Child, Youth and Family Residential Care Regulations Inspection 2015 Report – Summary of Findings

Te Puna Wai ō Tuhinapo Youth Justice Residence

Te Puna Wai ō Tuhinapo is a youth justice residence located in Christchurch which provides 24-hour safe and secure care for up to 40 children and young people (mokopuna) aged from 12–17 years.

Staff (kaimahi) at the residence aim to provide mokopuna with the best possible opportunities to turn their lives around. To help achieve this, Child, Youth and Family provides:

- a safe, structured environment which maximises learning opportunities

- evidence-based programmes to stabilise and address behaviour, including programmes focused on reducing re-offending

- assessments which inform planning and interventions to meet the individual needs of each mokopuna

- practice and relationships that are informed by the values, beliefs and protocols of family and whānau

- interventions that engage mokopuna in a supportive, constructive process of change

- a comprehensive plan to successfully transition mokopuna back into education, training or employment opportunities and to permanent and stable care.

One hundred and seventeen full-time permanent kaimahi work at Te Puna Wai ō Tuhinapo, which is one of four youth justice residences run by Child, Youth and Family in New Zealand. The other three are Korowai Manaaki in Auckland, Te Maioha o Parekarangi in Rotorua and Te Au rere a te Tonga in Palmerston North.

Background

Child, Youth and Family provides residential care for a number of mokopuna under section 364 of the Children, Young Persons, and Their Families Act 1989 (the CYP&F Act).

The majority of mokopuna who commit offences are effectively dealt with in the community by the youth justice system. Youth justice residences provide services for mokopuna whose offending behaviour is such that they pose a significant risk to themselves or others.

Inspection Reports

Each residence is assessed every calendar year by the Office of the Chief Social Worker to ensure:

- compliance with the regulations as specified in the Children, Young Persons, and Their Families (Residential Care) Regulations 1996 (the Regulations)

- compliance with section 384 of the CYP&F Act

- the provision of safe, appropriate care for mokopuna.

A report is produced summarising the findings of the inspection. The report focuses on the strengths and areas for improvement identified, and residences are required to develop a response to the report that addresses the inspection findings.

Inspection summary as at September 2015

Scope

The Regulations are about the safety and wellbeing, and upholding of the rights, of mokopuna placed in a Child, Youth and Family residence. They also outline expectations about management and inspection of the residences.

Each inspection covers the six parts of the Regulations, namely:

- Part 1: Rights of children and young persons in residences
- Part 2: Limitations on powers of punishment and discipline
- Part 3: Management and inspection of residences
- Part 4: Searches
- Part 5: Secure care
- Part 6: Records.

Child, Youth and Family expects that its services operate professionally and comply with its legal and regulatory obligations. As an organisation, we continuously seek opportunities to do things better, and enhance the quality of services for mokopuna. This includes identifying and managing any risks to our service delivery early, effectively and at the right level.

There are a total of 328 provisions within the Regulations and section 384 of the CYP&F Act. Five of these provisions are deemed not applicable across all residences. The remaining 323 provisions will not apply to every residence on every occasion.

Due to the nature of some regulations, non-compliance in one area can mean automatic non-compliance with other regulations, as they are inherently linked.

In 2015, Te Puna Wai ō Tuhinapo achieved an 82% rate of compliance across the six parts of the Regulations, for those provisions tested on the inspection.

Areas of strength

Areas where the inspection found evidence of good practices and processes that were promoting the wellbeing and safety of mokopuna included:

- mokopuna are involved in the development of their programmes while in residence

- mokopuna are involved in the development of incentives associated with the Behavioural Management System (BMS) programme (the BMS programme aims to motivate the positive behaviour of mokopuna and manage challenging behaviour)

- a well-maintained admissions register and well-organised personal files.

Areas for improvement

Areas for improvement identified during the inspection included ensuring that:

- all kaimahi understand and are able to honour the standards of performance and practice expected by the National Code of Practice. Training and regular practice forum sessions should cover the standards as they relate to behaviour management, the basic entitlements of respect, dignity and individual focus, the application of punishments, sanctions and natural consequences for managing the challenging behaviour of mokopuna, an abuse free environment, use of force and protective care, and search processes and practice

- the leadership team promotes and supports the delivery of services in accordance with the Regulations and addresses identified areas for improvement

- Non-Violent Crisis Intervention (NVCI) practice is strengthened, particularly in relation to engagement, recognition of triggers, use of de-escalation techniques to manage the challenging behaviour of mokopuna and consistent application in all crisis situations

- personal property procedures and practices safeguard the belongings of mokopuna

- health care procedures and practices promote rigour in the way the health needs of mokopuna are responded to and met

- the residence manager, in collaboration with the grievance panel chairperson, sets standards of performance and effectiveness expected of the residence's grievance process

- a programme of analysis of incidents reports is developed and the results regularly fed back to the leadership team, to ensure emerging themes and areas for practice improvement are identified and addressed

- in relation to secure care:
  - there is an enhanced focus on improvements already underway in the use of secure care, particularly in relation to admissions, retentions, reviews, confinement to rooms and use of rotation (moving mokopuna between their room and the main living room within secure care)
  - robust monitoring systems are implemented to set standards of performance and effectiveness for secure care, so that any areas for improvement are immediately identified and addressed
  - the secure care environment is comfortable, has appropriate furnishings and provides an environment conducive to its purpose, and there is sufficient signage to ensure that any entrance to secure care is readily identifiable to mokopuna

- the residence's induction and development and training programme fully meets the training needs of kaimahi, and kaimahi receive regular supervision, coaching and mentoring

- trial evacuations are carried out at least once every three months
- the Community Liaison Committee is made aware of its role and responsibilities, including its role to monitor the effectiveness of the residence's security management plan
- search processes and practices are strengthened to ensure that searches only occur when there are appropriate grounds and that recording contains all required information
- training and the residence's compliance monitoring system are strengthened to ensure consistent recording of required details within the daily log, complaints register and secure care register
- individual care plans (ICPs) contain all required detail
- the information booklet given to mokopuna on admission is reviewed, to ensure alignment with the Regulations and the National Code of Practice
- interruptions to whānau visits are minimised
- the range of recreational and leisure activities for mokopuna that promote the potential for community integration is increased
- mokopuna are assisted to raise any concerns in a timely manner
- the visibility of advocates at the residence is increased.

Service delivery response

In response to the identified areas for improvement, Child, Youth and Family has taken the following actions at Te Puna Wai ō Tuhinapo:

- Permanent team leaders have been appointed for all units and there are now two on every pm shift.
- To improve communication with kaimahi:
  - a communications plan has been developed to ensure key messages, important activities, roles and responsibilities are communicated with greater clarity and in a timely and consistent manner
  - daily team debriefings use the COPING model (a model for reviewing and assessing incidents) to ensure they are purposeful and positive
  - monthly site-wide practice forums have been implemented
  - practice principles and guidelines have been developed and communicated, and a workshop held for all teams, to ensure the delivery of services in accordance with the Regulations and National Code of Practice standards
  - processes have been put in place to ensure communication at changeovers is consistent across all teams.
- With regard to training and development of kaimahi:
  - office days have been made more structured, include training on best practices and team development activities, and have been introduced for night staff

- o 1:1 development opportunities are occurring at least once a quarter and all kaimahi have a development plan.

- A comprehensive induction programme has been developed for casual kaimahi and a team leader identified to support them.

- BMS programme incentives have been enhanced.

- New practices and procedures have been implemented for secure care, and discussions held about its purpose and use.

- Business cases have been developed for:

  - o ensuring adequate resources for existing programmes and implementing new programmes for mokopuna, including increased access to external providers, off-site courses and work placements

  - o a transition team to support the transition of mokopuna into the community.