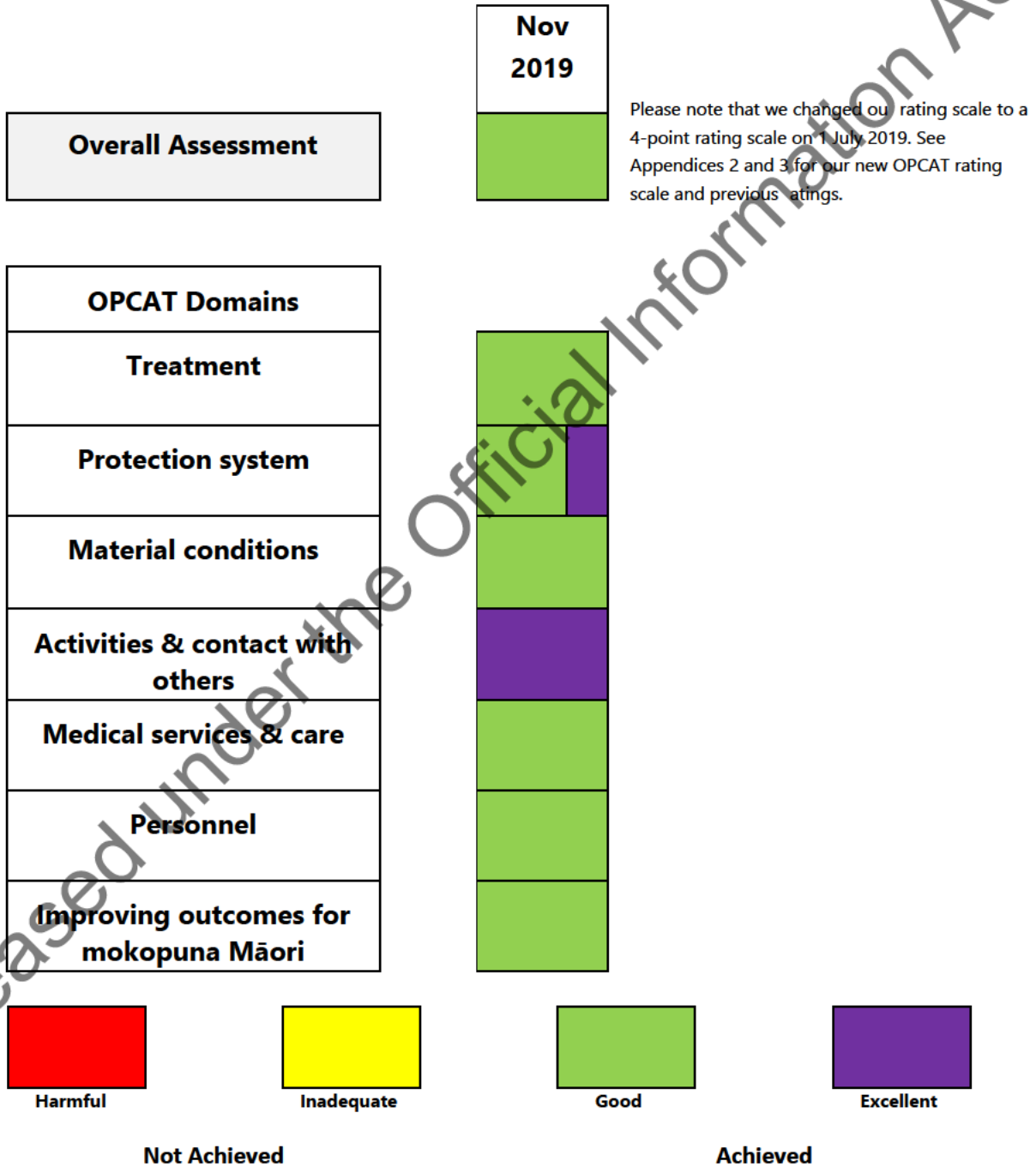


Puketai Care and Protection Residence, Dunedin

(Announced OPCAT Visit)

Visit date: s9(2)(a) OIA 2019. Report date: 16 January 2020



Released under the Official Information Act 1982

Contents

Introduction.....	3
Key findings and recommendations.....	5
Domain 1: Treatment	7
Domain 2: Protection system	10
Domain 3: Material conditions.....	12
Domain 4: Activities and contact with others	14
Domain 5: Medical services and care.....	16
Domain 6: Personnel.....	17
Domain 7: Improving outcomes for mokopuna Māori	18
Appendix One: Why we visit (legislative background).....	20
Appendix Two: Interpretation of ratings.....	21
Appendix Three: Previous OPCAT ratings.....	22
Appendix Four: Interviews conducted, and information accessed.....	23

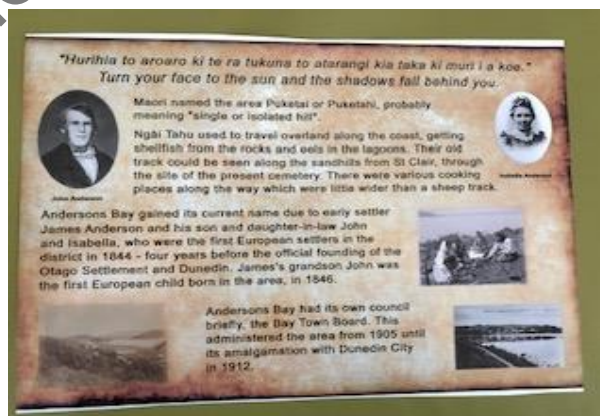


Photo: whakatauki gifted to Puketai

*“Hurihia to aroaro ki te ra tukuna to atarangi kia taka ki muri i a koe-
Turn your face to the sun and the shadows will fall behind you”*

Introduction

Purpose of visit

1. On s 9(2)(a) OIA 2019, s 9(2)(a) OIA and s 9(2)(a) OIA from the Office of the Children's Commissioner (OCC) conducted an announced monitoring visit to Puketai care and protection residence. The purpose of the visit was to assess the quality of Puketai's services against the seven domains relevant to our role as a National Preventive Mechanism (NPM) under the Optional Protocol to the Convention Against Torture (OPCAT). See Appendix 1.

Structure of this report

2. This report shares the findings from our visit to Puketai and makes recommendations for actions to address the issues identified. For the convenience of readers, we first list our key findings and recommendations. Here we provide the evidence for our overall domain finding as a list of strengths and areas for development. We then describe our findings for each of the seven OPCAT domains. For each OPCAT domain, we provide a statement that summarises the reasons for our rating for that domain. For more information about OPCAT, see the United Nations [website](#).

Context

3. In the context of our OPCAT visits, we use Mana Mokopuna principles and resources which apply to all children and young people to engage them in conversation about their experiences in the residence. Mana Mokopuna supports our monitoring to put a stronger focus on children and young people's experiences, and Māori beliefs and social structures. The information from interviews with children and young people sits alongside our assessment of the residence's compliance with the seven OPCAT domains. For more information on our Mana Mokopuna approach, see our [website](#).
4. Puketai is an eight-bed residence; and at the time of our visit there were eight children and young people placed there. It is located in Andersons Bay, Dunedin and sits within a residential housing area. It shares a boundary with a local primary school and has no fences surrounding its facilities.
5. Puketai is perceived as providing a more appropriate environment for younger children than the other larger residences. Consequently, children are often placed at Puketai, at significant geographical distance from their whānau, hapū and iwi connections. The residence would prefer to be used as a regional resource in order to support children from the local area.

6. At the time of our visit, the children and young people were aged between 10 and 16. The children and young people living at Puketai have high and complex needs, and require highly skilled, specialist care by trained mental health and disability practitioners, as well as support to deal with trauma and drug and alcohol addictions.
7. Due to the children and young people's high and complex needs, timetabling for school, and the short duration of our visit, we were only able to conduct formal interviews with [REDACTED] young people. Because of this, the following report does not contain direct quotes as it is not possible to make detailed statements about young people's experiences without compromising their confidentiality. We are however, able to make general comments about the children and young people's experiences.



Photo: trampoline



Photo: Looking towards the school

Key findings and recommendations

8. In assessing and rating the residence, we have applied our new OPCAT evaluative framework, effective from 1 July 2019. This is being developed in consultation with Oranga Tamariki. We have changed our OPCAT rating system from a 5 point to 4 point rating scale. This revised scale more clearly evaluates compliance or non-compliance with OPCAT. Please see [Appendix 2](#) for more information on our new rating system and [Appendix 3](#) for the previous ratings for this residence using our former rating scale.



Overall rating: Good

9. When we visited, we found that young people are safe from harm and there is no evidence of torture, or other cruel, inhuman or degrading treatment or punishment.
10. Our overall rating for Puketai residence is good. This is an improvement to the rating of well placed with developing elements at our previous unannounced OPCAT visit in January 2019, where we used the five-point rating scale.
11. The **Treatment, Material conditions, Protection system, Activities & contact with others, and Improving outcomes for mokopuna Māori** domains have improved since our last visit.

We evaluated two domains at a similar level to our last visit: **Medical services and care**, and **Personnel**.

12. **Strengths:** -

Our monitoring assessment identified that the residence has many strengths. Children and young people experience:

- Having a say in the day-to-day running of the residence, and a forum to discuss their rights and Whaia te Maramatanga (the complaints and suggestions process)
- Safe restraints, and staff that understand the residence's therapeutic model
- Strong assessment and transition plans, including a transition kete for each child or young person
- A grievance panel and advocates who visit regularly
- A comfortable living space, with delicious kai

- Contact with whānau where possible
- Interesting activities and learning opportunities
- Access to primary and secondary healthcare
- Staff that work well together
- Staff who are building their cultural capability
- Opportunities to learn about tikanga and te ao Māori.

13. Areas for development: -

We identified some areas for the residence's development:

- The level of detail in secure logs is inconsistent
- Police vetting checks for appointing new staff are taking too long
- Key staff members are holding most of the residence's cultural capability.

Recommendations

For the National Office, Oranga Tamariki

- Rec 1: The DCE Care Services works with New Zealand Police to find a resolution to expedite the Police vetting process for new staff, so the opportunity to appoint excellent candidates is not missed (pg 17).
- Rec 2: The DCE Care Services work with care and protection residences across the country to create a national approach to a therapeutic model of care that sits across all care and protection residences so individual residences are not having to use their resources to create their own. (pg 9), (State of Care, 2017, action 2).
- Rec 3: The DCE Care Services endorses Puketai's transition kete as good practice and shared this with other care and protection residences (pg 8), (State of Care, 2017, action 3).
- Rec 4: The DCE Care Services ensures there is a clear strategy that ensures All About Me plans are consistently coming from site to the residence (pg 8).

For the residence

- Rec 5: Puketai's leadership team work to ensure staff cultural capability is increased and relationships with mana whenua are well embedded so that cultural capacity is not only held by key staff members (pg 20), (State of Care, 2017, action 18).

Findings for each OPCAT domain

Domain 1: Treatment



Good

14. We rated this domain as good. We were very encouraged to see the progress since our last report around children and young people having a say. We found that transitions out of the residence were excellent, with lots of care and consideration taken to ensure a smooth process. We did find however, that the details in secure care logs are inconsistently filled out, and that the residence would feel better supported if there was a nationally consistent approach to a therapeutic model of care.

Strengths

- **Children and young people have a say in the day-to-day running of the residence.** Every Monday, the children and young people attend a meeting where they each have the chance to discuss issues that are affecting them. The meeting is chaired by a child or young person and we saw evidence of the meeting minutes which are recorded by different children and young people each time. Minutes include comments, questions, suggestions from each child or young person about the residence and activities. There is a section on rights, Whāia te Maramatanga, and comments from staff. We were very pleased to see that these meetings are occurring, demonstrating a response to a previous recommendation. The two young people we spoke to both found the Monday meetings to be useful.

We also saw evidence of children and young people's voices in their plans in the form of quotes, and sentences such as 'you said...'. Staff we spoke to told us that not all children and young people like to come to their MAT meetings, which occur weekly. This is due to the age and developmental stage of some children and young people. Staff have been trying to find other ways of getting their voices into the meetings, such as via phone, or through other staff members or professionals.

- **There is a focus on de-escalation and if a restraint needs to occur it is done sensitively.** Staff are trained in MAPA, are focused on de-escalation techniques and try to read body language and talk with children and young people before a restraint needs to occur. The staff employ a technique of 'tapping' in or out with other staff to ensure safety when the need to restrain occurs. This is discussed further in Domain 2. During our visit we witnessed staff communicating with each other, asking for another staff member to take over de-escalating a young person.

- **Staff understand the therapeutic model of care.** Staff we spoke to have a clear understanding of how trauma and complex needs can affect the children and young people's behaviour. We also heard that the current model of therapeutic care is currently being re-worked to align with a trust-based relational care model, which the Alert programme will also fit into. We look forward to hearing how the development of this model and the integration of the Alert programme is coming along. We have discussed the management's concerns about the therapeutic model in the areas of development below.
- **The children and young people's assessments are strong.** We saw comprehensive and thorough operational and individual care plans. It is clear from these plans that the staff members working with the children and young people have a clear understanding of their strengths and needs. We heard from staff that there are varying levels of engagement from young people in their plans, but staff encourage them to be involved. After an OCC staff member spoke with a young person, they decided that they would like to talk to their case leader about their plan, and this was facilitated.

We saw plans that were one-page and youth friendly in design, and the young person has a say in how their plans look in terms of style and content. For example, one young person felt they would like a plan written for adults so as not to feel patronised. We saw one All About Me plan in a file, and understand that these are coming infrequently from sites. Staff were awaiting direction from national office on the implementation of the plans and a staff member was due to attend a training about this the week following our visit (*Recommendation 4 refers*). We acknowledge that at the time of our visit there was significant work occurring across Oranga Tamariki around the development of these plans. We are also aware that since our visit, all children and young people in the residence have an All About Me plan in place.

- **The importance of good transitions out of the residence is realised and acted on.** We heard from staff that there are often issues around finding placements for children and young people. However, when a placement is found, there is a careful transition process. Staff told us of examples of residence management allowing staff to stay with a young person in their new placement for a week to help settle them in. We also heard that a staff member went to stay with one young person and their whānau when they were due to start back at school, to help with this transition process.

We were impressed to see an example of a 'transition kete' put together by staff to be sent to the child or young person's whānau or placement. The kete is individual to the child or young person, but contains information including professional assessments, the child or young person's pepeha, information about the residence, the child or young person's daily timetable and routines, along with information on how the young person best responds to what's happening for/around them. We encourage Oranga Tamariki to promote this resource within other care and protection residences, as the

information is detailed and may help with reducing placement breakdowns (*Recommendation 3 refers*).

Areas for development

- **The logs in secure are inconsistently filled out.** While reviewing the secure logs, we found that past logs were filled in with lots of detail around why a child or young person was admitted to the secure unit. However, over the past few months admission details appeared to lack the same level of detail as previously. We encourage the residence to ensure there is consistency in these logs going forward.
- **The residence is working within local resource constraints to deliver the therapeutic model of care.** As stated above, the residence is re-working its therapeutic model. We heard that it would be useful to have a consistent therapeutic model across all care and protection residences. This would ensure that staff time is not taken up in developing models, and that the models would be of a high calibre across all residences. As children and young people tend to move across different residences, it would be beneficial for their development if they received a consistent model of care. We encourage Oranga Tamariki to consider the importance of developing a model that all care and protection residences can use (*Recommendation 2 refers*).



Photo: chill out room



Photo: outside mural

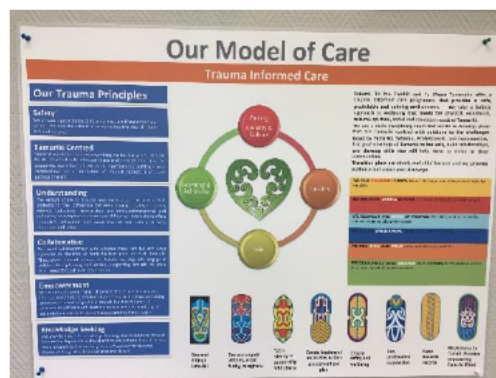


Photo: therapeutic model of care

Domain 2: Protection system



15. We rated most of the elements within this domain as good and rated the children and young people's understanding of their rights and Whaia te Maramatanga as excellent. For this reason we have given the rating an excellent element. The children and young people we spoke to were able to articulate their rights and the Whaia te Maramatanga process well, and we saw evidence of rights displayed in the unit. Staff work to ensure children and young people feel safe, and discussions with the young people reflected this.

Strengths

- **The children and young people understand and regularly discuss their rights.** We were told that during the Monday meetings, the agenda includes a time for the children and young people to discuss their rights based around the Oranga Tamariki Residential Care Regulations. Each week the children and young people choose one regulation to look at in detail. We saw pictures the children and young people had created outlining the regulation and what this means for their day-to-day life in the residence. Both young people we spoke to were confident that they understood their rights. We also heard that if a child or young person feels their rights have been breached, or the group discussion around rights becomes personal, they are encouraged to talk about it with their key worker.
- **The children and young people we spoke with told us they felt safe at Puketai.** They were able to identify key staff members they could trust and whom could keep them safe. They also felt comfortable approaching staff to discuss any concerns.

When discussing with staff, we were encouraged to hear that girls' and young women's safety and dignity are upheld during restraints. Male staff will 'tap out' and hand over to a female staff member to ensure safety.

- **Whaia te Maramatanga is understood and children and young people use it as required.** We heard that Whaia te Maramatanga is also discussed during Monday meetings. Each week a child, young person or staff member takes a turn at describing the process. One young person said they find this particularly helpful as different people can describe things in ways that appeal to each person's understanding and learning style. This young person found out about making suggestions through this process, when previously they had thought it was only for complaints. The children and

young people we spoke with both felt comfortable using Whaia te Maramatanga and found it to be a useful process in resolving problems.

- **Grievance Panel and Grievance Advocates visit regularly.** Puketai has university students who come in to talk to the children and young people. VOYCE Whakarongomai has also visited the residence, and a young person we spoke with understood their role in advocating for them. We also saw posters advertising VOYCE Whakarongomai and a poster with a photo and information about the panel chair in the unit. We are interested to learn how VOYCE and grievance advocates will work together and how this impacts the children and young people. We were pleased to see that the tangata whenua position on the panel has been filled since our last monitoring visit.



Photo: posters of regulations



Photo: new swing

Domain 3: Material conditions



Good

16. We found that the elements within this domain were all positive, and the rating reflects this. Both inside and outside spaces are welcoming and child and young person friendly. The children and young people enjoy the kai and there is new and well-maintained equipment for them to use. We were pleased to see progress in the secure unit since our previous visit.

Strengths

- **The inside environment is well presented.** Puketai is clean and tidy, with no graffiti or damage. There are many bright murals around the unit and in the chill-out spaces, and we heard from a young person that they liked the murals. Children and young people can personalise their rooms, and one young person told us it's where they like to go when they need time to themselves. The beds have recently been replaced with new king single beds. Young people can choose their own duvet cover, cushions and a rug for their bedroom and take these with them when they leave.

In our last report, we commented on the room in the secure unit that is used for those who are most at risk being uncomfortable with little natural light. We were pleased to see that on this visit some work has been done to try and improve this space. There is now a bright painting on the wall, and the plants have been removed from the outdoor courtyard, allowing for more light to come through.

- **The outside space is welcoming and there is plenty of equipment.** Puketai does not have a fence around its perimeter and shares a boundary with a local school. The outside space is welcoming, with gardens and areas to play for the children and young people. There is a well-maintained sensory garden and vegetable garden, and we heard that some young people particularly enjoy gardening and choose to do this where possible. Outside, there is also a trampoline and a new large swing. We were told that the residence has secured funding for an outdoor climbing wall which is yet to be installed.

The children and young people also have access to other equipment that may suit their developmental age and preference, such as bikes, lego, makeup, and toys.

- **The young people we spoke to enjoy the kai.** We were told by one young person that the residence goes “above and beyond” with the kai. Children and young people are able to have seconds, and food is available for the children and young people if they are hungry between meals. Puketai’s chef uses fresh produce from the vegetable garden and the meals are well balanced. We also read in a report that a young person has a strong relationship with the chef, which is encouraging to see.



Photo: lounge



Photo: room in the secure unit



Photo: courtyard in secure unit

Domain 4: Activities and contact with others



Excellent

17. We rated this domain as excellent due to the wide range of activities the children and young people experience at Puketai. We were encouraged to hear how staff are working with whānau to repair relationships and connect them with their children and young people where possible. Children and young people at Puketai experience a range of cultural activities and the young people we spoke to enjoy learning and school.

Strengths

- **Contact with whānau is seen as important and is facilitated where possible.** We heard that staff work hard to build relationships with whānau and help restore relationships with the children and young people where they can. We heard about one young person who had not had face-to-face contact with their whānau for some time, and that staff had worked to repair the relationship between the young person and their whānau. This has resulted in the young person's whānau scheduling two visits for the end of the year.

We also heard that phone calls are scheduled every day, but it can be hard for staff to encourage the children and young people to take up these phone calls. We were told that Puketai is interested in trialling other technology options for children and young people to connect, such as video calling. A young person told us they talk to their whānau everyday.

We were encouraged to hear that the cultural support worker is looking into registering, or assisting whānau to register, tamariki and rangatahi to their iwi. We also heard that the cultural support worker, and other members of the Māori roopu, are working to connect tamariki and rangatahi with their iwi, but admit that this can be difficult when the tamariki are far from home.

- **Children and young people are helped to learn about their culture through cultural role models.** Puketai's cultural support worker plays a vital part in role modelling to the children and young people. A respected member of the community who is mana whenua also comes in to teach the children and young people mau rākau, tī rākau, and patu every Tuesday after school. We also heard that children and young people connected with wahine at s9(2)(a) OIA marae who taught them weaving and tukutuku panels.

- **There are many opportunities to participate in individualised activities.** Children and young people participate in many activities both on and off-site. Puketai does not have a swimming pool or gym, but does not see this as an issue as staff would rather take the children and young people into the community to experience these things. There is a view that this may reduce some institutionalisation, and provide the children and young people with a 'normal' experience. During our visit, we saw a young person and a staff member going on a bike ride together in the community, and the young person's plan reflects that they enjoy this activity. A young person we spoke to felt that there was lots of trust from staff on outings, and because of the outings they felt they were learning skills for when they leave Puketai.

Children and young people experience a wide range of cultural activities through the weekly Poly Club, including waiata, poi, kemu and kapa haka. Children and young people are also able to experience pōwhiri and poroporoaki, which will be discussed further in domain 7.

- **The education programme is strong and the children and young people enjoy school.** The Kingslea School classroom at Puketai is bright and colourful with wall space provided for each child or young person to display their work. Learning opportunities are individualised and the students are given the chance to work on their interests and hobbies. When we arrived at Puketai a child showed us all their awards and achievements from school, which they were clearly very proud of. Another young person described Kingslea School as the 'best school ever', with multiple pathways and chances to learn.

Currently at Puketai there is a 'pop-up café'. This forms part of some of the older students' education, where they are gaining NCEA credits in hospitality. One young person will be doing work experience at a local café as part of the education programme.



Photo: on-site flat

Domain 5: Medical services and care



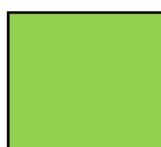
Good

18. Children and young people have good access to health services as required. The young people are also able to receive specialist general health and oral health care.

Strengths

- **The children and young people have good access to primary health care.** The nurse is on site most days, and the children and young people have a good relationship with her. Upon admission to Puketai, children and young people are seen by the nurse within 72 hours, for a full medical check, including a specialist psychosocial assessment for youth. Children and young people will also see the local GP within one week of arriving at Puketai.
- **Children and young people can access specialist health services.** There is a psychiatrist that visits the residence fortnightly, providing support with medication review as well as support for staff in understanding and dealing with children and young people with mental illness. The residence arranges specialist services for the children and young people such as occupational therapists, psychologists, and counsellors. We saw evidence of specialist reports and assessments in a child's file. We did hear however, that there is no alcohol and other drug service available in Dunedin for under 12-year olds, and sometimes this is an issue.
- **The residence meets children and young people's oral health needs.** The nurse has strong relationships with the dental service within the DHB, as well as the local community dentist. We were told that the community dentist will see children and young people urgently where possible. We heard that a young person required dental care for both cosmetic and general dentistry reasons, and the residence management and the local site agreed to pay half and have the treatment completed urgently in Dunedin before the young person returned home.

Domain 6: Personnel



Good

19. This rating reflects the strong working relationships between staff and across teams at Puketai. We were also interested to hear about the positive connections with the local community. We are aware the residence experiences delays around Police vetting for new staff, and are recommending the DCE Care Services works with Police to expedite this.

Strengths

- **Working relationships between and within teams are strong.** We consistently heard from staff that the staff relationships were good, and that there is a positive working culture within Puketai. Staff are supportive of each other, and we heard that each team is working towards the same goals and outcomes.
- **The induction process is sound.** All new staff attend the Oranga Tamariki national induction training for residence staff, however the timing of this varies. Puketai also provide their own induction for new staff, which is checked off as they go. New staff members are well supported with time spent observing all shifts, and then time spent working with a buddy.
- **Puketai has good relationships with the local community.** There is a governance group that meet quarterly made up of residence management, Police, education, and Dunedin City Council who consider youth issues, including Puketai. The group aims to address any gaps identified. Each meeting a young person from the residence opens the hui and speaks briefly on their experience of 'how things are going' for young people at the moment. We also heard that as Puketai shares a boundary with a local school, the two often share resources.

Areas for Development

- **Police checks for new staff are taking too long.** We heard that there have recently been issues with timeframes around police checks. As these are sometimes taking around six weeks, potential new staff are finding other jobs in the meantime as they are unable to wait this long. The impact for children and young people is that there are times when excellent candidates cannot be appointed (*Recommendation 1 refers*).

Domain 7: Improving outcomes for mokopuna Māori



Good

20. Since our last visit to Puketai, there has been lots of progress in this domain. The residence's strategy has been acted on, and staff are open to learning and building their cultural capability. A youth worker has now resumed the role of cultural support worker, which has greatly assisted in Puketai's journey.

Strengths

- **Puketai has a clear vision and goals for improving outcomes for mokopuna Māori.** The strategy is timeframed and specific and almost all of the strategy is in place or is in progress. The strategy's aim is to empower tamariki Māori and ensure responsiveness to tamariki and their whānau. As most of the goals are complete, we encourage the residence to further strengthen their cultural practice and create a new set of goals.
- **Staff cultural capability is being built.** The leadership team have all completed the *He Papa Tikanga* course through Te Wānanga o Aotearoa. All care staff are enrolled to begin this course in February 2020. Currently, the cultural support worker is running te reo sessions with staff and providing kupu and rerenga kōrero o te wiki through email every Monday. Staff are learning their pepeha, and while we heard that some staff are more confident than others, there is a positive learning environment around this process.
- **Staff are upholding Māori culture for the children and young people.** Each week there are te reo lessons during school, and as outlined in Domain 4, children and young people experience a wide range of opportunities to explore and learn tikanga Māori. We saw in the residence's programming that the cultural support worker spends time with the young people each week exploring whakapapa and helping them with their pepeha. The two young people we spoke to were both unsure about whether they were learning about their whakapapa. We encourage the cultural support worker to ensure children and young people fully understand what they are learning.

We were encouraged to hear that the residence is visiting different local marae once a term, either for day trips or noho. This has allowed the children and young people to experience pōwhiri, as well as connecting to the tikanga of mana whenua. We

were pleased to see progress in this element, as this was an area for development after our last visit. One young person we spoke to said they were learning about their Māori culture at Puketai and felt comfortable doing karakia.

- **Puketai has built on its partnerships with mana whenua.** In our previous report, we found that connections with mana whenua were not yet embedded. We were encouraged this visit to find that this has progressed. The cultural support worker has worked to deepen relationships with mana whenua and has connected with key kaumatua to assist in this. Puketai now has a strategic partnership with [s9(2)(a) OIA] marae. Their kaumatua assist in cultural supervision, and they have offered the opportunity for the children and young people to spend time at the marae. We look forward to hearing more about how this has progressed at our next visit.

Areas for Development

- **Key staff members are holding a lot of the cultural capability.** Staff at Puketai are passionate about the journey they are on in exploring te ao Māori and developing tikanga. However, we are concerned that if these key staff members left Puketai, some of the momentum could be lost. We encourage Puketai to hire Māori staff strategically, as well as continue to increase the cultural capability of current staff (*Recommendation 5 refers*).



Photo: tukutuku panel created by young person at [s9(2)(a) OIA] marae

Appendix One: Why we visit (legislative background)

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

Appendix Two: Interpretation of ratings

23. The table below provides a quick reference to the meanings of ratings given in the report.

The overall question our OPCAT monitoring seeks to answer is: *To what extent does Oranga Tamariki have the enablers in place that support children and young people to have the desired experience (for each element that we assess under each domain)?* Enablers we look at include: systems, structures, policies, procedures, opportunities and practice.

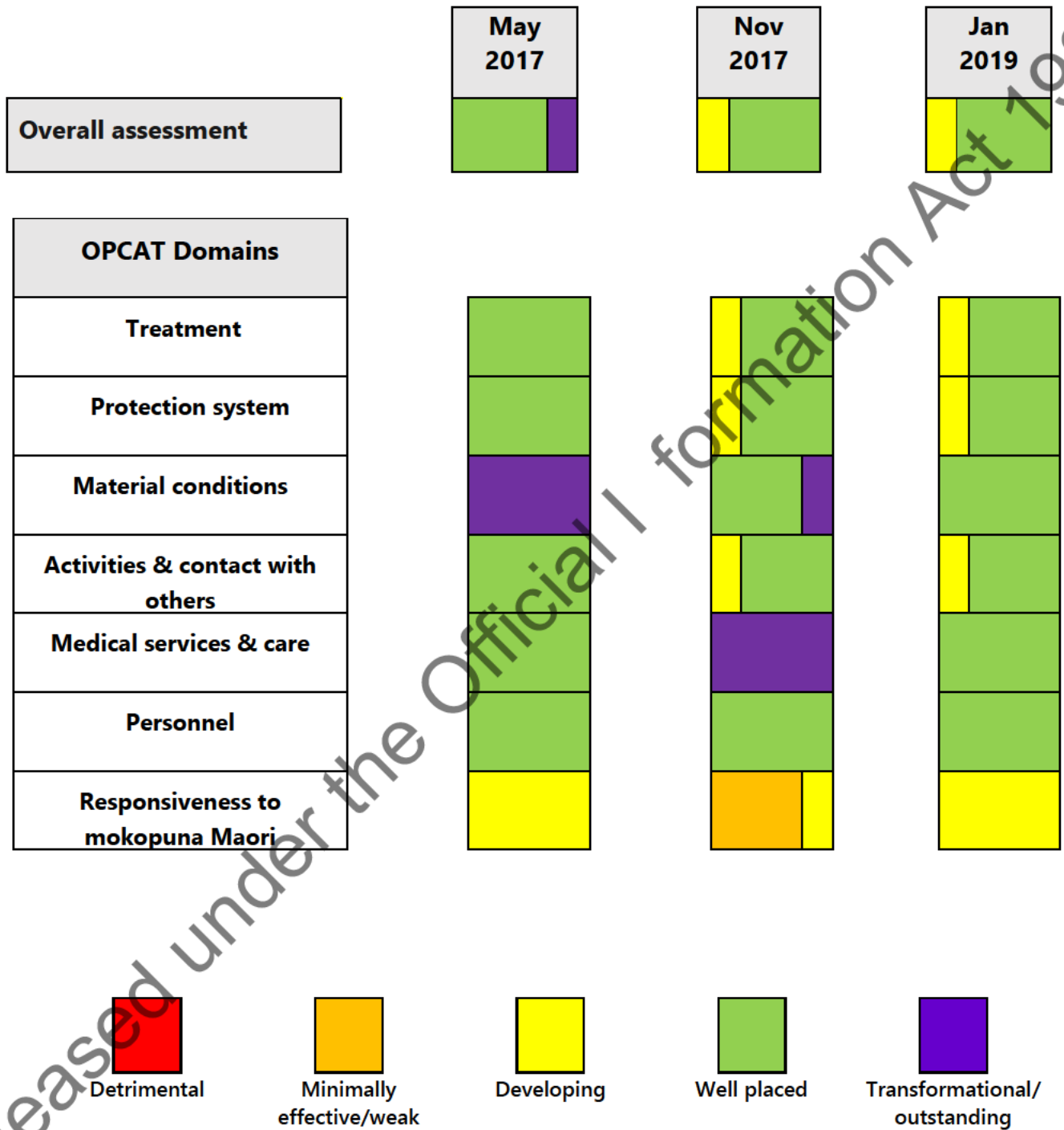
Each OPCAT domain is made up of multiple elements. For each element, the rubric provides a description of the enablers of good practice and the desired experience for children and young people.

Rating	Assessment	What it means
	Excellent	The organisation does an excellent job of enabling children and young people to have the desired experience.
	Good	The organisation does a good job of enabling children and young people to have the desired experience.
	Inadequate / Needs improvement	The organisation does an inadequate job of enabling children and young people to have the desired experience.
	Harmful	The enablers are not in place, the experience is harmful for children and young people. Note that 'harmful' typically implies an element of intentionally, negligent, rejecting, or undermining practice or environments. However, if the consequences of a practice or environment are harmful enough, then they may receive a rating of harmful, even if the practice or environment is not intentionally harmful.

Note: Even though staff experiences and practices are taken into account, it is the children and young people experiences that anchor the ratings, not the experience of staff.

Appendix Three: Previous OPCAT ratings

24. Note these ratings used our previous 5 point rating scale.



Appendix Four: Interviews conducted, and information accessed

Our visit to Puketai included interviews with:

- children and young people, and informal discussions with other children and young people
- Residence Manager
- Team Leader Operations x2
- Team Leader Clinical Practice
- Residential Youth Workers
- Case Leaders
- Nurse
- Assistant Principal
- Cultural support worker
- Grievance Coordinator
- Grievance Panel Chair and Panel member
- Governance group member

The following sources of information also informed our analysis:

- Visual inspection of the residence
- Last OT audit report
- Grievance quarterly reports
- Children and young people's files at the residence (including Individual Care Plans and Operational Plans)
- Transition kete
- Puketai Cultural Programme 2019
- Puketai strategic plan for mokopuna Māori
- SOSHIS
- Induction checklist
- Secure logs
- Monday child and young person meeting minutes