

March 2013 – June 2014

Kawerau  
***action  
plan***



Te  
**ohoooho**  
*nga*  
**Rangatahi**  
o Kawerau

Trialling new approaches to social sector change



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## Acknowledgements

Miihinui ki koutou nga kaimahi e pa ana ki tenei mahi.

We would like to acknowledge all the hard work that has been done in the past two years by the members of K-Oper-8 and to especially acknowledge the provider community that stepped up and delivered comprehensive co-ordinated services to our young people.

In 2010/2011, the rising rates of youth suicide, truancy, crime and alcohol and other drug use began to raise concerns in the Kawerau community, and in local and national government.

Through the Social Sector Trials, mandate was given to investigate the structural causes of the high youth statistics, and to identify from within the community new, innovative ways to address the widely publicised youth issues, symptomatic of the social problems of the wider community.

Investigations found a system of service providers lacking the ability to work together – a framework of community and statutory organisations working completely in silo and duplicating services, often in competition with each other to advance the aims and goals of organisations, rather than to meet the needs of young people.

The contracting framework was convoluted, with regional contracts falling short of addressing the specific needs of our small community. A lack of provider communication, co-ordination and collaboration was clearly evident, adding another level of dysfunction to the already startling youth situation in Kawerau. The silo delivery of services only squandered the limited resources available, making it more difficult to improve outcomes for youth, their families and the community.

What was required was a system that would bring together all the contracted and voluntary organisations working with and for young people, in a streamlined manner, with an overarching body or organisation taking ultimate responsibility for and on behalf of the community.

Through the work of the Social Sector Trials, a system was developed to encourage and assist strong provider relationships, strengthen community action and decision making and re-organise services in the rebuild of a healthy, well, Kawerau community.

Appendix One provides details of the core components of the Trials model in place in Kawerau.

### **Influence of the model**

In 2012, the Ministry of Education announced their aim to increase participation in early childhood education to 98 per cent by 2016, with a view to fostering strong habitual skills and habits for successful lifelong learning.

The current participation rate in Kawerau could be considerably improved, so the need to connect the community's social sectors is pivotal to the success of the Ministry's early childhood education target. Through the Trials, we have been able to bring together the Ministry of Social Development (the Trials and Child, Youth and Family), the Ministry of Education (Early Childhood) and the District Council (the Mayor) to discuss the issues which need to be addressed to achieve the government's goal.

The mandate of the Trials created the opportunity to connect the different Ministries and to bring together the skills and expertise of the government for the future delivery of education in Kawerau. In the long term, this will improve the employment prospects for the town. A number of the early childhood providers and the Ministry of Education would like our support to develop their action plan based on the Social Sector Trials Model of Practice.



This document is a revised Social Sector Trial Plan for Kawerau.

In 2011, a Social Sector Trial Plan for Kawerau was developed and implemented. That document focused on how key players would have an impact on outcomes for young people in Kawerau.

It aimed to ensure an agreed approach by all key players, a transparent document for the community to access and an accountability mechanism to ensure commitments made were honoured.

An extension of the Social Sector Trials has provided an opportunity for a new Plan to be developed and an opportunity for Kawerau to continue to test the 'Trials way of working'.

## Background to the Social Sector Trials

Kawerau is a Social Sector Trial location.

The Social Sector Trials were set up to trial new approaches to social service delivery. They were initially established for two years from March 2011 in six locations: Taumarunui, Tokoroa, Te Kuiti, Kawerau, Levin and Gore.

These six Social Sector Trials have been extended for another 16 months (until 30 June 2014), and in five of the locations their geographical areas have been extended. This means the locations are now: Taumarunui, Waitomo District, South Waikato District, Kawerau District, Horowhenua District and Gore District.

From 1 July 2013, Social Sector Trials will also operate in 10 new locations: Kaikohe, Rānui (West Auckland), Waikato District, Rotorua District, Whakatane Township, Gisborne City, South Taranaki District, Wairarapa (Masterton District, South Wairarapa District, Carterton District), Porirua District and South Dunedin. These Trials will run for two years.

More information about the programme can be found at <http://www.msd.govt.nz/social-sector-trials>

## Key elements of the Social Sector Trials

The Ministries of Social Development, Justice, Education and Health, and the New Zealand Police are working together to trial a change in the way social services are delivered.

The Social Sector Trials focus on improving outcomes that reflect the needs of the community. In Kawerau, the Social Sector Trial is focused on improving outcomes for children and young people aged 6–18 years. This changed on 1 March 2013; before then, the Trial in Kawerau was focused on 12–18 year olds.

The change in age range represents:

- a desire from the community to intervene before young people are on a path to negative outcomes
- a belief in the power of the Trials model and its applicability to a wider age range
- a readiness to use resources for a wider group in the community
- a better fit between the community focus and Trial focus.

The outcomes we are seeking to achieve are:

- reducing truancy rates
- reducing offending by children and young people
- reducing levels of alcohol and other drug use by young people
- increasing the number of young people participating in education, training and employment.

The aims of the Social Sector Trials are to support decision making at the local level, to build on existing networks and to strengthen co-ordination at every level of government and within the community.

The Trials test the ability of an appropriately mandated individual (committed individual) or non-governmental organisation (NGO) to use cross-agency resources to effect change in a community. In Kawerau, the 'committed individual' approach is being trialled, and a Social Sector Trial Manager has been employed to manage the Trial.

The Social Sector Trial Manager plans social service delivery, manages contracts, oversees agency staff (as agreed with agencies), develops networks, engages with the community and influences social services (such as statutory services) outside their direct control.

Forming an advisory group and developing this Plan are key elements of this model.

## Progress to date

In the first two years, Trial locations have:

- delivered on the requirement to form an advisory group (made up of stakeholders from government and non-government agencies)
- developed a Social Sector Trial Plan (which this revised Plan builds on)
- developed new ways of working together
- delivered initiatives to achieve youth outcomes.

Momentum around the Social Sector Trials is strong.

Evidence suggests increased levels of co-operation, collaboration, transparency and accountability around programmes and services as well as progress towards making an impact on outcomes.

The extension of the Trial in Kawerau reinforces the impact the model is having. Appendix One provides details of the core components of the Trials model in place in Kawerau.

Key initiatives in place through the Trial approach in Kawerau in the first two years included:

- a full time truancy officer
  - prior to the Trial, Kawerau received a truancy service for one day per week (based in Whakatane). A priority under the Trial was local service provision, with adequate hours to ensure intensive efforts to locate young people and return them to meaningful activities
- after-hours activities (such as sports, dance and computer activities)
  - two after-hours community centres were re-opened, re-focused and invigorated in December 2011 with the aim of providing positive activities to occupy young people, as an alternative to anti-social behaviours. Eighty young people access the two centres each day
- a texting service for young people
  - this was developed using a cellphone number that is linked to a computer. Young people can text in questions and they are linked to health and social services to provide a response. The service is also used to communicate with young people about what's happening in the community
- the Kawerau Engaging Youth (KEY) forum
  - this cross-agency forum uses a case management approach to walk alongside young people and their whānau in order to engage and reconnect them with school, the community and the services they need – with a focus on education and training



- careers guidance and mentoring
  - an initiative was delivered for all school leavers of Kawerau College (now Tarawera High School) in 2012, to ensure a seamless transition and solid pathways into tertiary study for future career and employment development. Personnel from community agencies, including staff from Te Wananga o Aotearoa, Tuwharetoa ki Kawerau Hauora, Manna Support and the Job Centre, helped the College to deliver career pathway information and support for all students leaving school. This covered things such as making sure the young people had ID, assisting them to fill in forms to tertiary institutions, making sure the students had the right credits to apply for their tertiary study, discussing career pathways and encouraging individuals to dream big. As a result, 43 students left school in 2012 with links and pathways to higher education
- a range of programs in the new year 7–13 Tarawera High School
  - such as the lunch roster (where staff and other adults engage with young people across lunch times), Breakfast Club and Ki-o-Rahi (sports elective program) to encourage and improve attendance (reduce truancy) and provide other support for students and staff of the new school.

Key outcomes for young people in Kawerau in the first two years included:

- the KEY forum working with over 75 young people to successfully connect them back into education (some had been disengaged for a number of years), with the number of disengaged young people reaching zero in May 2012
  - the Mayor of Kawerau District said “this was the first time in living memory that this had occurred”.
- three local collaborative forums collectively engaging over 100 families over a 12 month period to provide comprehensive health, education and social service interventions and support
- local schools reported a 34 per cent increase in school attendance in the first two years of the Trial
- the texting service (referred to above) received over 1,200 texts in the first 12 months of operation – the bulk of which were from young people seeking health/social and other support
- the number of youth court appearances for Kawerau young people decreased by 25 per cent over 2012–2013.

## Success factors

Through the use of the Trials model, service provision is no longer delivering duplicated services, and the historical silo mentality has been replaced with strong, collaborative provider relationships.

Agencies are now working in a highly co-ordinated, functional, professional manner with cases progressing more timely with higher rates of successful intervention. Key factors to achieve this included:

- new community and government partnerships
  - the Trial has connected local services, the District Council, education and key community agencies in a performance based model. This has resulted in focusing limited resources to achieve maximum benefits. Government agencies have engaged with the NGO provider sector as partners in an accountable process. Child, Youth and Family (CYF) has set up an office in Kawerau. This has had a positive effect, with CYF staff being accessible to the service providers and CYF services being accessible to the community
- engaging our children and young people
  - children and young people are at the heart of everything we do. They help form the processes we use and the initiatives we develop
  - the Trial has strengthened the development of forums for key stakeholders in the social sector to co-ordinate their efforts around disengaged young people. These forums ensure our young people are receiving the best social, health and educational support available

- shifting resources to high demand areas
  - the Trial has enabled Kawerau to redirect resource to where it is most needed. A truancy officer has been employed in Kawerau for the first time. This has decreased truancy significantly. This is an example of how directing funding to meet the needs of the community has been an effective tool in combating truancy. There had also been a historical desire from the broader community to set up an Alternative Education facility in Kawerau. The Social Sector Trial, in conjunction with local health and social service providers and the local College, and supported by the Ministry of Education and the Ministry of Social Development, set up the Alternative Education facility to cater for students in need of more focused support. This initiative has provided a bridge to support students back into the College, offering them specific and focused assistance.

## Governance and management

### National governance

The Chair of the Cabinet Social Policy Committee (SOC), Hon Tony Ryall, has ultimate responsibility for the Social Sector Trials.

A Ministerial sub-committee provides oversight and decision-making for the Social Sector Trials. The Ministerial sub-committee is currently the Deputy Prime Minister, Minister of Justice, Chair of the Cabinet Social Policy Committee (and Minister of Health), Minister of Education, Minister for Social Development, Minister of Police and Minister of Youth Affairs.

A Joint Venture Board, comprising the chief executives of the ministries of Social Development, Health, Education, Justice and the New Zealand Police, acts as a governance group for the Social Sector Trials. The Chair of the Joint Venture Board is the Chief Executive of Social Development.

A Director: Social Sector Trials (situated within the Ministry of Social Development) has responsibility for the day-to-day operation of the Social Sector Trials.

### Local governance

A local advisory group has been in place since March 2011 and will remain in place for the extended period of the Trial. The group acts as a mechanism for collaboration and communication and ensures the endorsement and ownership of the Plan. The advisory group in Kawerau is K-Oper-8. This is a team of community and government stakeholders who represent decision makers and leaders.

Membership<sup>1</sup> of the advisory group includes the Mayor (Chair), the Social Sector Trial Manager and representation from:

- local iwi
- education (Ministry of Education, school principals and tertiary institutions)
- New Zealand Police
- the community
- Ministry of Social Development (Work and Income)
- Grey Power.

<sup>1</sup> Different levels of the sectors engage depending on the issues raised. The representation ranges from regional managers to contract managers etc, with local community based sector leaders as a constant.



## Forums

A number of forums have been set up to address the four outcomes we are seeking to achieve.

These forums touch on all four target areas generally; however the areas indicated are the priority areas for the allocated forum.

Forum	Reduce levels of alcohol and other drugs	Decrease truancy	Reduce offending	Increase the number of people in education
KEY		X	X	
Interagency Forum		X	X	
Core Clinical Committee	X			
Tertiary Education Providers Forum			X	X

## Evaluation

### National evaluation

At a national level, an evaluation of the first two years of the Trials has been undertaken by the Ministry of Social Development in partnership with other agencies.

The cross-agency evaluation of the Trials considered:

- whether the Social Sector Trials made a significant contribution to achieving the outcomes for the young people in each location
- opportunities found when implementing the Social Sector Trials
- whether the Social Sector Trials have led to a better system of service delivery
- the similarities and differences between the two approaches (NGO and committed individual)
- the barriers to implementation.

The findings from the evaluation can be found in the Evaluation section at <http://www.msd.govt.nz/social-sector-trials-evaluation>

An evaluation programme for the extension period is also in place.

### Local review/evaluation

Locally, the Trial is monitored by K-Oper-8, which is the advisory group. The advisory group decides what is working and what needs to change to fit current needs. Reviews of the actions in the Plan are discussed at the advisory group meetings and changes are made accordingly.

## The environment<sup>2</sup>

### Total population

At the time of the census, 6,921 people usually lived in the Kawerau District. This was a decrease of 54 people, or 0.8 per cent, since the 2001 Census.

Male	3,414
Female	3,507
Total	6,921

### Māori ethnic population

At the time of the census, 4,050 Māori usually lived in the Kawerau District, an increase of 135 people, or 3.4 per cent, since the 2001 Census.

The Kawerau District's Māori population ranks 39th in size out of the 73 districts in New Zealand.

## Youth statistics<sup>3</sup>

### Basic demographics

	Kawerau District
Total population	6,927
Population aged 12–24	1,263 (18.2%)
Population aged 12–14	435
Population aged 15–19	543
Population aged 20–24	285
Number of males aged 12–24 (%)	633 (50.1%)
Number of females aged 12–24 (%)	630 (49.9%)

<sup>2</sup> Statistics in this section have been sourced from the 2006 Census and have been randomly rounded to protect confidentiality. Individual figures may not add up to totals, and values for the same data may vary in different text, tables and graphs.

<sup>3</sup> Statistics in this section are sourced from the 2006 Census.



## Ethnicity

Number and proportion of young people aged 12–24 identifying with each ethnic group, by territorial authority (TA), 2006 Census: European, Māori, and Pacific Peoples.

Kawerau District	Number in TA	% of TA Population <sup>4</sup>
European	504	41.4
Māori	963	79.1
Pacific Peoples	57	4.7
Asian	24	1.9%
Ethnicity not stated	45	3.6%

## Education, employment and income, housing and volunteering

	Kawerau District
Proportion of young people still at school at age 17.5	42.0%
Proportion of school leavers with NCEA Level 2 or above	34.1%
Young people aged 25–34 with Bachelor's degree or higher	4.9%
Employment rate aged 15–24	288 (34.9%)
Unemployment rate aged 15–24	147 (33.8%)
Not in the labour force	429 (51%)
Proportion of young people aged 16–24 receiving a benefit	30.2%
Young people aged 15–24 living in crowded housing	9.7%
Young people aged 15–24 living in low-income households	26.3%
Young people aged 15–24 who volunteer (%)	102 (14.5%)

## Smoking

	Kawerau District
Current smokers aged 15–19	201 (41.4%)
Current smokers aged 20–24	147 (57.0%)

## Number of dwellings

There were 2,424 occupied dwellings and 219 unoccupied dwellings in the Kawerau District at the time of the 2006 Census.

There were three dwellings under construction in the Kawerau District, compared with 13,560 under construction throughout New Zealand.

<sup>4</sup> A number of the district's residents identified more than one ethnic origin in their census responses. This led to a total figure of more than 100% of responses for ethnicity.

## Social climate in Kawerau District

Social statistics show:

- couples with children make up 34.5 per cent of all families in Kawerau
- 30.3 per cent of families in Kawerau are one-parent-with-children families
- one-family households make up 69.4 per cent of all households in Kawerau
- the most common occupational group in Kawerau is 'Labourers'
- one third of the labour force are actively employed.

## This Plan

This Plan is one part of a much broader process. Families, communities, local government, churches, NGOs and the private sector all have a role to play. Evidence shows that if government works in partnership with non-government agencies, communities and local government, much better results are achieved.<sup>5</sup>

This Plan builds on actions initiated during phase one of the Trial and on actions that were already operating in the community. It spans various social sector agencies, NGOs and Trusts. The overall aim is to better support young people to succeed. In every decision and action we must consider what is best for the young person.

The Plan focuses on reducing risk factors and building protective factors and, in so doing, we are emphasising a strengths-based approach. A stock take of youth programmes and services is periodically reviewed to ascertain the levels of service available. It identifies the number and type of programmes, the specific target groups and key information on how the programmes are delivered. This is a useful information sharing tool and helps in identifying gaps in service provision.

## Aim of the Plan

The aim of this Plan is to continue to strengthen the community so it can provide support and assistance to the young people in Kawerau, while ensuring future initiatives build on and align to the actions and successes of the original Trial. The primary focus of the Plan is to ensure young people aged 6–18 years receive the services allocated to them.

The Plan is designed to ensure community resources are focused to achieve the best outcomes possible. It will show the community where changes have been made to ensure allocated resources are reaching the young people they are designed for.

The Plan looks to mobilise the community to become a force in the development of our young people. It seeks to strengthen the collaborative processes and forums the community has been instrumental in implementing and developing through the original Trial. Kawerau is ready to support bringing together contributions from the various sectors in a coherent approach to create an environment responsive to the needs of our young people.

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<sup>5</sup> Improving Outcomes for Young People in Counties Manukau Plan of Action 2006.



## Indicators of success

At the beginning of the Trial, the following were identified by K-Oper-8 as indicators of positive change. They remain key indicators to demonstrate how we will know if we are succeeding.

- Young people have opportunities to develop the skills and knowledge they need for employment.
- Services for young people are relevant, realistic and accessible.
- The youth culture is positive and thriving.
- Young people show attitudes and behaviours that demonstrate positive engagement with each other and the outside world.
- Young people have access to strong and positive parenting/mentoring and role models.
- Young people look out for each other and want to support and help their peers succeed.
- Young people value the community and are recognised as an important part of it.

## Issues and gaps

In our initial consultation with key stakeholders in 2011, the following key issues were identified for Kawerau. The strong collaborative processes and forums put in place in the original Trial will ensure the continuation of effective, appropriate responses to address the ever-evolving needs of our young people.

- A distinct subculture characterised by intergenerational unemployment, alcohol and substance abuse, crime, gang cultures and family violence.
- The normalisation of alcohol and drug use; young people not understanding or considering the implications and potential consequences.
- Lack of confidence and self-belief among young people; they have a limited view of their options.
- The need to engage at-risk young people in positive activities and events.
- Limited employment options for young people, with fewer historic employment opportunities available with the local paper mill.
- Regional based contracts lacked an approach focused on servicing the needs of Kawerau.
- Competition in the sector for contracts fostered mistrust between providers.
- The cultural identity of our young people with their hapū, iwi and marae is generally weak.
- The need for improved communication processes between the schools and providers in the social sector.

## Linkages

### Contracted services

The ability to link regionally contracted services to the local environment is vital for comprehensive service delivery. Regional providers often cover large areas to fulfill their contract requirements. This can result in regional providers lacking the local knowledge needed to respond to high risk families and to understand local families and their history with the social sector. The regional providers can spend a lot of time and resources on assessment processes, when local networks hold this information.

## **Kawerau Youth Council**

In June 2008, the Kawerau District Council established the Kawerau Youth Council to represent the views of the young people in the community and to provide an opportunity for these views to be heard and included in local government decision making. The Kawerau Youth Council is designed to encourage youth participation in civic affairs and to provide a voice and direction on youth issues to the Kawerau District Council, community groups and local organisations. The Youth Council comprises young people aged 12–24 and advocates for and supports youth events, activities and facility provision within the District.

## **Tarawera High School**

Tarawera High School was created as a result of the restructuring of schools in Kawerau. It is a Years 7–13 school, and opened on the site of the former Kawerau College in River Road, Kawerau. The first day for all students was Wednesday 30 January 2013. The foundation Principal is Helen Tuhoro.

Ms Tuhoro said the high school had been hoping to get between 420 and 440 students as an indicator of community support. The fact the new entity has more than 460 student enrolments reflects how well the foundation school is being received, and supported, by the local community. Enrolments had been received from students who live in Kawerau, but who had previously attended either Whakatane Intermediate or high schools in Whakatane.

## **Local forums**

Forums provide a formal way for agencies to meet and talk about issues. Cases are progressed either by an individual agency, or by joint or multiple agencies. Collaborative management plans between organisations are often formed at these forums, through shared cases or shared learning.

## **Case management activities**

Outside of the forums, the providers come together to develop programme and activity plans in response to the identified needs of young people, on a case by case basis. Plans are formed collaboratively between providers, to ensure interventions are streamlined, consistent and responsive to the identified needs.

Where there is an indication of successful intervention, a new prevention plan of programmes and activities is developed to ensure a continuum of care for those young people most at risk of entering the Trials framework model (see final page).



## Actions

### Decrease truancy

All youth in the Kawerau District deserve the best education.

Action	Timeframes/milestones	Responsibility/lead
<b>Prevention</b>		
Development and implementation of a community wide truancy service for 6–16 year olds.	<p>From 1 March 2013, continue to deliver a full-time truancy service to Kawerau children and young people.</p> <p>By June 2013, consult with key stakeholders to review the current truancy service.</p> <p>By August 2013, have a comprehensive IT data system in place in conjunction with the community's schools, to track truancy in the Kawerau community, with a view to having a successful transition to and management of the new Integrated Attendance Service.</p>	Blue Light Ventures/Social Sector Trial Manager.
Further develop the Key Forum (Kawerau Engaging Youth) to incorporate 6–12 year olds to give the sector a platform from which to engage the at-risk children and youth in Kawerau not engaged in meaningful education.	By August 2013, have appropriate systems and associated communication plans in place to achieve 'wraparound' models of practice.	Te Whiri Kawai – Tuwharetoa ki Kawerau Hauora, Te Wananga o Aotearoa, Manna Support Services/Tarawera High School/ CYF/Ministry of Education/Social Sector Trial Manager.
CBD truancy free zone.	From 1 March 2013, ensure all businesses in the CBD continue to support this initiative.	Blue Light Ventures/Police.

## Decrease offending by young people

Create pathways to constructive environments and relationships for young people caught in destructive environments.

Action	Timeframes/milestones	Responsibility/lead
<b>Prevention</b>		
Holiday programmes.	From 1 March 2013, ensure there are comprehensive holiday programmes delivered.	Tuwharetoa ki Kawerau Hauora/Blue Light Ventures.
Further develop the mentoring initiative within the community.	By June 2014, develop a comprehensive mentoring system including: <ul style="list-style-type: none"> <li>- identifying a pool of mentors, undertaking risk assessments, providing training, putting professional supervision in place, providing links to the provider sector etc</li> <li>- ensuring 40 young people in Kawerau have accessed the initiative.</li> </ul>	Te Whiri Kawai – Tuwharetoa ki Kawerau Hauora, Te Wananga o Aotearoa, Manna Support Services.
Youth worker training.	By 31 August 2013, assess the priority training needs of the youth workers.  By December 2013, organise and deliver training to the youth workers' collective.	Social Sector Trial Manager.
Community centres.	By 30 September 2013, have a plan in place to use the community centres for educational and social support for Kawerau children and young people.	Te Whiri Kawai – Tuwharetoa ki Kawerau Hauora, Te Wananga o Aotearoa, Manna Support Services.



## Decrease use of alcohol and drugs

Provide alternatives and after hours activities for young people.

Provide support for young people needing to access support services.

Action	Timeframes/milestones	Responsibility/lead
<b>Prevention</b>		
Educational programmes focusing on the consequences of alcohol and drugs for youth, parents and community.	<p>By June 2013, have a plan in place to ensure young people and their parents have access to a range of health promotion and education programmes relating to the use of alcohol and other drugs.</p> <p>By December 2013, have delivered three programmes in the school and community.</p>	Te Whiri Kawai – Tuwharetoa ki Kawerau Hauora, Te Wananga o Aotearoa, Manna Support Services.
Cultural identity.	By January 2014, provide cultural identity programmes for young people, including marae visits and cultural education training for new college students and staff where appropriate.	Te Whiri Kawai – Tuwharetoa ki Kawerau Hauora, Te Wananga o Aotearoa, Manna Support Services.
Community engagement.	By June 2014, profile 10 individuals who have changed the pathway of their lives and use them as role models for our youth.	Te Whiri Kawai/Kawerau District Council/Social Sector Trial Manager.

## Increase participation in education, training and employment

Young people need access to learning and education that will give them pathways into employment.

Action	Timeframes/milestones	Responsibility/lead
<b>Prevention</b>		
Identify young people not involved in education, training or employment (16–18 years).	By June 2013, identify leavers from Tarawera High School to ensure they are picked up by the youth services providers and transition plans are put in place.	Manna Support Services/ Tarawera High School.
Develop the current Alternative Education delivery to incorporate a comprehensive curriculum and associated activities to be delivered to the young people of Kawerau.	By July 2013, develop a site management plan/operational protocols//formal partnerships.	Te Whiri Kawai – Tuwharetoa ki Kawerau Hauora, Te Wananga o Aotearoa, Manna Support Services.
Tertiary education co-ordination.	By November 2013, make sure local tertiary providers have a co-ordinated approach to ensure young people are placed in meaningful education, and are working with health and social service providers to deliver support programmes when required.	Job Centre/Te Whiri Kawai – Tuwharetoa ki Kawerau Hauora, Te Wananga o Aotearoa, Manna Support Services.
Youth placed in training and education.	By February 2014, 30 youth will be transitioned into training or employment through the Youth Service.	Te Whiri Kawai – Tuwharetoa ki Kawerau Hauora, Te Wananga o Aotearoa, Manna Support Services.
Employment pathways.	By February 2014, investigate the viability of links with Christchurch to create opportunities for employment in construction.	Social Sector Trial Manager.



## Support collaboration, co-ordination and communication

Working together will ensure our young people receive the best services and support available to them.

Action	Timeframes/milestones	Responsibility/lead
<b>Prevention</b>		
Community media engagement.	By October 2013, develop a communication plan to reach out to the community.	Te Whiri Kawai – Tuwharetoa ki Kawerau Hauora, Te Wananga o Aotearoa, Manna Support Services/ Kawerau District Council/ Tarawera High School.
Youth involvement.	From 1 March 2013: <ul style="list-style-type: none"> <li>- engage with youth-related forums to ensure youth have their say</li> <li>- have a plan in place to meet with the forums every two months, for the duration of the Plan.</li> </ul>	Social Sector Trial Manager/ Youth Council/Youth Stylez/ Tarawera High School Senior Students.
Strengthen the role of CYF in the Kawerau community.	From 1 March 2013, the management of CYF youth justice will meet monthly with the Social Sector Trial Manager to ensure a strong relationship between the Kawerau community and CYF.	CYF/Social Sector Trial Manager.

## Appendix One: Systematic approach

By adopting a systemic approach to address the causes of the lack of streamlined service provision, the framework that follows has been developed (see diagram on page 21).

### **Young people (and now children) enter the Trials Model**

Education, health, and social service providers receive specific youth cases through their organisations' individual systems and processes.

Specialised assessments and investigations are now carried out to identify the needs of the young people, who they are then allocated to case workers for action. This occurs in a number of forums.

The forums have been designed to respond to the wide range of community needs, from the high-end crisis mental health or justice issues, through to the pro-active community development initiatives, community centres and mentoring.

It should be noted that these forums have moved beyond relationship building to a level of performance-based management across the sector.

### **Critical point of difference**

A critical point of difference with the model is that Kawerau has taken a bold step by developing platforms in the community to 'herd the sector'. Our philosophy was based around the concept that if you change the culture of the sector you have the capacity to change the behaviour. With this in mind, we believe this can be achieved through the development of strong platforms of engagement with associated communication systems and clear processes and protocols which will in turn, monitor performance.

This system gives the sector a clearer picture of a number of key issues, including:

#### **Workforce development**

We can gauge the level of training in specific areas as we see individual workers or organisations succeed or present with areas in need of further development in key areas.

#### **Funding strategies and allocations are finite**

Funding allocations are based on identified gaps and best use of limited funds. We can see a clearer overall picture of the sector and how one investment is relative to another.

#### **Shared learning**

Shared learning across the sector has become exponential as the rate of response to issues has increased.

#### **Community leadership involvement**

As an example, the Mayor attends different sector meetings with the Social Sector Trial Manager and through this strong local leadership presence; the community actively participates in the quality of services for their community.



### Database

Information relating to shared clients and/or families is beginning to be developed as we move forward. We have nearly three years of information regarding young people (aged 12 to 18 years) and their families.

With the Trial moving to 6–18 years, we will have an even clearer picture, over time, of the safety and development needs of the children, young people and families in the community, while being mindful of the need for different levels of security to ensure the confidentiality and safety of clients' details.

Collected data can then be analysed to identify patterns and similarities for improved responses, with the ability for cases to be managed in a 'real time' engagement system where variables such as the reorganisation of the education environment through the restructure of schooling, does not become a barrier to fluid information sharing for children who need focused interventions.

### Forums

Forums provide a format for agencies to formally meet and speak to issues.

Cases are progressed either by an individual agency, or by joint or multiple agencies, as collaborative management plans between organisations are often formed at these forums, through shared cases or shared learning.

The forums that co-ordinate this work follow:

- **Core Clinical Committee** – to progress cases with mental health, drug and alcohol and self-harm issues.
- **KEY Forum** – to progress cases for youth who have disengaged from mainstream education.
- **Interagency Forum** – to progress cases for youth who are at risk of disengaging from mainstream education.
- **Tertiary Training Provider Forum** – to plan, provide and review pathways for youth exiting secondary education.

### Case management activities

Outside of the forums, the providers come together to develop programme and activity plans, in response to the identified needs of youth and children. Plans are formed collaboratively between providers, to ensure interventions are streamlined, consistent and responsive to the identified needs. Where there is an indication of successful intervention, a new prevention plan of programmes and activities is then developed, to ensure a continuum of care for the youth and children most at-risk of entering the Trials framework model.

### Local responsibility

The local advisory group, K-Oper-8, and the Trials have ultimate responsibility for the model. This is due mainly to the ability of these bodies to influence and access high-level resources, and the direct communication link with regional and national bodies and government.

The local advisory group is important to develop and deliver a strong communication strategy with the community, to then guide the direction and initiatives of the Trials Plan, towards improved outcomes for the community.

## Framework

The resulting framework model illustrates a streamlined, fully integrated system of service provision for children and young people based on the following principles:

- **Information Flows:** the regular, timely, and accurate exchange of information, by defining clear lines of communication and interaction between joint case service providers, and other relevant parties.
- **Collective Forums:** the regular convening of collective forum meetings, and strong provider commitment and attendance to advance cases for youth and children, increasing provider visibility and accountability.
- **Continuum of Care:** the delivery of high performance, high quality intervention and prevention activities and programmes responsive to the evolving needs of youth and children.

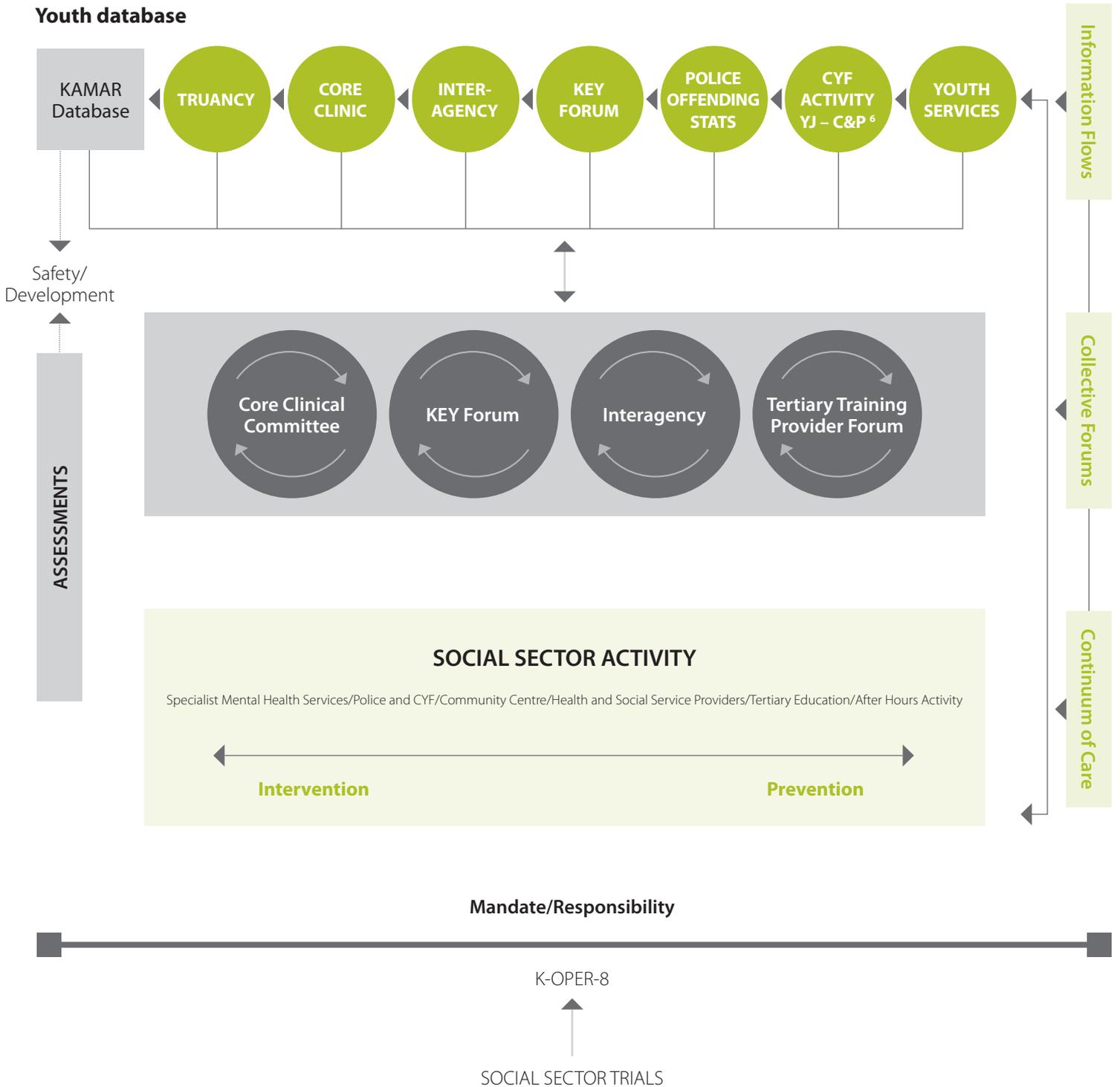
Through the Trials Framework Model, service provision is no longer delivering duplicated services, and the historical silo mentality has been replaced with strong, collaborative provider relationships.

Agencies are now working in a highly co-ordinated, functional, professional manner, and with cases progressing more timely, and with higher rates of successful intervention, the Trials Model has laid a solid foundation for the future provider sector to build upon, to respond to the changing needs of the community's children and young people.

The delivery of services is now more open and transparent and can be more easily seen, tracked, analysed and held accountable by the (local) community. Questions are now being asked by the community regarding resource and funding allocation. The community are growing in confidence in their ability to develop and up-skill local organisations, to grow and deliver services, and to lead their community.



## Kawerau Social Sector Trial Framework



<sup>6</sup> Youth Justice - Care and Protection

To engage with

# *young people*

*and their whānau to ensure*

# ***we move***

***towards healthy  
communities.***

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