

**PROGRAMME DESCRIPTIONS OF
SEVEN NEW POLICE YOUTH
DEVELOPMENT PROGRAMMES**

A report written by

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INTRODUCTION

Following the perceived success of 14 original Police Youth at Risk programmes, the 2000/01 Police budget included funding for the establishment of five new Youth Development Programmes. In addition, the Police and the Crime Prevention Unit (CPU) jointly funded a further two programmes. The original programmes arose as a result of the CPU's 1994 crime prevention strategy which identified seven goals, one of which specified the establishment of preventative programmes targeted at "youth at risk" of offending (Crime Prevention Unit, 1994). More recently, a specific Key Result Area was included within the 1999/2000 District business plans pertaining to the prevention of youth crime: "to prevent youth offending and re-offending by co-ordinated inter-agency and community-based action". The funding that was approved for the seven new Youth Development Programmes described in this report can therefore be seen as a direct result of this re-stated emphasis within the youth crime area.

It was decided that the funding be targeted towards the following five Districts of:

- Northland;
- North Shore/Waitakere;
- Counties/Manukau;
- Bay of Plenty; and
- Wellington.

Each District was allocated \$87,000 (excluding GST) for each of the four years 2000/01 to 2003/2004. These funds were (and are still) solely for establishing and operating Youth Development Programmes in each District. It is expected that this funding cover the salaries of two non-sworn Youth Workers, and additional operating expenses (for example computer hardware and software, camp expenses, and vehicle expenses). In addition, with the exception of Wellington, all new programmes were allocated a full-time sworn position dedicated to managing the programme. Consequently, programmes were developed in Whangarei, Ranui, Clendon, Rotorua, and Naenae.

The Safer Whakatane and District Communities Council and Tararua Rural Educational Activities Programme (REAP) had submitted proposals to the CPU in 2000 for consideration of funding. The CPU approached the Police with the suggestion that both proposed programmes could be suitable for joint CPU and Police funding. As such, the 'Kickstart' programme in Whakatane and the 'Rangatahi Kaimahi' programme in Dannevirke were allocated \$20,000 from Police, funding which was to be continued over four years (pending acceptable evaluation results); and a one-off funding allocation of \$15,000 from the CPU for 2000/01 (to contribute to set-up costs).

Similar to the original programmes, the seven new programmes are subjected to a four-year evaluation, including formative, process, and outcome evaluation phases. The formative phase included initiation of the programmes and development of strategies for each programme. It was envisaged that the seven Youth Development Programmes would incorporate factors identified as best practise in the original 14 Youth at Risk Programmes through close consultation with staff from the Office of the Commissioner. To facilitate this transmission of knowledge, Office of the Commissioner staff visited each of the programmes to discuss set-up and planning issues, as well as briefing staff on evaluation requirements. Two induction workshops were also held (one each for upper and lower North Island programme staff) to provide each programme with management and evaluation information. Additionally, a conference was held in July 2000 at the Royal New Zealand Police College to which staff of existing as well as new Youth Development Programmes were invited. This conference went further in transmitting the knowledge from the existing programmes, and provided an opportunity to build networks with other programme staff.

In alignment with the existing programmes, the new programmes adopted the objectives that had been developed in the formative evaluation phase of the original programmes. These objectives are as follows:

- To develop a strategic approach towards participant selection and programme implementation;
- To build the supportive capacity of participants' families;
- To prevent and/or reduce offending by programme participants;
- To foster the integration of the programme with other community initiatives and agencies;
- To demonstrate the movement of Police resources into proactive policing.

The process evaluation phase covers the three years of July 2001 to June 2004. End of year reports, the first of which is soon to be released, provides an early evaluation of the operation of each programme. The seven programmes are evaluated to provide an early indication of the extent to which the above-mentioned objectives are being met, and consequently to provide guidance for future programme practise.

At the year ended June 2004, an outcome evaluation is to be completed based on the first four years of programme operation. The outcome evaluation will provide a more detailed analysis of data relating to client outcomes, and a statistical analysis of any change in client behaviour that occurred during the period he or she was involved with the programme.

This report is a product of both the formative and process evaluation phases of the seven Youth Development Programmes. Firstly, a brief methodology describes the processes by which the information in this report was collected. The body of the report comprises of a programme description for each of the seven programmes describing the development of the programme and the consultation that took place in the formative phase, as well as describing programme operation for the first year of the process evaluation. As indicated within each description, the information within the report is based on that provided by programme staff and in some cases, initial proposal documentation. These descriptions will form the basis for the aforementioned process evaluation analysis documents.

METHODOLOGY

As part of the process evaluation of the seven new programmes discussed in this document, qualitative information on each programme was collected from Programme Co-ordinators by the two processes discussed below:

- A questionnaire was devised by the Evaluation Unit and distributed to the Co-ordinator of each programme in approximately July 2001, asking general questions regarding programme design, delivery targets, consultation with Māori and Pacific groups, and community contacts¹. This information provided the basis for the interviews conducted with Programme Co-ordinators discussed below, and thus, the basis for the programme analysis discussions².
- Telephone interviews were conducted³ with the Programme Co-ordinator⁴ from each programme to obtain qualitative information about the development, implementation and operation of the programme, consultation with community and cultural groups, staffing, and the services provided by the programme. The programme descriptions that were written were sent to each programme for comment to ensure that all information was correct. Any corrections or suggestions made by Programme Co-ordinators were considered by the author and incorporated into these documents where appropriate.

¹ See Appendix 1 for a copy of the questionnaire.

² See Appendix 2 for a copy of the questionnaire.

³ A face-to-face interview was conducted in the case of the J Team.

⁴ The interview was held with a Youth Worker in the case of the Rotorua Youth at Risk programme (in the absence of a Programme Co-ordinator).

WHANGAREI YOUTH AT RISK PROGRAMME⁵

Programme Development

The Whangarei Youth at Risk programme was conceptualised due to the lack of any targeted intervention for at-risk youth within the Whangarei area. Although different agencies and youth groups existed in the area, these did not cater for those youth who were exhibiting risk factors which predisposed them towards offending behaviour. Hence, when invitations were distributed to all Police districts requesting submissions for potential youth development programmes, Whangarei Police submitted a business proposal.

The Project Leader visited existing Youth Development Programmes within the Auckland and Kaikohe areas to observe how other projects were being run. Programme staff decided to take the holistic case management approach adopted by the majority of these programmes. This model was selected on the basis of the perceived effectiveness at a relatively low cost, and was modified to be appropriate to the local Whangarei community.

Consultation with Community Agencies and Cultural Groups

Once allocated funding, programme staff approached agencies within the community to outline the programme, the majority of whom were said to have expressed positivity and enthusiasm about the project. In addition, each intermediate school within the Whangarei District was visited to outline the Early Intervention component of the programme which was to be delivered within an education context. Again, the Project Leader indicated that all schools that were contacted expressed a wish to be involved with the programme.

The “Gem of the First Water” book (the basis of the Dare to Make Change programme) is utilised for the Early Intervention component and was adapted for the programme’s use to ensure that programme delivery is culturally appropriate for the Whangarei community. For example all characters and place names within the story were changed to Māori names so that it is easier for programme participants to understand or relate to the story.

Due to the low Pacific population within Whangarei, there was little consultation with Pacific agencies, however appropriate groups will be contacted should the need arise. Clearly the “Gem of the First Water” can also be modified to include Pacific characters and places.

A central part of the programme, and imperative to providing a holistic service, is the inclusion of community agencies in the case management of clients. Agencies that were named by the Project Leader as having frequent contact with the programme during approximately the first six months of operation were as follows:

- People Potential (local training provider);
- Alternative Education Placement;
- One Double Five Community House;
- Parenting and Family Counselling;
- Raurimu Avenue School;
- Whangarei Intermediate School;
- Kamo Intermediate School;
- Kamo High School;
- Child Youth and Family;
- Ministry of Education.

⁵ This programme description is based on information provided by the Project Leader, and information on ‘The Pulse’ was taken from a Ten-One, 239 article.

Staff

The Project Leader has more than six years experience with the New Zealand Police which has included positions within the Fatal Crash Analysis section, Special Tactics Unit and General Duties Branch.

Two Youth Workers have also been employed; both of whom are Māori. One Youth Worker has spent over 15 years working with Youth Groups such as Te Ora Hou Aotearoa and the Non Enrolment Truancy Service. This employee also has a Certificate in 'Youth Work' from Whangarei, a Certificate in 'Children in Need' from Auckland and has a Certificate of competence in facilitating the Drug Addiction Resistance Education (DARE) programme, which she had been doing for 15 years prior to joining the programme.

The other Youth Worker was previously employed by Northland Mental Health for three years as a Youth/Family Worker. Having been with the New Zealand Territorial Army for ten years, he holds the rank of Transport Sergeant. This employee also has a Certificate in 'Mental Health' from Auckland Institute of Technology and a Certificate in 'Drug and Alcohol' from Whangarei Hospital.

The Youth Workers receive external supervision from a registered Psychologist and Counsellor.

Outline of Operation, Objectives, and Criteria

The Whangarei Youth at Risk Programme consists of two distinct components: an Early Intervention Programme, and an intensive case management programme that is designed to be delivered over a long period of time. Each component operates separately and has different objectives, although both target 10 to 14 year old youth.

Early Intervention Programme

Objectives and Criteria

The objectives for the Early Intervention component of the programme are to assist participants in the following ways:

- To make personal and positive changes in their lives;
- To identify aspects of their behaviour that they would like to change;
- To manage their feelings more positively;
- To make appropriate decisions, and not submit to peer pressure;
- To stop offending;
- To be accountable for and aware of the consequences of their actions;
- To gain self-esteem and confidence.

The programme is targeted at intermediate school aged children with minor offending history or behavioural problems.

Outline of Operation

The Early Intervention programme is delivered to groups of 10 intermediate school students from one school who have been identified by school staff as being the most at risk and in need of intervention. Once identified, the Youth Workers contact the family to explain the programme and offer the opportunity for their child to be involved. If the parents and youth consent to participate on the programme, an entry interview and needs assessment for the client are conducted within the family's home.

The Dare to Make a Change programme which is based on the “Gem of the First Water” book by Ron Phillips is delivered to the students within school hours in four hour sessions. The programme is designed to be delivered on a weekly basis over 20 weeks, and each session involves the group reading through a chapter together, setting tasks, challenges and activities, and providing feedback about that particular session. Originally the programme took place within school grounds utilising school resources. However, more recently the Whangarei programme has relocated to ‘The Pulse’ which is situated in an old school building, and as a result the Dare to Make a Change programme is now delivered there.

In addition to the Dare to Make a Change programme curriculum, programme staff adopt an informal case management approach to these youth. Furthermore, the school contacts the relevant Youth Worker if any behavioural problems arise concerning any of the participants (for example, truanting or offending). The Youth Workers maintain regular contact with the participants’ families and any issues that arise are dealt with by programme staff or through referral to a relevant agency. This contact continues until the young person no longer exhibits behavioural problems, however if behaviour warrants it, the youth may be transferred into the longer, more intensive component of the programme.

Once a client has been exited from the Early Intervention component of the programme, programme staff visit the young person and his or her family three months after the exit date to ensure that results have been enduring.

Originally, the two Youth Workers ran the programme together within one school at a time. However, because the second Youth Worker has developed facilitation skills, the two Youth Workers are now able to work at different schools. This allows for delivery of the programme to occur in two schools at any one time, therefore accommodating 20 youth. Although the schools that have thus far been involved have expressed their wish to have another ‘wing’ of the programme facilitated, the Early Intervention programme is delivered within a different school each time.

Long-term Intervention Programme

Objectives and Criteria

The objectives for the long-term component of the programme differ slightly from those outlined for the Early Intervention Programme. These are as follows:

- To reduce juvenile offending and future adult offending within the Whangarei district;
- To break the recidivist offending cycle within local families;
- To increase community safety by building a community-specific programme;
- To improve the education and health of youth at risk;
- To build the supportive capacity of participants’ families;
- To establish partnerships with community agencies.

This component of the programme targets 10 to 14 year old youth who are recidivist offenders.

Outline of Operation

Referrals to the long-term intervention component of the programme are received solely from the Whangarei Youth Aid Section. Any young person that Youth Aid Section staff perceive as meeting the programme criteria is discussed with programme staff. If it is agreed that the young person meets the criteria then the Programme Co-ordinator approaches his or her family to outline the programme. If the family agree to meet with programme staff, a Youth Worker (or the Programme Co-ordinator) will visit the young person and his or her family to discuss the programme in more depth. If the young person and his or her family wish to participate, another informal meeting is held to build up trust

between them and the Youth Worker. Meanwhile the Youth Worker liaises with Youth Aid to establish the history of the client to assist with the needs assessment.

Once a connection has been established with the young person, the Youth Worker conducts a client entry interview that includes a needs assessment, with both the young person and his or her parents. The Youth Worker ascertains from the family which agencies they are involved with. These agencies are contacted and a meeting is scheduled within four weeks of the client joining the programme between the Youth Worker (who co-ordinates the meeting), the young person and his or her family and extended whānau, a representative from each agency, and a representative from the school (usually the Dean or Counsellor). Together all attendants determine a support plan and set goals for the youth and his or her family. Any issues identified, including care and protection, educational, monetary or training needs are allocated to an agency to be dealt with, although the primary goal is always to have the client re-admitted to the school system (even if this is alternative education). The client then signs a contract agreement that outlines his or her obligations to the programme.

Thereafter the Youth Worker maintains twice weekly contact with the young person and his or her family. In addition, a review meeting is conducted every four weeks with the young person, his or her family and the agencies involved in an effort to co-ordinate the services being provided. Once the behaviour of the young person has improved, and the major issues that were identified in the initial meeting have been addressed, contact declines to approximately weekly, although this is determined by the needs of the youth. The youth is then exited when appropriate, although this may be as long as two years after joining the programme.

Services Provided

The following comparative summary table provides an overview of services that the Whangarei Youth at Risk Programme provides.

	Usually	Sometimes	Rarely
Arranges recreational/leisure activities for clients			✓
Arranges accommodation for clients/families			✓
Arranges schooling for clients	✓		
Rewards positive behaviour eg. movies etc	✓		
Arranges mentors for clients		✓	
Conducts camps for clients			✓
Assists with employment for clients/families		✓	
Arranges inclusion in training courses for clients		✓	
Arranges inclusion in parenting courses for parents	✓		
Refers to other agencies	✓		

In addition, the programme makes specialist agency referrals as follows:

	Usually	Sometimes	Rarely
Drug and alcohol programmes to parents	✓		
Drug and alcohol programmes to young people	✓		
Psychological treatment to parents	✓		
Psychological treatment to young people	✓		

Integration with Other Agencies and Community Initiatives

Regular interaction with external agencies, schools, and the Police Youth Aid Section has been regarded by the programme as an essential factor in order to achieve successful results. As such, relevant agencies are included in a client's case management from the time of referral. After the first case management meeting is held for a long-term intervention participant, all agencies involved with the young person is made aware of the programme's requirements. The requirements involve not only ensuring that their obligations to the young person and his or her family are met, but that agency contact and communication with programme staff is maintained. As such, the programme has one contact person at each of the agencies to allow for efficient operation. Furthermore, regular contact with supervisors of each agency ensures that the agency is accountable for providing a service in a specified time frame.

The Programme Co-ordinator believes regular interfacing with local schools has ensured that a positive relationship has been maintained with school staff. Practically, this has meant that programme staff have been given open access to the schools, which allows them to conduct client 'spot checks'.

Finally, the close relationship between programme staff and Youth Aid staff not only facilitates suitable referrals of clients to the long-term intervention component of the programme, but has also proven invaluable when youth justice or care and protection issues for clients have arisen.

The programme has become integrated into the community, and the co-operation, partnership, and information sharing between the different agencies and schools involved has enabled the implementation of positive community initiatives, and the addressing of clients' needs. These initiatives have included the recent establishment of 'The Pulse', a collective of community groups and government agencies including the programme, to focus on youth issues. This includes Te Ora Hou (an alternative education programme), School Attendance Services, Rubicon Drug and Alcohol Counselling, Work and Income New Zealand, Northland Health, Child, Youth and Family, and a Youth Justice Co-ordinator (Ten-One 239, 2002).

COMMUNITY APPROACH, RANUI⁶

Development of the Programme

When the Office of the Commissioner invited districts around New Zealand to submit business cases if they were interested in developing a youth programme in the area, the North Shore / Waitakere District embraced the opportunity. The Policing Development Manager in the area had recently completed an analysis of the district, which revealed that it was a demographically diverse area with a high level of social deprivation - the Waitakere region more so than North Shore.

When the decision to allocate positions and funds to the District was made, Ranui was chosen as a location for the proposed programme due to an integrated agency programme - the Ranui Action Project (RAP) – that was already being developed in the area. RAP is funded by the Ministry of Health and Child, Youth and Family, and aims to bring the Ranui community, government agencies, volunteer groups, and the council together to improve health and wellbeing in Ranui (<http://www.ranui.org.nz/spaces/view>, 12/07/02). It was initially envisaged that the programme would eventually share RAP premises and resources, however the programme has always operated out of the Henderson Police Station.

Consultation with Community Agencies and Cultural Groups

Those initiating the Youth Development Programme consulted with RAP as well as other community stakeholders such as the Waitakere City Council to determine how the programme could contribute to and complement existing services. Additionally, existing Youth Development Programmes within the Auckland area that had adopted community-based models were consulted as to effective service provision.

As well as RAP Māori representatives, the Ranui Māori Advisory Group and runanga were consulted to ensure that the programme would be culturally appropriate for Māori clients, and weekly meetings were also held with the Ranui Māori Caucus. These meetings continue to occur, albeit on a less frequent basis. With regards to ensuring the programme would be culturally appropriate for Pacific clients, the Pacific representatives of RAP and the Pacific Community Reference Group were consulted.

The groups that the programme named as having frequent contact with the programme in approximately the first six months of operation were as follows:

- Birdwood School;
- Ranui School;
- RAP;
- Ranui Māori Caucus;
- Waitakere Youth Aid Section.

Staff

The Project Leader was employed in May 2001 and has 10 years experience with the Waitakere Youth Aid Section as a Youth Aid Officer, and a total of 17 years Police experience.

⁶ This programme description is based on information provided by the Officer in Charge of District Headquarters (who was involved in the development of the programme) and Project Leader.

Two Youth Workers were also employed, and started on the same date as the Project Leader. One of the Youth Workers is female and had spent four years working with youth and their families at the Youth Horizon Trust prior to joining the programme. This employee also has qualifications as a Drug and Alcohol Resistance Education (DARE) Programme Facilitator, Goldstein Pro Social Skills Facilitator, Caregiver with Behaviour Management Strategies training, Non Violent Crisis Intervention Instructor, and holds a Regional Alcohol and Drug Services Certificate.

The other Youth Worker came to Ranui Community Approach from the Glen Innes Community Approach Youth Development Programme. During his two years as a Youth Worker at the Glen Innes programme, this employee undertook a Loss and Grief recovery course, a Strengthening Families course, a Taiaha (Māori weaponry) course, and a Māori Spirituality course.

Objectives and Criteria

The Ranui Community Approach programme did not define specific objectives, so abided solely by the Police objectives that were set for all Youth Development Programmes⁷.

The criteria for a young person's entry to the programme are that the young person:

- Be between 11 and 13 years of age (intermediate age);
- Exhibit risk factors that predispose him or her to offend;
- Is already offending;
- Has come to the notice of the Police.

Outline of Operation

Due to the small size of the Ranui community, programme staff saw the importance of consultation and collaboration with local intermediate schools within the development phase of the programme. As a result, although most referrals are received from the Youth Aid Section, local schools refer many clients also.

Once a client has been referred and assessed as meeting the programme criteria, the referral source introduces programme staff to the young person and his or her family. If the family expresses an interest in talking with programme staff, a meeting is scheduled to discuss the programme after which the family is left to consider the option of participating on the programme. If consent to participate is given, a subsequent meeting is scheduled at which the entry interviews (including a needs assessment for the young person) are conducted separately with the young person and a parent in order to encourage honest responses. Based on the interviews and discussion with the young person and his or her family, goals for both the youth and family members are set. The assigned Youth Worker ascertains which other agencies are working with the family and discusses their roles. These agencies are contacted to ensure that the programme is not duplicating any service that is already being provided.

The Youth Worker initially maintains daily contact with the client and his or her family, which is generally on the basis of personal visits or phone calls. The close relationship with local schools means that if the youth truants or displays any anti-social behaviour, then the Youth Worker is contacted. In addition, the Youth Workers regularly visit the schools and attend school assemblies and prize-givings resulting in their being well known by both school staff and students.

⁷ As outlined in the introduction.

Programme staff meet every three months (unless the young person's behaviour warrants more regular meetings) with the young person, his or her family, other agencies working with the family, and school staff to discuss the progress of the young person and any issues that may have arisen. Contact with the client and his or her family gradually declines as the young person's behaviour improves. When the goals that were set for the young person and his or her family have been achieved and the young person's behaviour has improved to an acceptable standard, the client is formally exited from the programme. The programme maintains contact with the young person and his or her family after being exited and they are encouraged to contact the programme should they wish to.

Services Provided

The following comparative summary table provides an overview of services that the Ranui Community Approach programme provides.

	Usually	Sometimes	Rarely
Arranges recreational/leisure activities for clients	✓		
Arranges accommodation for clients/families		✓	
Arranges schooling for clients		✓	
Rewards positive behaviour eg. movies etc	✓		
Arranges mentors for clients			✓
Conducts camps for clients			✓*
Assists with employment for clients/families	✓		
Arranges inclusion in training courses for clients	✓		
Arranges inclusion in parenting courses for parents		✓	
Refers to other agencies		✓	

* Although the programme does not conduct camps, staff occasionally take clients for weekends in nearby areas such as Goat Island or Dargaville.

In addition, the programme makes specialist agency referrals as follows:

	Usually	Sometimes	Rarely
Drug and alcohol programmes to parents		✓	
Drug and alcohol programmes to young people		✓	
Psychological treatment to parents*			
Psychological treatment to young people*			

* An agency has recently been approached by the programme to provide psychological treatment to clients and their families, and this is being discussed with the parents.

Integration with Other Agencies and Community Initiatives

In keeping with their objectives, RAP facilitates regular community meetings which programme staff attend. These meetings offer the opportunity to maintain contact and communication with community agencies and groups including Māori and Pacific representatives.

No doubt partly a result of the Project Leader having previously worked in Youth Aid, the Waitakere Youth Aid Section and Ranui Community Approach have a strong relationship which dates from the initiation of the programme.

Unfortunately, while the programme's location fosters a good relationship with the Youth Aid Section, their location in the Henderson Police Station which is five kilometres from the Ranui centre renders casual contact with agency staff and clients difficult.

A peer support network has been established between the Māngere, Glen Innes, Ranui, and Clendon Youth Development Programmes whereby staff from each of the programmes are brought together to discuss common issues, share resources and offer each other support. The meetings are regarded as mutually beneficial forums for all programme staff which allow for the sharing of strengths across the different programmes. These meetings led to the development of a reward initiative whereby five clients from each programme are invited to attend organised activities during school term holidays. Esteem and skill building activities are undertaken (such as a high rope course) which are sponsored through community organisations and therefore offered at no cost to participating youth. The first of these initiatives was offered in April 2002, and the next is planned for September 2002. It is planned that the next programme will incorporate learning objectives to a larger degree.

II M.U.C.H., CLENDON⁸

Development of the Programme

The Clendon/Manurewa area was selected as a location for a Youth Development Programme due to the high rate of youth crime in the area. Possibly as a result of the Youth Aid Section's location there, the Clendon ward was selected as the specific location for the Youth Development Programme.

Named II M.U.C.H. (To Make United Choices Happen) after the project's vision, the Clendon Youth Development Programme has the central aim to reduce youth crime in the Clendon area. This is done through the collaboration between Police and the community to empower youth and their families to achieve better life outcomes.

To ensure collaboration from the earliest phases of the programme, two consultative meetings were held in October 2000, to which community members and governmental representatives were invited. Radio and newspaper advertising of the meetings contributed to more than 80 people attending. The meetings were held in an effort to gain the mandate of the community and to develop support networks with agencies. The response to the meetings was positive with the mandate that if consultation was to continue the programme would be welcome in the community.

After her employment in December 2000, the Programme Leader was involved in the consultation and networking with the local Youth Aid Section and community agencies. These community agencies included:

- Puukaki Ki Te Aakitai (Iwi Social Services of Clendon);
- Manurewa Child Youth and Family;
- Non Enrolment Truancy Services, Wanganui;
- Counties Manukau Sports Foundation;
- Māngere Employment and Technical Training Centre Inc;
- Community Development Services, Manukau City Council;
- Local branches of Work and Income New Zealand;
- South Auckland Family Violence Prevention Network;
- Clendon Community Centre;
- Manurewa Recreation Centre;
- Bishop of the Church of Jesus Christ of Latter-day Saints;
- The Pastor of the South City Elim Church;
- Te Whare Awhina;
- Housing New Zealand Limited, Manurewa;
- St Elizabeth Avenue Anglican Church;
- Clendon Christian Life Centre;
- Manukau Youth Centre.

The mission, values and criteria of the programme were publicised during this consultative phase. When the two Social Workers were employed in May 2000, a powhiri was held to launch the programme, and shortly after, the first clients were accepted to the programme.

⁸ This programme description is based on information provided by the Project Leader.

Consultation with Community Agencies and Cultural Groups

Because the 1996 Population and Dwelling Census Report⁹ indicated that the Clendon Police Unit serves the largest Māori population in New Zealand, programme staff regarded ongoing consultation with Māori agencies imperative to the development and success of the programme. Therefore Puukaki Ki Te Aakitai were involved with the selection of all three employees, and based their selection on potential applicants displaying local community knowledge, knowledge of whakawhānaungatanga (family relationships), and acceptance within the community. The Project Leader initially met with Puukaki Ki Te Aakitai staff on an informal basis, but in conjunction with the Manurewa Area Youth and Community Section Sergeant, these parties currently meet weekly.

Additionally, various local Māori groups were consulted in respect of the New Zealand Police Powhiri for the launch of the project. Puukaki Ki Te Aakitai, the local Iwi Liaison Officer, the Papakura Police Whānau Group, Te Reo Pirihimana, local marae kaumatua and a local high school Kapahaka group were all consulted and included in the powhiri which aimed to ensure that the programme was established appropriately within the Māori communities. A part of the Tikanga was the “hand-over” of the three programme staff by their family/whānau for which the advice of rangatira Sir John Turei and Lady Turei were sought by the Project Leader. Subsequently Sir John represented programme staff and directed the manuhiri for the powhiri.

One of the Social Workers is Māori and she recognises the importance of consulting with mana whenua and as a result had established her relationship with them prior to her employment with the New Zealand Police. Hence, cultural supervision is received from Puukaki Ki Te Aakitai, and she is given the mandate to represent the views of mana whenua as required.

Pacific people represent 24% of the Clendon Police Unit's population³ and as such consultation with the Pacific community is also considered important for the success of the programme. Programme staff identified existing Pacific networks in order to identify what services these agencies provide and thereby determine the role required of the II M.U.C.H. programme for Pacific youth. As such, the Department for Courts Youth Court Pacific Liaison, local high school Pacific Liaison, Youth Pastors, the local Youth Centre, and the Pacific Liaison Officer for the Counties-Manukau area were contacted.

Staff

The Committee employed a Project Officer in December 2000 to oversee the programme and supervise the staff. This employee is a female Samoan European with a Bachelor of Nursing from Massey University and has spent 15 years working with families, 9 of which were spent also working with youth.

Two Social Workers were hired to work directly with the youth on the programme and their whānau. One Social Worker was employed in May 2001 and is a female Māori from Te Atiawa O Taranaki iwi. This employee holds a Diploma of Social Work from the Auckland College of Education, an Introduction Certificate of Social and Community Work from the Manukau Institute of Technology, and a Total Immersion Certificate. Having 15 years of experience working with families, 12 of which were spent also working with youth, this Social

⁹ Manukau City Council 1996 Population and Dwelling Census (Statistics Reporting Officer, Corporate Information, Manukau City Council).

³ Manukau City Council 1996 Population and Dwelling Census (Statistics Reporting Officer, Corporate Information, Manukau City)

Worker is a member of the Aotearoa New Zealand Association of Social Workers (ANZASW) and the Māori Women's Welfare League.

The other Social Worker was employed shortly after the first, in June 2001. This male Samoan has 11 years experience working with youth and their families and is also a member of ANZASW. This employee also holds a Certificate in Community and Social Services from Otago Polytechnic, a Pacific Island Business Certificate from the Pacific Island Chamber of Commerce, Otago, and is currently completing a Bachelor of Social Work at Massey University.

Objectives and Criteria

Objectives of the programme have been set as:

- To provide a holistic service to youth with a history of recidivist offending and their family/whānau;
- To provide a service that encourages reconciliation between the young person, their family/whānau and their community;
- To assist young people in attaining their dreams by setting and achieving goals;
- To develop partnerships with service providers to provide relevant programmes to reduce the incidence of youth crime.

The programme determined that primary clients must meet the following criteria to be accepted to the programme:

- Reside in the Manurewa ward;
- Have a history of offending (and have come to the notice of the local Youth Aid Section). The nature and magnitude of offending, and the degree of risk to public safety are issues that are considered, and these offenders that are considered to be of medium to maximum risk are given preference for entry to the programme;
- Up to 15 years of age (although this is flexible to an extent);
- Display one or more of the following risk factors (preference is determined by which and how many risk factors are displayed):
 - Younger siblings,
 - Family offending,
 - Frequent truancy,
 - Low educational achievement,
 - Homeless or unsupervised at home,
 - Alcohol and/or drug abuse,
 - Peer offending.

In addition to primary clients fitting the above criteria, the programme also deal with 'alternative action' clients who have a minimal offending history but have one or more of the above risk factors. These youth are targeted for shorter term, less intensive interaction than the primary clients.

Outline of Operation

The two Social Workers meet weekly with the Manurewa Youth Aid Section to discuss clients and file allocation. These meetings are co-ordinated by the Area Youth and Community Section Sergeant. When the Youth Aid Section and the Social Workers determine that a youth meets the programme criteria, the young person's family is approached by Youth Aid and the programme is discussed. If the family consent to meeting with programme staff, a joint visit is made by Youth Aid and a Social Worker. At this meeting the programme is outlined in more detail, and the family are given some time to consider

whether they wish to participate on the programme. If the parents do not consent to take part then the programme will still work with the young person if he or she wishes to participate, although in these cases a holistic service is prevented from being delivered. However the Social Workers' rapport with the young person generally facilitates consent from a reluctant parent.

Should the family consent to participating in the programme, an entry interview (including a needs assessment on the young person) is conducted. From this information, and in discussion with the family, any issues or problems are identified. Consequently the family develops a support plan which may or may not include structured goals that are to be attained either by the youth or his or her family. The Social Worker ascertains which other agencies are involved with the family and contacts them to ensure that service provision to the family is not duplicated, but rather, co-ordinated. The Social Worker will refer the youth, his or her peers, and members of his or her family to other agencies as necessary. For example many clients are referred to the Manukau Youth Centre who offer driver license testing facilities which assist youth to attain their learners or restricted driver's licence. In addition, programme staff have a close relationship with the Alternative Education School and often refer excluded students to ensure that the young person is involved in an educational environment. The Project Leader believes that as the programme has progressed, the relationship with community agencies has strengthened to a point where the sharing of information is fluent and constructive.

Ideally the meetings between the Social Worker and the family of a client will take place prior to the young person attending a family group conference to allow the Social Worker's preparation to assist in the representation of the young person (along with Youth Aid Officer or a Youth Advocate). However, sometimes the young person is referred to the programme after a family group conference has already occurred.

Initially the programme aims to maintain daily contact with the family. Because many families and whānau in the Clendon area do not have transport, the programme often maintain contact on an informal basis by transporting clients to and from school. This of course also serves the purpose of ensuring clients' attendance at school. As the behaviour of the young person improves, contact gradually declines, although the families or members of the whānau are encouraged to contact the Social Workers whenever they feel the need.

The Alternative Action clients that the programme serves, who make up the majority of Youth Aid's client base, are dealt with in a similar manner as the primary clients. However, the service provided to these clients is less intense as they have less severe behavioural problems, have usually committed a minor crime, and therefore present a lower risk. In these cases Youth Aid, the Social Worker, the young person, and his or her family meet to determine an action plan, which incorporates structured goals to be achieved by the young person. These plans usually encompass three months, and when the tasks have been achieved the young person's file can be closed with Youth Aid and he or she is exited from I.M.U.C.H.. The programme's role with minimum offenders has been extended by programme staff's involvement in a recent initiative introduced by the Clendon Community Constable whereby a Saturday morning diversion scheme for first time offenders is offered.

The programme aims to reaccept any young person on to the programme should they reoffend after his or her exit from the programme. However, the programme is dependent on Youth Aid for these referrals to be made to the programme.

Services Provided

The following comparative summary table provides an overview of the services provided by the programme:

	Usually	Sometimes	Rarely
Arranges recreational/leisure activities for clients	✓*		
Arranges accommodation for clients/families		✓	
Arranges schooling for clients	✓		
Rewards positive behaviour eg. movies etc			✓
Arranges mentors for clients			✓
Conducts camps for clients			✓
Assists with employment for clients/families	✓		
Arranges inclusion in training courses for clients	✓		
Arranges inclusion in parenting courses for parents	✓		
Refers to other agencies	✓		

* These activities are offered in partnership with Counties Manukau Sports Foundation.

In addition, the programme makes specialist agency referrals as follows:

	Usually	Sometimes	Rarely
Drug and alcohol programmes to parents		✓	
Drug and alcohol programmes to young people	✓		
Psychological treatment to parents			✓
Psychological treatment to young people			✓

Integration with Other Agencies and Community Initiatives

Programme staff are aware of their dependence on Youth Aid to receive suitable referrals to the programme. The Social Workers have worked hard to ensure that high-risk youth are referred from Youth Aid. Unfortunately the Youth Aid Section were relocated to a Manurewa office some months into programme operation which has precluded the everyday interaction between staff that encourages constant communication between the sections. However, weekly meetings are still held between Youth Aid and programme staff and the relationship between the two sections is positive - Youth Aid staff have overcome their initial scepticism of the programme after witnessing the results achieved by the programme. The collaborative approach by Youth Aid and the programme is perceived to have been significant in reducing negative views of the Police within the community.

The early consultation held with the community has stood the programme in good stead in their interaction with agencies. Positive relationships have also been encouraged through the City Council's provision of a regular forum at which various agencies come together. II M.U.C.H. staff assist in the facilitation of this forum.

A measure of the extent of these relationships could be the number of initiatives that have been developed through community collaboration. For example 'Operation Truancy' is a co-ordinated approach that was developed by the Clendon Community Constable in partnership with the District Truancy Service which targets unaccompanied truants. 'Club 17' has also been developed as a local youth initiative which is designed to occupy young people with sport, music, and educational activities, thereby also serving to prevent anti-social behaviour. One particularly encouraging initiative is the development of a local skate park. The Council and a contracted Architect consulted with Club 17 members in the design of the facility. The involvement of youth in the development of the park has meant an assurance

by youth to ensure the facility is kept tidy, and some youth have also conceptualised a skateboard hire service to be initiated when the park is finished at the end of the year. Il M.U.C.H. clients have been involved in Club 17 and the development of the park, and programme staff have been involved in all three ventures.

A peer support network has been established between the Māngere, Glen Innes, Ranui, and Clendon programmes whereby staff from each of the programmes are brought together to discuss common issues, share resources and offer each other support. This is regarded as a mutually beneficial forum for all staff, which allows for the sharing of strengths across the different programmes. These meetings have led to the development of a reward initiative whereby five clients from each programme are invited to attend organised activities during school term holidays. Esteem and skill building activities are undertaken (such as a high rope course) which are sponsored through community organisations and therefore offered at no cost to participating youth. The first of these initiatives was offered in April 2002, and the next is planned for September 2002. It is planned that the next programme will incorporate learning objectives to a larger degree.

ROTORUA YOUTH AT RISK PROGRAMME¹⁰

Development of Programme

This information was not available due to the Programme Co-ordinator's departure from the programme.

Consultation with Community Agencies and Cultural Groups

It became evident throughout the development phase that little comprehensive community knowledge existed of who the Rotorua youth service providers were. As a result, a central aspect of developing the programme was the collating of a Rotorua Youth Service directory. In consultation with the Rotorua Safer Community Council Co-ordinator, the Youth Workers established a directory for use by the community. This enabled staff to meet with each provider and establish what their key services were, and conversely, to make the agency aware of the programme and its services. In all, approximately 45 agencies were approached and included in the directory.

All local schools (including both primary and high schools) were also approached and informed about the programme, as were local cultural groups. Consultation with local iwi was seen as essential and therefore the Iwi Liaison Officer and Manager of Iwi Communication and Policy of the Rotorua District Council were included in the development of the programme. Local kaumatua, all Māori youth service providers, and the Police Māori Advisory Panel were briefed about the programme and ongoing consultation is maintained. Similarly the Pacific Island Development Charitable Trust, whose services include advocacy, youth programmes, health, and translation services for Pacific peoples, were consulted to ensure that a culturally appropriate service would be available for Pacific clients.

The agencies that were identified by the Programme Co-ordinator as having the most frequent contact with the programme in the early stages of operation were as follows:

- Eastside Training Limited;
- Child, Youth and Family;
- Department of Internal Affairs;
- Te Aratu Training Centre;
- Rotorua Safer Community Council;
- Mana Social Services;
- Pacific Island Development Charitable Trust;
- Rotorua District Truancy Service;
- Te Waiariki Pūrea Trust;
- Te Roopu a Iwi O Te Arawa;
- Mamaku Primary School;
- Rotorua Lakes High School.

Staff

It is intended that the programme be delivered by three staff members: a Co-ordinator and two Youth Workers. The Co-ordinator has recently left the programme and the position is

¹⁰ This programme description is based on information supplied by the Programme Co-ordinator in 2001 (as described in the methodology section), the 'Youth Project' booklet provided by the programme, and information from one of the Youth Workers via a telephone interview.

therefore currently being advertised. The two Youth Workers have been with the programme since May 2001. Both Youth Workers are non-sworn males.

One Youth Worker is New Zealand European with approximately nine years of experience working with children and young people through church involvement prior to joining the programme. After completing a year's internship programme majoring in Children and Youth Work at the Bays Christian Fellowship in Auckland, this employee returned to Rotorua and volunteered as an Assistant Childrens' Director at his local church. He has also been (and still is) involved in setting up numerous youth programmes in the Rotorua area.

The other Youth Worker is New Zealand Māori. Having been brought up in a strong Māori cultural environment, this employee is fluent in Te Reo (the Māori language), and is an expert in Māori taiaha (Māori weaponry) and kapa haka (Māori performing arts). These skills have led to his tutoring students in kohanga reo, schools, and other learning institutions around the world for 15 years. Three years prior to joining the programme this employee returned to New Zealand and worked for the Department of Courts.

The Youth Workers have undertaken various training courses and workshops since their employment with the programme which have included youth and depression, intervention with child offenders, youth suicide, conflict resolution, and a child and adolescent workshop.

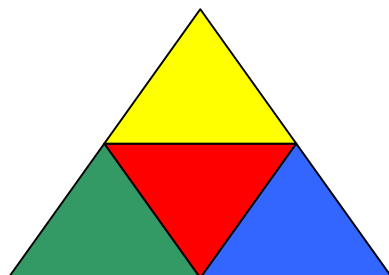
The preferred caseload per Youth Worker is five, although at some times the case load may increase to six per Youth Worker.

Objectives and Criteria¹¹

Programme staff spent much time developing a meaningful vision, mission and objectives for the programme that would be enduring and appropriate for the Rotorua community and would convey the holistic approach the programme aimed to provide. The vision is defined as generally reducing youth offending, while the mission is more specific:

“To empower youth by strengthening the foundations of family/whānau,
education/mātauranga and health/hauora.”

As a result, the 'Tapa Toru' (the triangle pictured below) was developed to provide the foundation for the project's operation. Well recognised throughout Polynesia, the symbol encompasses the strengthening of the whānau, mātauranga and hauora, therefore providing the stability or foundation on which to build one's mana.



The green section represents **mātauranga** (education, insight and knowledge) whereby the client is encouraged to return to education and understand where he or she came from.

The blue section indicates wai (water) to represent **hauora** (health) whereby the youth 'cleanses' him or herself physically, spiritually and mentally.

¹¹ The vision, mission, objective and criteria information is taken from 'Youth Project' – the programme's booklet that outlines these three aspects of the programme.

The red section indicates the 'heartbeat' or centre from which to build relationships within the family and peer groups. This section therefore represents **whānau**.

The gold section of the triangle represents **mana** (self worth, self-confidence, sense of value and purpose etc) and depicts the 'pinnacle' of what programme clients are aiming to reach in the future.

Each section is aligned with specific objectives as follows:

Whānau

- To strengthen families by assisting them to attain skills, knowledge, resources, and appropriate support;
- To provide advocacy for families through constant contact, addressing issues, setting goals, and monitoring progress;
- To rebuild basic family morals through encouragement and direction;
- To create a sense of belonging and unity through encouraging family participation and involvement.

Mātauranga

- To encourage and aid involvement in school or alternative education or employment by building networks, ensuring constant contact, and giving recognition and acknowledgement where appropriate;
- To strengthen the community by informing and involving them in youth issues.

Hauora

- To improve physical, mental and spiritual stability of young people through education and involvement in healthy lifestyles;
- To utilise role models to inspire and motivate young people;
- To build an extensive network with health providers to benefit the young people and their whānau/families.

Mana

- To build discipline, pride, self esteem, vision and a sense of purpose by recognising, acknowledging, and utilising talents and abilities;
- To enhance the mana of the young person by strengthening the young person's foundations.

To participate on the programme, clients must:

- Be aged between 10 and 17;
- Be a first or second time offender;
- Be residing in the Rotorua region;
- Have family consent to participate;
- Be willing, and have family or whānau who are willing to participate.

All referrals are received from the Youth Aid Section. The Sergeant who oversees youth services¹² in the area makes the final decision as to whether a young person fits the criteria and should be referred to the programme. While the programme is prepared to be slightly flexible on the lower age limit, the last two criterions are essential for participation on the programme. For those referrals whose families do not demonstrate support for the programme or a willingness to participate, they are referred back to Youth Aid to be dealt with appropriately.

¹² Youth services includes Youth Aid, the Youth Development Programme, and Youth Education.

Outline of Operation

Once a referral is received from the Youth Aid Section, programme staff discuss the young person with the Police Officer who has had 'street' contact with him or her. The young person's school and any other agencies known to have dealt with him or her are also contacted to gather background information.

Ideally, the Youth Services Manager contacts the family to introduce the programme and recommend that the young person participate. However, sometimes due to the Youth Services Manager's unavailability, programme staff have made this contact. Regardless, an appointment is scheduled for a Youth Worker to meet with the young person and his or her family to discuss the programme more thoroughly. At this meeting the Youth Worker introduces himself, his role, the programme itself, and its location within the Police structure. If the family indicate their support for the programme and willingness to participate, a second appointment is arranged. At the second meeting the consent form is signed by the parents of the young person and the entry interviews are undertaken (including a needs assessment). After this meeting, the Youth Worker revises the information collected from the interviews to identify any issues that may need addressing and formulates ideas as to the direction intervention may take.

The following few weeks are spent building a rapport with the young person by visiting him or her several times a week within the school (for younger clients), home, or community. Contact is also made with the family during this time through meeting the young person at his or her home, but the focus is primarily on the young person. Once the Youth Worker senses that a trusting relationship has been formed, goals are set for the young person and any issues that have been identified are addressed by referral to appropriate agencies. These agencies include those that specialise in drug and alcohol counselling, budgeting, anger management, or employment problems.

Henceforth the Youth Worker maintains at least weekly contact with the young person (either at school or home) and approximately monthly contact with the parents. Outings are also occasionally organised which may include fishing trips or excursions into the city, and organised activities for groups of clients are offered each school holiday period such as visits to Mount Maunganui. Additionally, for the first week of every school holiday period, boys over the age of nine years visit the wananga at Mokoia Island where they stay for the week and take part in taiaha training, team building, and disciplinary activities. Parents are invited to visit on the Thursday, and observe the skills that have been learnt over the week.

When the Youth Worker senses that the young person is no longer at risk of reoffending, he or she is formally exited from the programme. An open door policy is emphasised to the family, and the Youth Worker will contact the young person and his or her family occasionally to check their progress.

Services Provided

The following comparative summary table indicates the services that are provided by the programme to clients and their families.

	Usually	Sometimes	Rarely
Arranges recreational/leisure activities for clients	✓		
Arranges accommodation for clients/families			✓
Arranges schooling for clients	✓		
Rewards positive behaviour eg. movies etc	✓		
Arranges mentors for clients			✓
Conducts camps for clients		✓	
Assists with employment for clients/families	✓		
Arranges inclusion in training courses for clients	✓		
Arranges inclusion in parenting courses for parents		✓	
Refers to other agencies	✓		

In addition, the programme makes specialist agency referrals as follows:

	Usually	Sometimes	Rarely
Drug and alcohol programmes to parents		✓	
Drug and alcohol programmes to young people	✓		
Psychological treatment to parents			✓
Psychological treatment to young people		✓	

In addition to the above services, both Youth Workers are qualified to train clients and their parents or siblings to sit their L earners Drivers Licence if appropriate. This programme is co-ordinated through Drivewise.

Integration with Other Agencies and Community Initiatives

Community consultation is seen as an integral part of the programme and as a result of developing the Youth Services Directory, monthly meetings are now held to discuss current issues, events and training. These meetings include the majority of providers listed in the directory, with facilitation alternated between them. As a result of the networks developed with these providers, the Youth Workers have much involvement with other youth initiatives and forums in the Rotorua area. This has included a guest-speaking role at the Young Achievers Awards, the judging of a youth talent quest, and inclusion on the Rotorua Youth Web Site Planning Committee and Western Heights Crime Prevention Group.

Local schools have good relations with the programme, and this has been critical in allowing the Youth Workers to attend lessons and classes with clients. School staff keep the Youth Workers informed about the students' progress and contact the programme when any problems arise. A close relationship is also maintained with the 'Bachelor of Applied Social Sciences' students and adventure-based therapy students at the local polytechnic.

Due to their geographic proximity, the programme also has a close relationship with the Rotorua Youth Aid Section. This has been important for the ease of referring and communicating about clients.

The Māori and Pacific agencies discussed earlier are consulted as and when required on cultural issues that may arise with clients, and many community agencies have a large Māori component which makes them ideal to address issues appropriately for Māori clients.

KICKSTART, WHAKATANE BLUE LIGHT VENTURES INC¹³

Development of the Programme

Concerns regarding disorder, alcohol and substance abuse by youth within the Whakatane township and surrounding areas were raised by the community in July 1999. As a result, it was decided that a fifteen-member committee who would operate under the name Whakatane Blue Light Ventures Incorporated be established. Having existed many years previously, Whakatane Blue Light was reopened for the purpose of establishing the Kickstart programme, and is again operating Blue Light functions separate to the programme.

The Whakatane venture was formally registered as an independent branch within the national Blue Light Organisation in November 1999. The Committee comprised of people from diverse backgrounds of expertise and included Youth Aid Officers, Deputy School Principals, a Chartered Accountant, a Social Worker, and a Safer Community Council Co-ordinator.

After much discussion by the committee, and research on best practice principles of youth programmes, Kickstart was conceived as a multi-faceted programme combining outdoor activities and community participation.

Consultation with Community Agencies and Cultural Groups

Different community agencies were contacted and close networks were established during the development phase of the programme to ensure that other services already provided within the community would not be duplicated. The Programme Co-ordinator named the following agencies as having frequent contact with Kickstart during its first six months of operation:

- Te Maungarongo Marae;
- Pacific Health Services;
- Disabilities Resource Centre;
- Sunny Gymz;
- East Bay Rural Education Activities Programme;
- The James Family Eastern Bay;
- Carter Holt Harvey;
- East Bay of Plenty Coastcare;
- Whakatane District Council;
- Child, Youth and Family;
- Whakatane High School; and
- Trident High School.

Staff

A part-time Co-ordinator was employed by the Committee in April 2001 leading to the launch of the programme with a powhiri at Maungarongo Marae in Ohope on 3 May 2001. As the only employee, the Co-ordinator was responsible for the general operation of all aspects of the programme. A referral sub-committee made up of members of the Blue Light Committee was established to be responsible for making recommendations as to whether a young

¹³ The information in this programme description is based on the Kickstart Business Plan provided by the programme, and information obtained in a phone interview with the Chairperson of Whakatane Blue Light Ventures Incorporated.

person be accepted on to the programme based on background information. To ensure best practice, the Co-ordinator was required to report monthly to the Committee and follow Blue Light Committee safety guidelines (for example, a maximum ratio of 10 children to a programme staff member). The Co-ordinator has since left the programme (November 2001) and two Youth Workers were employed in May 2002.

A male and a female were selected as Youth Workers to ensure that the needs of both male and female clients would be addressed as effectively as possible. Both Youth Workers are teachers at a local high school (one works in the Special Needs Unit) and work approximately 15 hours per week for the programme outside of school hours. One Youth Worker has previously worked in London as a Youth Worker, and the other is a member of the New Zealand Air Corps.

The Youth Workers report to the Blue Light Committee in the same way as the previous Programme Co-ordinator was required to. The Co-ordination role for the programme is now undertaken by the Chairperson of the Committee who is also a Youth Aid Officer.

With the employment of the two Youth Workers the programme was altered slightly. A lapse of time between the Co-ordinator departing the programme and the two Youth Workers starting meant that the programme did not operate for six months.

Objectives and Criteria

The programme was conceived as a proactive intervention programme with general aims of reducing crime and antisocial behaviour by youth at risk and increasing their self-esteem through the exposure to new experiences in a safe and supportive environment within their community.

The programme originally targeted youth aged between 13 and 15 years who had behavioural problems (including substance abuse, truanting, and exclusion from school) or who had committed minor offences. However, the age bracket has since been adjusted to target students in their 3rd form year (12 to 13 years of age). In addition, to encourage successful outcomes, the programme requires that the young person and his or her parents be supportive of the programme.

Outline of Operation

The majority of referrals to Kickstart are received from local schools – the relationship between the programme and these schools is strong due to two Deputy Principals of local high schools sitting on the Blue Light Committee. As mentioned above, a referral sub-committee obtains background information from the referring school or agency and any other parties who are known to be involved with the youth to ascertain whether he or she meets the programme criteria. If the young person matches the programme criteria, the family is contacted and the programme is outlined. Initially this contact with the family was made by the Programme Co-ordinator but now the Blue Light Committee Chairperson does this. If the young person and his or her parents indicate interest in the programme, he or she is taken away for an activity weekend with approximately 11 other interested youth by programme staff and members of the Blue Light Committee. The weekend is intended as an opportunity to assess each young person's suitability to participate on the programme and to build a rapport between the youth and the Youth Workers. Programme staff informally meet the young people's parents when they drop their children at the designated meeting point.

On return from the activity weekend, programme staff meet with Youth Aid staff and their Supervisor to discuss which young people from the group would be suitable for programme participation, and who the Youth Workers (or Co-ordinator) believe they can work with. For those young people selected for participation programme, the Youth Workers (or Co-ordinator) organise to meet with their family members. If the family is still supportive of the programme, the entry interview (which includes a needs assessment) is conducted. The families of young people not admitted to the programme are referred to appropriate agencies who can address their needs.

The programme consists of two components: outdoor activities and community participation. It was originally envisaged that an additional two – mentoring and tikanga Māori – would also be included. However, the scope of introducing a mentoring programme was beyond one staff member's capacity, and the contacts at the local marae with no tribal affiliations moved from the area soon after the first marae visit was conducted.

The **outdoor activities** component is based on the Committee's research which showed that organised group recreational activities provide an opportunity to increase the self-esteem and self-confidence of participants, and develop team cohesion and support, although such results are generally short-term only. The activities are used as an opportunity for programme staff and Police Youth Aid Officers to build up trust, understanding, and empathy with participants. The activities vary and are largely provided by external agencies who are vetted and monitored by the Management Committee to ensure a high standard of service delivery. Activities include abseiling, tramping and river crossings, kayaking, white-water rafting, and mountain bike riding.

As the youth progresses through the programme, outdoor challenges are used as a reward for positive progress. Monthly excursions have also been offered to Rotorua. For the first year of programme operation the Co-ordinator took groups of clients for these activities twice weekly on school days, however now the activities are undertaken after school hours or on weekends.

The short-term results of clients' involvement in outdoor activities are supported by the second component - **community participation** - that aims to reintegrate clients into their community through participation in various local activities. In accordance with the interests, goals, and aspirations of the young people, activities are selected which may include work experience, an educational course, sport, or community service projects. These activities are usually undertaken within a group context and have included graffiti removal and the planting of anti-erosion plants on local beaches for Coast Care. However, Kickstart will also support a young person in his or her initiation with an agency and attendance for his or her chosen activity on an individual basis if desired by the young person.

Community support is vital to the success of this aspect of the programme. For example organisations including Rural Education Activities Programme have offered to fund educational courses for young offenders, while Sport Bay of Plenty provide leadership training courses at no cost. Local businesses such as Carter Holt Harvey and their associated contacts offer work experience to any participants who are interested.

In addition to these two components, educational activities are also offered to clients which have included speech training, drug education programmes, or health seminars, which are delivered by external agencies, who visit the youth at their schools.

During a client's involvement on the programme, contact is maintained between programme staff and families of clients through the opportunities provided when picking up and dropping off young people at their homes. However, family members are encouraged to contact the programme should any issues arise.

The programme is designed to be delivered to clients over the length of two school terms (approximately nine months). The first group was not officially exited from the programme (due to the departure of the Co-ordinator) and therefore exit interviews were not conducted. It is envisaged that the current group will be exited and interviewed in November, and a second group is due to begin in September.

Services Provided

The following comparative summary table indicates the services that are provided by the programme to clients and their families in the second term of operation:

	Usually	Sometimes	Rarely
Arranges recreational/leisure activities for clients	✓		
Arranges accommodation for clients/families			✓
Arranges schooling for clients		✓	
Rewards positive behaviour eg. movies etc	✓		
Arranges mentors for clients			✓
Conducts camps for clients	✓		
Assists with employment for clients/families			✓
Arranges inclusion in training courses for clients		✓	
Arranges inclusion in parenting courses for parents			✓
Refers to other agencies		✓	

In addition, the programme makes specialist agency referrals as follows:

	Usually	Sometimes	Rarely
Drug and alcohol programmes to parents			✓
Drug and alcohol programmes to young people	✓		
Psychological treatment to parents			✓
Psychological treatment to young people		✓	

Integration with other Agencies and Community Initiatives

The programme interacts with many community agencies, largely to provide the community participation aspect of the programme. For example, in the first term of the programme Environment Bay of Plenty assisted and supervised young people to plant spiniflex plants on the beach as a form of erosion control, which not only occupied the participants, but also served a community purpose. In addition, Sunny Gymz, one of the programme stakeholders, provided free classes to programme participants once per week. During the second and more recent term of the programme, programme participants have been able to visit the local museum once per week. They assist in repairing items that have been donated to the museum, or in other cases, clean the items for display. Another community activity that has recently been proposed is the 'adoption' of a section of harbour whereby programme participants are responsible for the upkeep and beautification of the area. This is being arranged between the programme and the local council.

In addition to community agencies who enter mutually beneficial agreements with the programme, Kickstart also has much contact with Pacific Health, whom deliver drug and alcohol counselling and group health seminars to participants.

The local New Zealand Mountain Safety Council also regularly donate their time in taking Kickstart clients on weekend trips where all participants stay at the Lions Hut and participate in group activities such as abseiling and rock climbing.

Therefore, because the Kickstart programme incorporates a high degree of recreational activity, the majority of community agencies with whom it is involved pertain to those who provide such activities.

KAIMAHI RANGITAHU, DANNEVIRKE¹⁴

Development of the Programme

The necessity for an initiative based in Dannevirke to target at risk and offending youth was perceived due to gaps in local service provision. It had been noted by community agencies that due to Dannevirke's isolation from agencies based in larger centres¹⁵, and the difficulty in recruiting staff to Dannevirke, that the agencies that did exist in the town had unrealistic case loads. In addition, an absence of support services for unemployed or offending youth, and the recent loss of the Community Project Worker and the Te Hou Ora Youth Group from the area contributed to the need for the Kaimahi Rangatahi programme. In their draft proposal for the programme, the Safer Community Council indicated that further reasons for establishing a Youth Development Programme were the high number of truanting students in the area and the high number of students abusing drugs or substances (cited as 22% through self reporting).

Consultation with Community Agencies and Cultural Groups

Community consultation was a large part of the development process and took place over a period of one year from the conception of the programme. Because the Tararua Safer Community Council selected the Tararua Rural Education Activities Programme (REAP)¹⁶ to provide the programme, much discussion was held between the Tararua District Council Mayor, the Tararua Safer Community Council Co-ordinator and the Manager of REAP. REAP has the additional benefit of being located in close proximity to the Dannevirke Police Station.

Feedback was also sought from other community initiatives such as the Tararua Community Youth Worker, Tararua Strengthening Families, and Dannevirke High School regarding the need for a full-time Youth Worker and the Kaimahi Rangatahi programme to work with local youth offenders. Issues that were also discussed at length were the suitability of REAP to deliver the programme, the reporting practice for the selected Youth Worker, and the best practice method of delivering a service appropriate to the area.

Because the Crime Prevention Unit (CPU) and the New Zealand Police had dedicated funds to the programme, representatives from each organisation were also therefore included in the consultation process. When the viability of the programme had been confirmed, an interview panel was formed consisting of representatives from the New Zealand Police, the Tararua District Council, Tararua REAP, and Rangitane Iwi to select a Youth Worker to operate the programme.

Rangitane Iwi (Tangata Whenua) were involved in the design of the programme to ensure that the service provided would be culturally appropriate to Māori. In addition, Rangitane Iwi assured Kaimahi Rangatahi that should assistance be required, the programme could refer youth to their Social Services group. Culture is accorded much importance when dealing with young people on the programme, and the conception of the programme as a holistic

¹⁴ This Programme Description is based on information provided by the Tararua Safer Community Council on behalf of Tararua REAP, and the Programme Leader.

¹⁵ For example, both the Māori Mental Health Worker and the Adolescent Drug and Alcohol Worker are based in Palmerston North which is a 45 minute drive from Dannevirke.

¹⁶ Thirteen REAPs operate in rural areas of New Zealand to "provide support and assistance of a supplementary and complementary educational nature for all sectors of the defined rural community" and are contracted by the Ministry of Education to "provide specified outputs on an annual basis" (www.waireap.org.nz/base/more,16/7/02).

wraparound model that involves all willing members of the whānau corresponds with Māori values.

Because the Pacific population of Dannevirke is very small, the programme did not consult greatly with Pacific groups regarding programme development. However, the Project Leader is of Cook Island descent and is therefore capable of addressing Pacific issues should they arise. No Pacific clients have been involved with the programme at this stage.

The agencies that the programme listed as having most frequent contact with the programme in the first six months of operation were as follows:

- Police Youth Aid Section;
- Child, Youth and Family;
- Dannevirke High School;
- Tararua Safer Community Council;
- Tararua Strengthening Families;
- Tararua District Truancy Service;
- The Tararua Community Youth Worker;
- New Zealand Fire Service.

Staff

One staff member is responsible for operating Kaimahi Rangatahi, and started working with the programme in June 2001. This employee had previously worked as a Work Broker for Work and Income New Zealand and thus had experience working with families, and had also developed extensive community networks.

Although there is only one programme staff member, REAP's ownership of Kaimahi Rangatahi provides the Youth Worker with a support network. In particular, the Tararua REAP Manager is responsible for providing internal supervision for the Youth Worker which takes the form of informal meetings as the need arises. The Manager also revises all client admission information once collated by the Youth Worker and makes the final decision as to whether a client is admitted to the programme.

Objectives and Criteria

Specific programme objectives have been set. These are to:

- Reduce the number of crimes committed by young people in Dannevirke;
- Reduce the vandalism and graffiti in the Dannevirke area;
- Reduce the drug and alcohol abuse by youth in the Dannevirke area;
- Reduce the risk factors that are related to offending by youth in the Dannevirke area.

The programme originally sought to target young people aged between 13 and 17 years of age, however after a year of operation the programme decided to widen this age range to include 11 and 12 year olds. This is a result of the perception that younger children are displaying risk factors and coming to the attention of the programme, as well as a perceived gap in the delivery of services to children of this age.

The young person and his or her parents must be supportive of the programme and willing to cooperate in order to maximise chances of success with the youth. As a result, while the programme targets young people who are already offending seriously, some of these young people are not willing to participate or do not have a supportive family. In these cases, the Youth Worker continues to attempt to monitor these youth, and should the family change their mind, an admission to the programme will be considered.

The focus of the programme has been adjusted to primarily target young people displaying a variety of risk factors that predispose them to offending. These may include behavioural issues, negative peer associations, or family problems. The shift in focus to at risk youth is also consistent with the aforementioned lower target age range.

Outline of Operation

Most client referrals to the programme are received from the Youth Aid Section and the local high school, although Child, Youth and Family also makes referrals. The school referrals are predominantly for students who have been suspended or for students displaying behavioural problems. If the Youth Worker agrees that the young person meets the programme criteria, the referring agency contacts the family and explains the service that Kaimahi Rangatahi offers. If the family consent to meet with the Youth Worker, the referring agency submits the referral documentation to the programme and the Youth Worker contacts the family. A meeting is scheduled between the Youth Worker and the family to discuss the programme in more depth and the Youth Worker's role within the programme. Any family problems are discussed, and any agencies that have been involved with the family during the previous year are identified. Using the latter information, the Youth Worker contacts all of the named agencies to collate relevant information about the young person and his or her family. The decision of whether or not to admit the young person to the programme is made on the basis of this information. If the young person is not admitted to the programme, the Youth Worker attempts to put the family in touch with agencies that may be more appropriate to their individual needs, and monitors any progress in a support role.

If the young person is accepted on to the programme, frequent meetings with the family take place. These meetings are used as an opportunity to build a rapport with family members and to gain the trust of the young person. When the Youth Worker senses that the family is ready, the entry interviews are undertaken (including a needs assessment) and as a result relevant goals are set for the young person and other members of his or her family. A letter is then sent to each of the agencies who have worked with the family to inform them of the programme's involvement with the young person. If any issues are identified that should be addressed by another agency, the Youth Worker adopts an advocacy role and contacts an appropriate agency. The Youth Worker accompanies the family member to any appointments with other agencies.

The Youth Worker adopts a mentoring role with the young person for approximately two months whereby informal daily contact is maintained. This time is spent on a one-on-one basis with the young person in settings where he or she is comfortable, for example the local skate park or movie theatre. Weekly contact is also maintained with the young person's family.

After two months, a review of the young person's progress is undertaken, and the young person is asked how they wish to continue. Generally the status quo is maintained, although contact may become less frequent until such time as the young person is exited from the programme. Generally this will occur a few months after the young person has attained a level of stability, for example has re-entered school, no longer displays behavioural problems, or has gained employment. Once exited, the Youth Worker continues monitoring the young person for a few months, largely through updates received from the Deputy Principal of the local High School.

Services Provided

The following comparative summary table indicates the services that are provided by the programme to clients and their families.

	Usually	Sometimes	Rarely
Arranges recreational/leisure activities for clients		✓	
Arranges accommodation for clients/families			✓
Arranges schooling for clients	✓		
Rewards positive behaviour eg. movies etc	✓		
Arranges mentors for clients		✓	
Conducts camps for clients			✓
Assists with employment for clients/families	✓		
Arranges inclusion in training courses for clients		✓	
Arranges inclusion in parenting courses for parents	✓*		
Refers to other agencies	✓		

* REAP offer a 'parenting teenagers' course for parents of teenagers.

In addition, the programme makes specialist agency referrals as follows:

	Usually	Sometimes	Rarely
Drug and alcohol programmes to parents	✓		
Drug and alcohol programmes to young people	✓		
Psychological treatment to parents		✓	
Psychological treatment to young people		✓	

Integration with Other Agencies and Community Initiatives

Ongoing consultation occurs through monthly Strengthening Families meetings involving various governmental and community agency representatives. These meetings offer an opportunity for the programme to build networks within the small community, and to raise any issues pertaining to clients who are often being dealt with by several of the agencies. Contact is also maintained on a weekly basis with the Deputy Principal of the local high school, either by phone or school visits by the Youth Worker. The Deputy Principal discusses any issues with programme clients that may have arisen and provides an update of the young person's progress.

NAENAE J TEAM¹⁷

Development of the Programme

Naenae was targeted as a location for one of the new Youth Development Programmes funded by New Zealand Police due to the larger area of Naenae, Taita, and Pomare having many of the factors which identified the need for a youth at risk programme. This area was characterised by low socio-economic factors, a high level of transience, and a high youth population.

The programme was initiated in March 2001 with the employment of the Project Team Leader. The development phase included consultation with the existing Police Youth Development Programme in nearby Wainuiomata, which had been initiated in 1997. The Naenae programme has been modelled on J Team, Wainuiomata, but has been adapted to meet the needs of the Naenae community. A close relationship between the two programmes still exists, with joint field trips including clients from both programmes often being conducted.

Consultation with Community Agencies and Cultural Groups

The Project Leader consulted with the local Iwi Liaison Officer to ensure that the service offered would be culturally appropriate for Māori participants, and to ascertain what services were already being provided for Māori youth to which participants could be referred. Little consultation with Pacific groups was undertaken in the development stages of the programme. However, programme staff are now working closely with the Pacific Community in the area, in particular the Samoan community. The Programme Leader is of Cook Island descent, is a member of the Police Pacific Island Advisory group, and has also completed the Pacific Peoples Liaison Officers course offered by the Royal New Zealand Police College and is therefore conversant with Pacific protocol and customs.

The programme met with many other community agencies to determine which services were already being offered, so that the programme could complement existing agencies. In addition, all of the local schools were approached and the criteria, general information on the programme, and referral forms were distributed to local schools to facilitate referral to the programme. As such, schools now refer the majority of programme participants. The programme was launched in May with the capacity to serve a maximum of eight intensive cases and approximately 50 short-term less intensive cases.

Other agencies that the programme was in frequent contact for approximately the first six months of operation are as follows:

- The Naenae Alternative Education School;
- Drug Arm (a local drug abuse counselling agency);
- Safer Community Action Network (Safer Community Council);
- Eponi Care and Protection Unit;
- Hutt Valley Activity Centre;
- Hutt Valley City Council;
- Open Home Foundation;
- Welltrust;
- Marist Young Adult Ministry;
- Work and Income New Zealand;
- Specialist Education Services (SES).

¹⁷ This programme description is based on information provided by the Project Team Leader

Staff

The Project Leader began with the Police in 1993, originally working in Papakura, South Auckland. Prior to joining the J Team, the Project Leader had spent four years in the Diplomatic Protection Squad. This employee has assisted colleagues with many youth activities including camps, discos, and Blue Light events throughout his career with the Police.

The first Youth Worker joined the J Team in early April 2001 with 25 years of experience in working with youth for organisations such as the Child, Youth and Family (CYF) and SES. This employee holds:

- A Bachelor of Theology from the California Centre of Theological Studies;
- A Departmental Competency in Social Work from the New Zealand Department of Social Welfare;
- A Departmental Equivalency to a New Zealand Bachelor of Social Work from CYF;
- A $\frac{3}{4}$ completed Master of Family and Community Studies at Otago University.

The second Youth Worker was employed in May 2001 and brought nine years of experience in working with youth, and six years working with families to the position. Of Canadian origin, this worker is certified in suicide prevention and family and youth counselling and holds:

- A Bachelor of Arts with Honors in Psychology from Augustana University of Alberta, Canada;
- A Bachelor of Arts in Philosophy from Augustana University of Alberta, Canada.

Programme Objectives and Criteria

The programme set the two broad objectives of reducing and/or preventing child and youth crime and building the supportive capacity of participants' families.

The primary criteria for youth to be referred and accepted to the programme were that potential participants display several of the risk factors identified by research as predisposing youth to delinquent behaviour. For the purpose of the programme these were determined to be:

- Persistent offending and/or anti-social behaviour;
- Socialising with delinquent or anti-social peers;
- Few social ties with like-aged peers;
- Poor attendance and/or performance at school;
- Family problems;
- Substance abuse;
- Poor self management;
- A lack of cultural pride; and
- A lack of positive self-identity.

It was further determined that the programme would target 10 to 13 year old youth whilst the local Youth Aid Section, with whom the programme works closely, would deal with 14 to 17 year old youth. This age bracket was targeted due to a perceived lack of support services for 10 to 13 year old youth, and means that the majority of clients are intermediate school students.

Outline of Operation

Referrals to the programme are received from local schools for youth who fit the criteria outlined above. The Project Leader then visits the referred young person and his or her family to outline the programme and the family are given some time to consider whether they wish to participate on the programme. If and when the young person and his or her family are willing to participate on the programme, the entry interviews are conducted (including a needs assessment for the young person). A Youth Worker is assigned to the family and in a third meeting with the family, the Youth Worker, the young person, and his or her family determine a support plan together. Corresponding goals are set which focus on the promotion of school attendance and family responsibility.

The Youth Workers generally have daily contact with clients who require intensive intervention and both the school and the family members of the client are encouraged to contact the programme whenever necessary. Monthly meetings with the family and the young person are held to follow up on the progress of the client, and adherence to the support plan.

The Youth Worker maintains contact with the young person until his or her risk of offending has diminished satisfactorily, or the major goals that were set have been achieved. This generally will be when the young person is re-admitted to school and attending regularly, and when the family has accepted responsibility for managing the young person. After the young person has been formally exited, the programme continues to informally contact him or her and his or her family occasionally. The school is also encouraged to inform programme staff should any further issues with or concerns about the young person arise.

Services Provided

In addition to the general contact that the Youth Workers have with clients, the J Team provides the following services:

	Usually	Sometimes	Rarely
Arranges recreational/leisure activities for clients	✓		
Arranges accommodation for clients/families		✓	
Arranges schooling for clients		✓	
Rewards positive behaviour eg. movies etc		✓	
Arranges mentors for clients		✓	
Conducts camps for clients		✓	
Assists with employment for clients/families		✓	
Arranges inclusion in training courses for clients		✓	
Arranges inclusion in parenting courses for parents			✓
Refers to other agencies		✓	

As indicated above, the J Team puts much effort into the provision of recreational activities to encourage positive leisure activities and the socialisation of local youth. For example, the programme organised a touch team which competed over the 2001-2002 summer season in a local Friday night competition. The team made the semi-finals in their grade and included both young people on the programme and their school peers. The competition was seen as providing positive role modelling through playing alongside community members and Police, and resulted in some of the participants joining local winter rugby divisions.

In addition to the touch rugby competition, programme staff have organised many other sporting ventures:

- Games have been organised between the Police and local high school rugby teams. These games encourage positive relationships between youth at risk, the wider community, and the Police;
- The Project Leader has coached a local intermediate school rugby sevens team, and has been the assistant coach of the school's league team in preparation for competing in an inter-school tournament. Both teams consequently won;
- The Project Leader has coached a local High School 2nd XV rugby team (for two months pending the appointment of a full-time coach) which involved many programme clients. Participation on the teams kept these clients occupied (took place Mondays, Wednesdays, and Saturdays) and also offered a chance for them to develop a sense of belonging. Programme staff's participation in this was also important in developing relationships with local youth.

Programme staff assist with SES health camps and Naenae Blue Light camps and events which some programme clients also attend. Excursions are also conducted to various locations such as Splash Planet, Hastings and the Trentham Police dog training school.

In addition, the programme makes specialist agency referrals as follows:

	Usually	Sometimes	Rarely
Drug and alcohol programmes to parents		✓	
Drug and alcohol programmes to young people	✓		
Psychological treatment to parents		✓	
Psychological treatment to young people		✓	

Integration with Other Agencies and Community Initiatives

The programme has a close relationship with the local Youth Aid Section, often meeting to discuss J Team clients. The Youth Workers also have much contact with CYF staff whom are often dealing with the same youth as the programme. When dealing with Māori clients, the Iwi Liaison Officer is consulted to ensure that a culturally appropriate service is delivered.

The closest relationships forged are those with the local schools. The schools are not only responsible for the majority of referrals to the programme, but because the Youth Workers have much contact with clients during the school day, teachers of the youth have the opportunity to discuss any issues as they arise. The Project Leader also visits local schools weekly to maintain contact with school staff. This ensures that the clients' teachers always have an available point of contact should it be needed.

The close relationship with the two local intermediate schools has the potential to further benefit the Naenae community through their collaboration with LYRIKS (an alternative education unit of a local high school for secondary students) to develop an alternative education school for intermediate aged students. The proposed school has required the development of partnerships with other agencies to secure funding. The school is currently awaiting approval from the Ministry of Education while further research into the requirement of such a facility in the area is conducted.

Constant networking is also maintained with other education agencies including the Non-enrolment Truancy Service, Specialist Education Services, and the Northern and Southern Cluster Attendance Officers, and the programme conduct almost daily truancy checks on local schools.

APPENDIX 1: STAKEHOLDER QUESTIONNAIRE ON EXPECTATIONS

STAKEHOLDER QUESTIONNAIRE

Your organisation's name: _____

Name of person completing questionnaire: _____

Name of Police programme: _____

(Please answer all questions from the perspective of your organisation)

1. In what way do you think the Police programme will be effective and useful in your community?

2. How do you think the Police programme will impact on your organisation and the services you provide?

3. Will the Police programme be culturally responsive to the need of Maori? Please explain.

4. Will the Police programme be culturally responsive to the needs of Pacific Island groups? Please explain.

5. What positive outcomes do you feel will come from the programme:

- a) For the participants and their families/caregivers?
- b) For your organisation and your members?

6. What negative outcomes do you feel will come from the Police programme for:

- a) the participants and their families/caregivers?
- b) Your organisation and your members?

7. If negative outcomes are to be avoided, what should be done?

**THANK YOU FOR COMPLETING THIS QUESTIONNAIRE.
PLEASE RETURN TO:**

**TESSA WATSON
EVALUATION MANAGER: YOUTH AT RISK OF OFFENDING PROGRAMMES
P O BOX 3017
WELLINGTON**

APPENDIX 2: QUESTIONNAIRE TO PROGRAMMES

YOUTH AT RISK EVALUATION REQUIREMENTS FOR 2000/01 YEAR

Please answer each of these questions as fully as possible.

GENERAL:

1. Name the programme/initiative.
2. How long has the programme/initiative been in existence?
3. Contact people – names, addresses, phone numbers, fax numbers.
4. Staff details (list for each staff member) – full-time/part-time/volunteer; position/role; gender; ethnicity; number of years experience working with youth; number of years experience working with families; organisations accredited to (ie: Police, social worker collective/associations etc); formal qualifications and place of study.
5. What supervision is being provided for professional staff working on the programme/initiative?

PROGRAMME DESIGN:

6. What are the specific objectives/aims of the programme/initiative?
7. What is the outline and content of the programme?
8. Describe any pre-programme assessment of clients (eg. Risk assessments).
9. Describe how the programme will assess how it is meeting the client's needs.
10. How long/many sessions does it take for a client to complete the programme (from entry to exit from the programme)? – *If applicable*

SERVICE DELIVERY TARGETS:

11. What criteria are used to determine eligibility for the programme?
12. What age groups does the programme cater for?
13. How many clients can the programme accommodate?

INFORMATION RELATING TO MĀORI:

14. Has the programme been developed in a way suitable for Māori? Please explain.
15. Describe the nature of consultation with Māori in developing the programme.
16. Describe the extent to which the programme is/will be delivered in a Māori context.
18. Describe the extent to which the programme ensures that it is accessible to Māori with needs.
19. Describe how the programme intends to meet the needs of Māori clients and their whanau.

INFORMATION RELATING TO PACIFIC ISLAND PEOPLE:

20. Describe what Pacific Island input there was during the development of the programme (list groups consulted, how their input was used, and list the variety of Pacific Island nations and ethnic groups involved in the process).
21. Describe how the needs of participants and families/caregivers from different Pacific Island nations or ethnic groups are to be met (*possible answers might include matching the provider's ethnicity with the client's, providing a translator, arranging for support person of same ethnicity, recognising specific Pacific Island protocols etc*).
22. Describe how you plan to effectively meet the needs of participants and their families/caregivers from different Pacific Island nations.

INTERAGENCY AND COMMUNITY CONTACTS:

23. List the agencies that the programme is in contact with most frequently? (*This list will be used to send a questionnaire out asking for agencies' opinions on the potential effectiveness of the programme*).
24. Was the community consultation a part of the development and planning process? Describe: what was the process, who was consulted (eg. Sectors of the community, organisations, individuals), what was discussed.