

Te Puna Wai o Tuhinapo Youth Justice Residence Operational Governance Group

Attendees:

Bernadine Mackenzie, Deputy Chief Executive Child, Youth and Family, [redacted]

s 9(2)(a) Privacy of Natural Persons

Apologies: s 9(2)(a) Privacy of Natural Persons

25 June 2015

Actions

Action items	Person responsible	To be completed by
1. In the TOR it was agreed to reword 'discuss and agree what communication material is required for staff and external parties as required' and to remove 'Communicate to staff and external parties as required' to reflect a 'no surprises' approach	Nova Salomen General Manager High Needs Services	Prior to next governance meeting
2. Following update to the TOR, TOR to be distributed for next meeting	Nova Salomen General Manager High Needs Services	Prior to next governance meeting
3. TOR participant list to include site based NUPE and PSA delegates Note: delegate representatives will vary to meet demands of 24/7 operational roster	Nova Salomen General Manager High Needs Services	Completed
4. [redacted] is completing a memo outlining the security and property issues that were identified during the security review	[redacted] Manager Health Safety and Security	30 June for discussion
5. Any significant issues identified	Nova Salomen General	Subject to receipt of

from OCC visit on 24/6/15 to be tabled at governance	Manager High Needs Services	feedback, feedback to be provided at next governance meeting
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Risks and Issues

Risk and issues were discussed.

Next Meeting TBC

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Te Puna Wai o Tuhinapo Youth Justice Residence Operational Governance Group

Attendees:

Bernadine Mackenzie, Deputy Chief Executive Child, Youth and Family; [redacted]

s 9(2)(a) Privacy of Natural Persons

Thursday 30 July 2015

Actions

Action items	Person responsible	To be completed by
1. Circulate SOSHI training plan	[redacted] Manager Health, Safety and Security, Ministry of Social Development and [redacted] Manager Operational Support Residential & High Needs Services	13 August 2015
2. Confirm with the property team the timeframe for when radios will be repaired in young people's room	[redacted] Residence Manager Te Puna Wai o Tuhinapo	5 August 2015
3. Advise next steps of the NVCI review. This will include clarity around what will be used for staff to exit rooms safely.	Nova Salomen, General Manager Residential and High Needs Services	18 August 2015
4. Send [redacted] the spread sheets of assaults recorded, to check referrals to the police	[redacted] Manager Operational Support Residential & High Needs Services	31 July 2015 (completed)
5. Include a measure on staff safety and well-being in the action plan	[redacted] Residence Manager Te Puna Wai o Tuhinapo	7 August 2015 (carried over from 30 July 2015 meeting)

s 9(2)(a) Privacy of Natural Persons

6. Provide a timeframe on upgrades to SOSHI	[redacted] Manager Health, Safety and Security, Ministry of Social Development	18 August 2015
7. Provide a copy of the Supervision plan to the Chief Social Worker	Nova Salomen, General Manager Residential and High Needs Services	28 August 2015
8. Check staffing support during the school day to ensure CYF staff are accountable for behaviour	Nova Salomen, General Manager Residential and High Needs Services s 9(2)(a) Privacy of Natural Persons	28 August 2015
9. Safety survey to be circulated for feedback	[redacted] Residence Manager Te Puna Wai o Tuhinapo	30 July 2015 (completed)

Next Meeting Friday 7 August 8.00am

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Agenda

Te Puna Wai o Tuhinapo Governance Group

Date: Friday 7 August **Time:** 8.00am

Venue: Bowen State Building, Level 4, Room 3

Attendees: Bernadine Mackenzie, Deputy Chief Executive Child, Youth and Family;

s 9(2)(a) Privacy of Natural Persons

Agenda Items

s 9(2)(a) Privacy of Natural Persons

Item 1.1 [redacted] to report back his recommendations around disciplinary process and recruitment process

Item 2.1 Update on the revised action plan s 9(2)(a) Privacy of Natural Persons

Item 3.1 Residence Update Section 9(2)(a) Privacy of Natural Persons

Item 4.1 Next meeting scheduled for 13 August 8.00am

Te Puna Wai o Tuhinapo Youth Justice Residence Operational Governance Group

Attendees:

s 9(2)(a) Privacy of Natural Persons

Thursday 13 August 2015

Apologies:

s 9(2)(a) Privacy of Natural Persons Bernadine Mackenzie, Deputy Chief Executive Child, Youth and Family, s 9(2)(a) Privacy of Natural Persons

Actions

Action items	Person responsible	To be completed by
1. Circulate SOSHI training plan	s 9(2)(a) Privacy of Natural Persons Manager Health, Safety and Security, Ministry of Social Development and s 9(2)(a) Privacy of Natural Persons Section 9(2)(a) Privacy of Natural Persons Manager Operational Support Residential & High Needs Services	18 August 2015
2. Provide a one page summary of relevant sections of the Kingslea school and Te Puna Wai agreed protocol which are focused on staff support in classrooms	s 9(2)(a) Privacy of Natural Persons Manager Operational Support Residential & High Needs Services s 9(2)(a) Privacy of Natural Persons	18 August 2015
3. Check how many assault referrals were sent to police	Residence Manager Te Puna Wai o Tuhinapo s 9(2)(a) Privacy of Natural Persons	18 August 2015
4. Provide a timeframe on upgrades to SOSHI	Manager Health, Safety and Security, Ministry of Social Development	18 August 2015

5. Provide a high level project plan outlining key milestones	Alan Cassidy, General Manager Human Resources	18 August 2015
6. Advise next steps of the NVCI review. This will include clarity around what will be used for staff to exit rooms safely	Nova Salomen, General Manager Residential and High Needs Services	18 August 2015
7. Nova to discuss with Bernadine, union proposal to move to fortnightly meetings in September	Nova Salomen, General Manager Residential and High Needs Services s 9(2)(a) Privacy of Natural Persons	18 August 2015
8. Provide paper based Safety survey to staff that don't have access to a computer	Residence Manager Te Puna Wai o Tuhinapo	18 August 2015

Next Meeting Tuesday 18 August 8.00am

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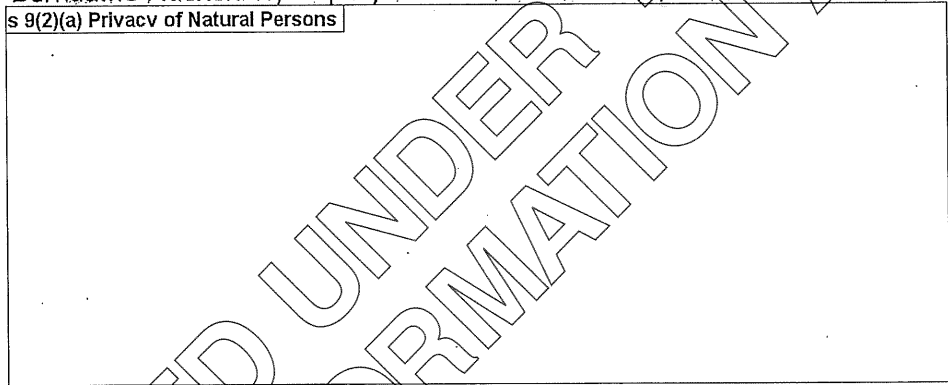
Agenda

Te Puna Wai o Tuhinapo Governance Group

Date: Tuesday 18 August **Time:** 8.00am

Venue: Bowen State Building, Level 4, Room 3

Attendees: Bernadine Mackenzie, Deputy Chief Executive Child, Youth and Family;
s 9(2)(a) Privacy of Natural Persons



Agenda Items

Item 1.1 Residence Update s 9(2)(a) Privacy of Natural Persons

Item 2.1 High level project plan (Alan Cassidy) s 9(2)(a) Privacy of Natural Persons

Item 3.1 Next meeting scheduled for

Te Puna Wai o Tuhinapo Youth Justice Residence Operational Governance Group

Attendees:

Bernadine Mackenzie, Deputy Chief Executive Child, Youth and Family s 9(2)(a) Privacy of Natural Persons

Thursday 24 September 2015

Apologies: Nova Salomen, General Manager Residential and High Needs Services; s 9(2)(a) Privacy of Natural Persons

Actions

Action items	Person responsible	To be completed by
1. Update on finalising the supervision paper	Nova Salomen, General Manager Residential and High Needs Services s 9(2)(a) Privacy of Natural Persons Residence Manager Te Puna Wai o Tuhinapo	9 October 2015
2. Send a copy the site safety plan to (NUPE)	Residence Manager Te Puna Wai o Tuhinapo	9 October 2015
3. Provide information on risk mitigation for managing a mixed gender MAC Programme	Residence Manager Te Puna Wai o Tuhinapo	9 October 2015
4. Check how many assault referrals were sent to police	Residence Manager Te Puna Wai o Tuhinapo	9 October 2015
5. Look at how staff safety survey process can be improved for review in December	Residence Manager Te Puna Wai o Tuhinapo and Union Delegates	Noted for action

Next Meeting: Friday 9 October 8.30am

Te Puna Wai o Tuhinapo Youth Justice Residence Operational Governance Group

Attendees:

Nova Salomen, General Manager Residential and High Needs Services; [Redacted]
 s 9(2)(a) Privacy of Natural Persons

9 October 2015

Apologies: [Redacted]
 s 9(2)(a) Privacy of Natural Persons

Actions

Action items	Person responsible	To be completed by
1. Provide an update on the action plan and circulate prior to next meeting	[Redacted] Residence Manager Te Puna Wai o Tuhinapo	20 October 2015
2. Residence Manager to advise changes as per OCSW advice	Nova Salomen, General Manager Residential and High Needs Services [Redacted] Residence Manager Te Puna Wai o Tuhinapo	22 October 2015
3. Look at how the staff safety survey process can be improved for review in December	[Redacted] Residence Manager Te Puna Wai o Tuhinapo Union Delegates	Noted for action

Next Meeting: Tuesday 3 November 3.30pm



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Agenda

Te Puna Wai o Tuhinapo Governance Group

Date: 23 October 2015 **Time:** 9.00am

Venue: Bowen State Building, Level 4, Room 3

Attendees: Nova Salomen, General Manager Residential and High Needs Services;

s 9(2)(a) Privacy of Natural Persons

Agenda Items

Item 1.1 Residence Update s 9(2)(a) Privacy of Natural Persons s 9(2)(a) Privacy of Natural Persons

Item 2.1 Update on Conduct and Standards Work stream [redacted] Alan Cassidy

Next meeting **Tuesday 3 November 2015** 3.30pm

Te Puna Wai o Tuhinapo Youth Justice Residence Operational Governance Group

Attendees:

Nova Salomé, General Manager Residential and High Needs Services; [redacted]

s 9(2)(a) Privacy of Natural Persons

17 November 2015

Apologies: s 9(2)(a) Privacy of Natural Persons [redacted]

Actions

Action Items	Person responsible	To be completed by
1. Provide an update on the action plan	[redacted] Residence Manager Te Puna Wai o Tuhinapo	15 December 2015
2. What will this governance group look like in the new year	All [redacted]	Noted for action
3. Send out survey in December- priority to capture casual staff	[redacted] Residence Manager Te Puna Wai o Tuhinapo	Noted for action
4. Confirm that a trial evacuation for the new door has taken place.	[redacted] Manager Operational Support Residential & High Needs	14 December 2015

Next Meeting: Tuesday 15 December 9.00am

Te Puna Wai o Tuhinapo Youth Justice Residence Operational Governance Group

Attendees:

Nova Salomen, General Manager Residential and High Needs Services;

s 9(2)(a) Privacy of Natural Persons

17 November 2015

Apologies:

s 9(2)(a) Privacy of Natural Persons

Actions

Action items	Person responsible	To be completed by
1. Confirm that a trial evacuation for the new door has taken place	s 9(2)(a) Privacy of Natural Persons Manager Operational Support Residential & High Needs s 9(2)(a) Privacy of Natural Persons	20 January 2016
2. To send out draft interim report on standards and conduct	s 9(2)(a) Privacy of Natural Persons HR Director Shared Services,	24 December

Next Meeting: 27 January 2-3.00pm

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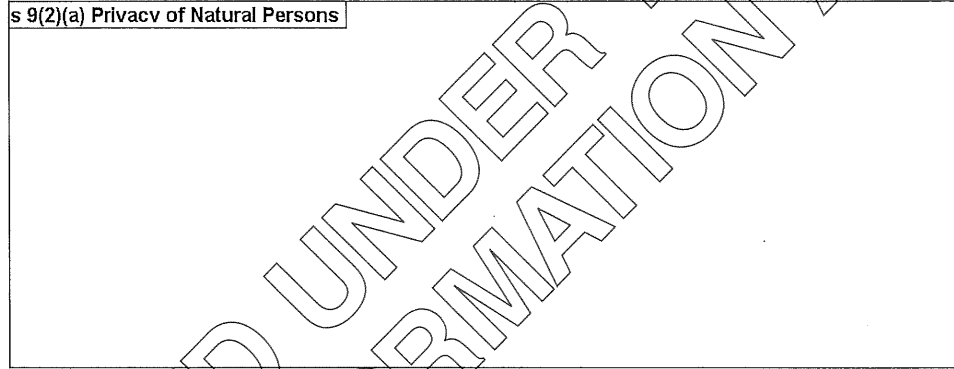
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Agenda

Te Puna Wai o Tuhinapo Governance Group

Date: 15 December 2015 **Time:** 9.00am
Venue: Charles Fergusson Building, Level 14 Ōtautahi
Attendees: Nova Salomen, General Manager Residential and High Needs Services;

s 9(2)(a) Privacy of Natural Persons



Agenda Items

Item 1.1 Residence Update s 9(2)(a) Privacy of Natural Persons

Item 2.1 Discuss updated action plan s 9(2)(a) Privacy of Natural Persons

Final meeting for the year



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Agenda

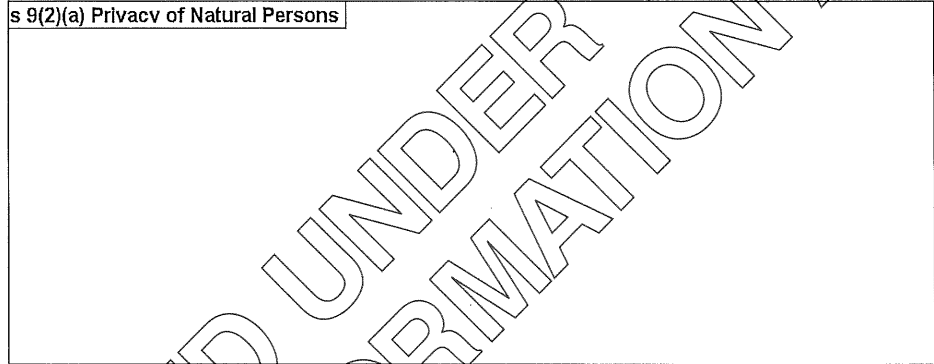
Te Puna Wai o Tuhinapo Governance Group

Date: 27 January 2016. **Time:** 2.00pm

Venue: Video conferences

Attendees: Nova Salomen, General Manager Residential and High Needs Services;

s 9(2)(a) Privacy of Natural Persons



Agenda Items

Item 1.1 Residence Update s 9(2)(a) Privacy of Natural Persons

Item 2.1 Review TOR s 9(2)(a) Privacy of Natural Persons



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Agenda

Te Puna Wai o Tuhinapo Governance Group

Date: Friday 7 August **Time:** 8.00am

Venue: Bowen State Building, Level 4, Room 3

Attendees: Bernadine Mackenzie, Deputy Chief Executive Child, Youth and Family;

s 9(2)(a) Privacy of Natural Persons

Agenda Items

- s 9(2)(a) Privacy of Natural Persons
- Item 1.1 [redacted] to report back his recommendations around disciplinary process and recruitment process
- Item 2.1 Update on the revised action plan s 9(2)(a) Privacy of Natural Persons
- Item 3.1 Residence Update Section 9(2)(a) Privacy of Natural Persons
- Item 4.1 Next meeting scheduled for 13 August 8.00am

Te Puna Wai o Tuhinapo Youth Justice Residence Operational Governance Group

Attendees:

s 9(2)(a) Privacy of Natural Persons

Thursday 13 August 2015

Apologies:

s 9(2)(a) Privacy of Natural Persons Bernadine Mackenzie, Deputy Chief Executive Child, Youth and Family, s 9(2)(a) Privacy of Natural Persons

Actions

Action items	Person responsible	To be completed by
1. Circulate SOSHI training plan	s 9(2)(a) Privacy of Natural Persons Manager Health, Safety and Security, Ministry of Social Development and s 9(2)(a) Privacy of Natural Persons Section 9(2)(a) Privacy of Natural Persons Manager Operational Support Residential & High Needs Services	18 August 2015
2. Provide a one page summary of relevant sections of the Kingslea school and Te Puna Wai agreed protocol which are focused on staff support in classrooms	s 9(2)(a) Privacy of Natural Persons Manager Operational Support Residential & High Needs Services	18 August 2015
3. Check how many assault referrals were sent to police	s 9(2)(a) Privacy of Natural Persons Residence Manager Te Puna Wai o Tuhinapo	18 August 2015
4. Provide a timeframe on upgrades to SOSHI	s 9(2)(a) Privacy of Natural Persons Manager Health, Safety and Security, Ministry of Social Development	18 August 2015

5. Provide a high level project plan outlining key milestones	Alan Cassidy, General Manager Human Resources	18 August 2015
6. Advise next steps of the NVCI review. This will include clarity around what will be used for staff to exit rooms safely	Nova Salomen, General Manager Residential and High Needs Services	18 August 2015
7. Nova to discuss with Bernadine, union proposal to move to fortnightly meetings in September	Nova Salomen, General Manager Residential and High Needs Services	18 August 2015
8. Provide paper based Safety survey to staff that don't have access to a computer	[redacted] Residence Manager Te Puna Wai o Tuhinapo	18 August 2015

Next Meeting Tuesday 18 August 8.00am

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Te Punawai o Tuhuinapo Short Term Action Plan – July to December 2015

Indicators of Success for TPW

- All staff show a commitment to the wellbeing of young people and the site in general. Leadership for improved safety is a shared responsibility across the residence resulting in a reduction of serious, incidents, injuries, and assaults. The use of secure care is minimal.
- All young people are thriving in line with the desired outcomes for wellbeing and addressing their offending. All interactions, interventions, strategies, activities, relationships, planning and practices are underpinned by the desire to make a difference.
- Parents, whanau and visitors to the school observe wellbeing values in action through a culture of dynamic interaction between staff and young people.
- Young people realise their potential and experience a wide range of successes based on a culture of strong leadership, partnerships, improved processes and compliance and effective systems, people and initiatives.
- Partnerships with Education, NZDF parents, whanau, community, and agencies provide opportunities for greater involvement in promoting and responding to improving the wellbeing of young people and support the inclusion of a multi-agency approach in providing activities and options.
- The safety of staff and young people is paramount. Management and staff will work collaboratively together to achieve improvement and to strengthen health, safety and well being through good work practices.

The above success indicators will be reflected and measured as follows (under development more measures to follow):

- Fewer serious incidents and assaults on staff and young people
- Less use of force
- Less use of secure
- Conducting of a staff survey to gauge progress
- Management and staff gain a greater understanding of complex behaviours and what works in managing such behaviour.

Priority Area	Action	Status	Expected Outcome/s	Responsibility	Expected Completion or date for Review
1 - Improving Practice	4 x workshops for staff aimed at strengthening engagement with staff 4 x workshops on the effective planning and implementing of a structured day. Leadership practice workshops for the TLO group.	Planned and scheduled to be delivered in July and August with 72 staff to complete. Planned and scheduled for September and October with 84 staff to complete. Planned and scheduled for August with all TLOs to complete.	Strengthened staff capability in the areas of active engagement with young people and planning and implementing a structured day. Strengthened capability of Team Leaders in leading and managing teams.	Learning and Development National office LC and D.	30 October 2015. Completed.
2 - Ensuring adequate levels of staffing.	Reduction of YP Capacity to a max of 20 YP	Completed in place until further notice.	Improved safety of staff and young people.	RM	Expected Reviews to assess feasibility of raising capacity to 30 YP at 30 September and if necessary at 30

	<p>Additional staff seconded from other residences and two</p> <p>Implemented until further notice. The staff have added additional coverage for the roster and have been instrumental in refocusing and recalibrating practice within the residential units on ensuring compliance with basic rules and structure to support the young people in regulating their behaviour. There has been particular focus applied in the female unit.</p>	<p>Improved safety of staff and young people.</p> <p>Improved competence and capability of the workforce.</p>	<p>RM, National Manager Operation Support</p>	<p>November 2015.</p> <p>Expected Completion 30 August 2015.</p> <p>Completed muster increased to 30 during first week of October</p>
	<p>Review and Reconfiguration of Care Teams</p> <p>Completed. The Composition of Teams has been reviewed. Team changes will be implemented on Monday 29 June to ensure the optimum mix of gender, skills, experience and capability.</p>	<p>Improved competence and capability of the workforce.</p>	<p>National Manager Operation Support, RM and TIO group</p>	<p>Completed 29 June.</p>
	<p>Review the staffing complement required to effectively operate</p> <p>A process has commenced to meet with staff and discuss</p>	<p>Improved capability of the workforce and ensuring adequate</p>	<p>National Manager Operation Support, RM with support from</p>	<p>Meetings completed October. Process on-going.</p>

	<p>the residence. This has been severely depleted due to the significant number of staff on reduced hours, ACC, sick leave and restricted duties.</p>	<p>individual cases/conditions including the prognosis and the likely timeframe for clearance to return to full duties.</p>	<p>staffing levels for safety.</p>	<p>National Office HR, GM</p>	
<p>3 <u>Security awareness and security practices</u></p>	<p>Training in NVCI behaviour escalation includes non-harmful physical restraints and safety and security awareness.</p>	<p>Refresher training in NVCI has commenced and sessions will continue in the next three weeks. The training is being conducted off site at the Burmah Military Camp. Office days have been reconfigured to focus on hands on review of security incidents and the implementation of security basics including systems processes, line of sight diligence and resource counts.</p>	<p>Improved safety of staff and young people. Improved competence and capability of the workforce.</p>	<p>RM and TLO leadership group.</p>	<p>Expected completion 7 July 2015. Completed</p>
<p>4 <u>-Improving the Residence Culture</u></p>	<p>Over the next three months staff and partner agencies will be afforded the opportunity to participate in workshops in order to</p>	<p>The first of three health and wellbeing workshops was facilitated by MSD National Office on Tuesday 16 June 2015 which was well</p>	<p>Establishment of an agreed and collective vision to shape the future and culture of TPW.</p>	<p>GM, RM, National Operation Manager Support, Quality Assurance, MSD and all staff and partner agencies supported by MSD.</p>	<p>Expected completion 30 September 2015. Completed. Implementation of improvement on-going.</p>

	<p>Contribute to building and creating a vision for the future and to shape the culture of TPW.</p>	<p>received by staff</p>	<p>Improved competence and capability in effective practice and engagement with young people.</p>	<p>Organisational Development.</p>	<p>30 August 2015. Completed HFS is now part of BAU.</p>
<p>5 <u>Ensuring a better level of constructive activities and programmes</u></p>	<p>Implementation of the Hidden Face of Sport Program. The program based on sport, music and constructive programming has been very successful in Nth Island Residences.</p>	<p>Underway. There has been an increased focus on providing more constructive activities and programs to occupy young people in out of school hours and in the weekends. The aim is to provide positive options to occupy time and to prevent boredom and to reduce the risk of non-compliant behaviours occurring. An increased sporting and activity program has been implemented including across residence competitions. Staff and managers from Te Aurere have supported the implementation of this program and two staff from TPW are being sent to</p>			

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<p>6 <u>Compliance with key regulatory, legislative and practice standards</u></p>	<p><u>Section 9(2)(a) Privacy of Natural Persons</u></p> <p>Pending recruitment [redacted] has been acting as TLO Secure Care. Additional guidance has been set in place to support and Assist Staff in meeting the necessary standards and requirements. The TLO group has also received additional training in relation to the grievance process.</p>	<p>Palmerston North to receive training and guidance in the implementing programme here.</p>	<p>Improved compliance with key regulatory, legislative and practice standards.</p>	<p>RM with support from National Office Operational Support.</p>	<p>On-going focus on compliance.</p>
<p>7 <u>Deliver a holistic and trauma informed approach</u></p>	<p>Changes to the structure of the leadership meetings have occurred to site strengthen relationships and build quality partnerships between the various agencies operating within TPW.</p>	<p>Changes will continue at the operational level to ensure meetings, briefings and handover meetings include all stakeholders and are conducted in a manner conducive to achieving a holistic approach to servicing young people and to addressing the</p>	<p>Improved and joined up communication across the site.</p>	<p>RM, Principal and APP, NZDF and Health Staff and the TLO group.</p>	<p>Expected completion 30 September. Completed</p>

<p>8 Assessment and psychological services</p>	<p>Ensuring the continuity of an adequate level of psychological services for young people. Reviewing processes and procedures for admission and assessment of young women.</p>	<p>Factors within their lives that contribute to offending, recidivism and other problems.</p>	<p>Mental health support for YPW is provided by the CDHB Youth Forensic Team which has a daily presence in the residence. The CDHB has made a commitment to continue to improve services. Possibilities include a more timely and appropriate triage of services to staff and young people, attendance at weekly practice forums clinicians who will attend daily shift changeover, clinicians who will provide training to the Care Team on mental health, clinicians who will be available for case consults. These changes will continue to be strengthened over the next few weeks. A review will</p>	<p>Improved continuity of psychological and other support services for young people.</p>	<p>National Manager Clinical and RM, health providers and Team Leader Clinical Practice.</p>	<p>Expected completion 30 September 2015. Alterations have been completed creating a dedicated office and practice space for YFS. Completed 30 December 2015 the room is now in use.</p>
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Te Puna Wai o Tuhinapo Youth Justice Residence Operational Governance Group Terms of Reference

Purpose

This Terms of Reference outlines:

1. How Child, Youth and Family, the PSA and NUPE will work together to strengthen the Health, Safety and Wellbeing of young people and staff within the Te Puna Wai o Tuhinapo Youth Justice Residence.
2. The purpose and timing of future video conferences/meetings and other work as agreed between Child, Youth and Family, PSA and NUPE on this topic.

Next steps – Action Plan

Child, Youth and Family, the PSA and NUPE will:

- develop and agreed an immediate action plan
- meet via video conference every week to receive updates on progress and discuss any issues and make amendments to the action plan as required
- ensure that they have achieved the things they planned to
- determine what action is required through to December 2015
- continue to work together to identify any challenges or potential risk, and address them accordingly
- communication material required for staff and external parties will be in line with Membership Agreements and good faith principles
- meet face to face on specific items as and when required
- confirm the closure and report on the outcomes of each element of the Action Plan.

Video Conferences

Child, Youth and Family, the PSA and NUPE will meet via video conference regularly (every week to begin and review July 2015)

The purpose of these video conferences will be to:

- receive an update on progress made
- discuss any issues and confirm the appropriate mitigation process to address these

Confidential Draft – not for circulation

Participants

- Bernadine Mackenzie, Deputy Chief Executive, Child, Youth and Family
- Nova Salomen, General Manager, Residential and High Needs Services, Child, Youth and Family [s 9(2)(a) Privacy of Natural Persons]
- [redacted] Residence Manager, Te Puna Wai o Tuhinapo
- [redacted], Manager Operations Support
- [redacted] NUPE
- [redacted] [s 9(2)(a) Privacy of Natural Persons]
- [redacted] PSA, [redacted] PSA
- [redacted] [s 9(2)(a) Privacy of Natural Persons] [Section 9(2)(a) Privacy of Natural Persons]
- [redacted] Public Service Association (PSA)
- [redacted] PSA
- [redacted] NUPE
- [redacted] MSD), Manager Health Safety and Security
- [redacted] (MSD), General Manager HR

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Memo

To: Operational Governance Group
s 9(2)(a) Privacy of Natural Persons

From: [Redacted] Manager Operational Support, Residential and High Needs Services

Date: 17 August 2015

Security level: IN CONFIDENCE

Safety and Security Principles between Te Puna Wai O Tuhinapo and Kingslea School

Action: For Information

Introduction

At a previous governance group meeting, a request was made to provide some principles between Te Puna Wai O Tuhinapo and Kingslea School for strengthening safety and security during education provision.

Background

The Ministry of Education is responsible for the provision of education in secure residences and contracts a mix of state schools and private education providers to provide face-to-face instruction across the same school year for secondary and composite schools.

Kingslea, a state school, delivers education services at Te Puna Wai O Tuhinapo. A Memorandum of Understanding exists between Kingslea School and Te Puna Wai O Tuhinapo and this outlines protocols and procedures that aim to "foster interagency collaboration and professional regard in the best interests of young people",

Principles for working together

Kingslea School have made a commitment to Te Puna Wai O Tuhinapo to ensure the safety and security of staff and young people by strengthening existing protocols and procedures. Below are principles that aim to achieve this by residence and school staff working in partnership to manage safety and security by:

- meeting daily to share and discuss information on individual and group safety and security dynamics for young people
- staff being present in the classroom when there is a risk to safety
- collectively supporting meaningful participation in educational activities and tasks
- collaboratively managing behaviour presented by young people
- sharing responsibility for monitoring the use of school resources.



Memo

To: Bernadine Mackenzie, Deputy Chief Executive
Nova Salomen, General Manager Residential and High Needs Services

From: [s 9(2)(a) Privacy of Natural Persons], Manager Operational Support

Date: 14 September 2015

Security level: FOR INFORMATION

Overview of achievements since the beginning of the Te Puna Wai o Tuhinapo Governance meetings

Introduction

The Governance Group was formed in July 2015 to strengthen the safety and wellbeing of staff and young people at Te Puna Wai o Tuhinapo Youth Justice Residence. The Governance Group has met weekly since 2 July 2015 specifically to track progress against the six month short term action plan (July to December 2015).

This memo provides an overview of the achievements that have been made over the last two months:

Health and Safety

The overall outcomes under this stream of work was to have fewer serious incidents and assaults on staff and young people (Please see Appendix 1), to reduce the use of force and to see a reduction in placing young people into secure care.

Achievements

- Workshops led by the MSD HR, Organisational Development team around improving the health and well-being culture and incorporating the building blue framework have been completed.
- Commitment has been made to upgrade the SOSHI reporting database.
- The emergency exit door in the administration will be installed by the end of September.
- Residence staff have been re-integrated back into the classroom during school time
- There has been a decrease in incidents which can be attributed to a stronger focus on improving structured day activities for young people and staff training
- A system is in place to ensure any assault on a staff member is referred to the police
- A physical assessment of the residence was undertaken and no anomalies were noted
- Radios in young people's rooms have been repaired

- A survey on staff safety and well-being has been completed with ongoing management by the residence Health and Safety Committee. This includes a staff who were on ACC leave now being back at work, and those who remain off having clear plans in place.
- An analysis was completed and presented on the numbers of young people who have been in secure care, where use of force has been used and the numbers of incidents causing injury to staff and young people
- Work has commenced with the Christchurch District Health Board to negotiate the provision of a dedicated clinical psychologist to support staff when managing young people with complex behaviours

Training

The overall outcome under this stream was to improve security awareness and security practices within the residence.

Achievements

- A SOSHI training programme is being developed integrating SOSHI and best practice and is due to take place at the end of September
- NVCI refresher training has been completed
- Strengthening Engagement workshops are in progress and are expected to be completed by 30 October
- Effective Planning and Implementing a Structured Day training has commenced and is due for completion 30 October
- Team Leader practice leadership workshops were completed in August

Human Resources

The objective under the HR stream of work was to review and where appropriate, design and implement a "standards and conduct" approach, that was timely, fit for purpose, transparent and balances the needs for young people in care with those staff [sic].

Achievements

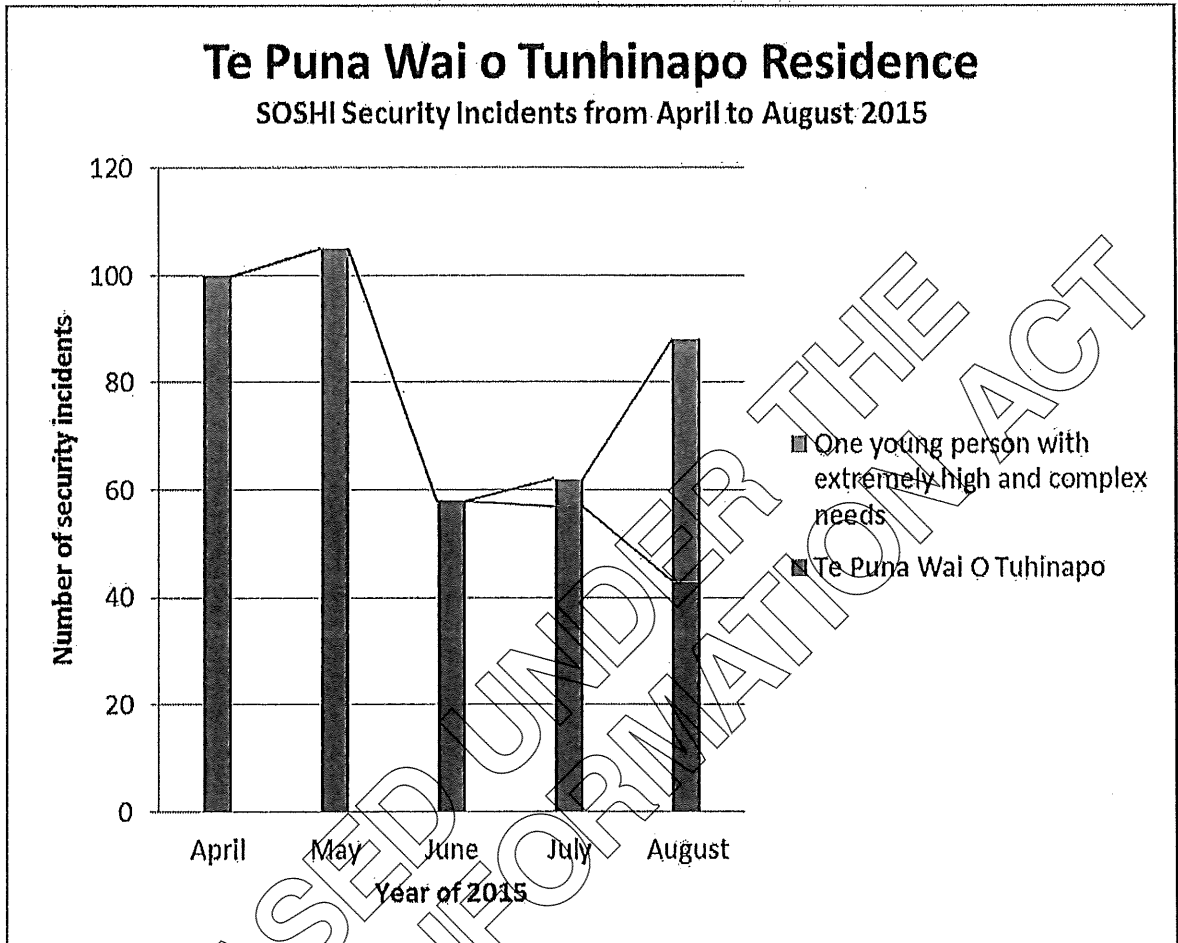
- The Supervision paper has been provided to the Office of the Chief Social Worker for sign off
- Supervision is increasing for staff
- A draft Terms of References for recruitment, standards and conduct has been developed

Programmes

Achievements

- The *Hidden Faces of Sport* Programme is underway.
- External providers are delivering programmes to young people
- The residence has strengthened their relationship with the mana whenua

APPENDIX ONE:



Te Puna Wai O Tuhinapo Residence

SOSHI Security Incidents from April to August 2015

	April	May	June	July	August
One young person with extremely high and complex needs	0	0	0	5	45
Te Puna Wai o Tuhinapo	100	105	58	57	43



child, youth
and family

A service of the Ministry of Social Development

Report

To: Hon Anne Tolley, Minister for Social Development
From: Nova Salomen, General Manager, Child, Youth and Family
Date: 01 October 2015
Security level: IN CONFIDENCE

Request for Update on Residential Services Issues

Purpose

- 1 The purpose of this report is to provide you with an update on the progress that is being made at Te Puna Wai ō Tuhinapo Youth Justice Residence in Christchurch.
- 2 This report also briefly outlines the development, in collaboration with the Department of Corrections, of improved induction training for staff within residences.


Recommendations

It is recommended that you:

- 1 **note** the contents of this report
- 2 **agree** to forward this report to the Associate Minister for Social Development.

Noted

Yes / No



 Nova Salomen
 General Manager, Residential and High
 Needs Services
 Child Youth and Family

01/10/2015

 Date

 Hon Anne Tolley
 Minister for Social Development

 Date

Te Puna Wai ō Tuhinapo

- 3 You will be aware that in June, in response to a range of issues identified at the Te Puna Wai ō Tuhinapo Youth Justice Residence in Christchurch a Governance Group was formed to strengthen the safety and wellbeing of staff and young people within this residence. The Governance Group consists of union representatives¹, senior officials from the Ministry's Organisational Solutions and Child, Youth and Family services lines (including residence staff).
- 4 The Governance group agreed an action plan focused on driving improvement in the areas of health and safety requirements; training; human resources processes; and programmes for young people. Initially the Governance Group met on a weekly basis, but due to the results achieved since June the group is now meeting each two weeks to monitor the plan.
- 5 Since the implementation of the action plan progress has been remarkable. At the end of August, after 10 weeks of concerted effort there was a notable 40 per cent decrease of security incidents. Overall the severity and frequency has decreased.
- 6 All incidents have been monitored by the Health Safety and Security and the Residential Operational Support team. The decrease in incident can be attributed by training for all staff on strengthening engagement skills, structured day programming, and non-violent crisis intervention.
- 7 There has been a stronger collective focus on health and safety. In June 20 staff were off work with work-related injuries and being managed by WellNZ².

Section 9(2)(a) Privacy of Natural Persons

- 8 A property and physical assessment of the residence was completed by the Ministry. No significant areas of concerns were identified, and a programme of work for minor items such as restoring radio reception to the young people's rooms and installing an emergency exit door in the administration area is underway.
- 9 The Canterbury District Health Board has increased support on a regular basis. They are providing increased clinical services on a daily basis for young people. Every young person who is admitted to Te Puna Wai is now considered an active client of Youth Forensic Services. This will continue as work is underway to provide dedicated office, consultation and delivery space for the youth forensic mental health team. A Psychiatrist is now visiting the site to see young people on a weekly basis. We have also tapped in to their expertise and provided staff development training in the areas of attachment which is the foundation of delivering a wider package of trauma informed care.
- 10 A more comprehensive Structured Programme has been implemented for the young people placed at Te Puna Wai ō Tuhinapo. Young people have responded positively to the range of programmes offered, which has included; external programmes offered by providers, life skills programmes, vocational training and the new Hidden Face of Sport Programme which was originally designed by Te āu rere a te Tonga residence in Palmerston North. The Hidden Face of Sport (HFS) programme involves role-modelling meaningful, positive social interaction and involvement of young people in sport. The programme utilises participation and training in sport as a reflective tool to assist young people in assessing their behaviour, focussing on the

¹ Public Service Association and National Union of Public Employees

² The Ministry contracts WellNZ as a third party administrator to assist in managing work-related injuries on the Ministry's behalf.

development of six key personal characteristics: trustworthiness, respect, responsibility, fairness, compassion and citizenship. The young people participate rigorous training in both practical and theoretical components of sport including but not limited to soccer, basketball, volleyball, softball and touch rugby over a 6 week period. At the end of the 6 week training cycle, a team of young people is be selected to represent the residence in the "Te Puna Wai Sharks" team to play either staff or invited outside guest teams such as Police, Community or New Zealand Defence staff. Involvement in the HFS programme has shown to improve morale and team work within the young people.

- 11 We and focused on improving recruitment practices and strengthening standards and conduct approaches to ensure these are timely, fit for purpose, transparent, and balance the needs of young people in care with those of staff. This work is being developed with the unions.
- 12 In June, due to issues the residence was facing, we reduced the bed capacity to 20 beds. This action has supported the residence management and staff to restore their performance and capability within Te Puna Wai o Tuhinapo.
- 13 The Governance Group have agreed to return the bed capacity to its regular level of 30 now that they are confident the residence is operating safely and the systems and controls to continue to do so are in place.
- 14 The bed numbers will increase to 30 by the 5 October 2015.

Staff Training

- 15 The lessons learned from the actions taken within Te Puna Wai o Tuhinapo has resulted in improved training plan for all Child, Youth and Family residences on Strengthening Engagement Skills and Structured Day Programming. This training series will be completed by December.
- 16 A new national induction programme is also being developed. We are working alongside the Department of Corrections to share our respective best practice and related material for inducting staff appropriately.
- 17 The national induction programme will provide staff with the core skills and knowledge required to practice effectively in a residential care setting. The induction programme will be centred on role responsibilities, child and young person centred practice, engagement, managing groups, legislation, programming, and managing crisis situations.
- 18 We expect that this programme will be completed for implementation in early 2016.

File ref: 15/9/1002



Te Puna Wai o Tuhinapo Residence Health and Wellbeing Project Plan

Key stakeholders	Bernadine Mackenzie – DCE Child, Youth and Family Nova Salomen – GM Residential and High Needs Services	
Project team	<div style="border: 1px solid black; padding: 2px;">s 9(2)(a) Privacy of Natural Persons</div> – Manager Operational Support Residential and High Needs <div style="border: 1px solid black; padding: 2px;">s 9(2)(a) Privacy of Natural Persons</div> – Manager Social Work Quality Assurance <div style="border: 1px solid black; padding: 2px;">s 9(2)(a) Privacy of Natural Persons</div> – Lead Organisational Development Advisor <div style="border: 1px solid black; padding: 2px;">s 9(2)(a) Privacy of Natural Persons</div> – Residence Manager TPWoT	
Project purpose	To strengthen the health and well-being of all TPWoT staff, by creating a constructive and productive environment where everybody works together resiliently to best respond to the needs of our young people and their families.	
Rationale	<div style="border: 1px solid black; padding: 2px;">s 9(2)(g)(i) Free and Frank Advice</div> <p>A strong focus on staff health and wellbeing at TPWoT is therefore vital for being able to resiliently respond to the needs of our clients. It is timely and consistent with discussions happening in other jurisdictions, and wider MSD Building Blue initiatives.</p> <p>This is a re-focus on our staff – the real assets of TPWoT Residence.</p>	
Key outcomes	<p>A key outcome will be all TPWoT staff, no matter their position, feeling empowered to display leaderful behaviour (as based upon the 4 Cs below):</p> <ul style="list-style-type: none"> • <i>Collective</i> leadership means that everyone can serve as a leader; it is not dependent on any one individual to take over • <i>Concurrent</i> leadership means that not only can many staff serve as leaders, but they can do so at the same time i.e. no one manager, leader and/or supervisor, needs to stand down when others are making a leadership contribution • <i>Collaborative</i> leadership means that everyone is in control of, and can speak for, the entire team i.e. all staff engage in a mutual dialogue to determine what needs to be done and how to do it, and together they pitch in to accomplish the work • <i>Compassionate</i> leadership means that staff commit to preserving the dignity of every single member of the team, meaning that they consider each individual whenever any decision is made or any action taken <p>A focus on the health and wellbeing of TPWoT staff and their working environment will also result in improved practice and ultimately better outcomes for young people, families and the community.</p>	
Scope	In scope	Out of scope
	<ul style="list-style-type: none"> • A re-focus on our staff as the real assets of TPWoT • The health and wellbeing of everyone at TPWoT 	<ul style="list-style-type: none"> • Practice • Regulatory compliance

	<ul style="list-style-type: none"> The environment/organisational culture of TPWoT 	
Process	<p>The TPWoT Leadership Team will collectively lead, and personally role-model, changes to promote an 'enabling' environment and a positive organisational culture for improving performance.</p> <p>The four overarching key enablers shown below will support the development of the behavioural and cultural changes required:</p> <ul style="list-style-type: none"> Staff inclusion Sufficient resourcing Relationships and functioning Leaderful behaviours <p>A series of three on-site workshops (with work done between them) will be held to develop a long-term plan of action. The plan will be presented along the lines of a 'maturity model' to visually show the journey ahead. The columns will include the current state (where we are today), progress at 6 months and 12 months, and the end state (where we want to be). The rows will show each of the four key enablers (mentioned above).</p> <p>All TPWoT staff will be encouraged to actively contribute to the development of the plan (either by directly attending the workshops, or through the TPWoT Leadership Team cascading information to them). The intention is to literally get everyone working together as one team and to create as much personal buy-in to the plan as possible. This will help increase the likelihood of a strong implementation and the achievement of desired outcomes.</p>	
Key deliverables	Item	Key dates
Workshop 1	<p>Brainstorming what's working well now that we can build on, what's not working that we need to rectify, what we aren't doing that we should be doing.</p> <p>Development of a 1st draft of a health and wellbeing plan to share with others for their feedback.</p>	16 June
Workshop 2	<p>Reviewing the 1st draft and feedback from others, refining it, brainstorming possible actions for implementing under each of the four key enablers.</p> <p>Development of a 2nd draft plan to share with others for their feedback.</p>	21 July
Workshop 3	<p>Reviewing 2nd draft plan and feedback from others, and finalising it for implementation – including delegating responsibilities and setting timeframes.</p> <p>The final plan to be shared with others for approval to proceed.</p>	01 September
On-the-job	Implementing the TPWoT Health and Wellbeing Plan!	From September



Te Puna Wai o Tuhinapo Residence

Health and Wellbeing — Workshop 1

Tuesday 16 June, Runners Road, Rolleston, Christchurch

10.30am	Workshop open – s 9(2)(a) Privacy of Natural Persons
10.30am 10 minutes	<p>Health and wellbeing context – s 9(2)(a) Privacy of Natural Persons</p> <p><i>Aim is to articulate in a positive way that we need to do some things differently at TPWoT and this has prompted us to focus on our biggest assets – you, and to do this well we need your participation and support</i></p> <p><i>Try to make this personal and inclusive to each individual in the room.</i></p> <ul style="list-style-type: none"> • Remind people of the role of TPWoT, and the important work that everyone does every day/night that they come into work • We know that while we're collectively doing well on many levels, each and every one of us can do more if we truly want to make the best possible difference to the kids in our care • So we're holding a series of workshops over the next few months involving as many people as possible to inform the development of a TPWoT Health and Wellbeing plan that's all about us and how we work around here
10.40am 10 minutes	<p>Our challenging work environment (looking back) – s 9(2)(a) Privacy of Natural Persons</p> <p><i>Following on from [] aim to articulate that we really do need to do some things differently (i.e. some things are not just good enough)</i></p> <p><i>Try to make this important to each individual in the room so as to create the need for change</i></p> <ul style="list-style-type: none"> • Briefly refer to some of the challenges/wins in the last 3 years – s 9(2)(a) Privacy of Natural Persons • Briefly share some of positive/negative findings from recent audits s 9(2)(a) Privacy of Natural Persons
10.50am 10 minutes	<p>We have a plan (looking forward) – s 9(2)(a) Privacy of Natural Persons</p> <p>Ensure that everyone is clear about what we're doing and their role in it:</p> <ul style="list-style-type: none"> • WHAT are we trying to achieve – refer project purpose, scope • WHY are we doing this – refer rationale • HOW are we doing this – refer process • WHEN are doing this – refer key deliverables • So today's objectives are for everyone to walk away: Feeling supported and positive about change, and With a collective understanding of what's working well at TPWoT that you can build on, what's not working so well that you need to rectify, what you're not currently doing that you should be doing
11.00am 15 minutes	<p>We're all in this together – s 9(2)(a) Privacy of Natural Persons</p> <ul style="list-style-type: none"> • CONNECTED word maker exercise – individually then collectively
11.15am 45 minutes	<p>A constructive 'blue' approach to change – s 9(2)(a) Privacy of Natural Persons</p> <p>V Formula 1 Pit Stops – How they've adapted to Change!</p> <ul style="list-style-type: none"> • Change is routine • Choosing your response • The circumplex and change • Circumplex and change exercise – small groups
12.00am	Lunch break

12.30pm 10 minutes	Workstations set-up – s 9(2)(a) Privacy of Natural Persons <ul style="list-style-type: none"> Introduce leaderful behaviour and the 4 Cs – s 9(2)(a) Privacy of Natural Persons 1. Collective leadership 2. Concurrent leadership 3. Collaborative leadership 4. Compassionate leadership Divide into 4 predetermined small groups – s 9(2)(a) Privacy of Natural Persons Set up the workstation process – s 9(2)(a) Privacy of Natural Persons
12.40pm 1 hour	Workstations brainstorming in small groups – s 9(2)(a) Privacy of Natural Persons <ol style="list-style-type: none"> Staff inclusion (20 minutes) Sufficient resourcing (14 minutes) Relationships and functioning (12 minutes) Leaderful behaviours (10 minutes)
1.40pm 30 minutes	Workstations debrief – s 9(2)(a) Privacy of Natural Persons <ul style="list-style-type: none"> At your final workstation agree the key points and present them back to the wider group Check for clarification and that you're covered everything What else aren't we doing that we should be doing
2.10pm 10 minutes	Next steps – s 9(2)(a) Privacy of Natural Persons <ul style="list-style-type: none"> XXX to type up our notes from today and send to by XXX to present as a draft Health and Wellbeing plan and distribute send to for wider distribution by XXX All feedback to by XXX Next meeting Tuesday 21 July
2.20pm 40 minutes	Final thoughts – <ul style="list-style-type: none"> Final thoughts card exercise – individual
3.00pm	Workshop close –

Participants x XXX

Team 1: XXX
Team 2: XXX
Team 3: XXX
Team 4: XXX

Preparation

Section 9(2)(a) Privacy of Natural Persons

- Update TPWoT Health and Wellbeing Project Plan s 9(2)(a) Privacy of Natural Persons
- Check the room layout has a head table for 4 and 4 tables for 5/6
- Check the room has already set up a projector and laptop (on the head table), sticky flipcharts x 4 and coloured pens
- Update and print PowerPoint slides (including video) and notes, send to for loading onto the laptop and save onto memory stick

Section 9(2)(a) Privacy of Natural Persons

- Prepare hand-outs

TPWoT Health and Wellbeing Project Plan

Blank circumplex A3, how the styles respond to change cards x 12

Workstation Notes x 4

Final thoughts cards (borrow from s 9(2)(a) Privacy of Natural Persons)

- Bring Chocolate Fish, large post-its, spare coloured pens, spare ball-point pens, a stop-watch

RELEASED UNDER THE
OFFICIAL INFORMATION ACT



Te Puna Wai o Tuhinapo Residence Health and Wellbeing Plan

<p>Our goal:</p> <p>Purpose of this plan:</p>	<p>To strengthen the health and well-being of TPWoT Residence by creating a more supportive, constructive and productive working environment, where everybody works together resiliently to best respond to the needs of the young people in our care.</p> <p>This re-focus on our staff – the real assets of TPWoT Residence – and their working environment is ultimately expected to lead to better outcomes for our young people, their families and the community.</p> <p>To share our health and wellbeing journey with others for their endorsement and support.</p> <p>To clearly and succinctly outline key activities to keep us on track and accountable, and to be able to monitor and track our progress.</p>			<p>End state</p> <p>Where we want to be</p>
<p>Enablers of change:</p> <p>Staff inclusion</p> <p>With the exception of the residence's non-negotiables change will proceed with staff through conversation – not instruction</p> <p>Sufficient resourcing</p> <p>Appropriate people resourcing (values, skills, knowledge and experience) will increase the momentum of change</p> <p>Relationships & functioning</p> <p>Time spent on relationships and residence functioning will lead to an in-depth understanding of change required</p> <p>Leaderful behaviours</p> <p>An intense focus on leaderful behaviours will encourage change at all levels</p>	<p>Current state</p> <p>Where we are today</p> <p>s.12(9)(1) Free and Frank Advice</p>	<p>6 months</p> <p>Where we will have completed these activities</p>	<p>12 months</p> <p>Where we will have completed these activities</p>	<p>End state</p> <p>Where we want to be</p>
<p>Staff inclusion</p> <p>With the exception of the residence's non-negotiables change will proceed with staff through conversation – not instruction</p> <p>Sufficient resourcing</p> <p>Appropriate people resourcing (values, skills, knowledge and experience) will increase the momentum of change</p> <p>Relationships & functioning</p> <p>Time spent on relationships and residence functioning will lead to an in-depth understanding of change required</p> <p>Leaderful behaviours</p> <p>An intense focus on leaderful behaviours will encourage change at all levels</p>	<p>We have a communication plan to strengthen the way we communicate – covering key messages, key audiences, and multiple channels (i.e. what, who, how and when).</p> <p>Appropriate activities (with timeframes and people responsibilities) are communicated well in advance to enable the achievement of the best possible results.</p> <p>Our notice board has been enhanced, is kept up-to-date, and contains only important and relevant information.</p> <p>Daily team meetings are purposeful and positive (using the COPING Model)</p> <p>Wider groups of people meet regularly e.g. LT and shift leaders.</p> <p>Permanent TLOs have been appointed for all units and there are now 2 TLOs on every pm shift.</p> <p>We have a clear and effective process for managing staff on ACC and long-term sick leave, that is applied consistently.</p> <p>We have a comprehensive induction programme for casuals, and have assigned a TLO to support them.</p> <p>Quality practice is role-modelled by LT for others to see what is expected.</p> <p>We have a business case for enhancing our programming skills, introducing new programmes, and adequately equipping all our programmes (including sports shoes for PE)</p> <p>BMS incentives have been enhanced (they progress compilation easier to achieve, there are in trials, they include material and non-material rewards, and the time between behaviour and reward has been reduced).</p> <p>We have a business case for creating a transition team to support YPs transition back into the community, this includes supporting their attendance on courses and building relationships with whanau/caregivers while in TPWoT.</p>	<p>Office days have been reviewed an enhanced (e.g. more planned and structured, training on best practices, team development activities).</p> <p>1:1 development conversations happen regularly (at least once a quarter), everyone has a written IDP for overcoming weaknesses and building strengths.</p> <p>We have a business case for implementing a formal training/qualification pathway that is applicable to residential work, formally recognised, and valued.</p> <p>New programmes have been implemented (including the Hidden Face of Sport Programme, weekly/monthly sports days for staff and YPs, increased access to external providers, off site courses and work placements, and attending wananga).</p> <p>BMS incentives regularly include offsite activities e.g. horse riding, kayak, walks, day trips.</p> <p>Discussions about the purpose of secure care admissions and use have been held, new practices and procedures have been encouraged, valued and are in place.</p>	<p>Input and feedback is regularly sought from people within and outside of TPWoT, it is solution-focused (not problem-focused), and is followed-up by LT.</p> <p>Multiple channels are in place for communicating and sharing best practices (e.g. surveys, email, the S drive, staff forums).</p> <p>Staff take personal responsibility for keeping informed and up-to-date i.e. they read the communications sent out to them.</p> <p>Monthly site-wide forums have been implemented.</p>	<p>Communication of key messages is timely and consistent, and transparent and honest.</p> <p>Feedback is given constructively and received openly.</p> <p>Staff opinions and ideas are heard and valued.</p> <p>Decisions affecting staff are made after full and robust consultation.</p> <p>Staff are change innovators – they actively and positively engage in change processes and in the development and implementation of new initiatives that affect them.</p>
<p>Staff inclusion</p> <p>With the exception of the residence's non-negotiables change will proceed with staff through conversation – not instruction</p> <p>Sufficient resourcing</p> <p>Appropriate people resourcing (values, skills, knowledge and experience) will increase the momentum of change</p> <p>Relationships & functioning</p> <p>Time spent on relationships and residence functioning will lead to an in-depth understanding of change required</p> <p>Leaderful behaviours</p> <p>An intense focus on leaderful behaviours will encourage change at all levels</p>	<p>Roles and responsibilities are communicated for greater clarity and understanding e.g. TLCP, TLO, shift leader.</p> <p>We challenge each other's poor attitudes and behaviours in a respectful and caring way, undermining or inappropriate behaviours are recognised and promptly addressed.</p> <p>We are open and mature to receiving constructive criticism ourselves, and don't take things personally.</p> <p>We are willing to give new things a go in a positive manner and without complaining.</p> <p>Communication at changeovers is consistent across all teams i.e. TLOs communicate high level key messages, shift leaders give detailed unit debriefs in the hub.</p> <p>The timing of some meetings has been changed to enable night staff to attend, and office days have introduced for night staff.</p>	<p>LT is functioning well as a united team (all on the same page) with consistent practice and with a high level of personal and professional credibility.</p> <p>We treat each other with the same respect, support and encouragement we would our YPs.</p> <p>We have a protocol that has been developed by everyone to aid the skills navigation of all cultural dynamics at TPWoT (including more in-depth Pacific island programs/training for enhanced knowledge and understanding of the island/family environment and cultures).</p>	<p>TPWoT is a fun and rewarding place to work.</p> <p>Staff are confident, healthy, resilient, and supportive of one another.</p> <p>Staff feel valued and are proud to work at TPWoT.</p> <p>YPs have clear and consistent boundaries and expectations, they feel safe and secure, and are thriving.</p> <p>YPs leave better than when they started with us.</p>	<p>Vacancies are filled with the best (in terms of values, skills, knowledge and experience) people for the job.</p> <p>We have a dedicated competent casual pool of staff.</p> <p>We have a protocol for when staff levels fall below the safety threshold.</p> <p>LT regularly assesses its team performance and development needs, using objective and consistent measures.</p> <p>Staff development (for individuals and teams) is regularly discussed, supported and implemented.</p> <p>Training refreshers are relevant and timely.</p> <p>We have quality programming which includes a balance of internal and external providers, and on-site and off-site activities.</p> <p>Work resources are respected and carefully maintained by everyone.</p> <p>The use of secure is minimal.</p> <p>We have a transition team on site supporting local YPs transition back into the community.</p>
<p>Staff inclusion</p> <p>With the exception of the residence's non-negotiables change will proceed with staff through conversation – not instruction</p> <p>Sufficient resourcing</p> <p>Appropriate people resourcing (values, skills, knowledge and experience) will increase the momentum of change</p> <p>Relationships & functioning</p> <p>Time spent on relationships and residence functioning will lead to an in-depth understanding of change required</p> <p>Leaderful behaviours</p> <p>An intense focus on leaderful behaviours will encourage change at all levels</p>	<p>One MSD workshops on our purpose and principles have been held for all teams, creating a better understanding of how we connect to MSD and to how the principles play out at TPWoT.</p> <p>Practice principles and guidelines have been developed and communicated, and are understood and consistently applied by everyone on the floor.</p> <p>1:1 supervisor/coaching conversations happen regularly (at least once a fortnight), for personal reflection and learning.</p>	<p>The Residence Manager has completed the MSD Leadership in Action programme, and the Life Styles Inventory 182 group debrief and 1:1 coaching.</p> <p>LT has participated in a Life Styles Inventory workshop and drafted individual development plans for thinking and behaving more constructively.</p> <p>Teams have participated in Group Styles inventory workshops, and drafted team development plans for working together more constructively.</p>	<p>TPWoT is an effective and valued part of the community.</p>	<p>TPWoT is an effective and valued part of the community.</p>



**MINISTRY OF SOCIAL
DEVELOPMENT**

TE MANATŪ WHAKAHIATO ORA

Mr Nicholas Jones
Political Reporter
New Zealand Herald
Nicholas.Jones@nzherald.co.nz

Dear Mr Jones

On 20 June 2016 you emailed the Ministry on two separate occasions requesting, under the Official Information Act 1982, information regarding Youth Justice Residences. On 19th June 2016, you were provided with contextual information regarding the State of Care report and the reasoning behind the Te Puna Wai ō Tuhinapo Youth Justice Residence receiving a detrimental rating from the Children's Commissioner.

All Child, Youth and Family Residences provide safe and secure environments for children and young people in care. The Ministry has undertaken several reviews of the operations of Te Puna Wai ō Tuhinapo as a result of concerns raised by individuals in relation to the safety and well-being of residents and staff. Te Puna Wai ō Tuhinapo has also had a number of Residence Managers over the past two years. This can be partly attributed to staff development through secondment opportunities that have arisen.

As a result of the concerns identified, the Ministry, through Child Youth and Family, undertook an improvement plan at Te Puna Wai ō Tuhinapo, with the purpose of strengthening the safety and wellbeing of staff and young people at the Residence. This plan had the oversight of a governance group that met regularly to monitor the plan's progress. By creating a more effective working environment, the Ministry can better meet the needs of the young people at the Residence, and their families.

Earlier this year, the Government announced that it will be introducing major state care reforms and a complete overhaul of Child, Youth and Family to improve the long-term outcomes for New Zealand's most vulnerable children. These reforms include the establishment of a new agency, the Ministry for Vulnerable Children, Oranga Tamariki, and a new child-centred operating model, with a greater focus on trauma prevention and early intervention. Dedicated teams are currently developing service design and legislative amendments to implement the Government's reforms.

Please find enclosed the following fifteen documents which led to the Te Puna Wai ō Tuhinapo Youth Justice residence receiving a detrimental rating from the Office of the Children's Commissioner.

	Title	Date
1.	Te Puna Wai ō Tuhinapo - Memo	5 September 2014
2.	Notes from Te Puna Wai ō Tuhinapo Meeting	16 October 2014
3.	Te Puna Wai ō Tuhinapo - Memo	7 November 2014
4.	Te Puna Wai ō Tuhinapo - Memo	19 December 2014
5.	Proposed safety review of Te Puna Wai ō Tuhinapo Youth Justice Residence - Memo	23 December 2014
6.	Te Puna Wai ō Tuhinapo Safety - Memo	8 January 2015
7.	Te Puna Wai ō Tuhinapo Youth Justice Residence Operational Governance Group and Agenda	June 2015 - January 2016
8.	Te Puna Wai ō Tuhinapo Short Term Action Plan	July - December 2015
9.	Te Puna Wai ō Tuhinapo Youth Justice Residence Operational Governance Group Terms of Reference	20 July 2015
10.	Safety and Security Principles between Te Puna Wai ō Tuhinapo and Kingslea School - Memo	17 August 2015
11.	Overview of achievements since the beginning of the Te Puna Wai ō Tuhinapo Governance meetings	14 September 2015
12.	Request for Update on Residential Services Issues	1 October 2015
13.	Te Puna Wai ō Tuhinapo Youth Residence - Health and Welbeing Project Plan	Undated
14.	Te Puna Wai ō Tuhinapo Youth Residence - Health and Welbeing Workshop 1	Undated
15.	Te Puna Wai ō Tuhinapo Youth Residence - Health and Welbeing Plan	Undated

Certain staff names and contact details are withheld under section 9(2)(a) of the Official Information Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

Some information is withheld under section 9(2)(g)(i) of the Official Information Act in order to protect the effective conduct of public affairs through the free and frank expression of opinions. I believe the greater public interest is in the ability of individuals to express opinions in the course of their duty. The following two documents are also withheld in full under section 9(2)(g)(i) of the Official Information Act:

- '*Staff Safety Survey*' dated August 2015
- '*Staff Safety Survey*' dated December 2015

As per the Ministry's e-mail of 8 September 2016, the Ministry is unable to provide you with statistics regarding secure care and staff restraints without substantial manual collation. This information is held within logs at each residence and is not stored electronically meaning it would require a manual review of log. As such, the second part of your request is refused under section 18(f) of the Official Information Act. The greater public interest is in the effective and efficient administration of the public service.

Audit reports of each Youth Justice residence are available on the Ministry's website at the following link: <http://www.msd.govt.nz/about-msd-and-our-work/publications-resources/monitoring/residential-care-inspection-report/index.html>

Child, Youth and Family are committed to working with Residences to help its vulnerable children and young people thrive. When children and young people are placed in a Residence, their safety and security is imperative. On occasions, it may be necessary for a child or young person to be placed in a secure care environment in order for them to be safe. Entering secure care is the highest form of intervention available within the residence. It is not a punishment and before the use of secure care, it is expected that a wide range of interventions are used or considered such as the use of de-escalation strategies.

When a child or young person is in secure care, Child Youth and Family's focus is on providing more support to help them work towards understanding their behavior or working through strategies to keep themselves safe; this occurs through intensive activities and interventions.

The principles and purposes of the Official Information Act 1982 under which you made your request are:

- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and any attached documents available to the wider public after ten working days. The Ministry will do this by publishing this letter and attachments on the Ministry of Social Development's website. Your personal details will be deleted and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@msd.govt.nz

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

The Ombudsman
Office of the Ombudsman
PO Box 10-152
Wellington 6143

Yours sincerely,



Murray Edridge
Deputy Chief Executive, Child Youth and Family