor to Director-General, 12/01/79, Christchurch Boys' Home Incidents 31437. For more on the allegation, please see the staffing section of this report or the incident section of the file.

<sup>1664</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1665</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1666</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1667</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1668</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1669</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1670</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

safety and expedience.”<sup>1671</sup> The Principal confirmed that all boys were not admitted through the secure unit as a routine.<sup>1672</sup>

The Special Need Unit facilities were considered inadequate by the Principal in 1985, especially with the introduction of the Criminal Justice Act. This was because residents were being prematurely discharged from the Unit in order to accommodate the need of older disturbed boys on remand.<sup>1673</sup>

A new policy and practice for the Special Needs Unit was developed in 1985 to deal with the needs of the residents and minimise the purely custodial cases.<sup>1674</sup>

In 1985 a box of starter kits, which included word and maths puzzles and activities that could be completed with little guidance, were created to be given to the residents in this Unit every morning. It enabled the teacher to be able to check individuals and prepare a more personal educational programme.<sup>1675</sup> It was decided not to use a structured points incentive programme for school work as this needed to be applied consistently and it was felt that until the Unit was permanently staffed this consistency would not be achieved.<sup>1676</sup> Individual incentive programmes were preferable.<sup>1677</sup>

In early 1988, the Principal passed comment on a letter from someone about the use of secure care for absconders – the letter focussed on one incident where a resident had absconded. The Principal remarked that there were no grounds to have this resident in secure prior to his absconding. “To have a young man return from Christmas leave with his parents and placed directly in to a Secure Care environment would be a nonsense and probably unlawful.”<sup>1678</sup>

## Discipline

There is no information on discipline held on the files before mid-1980.

In the Christchurch Boys’ Home Scheme outlining school policies, there was a discipline category which stated that corporal punishment was not used, but “Time Out” procedures were able to be used, which meant admission to the Special Needs Unit for a certain period of time.<sup>1679</sup>

In 1986, Senior Management of the Home wrote guidelines about the punishment for residents who absconded. If a resident absconded but returned himself on a voluntary basis, he was to be placed off privileges and then have to gain enough points to be discharged from this status. The maximum time on Off Privileges was

<sup>1671</sup> Annual Report 1984, Christchurch Boys’ Home Reports F5000004605259. The 1984 Annual Report does not mention a secure unit, but uses the term Special Needs Unit. It seems to be that the secure unit became the Special Needs Unit and this is presumed to be so for the purposes of this Report.

<sup>1672</sup> Handwritten note by Mike Doolan on Annual Report 1984, Christchurch Boys’ Home Reports F5000004605259.

<sup>1673</sup> Annual Report 1985, Christchurch Boys’ Home Reports F5000004605259.

<sup>1674</sup> Annual Report 1985, Christchurch Boys’ Home Reports F5000004605259.

<sup>1675</sup> Annual Report 1985, Christchurch Boys’ Home Reports F5000004605259.

<sup>1676</sup> Annual Report 1985, Christchurch Boys’ Home Reports F5000004605259.

<sup>1677</sup> Annual Report 1985, Christchurch Boys’ Home Reports F5000004605259. Please see this Annual report for more on the incentives and the programme in secure.

<sup>1678</sup> Memo, David Hutchinson, Principal to Regional Director, 24/02/88, Christchurch Boys’ Home Secure F5000006028216.

<sup>1679</sup> Christchurch Boys’ Home Scheme, GH Daniel Head Teacher, undated, Christchurch Boys’ Home Education F5000004606308.

four days.<sup>1680</sup> If an absconder was returned by police or a social worker, he was to be placed in the Special Needs Unit and on his release still had some restrictions on privileges. If there was no room in the Special Needs Unit or the resident had to be realised from this Unit early, then he was placed on the Off Privileges system, but had to gain more points than that of a voluntarily returned absconder.<sup>1681</sup>

A resident who was on Off Privileges was not allowed to attend either their community school or the Boys' Home School in order to be consistent with all the residents on Off Privileges.<sup>1682</sup>

## Physical punishment

There was no information about physical punishment on the file apart from what has been recorded in this section.

An investigation into a complaint by resident [REDACTED] against a staff member led to concern about the use of physical exercise as punishment. It was felt that physical exercise as a punishment was, "... undesirable because of it resulting in negative reinforcement of the boy's low motivation towards physical exercise and possible accompanying poor self image."<sup>1683</sup> It was also considered to be hazardous unless by a trained instructor in relation to determination of real signs of stress.<sup>1684</sup> [REDACTED] led the physical training at the direction of [REDACTED]. The following is a quote from the report of [REDACTED]: "... [REDACTED] commenced exercises with a light jog around the perimeter of gym, increasing speed after 5 laps. This was continued for another 5 laps until he was asked to sprint a further 10 laps, returning to a light jog. In completion of this class of training, [REDACTED] was asked to stand at attention, thereby inhaling air after which he again completed sprinting. Following this I instructed [REDACTED] to do 50 press-ups; on completion [REDACTED] was ordered to run around gym. By this time [REDACTED] was starting to feel slightly exhausted and refused to progress further. However, after informing [REDACTED] he will be marched into the principal's office, and dealt with the utmost severeness only to continue exercises later. Without question, [REDACTED] decided he would carry out exercises as required. A continuation of running was imposed on [REDACTED] reluctantly he progressed until exhausted; immediately I advised him to stand at attention again to retrieve his breathing... [REDACTED] then commenced exercise (running), whereby after completing 2 laps he was instructed to hop around gym on right leg managing 3 laps and not 5 as advised..." [REDACTED] then got angry but completed some more laps after being kicked in the backside, then got angry and was taken to the Principal. He returned from the Principal and had to complete his physical training. His training was completed approximately thirty minutes after it began.<sup>1685</sup> An investigation into this incident found that [REDACTED]

<sup>1680</sup> Boys Home Procedures, Senior Management, February 1986, Christchurch Boys' Home F5000000902913.

<sup>1681</sup> Boys Home Procedures, Senior Management, February 1986, Christchurch Boys' Home F5000000902913.

<sup>1682</sup> Boys Home Procedures, Senior Management, February 1986, Christchurch Boys' Home F5000000902913.



In 1976 the Assistant Director stated that he visited the Boys' Home regularly each week to, "... personally satisfy myself that all the young people detained are required to be there."<sup>1693</sup>

It was noted in 1980 that field social workers were constant visitors to the Home and the Principal was pleased with the way that residential social workers and field social workers, "... work together and discuss boys' cases for the benefit of these boys."<sup>1694</sup>

Field social workers regularly visited the Home in 1981, when their schedules allowed for it.

The Head teacher commented in 1982 on the lack of visits to the school by field social workers.<sup>1695</sup>

## Contact with community

There is no information held on the Christchurch Boys' Home files about contact with the community before 1978.

A Maori Culture Group used the gym for rehearsals on a Sunday in 1978 and "most of the boys enjoyed the group."<sup>1696</sup>

There was some involvement with local rugby clubs with some coaches taking some of the residents to their training sessions as well as Rugby League games being played on the Boys' Home grounds.<sup>1697</sup>

In 1979 the Principal commented that the Boys' Home was actively involved within the community and that numerous activities were organised. These included camping, outings, and sporting activities.<sup>1698</sup>

There was community involvement with the School in 1980 through work experience placements and an options programme where local community members were invited to the school to share skills and interests with the residents.<sup>1699</sup> The head teacher stated that there was limited success with this options programme but that there would be a concentrated effort in 1981 to encourage greater community involvement.<sup>1700</sup>

During 1981 the residents of the Home were involved in the community by assisting with community projects, doing odd jobs for some of the older community members, and participating in games.<sup>1701</sup>

Community involvement was maintained in 1982 but with sports club participation decreasing.<sup>1702</sup> Resident involvement with the Maori community increased with

<sup>1693</sup> Memo, RJ Wilson, Assistant Director to Director, 08/10/76, Christchurch Boys Home Secure 31437.

<sup>1694</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1695</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1696</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1697</sup> Annual Report 1978, Christchurch Boys' Home Reports 31437.

<sup>1698</sup> Annual Report 1979, Christchurch Boys' Home Reports 31437.

<sup>1699</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1700</sup> GH Daniel, Christchurch Boys Home School, 17/12/80, Christchurch Boys' Home Education F5000004605259.

<sup>1701</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1702</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

visits to Marae and regular cultural pursuits.<sup>1703</sup> Residents also continued to take part in community projects such as collecting money for different organisations.<sup>1704</sup>

Community involvement with the school continued to be minimal in 1982.<sup>1705</sup>

In 1982 there were many visitors to the school under the Living Skills programme including people from the police, post office, health nurse, youth line and a vocational guidance.<sup>1706</sup>

## Visiting committees

There is no information about visiting committees prior to 1980 and only one reference to grievance procedures in 1986.

In 1980 the Principal commented that some members of the visiting committee visited more frequently than others. They were invited and usually attended functions held at the Boys' Home. However the Principal was disappointed that there was only one full meeting with the visiting committee in 1980.<sup>1707</sup>

The Principal was "delighted" with the three new visiting committee members appointed in 1981. The Chairman was said to have put "a new life and spirit" into the visiting committee.<sup>1708</sup> One day a month was reserved on a permanent basis for a meeting between the Boys' Home and the committee.<sup>1709</sup>

In the 1982 Annual Report the Principal extended his thanks to the Chairman of the visiting committee and said that his, "... advice and suggestions were always welcome and in most cases implemented."<sup>1710</sup>

In 1985 one of the visiting committee members was appointed as an assistant residential social worker in Christchurch Boys' Home and her position on the visiting committee was not replaced.<sup>1711</sup>

In the 1986 Audit Report it was noted that the Chairman of the Visiting Committee considered that previous involvement of the Department was inadequate in relation to information about significant events.<sup>1712</sup> It was remarked that communications between the Boys' Home and the Committee were now full and comprehensive in comparison to the previous administration.<sup>1713</sup>

As an outcome of the Children and Young Persons (Residential Care) Regulations 1986, "A well developed and explicit grievance procedure for residents" was developed with notices up around the Home with directions about how to make a

<sup>1703</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1704</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1705</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1706</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

<sup>1707</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1708</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1709</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1710</sup> Annual Report 1982, Christchurch Boys' Home Reports F5000004605259.

<sup>1711</sup> Annual Report 1985, Christchurch Boys' Home Reports F5000004605259.

<sup>1712</sup> Audit Report: MP Doolan, Director Residential Services and M Honeyman, Internal Auditor 06/08/87, Christchurch Boys' Home Reports F5000002572661.

<sup>1713</sup> Audit Report: MP Doolan, Director Residential Services and M Honeyman, Internal Auditor 06/08/87, Christchurch Boys' Home Reports F5000002572661.

complaint.<sup>1714</sup> The auditors found that there was a need for a register in relation to how these procedures were managed rather than just recording the information on the residents' or staff files.<sup>1715</sup>

The 1986 Visiting Committees Annual Reports noted that the Christchurch Boys' Home committee visited on the first Tuesday of every month and "... individuals on many other occasions." Extra visits were made by the Chairman during periods of stress and low staff morale.<sup>1716</sup>

## Contact with families

There were three ways that home leave was granted from Christchurch Boys' Home. The first was as part of the caseload programme where a boy had previously been admitted to the Home. The residential social worker would discuss with the field social worker whether such a placement was viable as part of the structured programme for that resident. This leave could commence of the first weekend after being readmitted unless there was a breakdown in the home situation or the response at the Boys' Home was lacking.<sup>1717</sup> Home leave was also part of the privilege system. A resident was eligible for one day's home leave after three weeks and between three and six weeks was eligible for weekend leave.<sup>1718</sup> There were also special circumstances when home leave could be granted to a resident. These were if the boy was being transferred to a long-term training institution, or if the resident is on a temporary status, or in public or school holidays.<sup>1719</sup> The Principal noted that home leave was always subject to the resident's attitude and behaviour within the Boys' Home.<sup>1720</sup>

There was an increase in the number of parents visiting their children in 1980.<sup>1721</sup>

During 1981 the standard visiting hours for parents were on a Wednesday night and it was commented by the Principal that on some nights there was, "... barely room for a spare seat."<sup>1722</sup> Alternative arrangements were able to be made for those parents who could not visit during the regular evening.<sup>1723</sup>

The problems of limited space to accommodate all visitors and lack of privacy were rectified in 1984 with the completion of the new administration block.<sup>1724</sup>

<sup>1714</sup> Audit Report: MP Doolan, Director Residential Services and M Honeyman, Internal Auditor 06/08/87, Christchurch Boys' Home Reports F5000002572661.

<sup>1715</sup> Audit Report: MP Doolan, Director Residential Services and M Honeyman, Internal Auditor 06/08/87, Christchurch Boys' Home Reports F5000002572661.

<sup>1716</sup> Visiting Committee Annual Report 1986, Christchurch Boys' Home Reports F5000006661405.

<sup>1717</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1718</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259. For more description about home leave under the Privilege system, please see page 13 of the Annual Report.

<sup>1719</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1720</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1721</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1722</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1723</sup> Annual Report 1981, Christchurch Boys' Home Reports F5000004605259.

<sup>1724</sup> Annual Report 1984, Christchurch Boys' Home Reports F5000004605259.

## Preparation for discharge and after care arrangements

A pre-discharge programme was initiated for each resident as soon as they were admitted to the Home, regardless of the reason for admission.<sup>1725</sup> This programme was usually carried out with the necessary persons involved, such as field social workers, parents, psychologists, residential social workers and the child. The needs and deficiencies of the child were evaluated and the feelings of the social workers instilled on the child after discussing his future placement with him. "All this is carried out tentatively and often sub-consciously to the child, often him thinking it was his idea where in fact all we did was plant the seed."<sup>1726</sup>

Further to this placement programme, four other areas were focussed on. The first was employment. If it was considered that the resident would be seeking employment in the near future, the resident was to attend the Social Skills programme which included things like job interview skills and tax document completion.<sup>1727</sup>

The second area other than placement was that of whether the resident would require additional schooling after placement. If this was so, the school staff would place the child at an outside school ensuring that it was within his capabilities.<sup>1728</sup>

The third and fourth areas of concern were the social skills of the child and his ability to relate to peers and adults. The social skills were covered generally throughout the everyday operation of the Home and included things like table manners, hygiene and budgeting skills. The ability to relate to others was considered difficult because although there was stability and trust within the Home, the behaviour of adults and peers outside the Home could not be predicted or controlled.<sup>1729</sup>

Other factors that contributed towards discharge were working with the gardener, assisting kitchen staff, carrying out minor repair work around the institution, and learning to iron and mend clothing. The Principal felt that all this, "...lends to the boys gaining discipline in an employment role, and gives insight into the ways of flatting and caring for themselves in the near future."<sup>1730</sup>

<sup>1725</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1726</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1727</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1728</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1729</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

<sup>1730</sup> Annual Report 1980, Christchurch Boys' Home Reports F5000004605259.

Chapter  
**6****Dunedin Boys'  
Home****Physical description**

Dunedin Boys' Home, located at Lookout Point, Dunedin was one of the smaller institutions in New Zealand.<sup>1731</sup> There is little information on file about the Home prior to 1977, but its operation dates back to at least 1938.

In 1967 the interior of the home was considered to look somewhat drab and the recreation room was bare, but redecoration was to await the major alterations that were planned.<sup>1732</sup> The purchase of a television was suggested as the Home was the only one in the country without one.<sup>1733</sup> The boys rooms were considered to be rather bare and purchase of a desk or dressing table for the rooms recommended.<sup>1734</sup>

The need for more accommodation was presented in 1977. The toilet facilities for both staff and residents were regarded as inadequate.<sup>1735</sup> The general furnishing was inferior, and there were not enough chairs for each bedroom so it was considered pointless having desks.<sup>1736</sup> A recommendation was made to increase the bed space and for a feasibility study on the whole institution to be carried out by the Ministry of Works.<sup>1737</sup>

The Principal commented in 1978 that, "Over the years, more and more of the building has been made over to bed space..."<sup>1738</sup>

The bed capacity in 1978 was 21, plus four in secure.<sup>1739</sup> This was considered inadequate by the Principal as it did not meet the demands of the region on occasions. This meant that other facilities in the Home were lacking and fell, "... below the level necessary for effective operation."<sup>1740</sup> For example, the recreation areas were too small for high numbers of residents and work areas were inadequate.<sup>1741</sup> The Ministry of Works and Development prepared a detailed study which resulted in plans for improvements. These improvements were supported by

<sup>1731</sup> Annual Report 1980, Dunedin Boys' Home Reports, F5000002670197.

<sup>1732</sup> Extract from report of BM Manchester 13-17/03/67 & 17-21/04/67, Dunedin Boys' Home Profile 27221.

<sup>1733</sup> Extract from report of BM Manchester 13-17/03/67 & 17-21/04/67, Dunedin Boys' Home Profile 27221.

<sup>1734</sup> Extract from report of BM Manchester 13-17/03/67 & 17-21/04/67, Dunedin Boys' Home Profile 27221.

<sup>1735</sup> Memo, Mr Scott (designation unknown) to Mr Ball (designation unknown) 26/09/77, Dunedin Boys' Home Profile 27221.

<sup>1736</sup> Memo, Mr Scott (designation unknown) to Mr Ball (designation unknown) 26/09/77, Dunedin Boys' Home Profile 27221.

<sup>1737</sup> Memo, Mr Scott (designation unknown) to Mr Ball (designation unknown) 26/09/77, Dunedin Boys' Home Profile 27221.

<sup>1738</sup> Annual Report 1978, Dunedin Boys' Home Reports, 27221.

<sup>1739</sup> Annual Report 1978, Dunedin Boys' Home Reports, 27221.

<sup>1740</sup> Annual Report 1978, Dunedin Boys' Home Reports, 27221.

<sup>1741</sup> Annual Report 1978, Dunedin Boys' Home Reports, 27221.

the Principal, who considered they would do much for the boys coming into care.<sup>1742</sup> Final approval for this rebuilding had not been granted by the end of 1979.<sup>1743</sup>

With the continued overcrowding in 1979, the secure area was used for general bed space on a few occasions.<sup>1744</sup>

There were continued delays in 1980 concerning an upgrade of the Home, but an attempt was made to upgrade the secure area in 1980.<sup>1745</sup>

In 1981, refurbishing of the Home was started, and although there were no major improvements or rebuilding authorised, there was the prospect of an improved environment.<sup>1746</sup>

The construction of a confidence course on the Boys' Home property began in 1982.<sup>1747</sup>

Most renovations of the Home were completed by the end of 1982 apart from the Secure area which required major work.<sup>1748</sup>

The refurbishing programme was finally finished in 1983 with the upgrading of the secure wing and the conversion of the Matron's cottage into an accommodation area for visiting social workers and parents.<sup>1749</sup> But the Principal noted that the grounds and maintenance needed work.<sup>1750</sup>

The administration area was upgraded in 1985.<sup>1751</sup>

The visiting committee chairman commented in 1986 that as part of the rebuilding programme, the new gymnasium would be large enough to contain a full size basketball court.<sup>1752</sup>

## Resident profile

Dunedin Boys' Home was a regional institution to provide for, "... the reception and short-term care of those 12-16 year old boys who are in the custody of the Department and for whom a community living situation is impracticable for the time being."<sup>1753</sup> It served an area that did not feel many of the pressures that the larger centres felt.<sup>1754</sup>

There is limited information available prior to 1973.

<sup>1742</sup> Annual Report 1978, Dunedin Boys' Home Reports, 27221.

<sup>1743</sup> Annual Report 1979, Dunedin Boys' Home Reports, 27221.

<sup>1744</sup> Annual Report 1979, Dunedin Boys' Home Reports, 27221.

<sup>1745</sup> Annual Report 1980, Dunedin Boys' Home Reports, F5000002670197.

<sup>1746</sup> Annual Report 1981, Dunedin Boys' Home Reports, F5000002670197.

<sup>1747</sup> Annual Report 1982, Dunedin Boys' Home Reports, F5000002670197.

<sup>1748</sup> Annual Report 1982, Dunedin Boys' Home Reports, F5000002670197.

<sup>1749</sup> Annual Report 1983, Dunedin Boys' Home Reports, F5000002670197.

<sup>1750</sup> Annual Report 1983, Dunedin Boys' Home Reports, F5000002670197.

<sup>1751</sup> Annual Report 1985, Dunedin Boys' Home Reports, F5000002670197.

<sup>1752</sup> Visiting Committee Report, RW Harley, Chairperson, 25/06/87, Dunedin Boys' Home Reports F5000002670197.

<sup>1753</sup> Excerpt about the roles and functions of Dunedin Boys' Home, undated, Dunedin Boys' Home Profile F5000002368864.

<sup>1754</sup> Annual Report 1980, Dunedin Boys' Home Reports, F5000002670197.

In 1938 there were usually ten to fifteen boys in residence in the Home.<sup>1755</sup>

In 1955 the Superintendent commented on the low numbers of residents in the Home which had been the position for some time and stated that boys from other areas will be admitted to relieve pressures from those institutions.<sup>1756</sup>

In 1958 the Home provided for, "... up to 20 boys of ages ranging from 9 to 18 years. It provides for their temporary care until permanent provision is made for them and in some cases for longer periods of training."<sup>1757</sup> The Home often catered for young boys on remand from the court and sometimes ship deserters.<sup>1758</sup>

The capacity of the Home in 1967 was 16 beds, and this increased to 18 in 1977 with 4 secure beds.<sup>1759</sup>

Instructions were given in 1973 that Social Welfare, "... should not decline to take children into our care who would otherwise be held in Police custody."<sup>1760</sup> In 1973 Mr Kirby (for Director) commented on children held in police custody stating that it had happened on a number of occasions for older boys who obviously intended to abscond and due to the lack of secure facilities within the Home.<sup>1761</sup>

The need for additional accommodation in 1973 was highlighted by the use of a room away from staff quarters and supervision as makeshift accommodation when it was needed.<sup>1762</sup>

Over 1973 to 1974 the Institution regularly had to accommodate over 20 residents and the establishment of two new staffing positions was suggested to provide more supervision.<sup>1763</sup>

The catchment area for admissions ran from Ashburton in the North to Stewart Island in the south and Haast on the Westcoast, but most boys from Timaru went to Christchurch.<sup>1764</sup>

The average number of residents in the Home from 1963 to 1966 was 13.<sup>1765</sup> In 1979 the average number of residents at any one time was 20 in 1979 and this had decreased to 14 in 1983.<sup>1766</sup>

The number of residents admitted to the Home from 1978 to 1980 was approximately 110 per year. This increased to 140 in 1981 and 1982 but decreased in 1983 and 1984 to what it had previously been, which was considered to be a

<sup>1755</sup> Memo, Caversham Boys' Home, Dunedin, 00/02/38, Dunedin Boys' Home Profile 13470.

<sup>1756</sup> Memo, CE Peek, Superintendent to DCWO, Dunedin 24/02/55, Dunedin Boys' Home Profile 27221.

<sup>1757</sup> Memo, CE Peek, for Director of Education 05/11/58, Dunedin Boys' Home Profile 13470.

<sup>1758</sup> Memo, CE Peek, for Director of Education 05/11/58, Dunedin Boys' Home Profile 13470.

<sup>1759</sup> Extract from report of BM Manchester 13-17/03/67 & 17-21/04/67, Dunedin Boys' Home Profile 27221; Memo, Mr Scott (designation unknown) to Mr Ball (designation unknown) 26/09/77, Dunedin Boys' Home Profile 27221.

<sup>1760</sup> Memo, IJD MacKay, Director-General to Director Dunedin and others, 13/04/73, Dunedin Boys' Home Admissions 27221.

<sup>1761</sup> Memo. TD Kirby, for Director to Director-General 18/04/73, Dunedin Boys' Home Profile F5000005423980.

<sup>1762</sup> Memo. TD Kirby, for Director to Director-General 18/04/73, Dunedin Boys' Home Profile F5000005423980.

<sup>1763</sup> Review of Establishment, Boys' Home, Dunedin, RJ Wilson, Inspector, (undated circa 1974), Dunedin Boys' Home Profile F5000005423980.

<sup>1764</sup> Annual Report 1980, Dunedin Boys' Home Reports, F5000002670197.

<sup>1765</sup> Extract from Report of Mr Manchester, 13-17/03/67 and 17-21/04/67, Dunedin Boys' Home Profile 27221.

<sup>1766</sup> Annual Report 1979, Dunedin Boys' Home Reports, 27221; Annual Report 1983, Dunedin Boys' Home Reports, F5000002670197.

possible response to staffing shortages.<sup>1767</sup> The Principal, KJ McCullough, stated in 1978 that the high numbers and strain of facilities was continuing as in previous years.<sup>1768</sup> This overcrowding continued in 1979.<sup>1769</sup> In 1982 the Principal tried to limit the number of admissions to the Home due to the rebuilding programme, but admissions remained similar to 1981 and the Home was near to full for most of the year.<sup>1770</sup>

In contrast to many North Island residences, the majority of residents in the Home were European. This increased from 56% in 1981 to 71% in 1985.<sup>1771</sup> Over this period the number of Maori residents decreased from 39% to 14% and the number of Pacific Island residents increased from 5% to 15%.<sup>1772</sup>

The age range of the residents in the Institution was from 10 to 17 years, but in 1982 there were two younger boys admitted to the Home.<sup>1773</sup> The majority of residents were aged between 14 and 16 years old.<sup>1774</sup>

The reason for admission to the Home varied from remand, police or social welfare complaint to a breakdown in a boy's previous placement. In 1981, 30% of admissions were through arrest, 25% on police complaint, 25% on remand, 6% on social welfare complaint and 18% due to a breakdown in previous placement.<sup>1775</sup> In 1983, 32% of admissions were on Police warrant, 25% were on social welfare warrant and 22% were temporary admissions.<sup>1776</sup> There is no more information available about reasons for admissions.

All admissions to the Home were through the open institution unless there were good reasons to the contrary or police arrests admitted through the night.<sup>1777</sup>

The number of residents in the Home often exceeded the bed capacity in 1977.<sup>1778</sup> The recreation room was used for additional bed accommodation. The Home's staff had rearranged storage and had one four-bed dormitory, two two-bed rooms, nine single rooms and one with three beds allowing for a total of 20. If the recreation space was remodelled it was said to be able to provide up to six beds which meant the Boys' Home could cope with 26 residents which was not considered excessive in relation to the catchment district.<sup>1779</sup>

The Principal commented in 1978 that, as was happening elsewhere in the country, Dunedin Boys' Home was experiencing difficulties with the type of boys admitted to the Home.<sup>1780</sup> There was an increase in the number of residents with emotional and

<sup>1767</sup> Annual Report 1978, Dunedin Boys' Home Reports, 27221; Annual Report 1984, Dunedin Boys' Home Reports, F5000002670197.

<sup>1768</sup> Annual Report 1978, Dunedin Boys' Home Reports, 27221.

<sup>1769</sup> Annual Report 1979, Dunedin Boys' Home Reports, 27221.

<sup>1770</sup> Annual Report 1982, Dunedin Boys' Home Reports, F5000002670197.

<sup>1771</sup> Annual Report 1981, Dunedin Boys' Home Reports, F5000002670197; Annual Report 1985; Dunedin Boys' Home Reports, F5000002670197.

<sup>1772</sup> Annual Report 1981, Dunedin Boys' Home Reports, F5000002670197; Annual Report 1985; Dunedin Boys' Home Reports, F5000002670197.

<sup>1773</sup> Annual Report 1982, Dunedin Boys' Home Reports, F5000002670197.

<sup>1774</sup> Annual Report 1981, Dunedin Boys' Home Reports, F5000002670197; Annual Report 1985; Dunedin Boys' Home Reports, F5000002670197.

<sup>1775</sup> Annual Report 1981, Dunedin Boys' Home Reports, F5000002670197.

<sup>1776</sup> Annual Report 1983, Dunedin Boys' Home Reports, F5000002670197.

<sup>1777</sup> Annual Report 1980, Dunedin Boys' Home Reports, F5000002670197.

<sup>1778</sup> Memo, Mr Scott (designation unknown) to Mr Ball (designation unknown) 26/09/77, Dunedin Boys' Home Profile 27221.

<sup>1779</sup> Memo, Mr Scott (designation unknown) to Mr Ball (designation unknown) 26/09/77, Dunedin Boys' Home Profile 27221.

<sup>1780</sup> Annual Report 1978, Dunedin Boys' Home Reports, 27221.