

July 2011 – February 2013

Te Kuiti

action plan

Trialling new
approaches to
social sector change



A vibrant, inclusive,

***unified
community***
that young people are

proud
*to be part of and
contribute to.*

Contents

Background	02
Key elements of the Social Sector Trials	02
Governance and management	02
Local governance	03
Linkages	04
Young people in Te Kuiti	04
How do young people feel about our community?	05
Youth services	07
Developing the Te Kuiti Youth Action Plan	08
Aim of the Te Kuiti Youth Action Plan	09
Resources	09
Outcome overview	10
Review	12
Evaluation	12
Actions	13
Appendix 1 – Community response model snapshot tool	25

Background

Te Kuiti has been selected as a location for the trial of a new approach to social service delivery for young people (the Social Sector Trials).

The Social Sector Trials started in March 2011 and will be in place for two years in Kawerau, Tokoroa, Taumarunui, Levin, Gore and Te Kuiti.

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 for young people (aged 12–18). The outcomes the Social Sector Trials are seeking to achieve are:

- *reducing truancy rates*
- *reducing offending by young people*
- *reducing young people's use of alcohol and other drugs*
- *increasing the number of young people in education, training and employment.*

The aim is to support decision making at the local level, build on existing networks and strengthen coordination at every level of government and within the community.

The Social Sector Trials will test the ability of an appropriately mandated individual or Non-Governmental Organisation (NGO) to use cross-agency resources to effect change in a community. In Te Kuiti the individual approach is being trialled. A Social Sector Youth Services Manager has been employed as the individual to manage delivery of the Trial.

Individuals and NGOs will plan social service delivery for young people, manage contracts, oversee agency staff (as agreed with agencies), develop networks, engage with the community and influence social services (such as statutory services) outside of their direct control.

Governance and management

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

A Ministerial Sub-Group provides oversight and decision-making for the Social Sector Trials, in consultation with relevant Vote Ministers. The Ministerial Sub-Group is currently the Deputy Prime Minister; Minister of Justice; Chair of SOC, Minister of Health and Minister of State Services; Minister of Police; Minister of Education; Minister for Social Development and Employment and Minister of Youth Affairs; and Minister for the Community and Voluntary Sector and Minister Responsible for Whānau Ora.



A Joint Venture Board, comprising the Chief Executives of Social Development, Health, Education, Justice and the New Zealand Police act as a Governance Group for the Social Sector Trials and report to the Ministerial Sub-Group.

A Joint Venture Director (situated within the Ministry of Social Development) is responsible for the day-to-day operation of the Social Sector Trials.

Local governance

A Te Kuiti Governance Group for the Social Sector Trial is in place.

The Governance Group consists of local leaders that can influence young people or youth outcomes in our community.

The Social Sector Trials are an opportunity to positively influence how the government engages with communities on young people's issues, and how community leaders engage with each other.

The development of the local Governance Group ensures that this Action Plan is developed by those who have an intimate knowledge, a vested interest and a passion for young people in Te Kuiti. This is critical to the success of the Te Kuiti Social Sector Trial.

The Te Kuiti Youth Action Governance Group meets monthly and is chaired by Mayor Brian Hanna. It is responsible for monitoring this Action Plan and providing strategic advice and support to Hilary Karaitiana, the Social Sector Youth Services Manager.

The local Governance Group is made up of:

- Mayor, Waitomo District Council (Chairperson)
- Principal, Te Kuiti High School
- General Manager, Ngati Maniapoto Maraepact Trust
- General Manager, Maniapoto Māori Trust Board
- Sergeant, NZ Police, Te Kuiti
- Coordinator, Te Kuiti Community House
- Pastor, Journey Church
- Director, Services Academy
- Youth representative, Rangatahi Leadership Programme (Mayors Taskforce for Jobs)
- Social Sector Youth Services Manager.

The Governance Group has a wealth of experience and skills but encourages partnership solutions at all levels.

Support has been sourced from a range of regional advisors, managers and funders. It is likely that further initiatives will be identified as the Social Sector Trial progresses and the issues are better understood.

The most exciting aspect of the Social Sector Trial is the ability to empower communities to lead this Trial, with mandated support from government at local, regional and national levels.

Linkages

There are other community initiatives that the Action Plan acknowledges and will look to interface with. This may be through regular communication and information sharing and/or to coordinate activities and their timing within the community. Key contacts within the Governance Group will help to facilitate this process.

Other community initiatives include:

- Maniapoto Māori Trust Board Rangatahi Strategy – Te Rautaki Rangatahi o Maniapoto
- Mayors Taskforce for Jobs
- Waitomo District Council – Community Development Strategy
- Strengthening Families
- Community Link Governance Group
- Community Response Model
- Maniapoto Family Violence Intervention Network
- Educational programmes such as Life Education, Kiwican and Police education
- Whānau Ora.

Young people in Te Kuiti¹

According to the NZDep2006 index of deprivation, Te Kuiti is one of the most socio-economically deprived areas of New Zealand. With a decile 10 rating², the Te Kuiti community has a wide range of “income related” challenges that are compounded by its rural isolation.

These challenges create many issues leading to disempowered families and communities struggling to survive, living day by day and therefore unable to see or plan for the future.

The Statistics New Zealand 2006 census noted that there were 4419 people residing in Te Kuiti at that time. Of those, 780 (or 18%) were aged between 10–19 years.

These young people:

- are more likely to come from a sole parent household (29%, which is considerably more than the national average of 18%)³
- are less likely to leave school with formal qualifications (40.2% of those aged 15 years or over have no formal qualification, compared with 25% for New Zealand as a whole)⁴
- have low tertiary follow on (only 20% of school leavers were going to tertiary education in 2009)⁵
- have teen pregnancy rates that are double the national average⁶
- have no access to a public transport system

¹ Where data is available for Te Kuiti it has been used, otherwise some data refers to the Waitomo District of which Te Kuiti is the largest town and service centre to most of the outlying communities

² NZDep2006 is a small-area-based relative deprivation index based on nine socioeconomic variables from the 2006 Census. Scores are categorised into tenths (deciles), numbered from 1 (least deprived) to 10 (most deprived). NZDep describes the deprivation experienced by groups of people in small areas and describes the general socio-economic deprivation of an area. It does not describe the deprivation of an individual

³ Statistical profile of Waitomo District (January 2011), Ministry of Social Development. (Includes the Waitomo District)

⁴ Statistical profile of Waitomo District (January 2011) Ministry of Social Development. (Includes the Waitomo District)

⁵ Ministry of Education (2009), percentage of school leavers going on to tertiary education

⁶ Statistical profile of Waitomo District (January 2011) Ministry of Social Development. (Includes the Waitomo District)



- are twice as likely to be referred to public mental health services
- are likely to live in low quality housing⁷
- are likely to have poor health outcomes⁸
- have a greater chance of a future in a low paid job (average wage \$21,300)⁹.

The main barrier to achieving positive youth outcomes in Te Kuiti is that the risk factors heavily outweigh the protective factors. Too many young people in Te Kuiti will not reach their true potential.

Young people should be seen within the context of their families and the wider community. A significant point of difference is that Māori make up a much larger proportion of the population in Te Kuiti than nationally. In the Statistics New Zealand 2006 Census, almost half (49%) of the town's population identified as Māori, compared with just 15% across the country.

Strategies within the Action Plan recognise this and will be developed and implemented accordingly.

How do young people feel about our community?

As part of the Action Plan development process, two forms of consultation with young people were undertaken.

Firstly, forty young people were interviewed on 13 April 2011 (as part of a Mayors Taskforce for Jobs¹⁰ consultation process to find out how young people viewed their community).

Secondly, six focus groups were held with 45 young people. Five of these focus groups included 37 young people in mainstream education, and one focus group included young people from alternative education, training students, and disengaged young people (eight young people).¹¹

These focus groups asked young people specifically about the four key outcome themes for the Social Sector Trials and how these could be addressed.

This is what young people said:

Mayors Taskforce for Jobs (April 2011):

The positive perception they had of Te Kuiti (and the district) was:

- friendly community
- small, people stick together, get to know everyone
- safe (not like in Hamilton)
- plenty of sports.

⁷ Waitomo Community Response Model snapshot tool (June 2011), Ministry of Social Development

⁸ Waitomo Community Response Model snapshot tool (June 2011), Ministry of Social Development

⁹ Statistics New Zealand 2006 census

¹⁰ The Mayors Taskforce for Jobs (MTFJ) is a nationwide network of Mayors working on the issues of work and livelihood in their communities

¹¹ It's important to note that even within this group of eight young people, some were more disconnected than others, highlighting that even within such groups there is diversity that needs to be considered. Discussions about strengthening resources and support provided to these young people along with mentoring and work opportunities were well received. The Action Plan has a specific focus on these young people

The negative aspects they mentioned included:

- boring
- no opportunities and limited options
- it is easy to be influenced by peers and older siblings
- youth gangs, wearing colours is risky.

Their views on alcohol and drugs:

- young people went to parties most weekends – getting into mischief
- real addiction was not a huge problem, there were plenty of recreational drugs and alcohol use (those present, estimated 70% of young people used alcohol – possibly higher)
- easy to get alcohol and drugs in the community
- if your older siblings did drugs, it was likely that everyone in the family did.

Their views on education and jobs:

- to get a good job you have to leave the district, so work hard at school to be able to get the qualifications to leave
- young people drop out of school to earn money
- distance from tertiary education an issue – lack of transport
- they thought there were no apprenticeships available or at least they didn't hear about them
- lack of information and advice
- gateway¹² and work experience has helped
- limited access to careers advice when you want it
- many young people present had part-time jobs
- cost was a factor, some needed a plan for the future and others had no idea what they wanted to do
- they noted that there were young people not engaged in education, training or work and that they were not represented at this forum.

The young people interviewed as part of the Mayor's Taskforce for Jobs consultation had a wish list that included:

- an independent careers advice centre in town/with other services as a one stop shop
- exchanges with overseas people
- time out zone/youth centre (with young people's participation, staffed correctly, with a wide range of activities to appeal to a variety of young people)
- transport to tertiary education
- more jobs.

¹² Gateway is a structured workplace learning programmes offered to senior secondary school students. It is designed to strengthen the pathway for students from school to workplace learning



Focus groups (May 2011):

Whilst many of the statements above were reinforced, different perspectives were gathered from the focus group of at risk young people. They discussed:

- crime as a need to get money for drugs and alcohol or to pay somebody back
- community perception, the community was too judgmental, they remember everything and you can't get a fresh start
- they thought that gang affiliations didn't help the communities' perception of them whether that was participation by choice or by default through family connections
- these sentiments were mirrored in their job aspirations, which were manual labour positions. However, they felt that this was realistic given their histories
- they too wanted more activities to do, particularly at night and liked the idea of a youth space
- they liked their courses and said it gave them something to do.

Youth services

Our young people are currently being let down by a lack of forward planning and an absence of collective vision for youth development within the community.

This may be partly attributable to funding practices, which can create a silo mentality approach and a lack of resource.

The Te Kuiti community has limited youth strategies or programmes in place. Those services that are available are generally reactive and in the crisis phase. These include social work, general counselling, specific drug and alcohol counselling, adolescent mental health, doctor and nurse clinics, youth aid and youth justice. Alternative Education and youth training programmes, whilst they have a developmental strength based approach, are working with young people that have been alienated from the school system or the community for a wide range of reasons.

Te Kuiti does not have a strong youth voice within the community. There are no community youth forums (apart from school initiatives), there are no formal mentoring or leadership programmes and limited events to keep young people active and positively engaged. A youth centre once existed but has since closed.

There have been previous efforts to get youth development happening in a co-ordinated way but no real lead agency with a broad youth focus to provide the driving power towards an agreed outcome. The Social Sector Trials provides the opportunity to address this and the Te Kuiti Youth Action Plan aims to increase co-ordination and collaboration towards achieving real and meaningful results for young people.

Developing the Te Kuiti Youth Action Plan¹³

To support the development of the Action Plan, the Te Kuiti Governance Group developed a vision, mission, values and strategic goals.

The vision

A vibrant, inclusive, unified community that young people are proud to be part of and contribute to.

The mission

Engage our youth and community through leadership and success using collective knowledge and skills.

Our values

Trust, cultural awareness, commitment, responsiveness, enjoyment, family values, empowerment and creativity.

Our goals:

- to foster and encourage our strong sense of community by engaging and empowering families
- to identify leaders and mentors who can actively engage with young people and families to effect positive change
- to work together to develop opportunities that allow young people and families to reach their potential
- to maintain credibility with stakeholders by communicating openly
- to develop community ownership and responsibility to address locally identified needs.

These goals form the overarching strategies which the actions sit under.

Community input was also sought in the Action Plan development with:

- six focus groups held with 45 young people
- two community workshops held with 35 participants to prioritise actions listed in the Action Plan and to identify gaps¹⁴
- community presentations and feedback from a range of community forums.

This Action Plan is a living document and it is likely that further actions will be identified over time, and will be incorporated.

¹³ References for Action Plan Development: Kia Tupu WhakaAruhe, Te Rautaki Rangatahi O Maniapoto, The Maniapoto Rangatahi Strategy, Maniapoto Māori Trust Board, Statistical profile of Waitomo District (January 2011), Ministry of Social Development, Waitomo Community Response Model snapshot tool (June 2011), Ministry of Social Development

¹⁴ Invitations were offered via a media release in the Waitomo News (Tuesday, 24 May 2011) and an email to local services and groups



Aim of the Te Kuiti Youth Action Plan

This Action Plan is focussed on all young people in Te Kuiti aged 12–18 years.

We want to ensure our young people have the necessary skills, support and opportunities to keep them on positive pathways.

This Action Plan aims to coordinate current programmes and services and build on work to date to ensure the following outcomes are met:

- decrease truancy
- decrease offending by young people
- decrease young people's use of alcohol and other drugs
- increased young people's participation in education, training and employment.

It will also support collaboration, coordination and communication with all stakeholders.

The Action Plan will not solve all of the youth issues that we have, but it will put us in a strong position to work together to understand what we are doing well and where we need to improve.

It will foster an environment of transparency and accountability and enable recommendations directly to government.

Resources

Additional financial resources available for the Social Sector Trials will be utilised to support new initiatives and programmes and to provide activities and events for young people.

NZ Police in Te Kuiti, in response to the Social Sector Trials, are allowing staff to work on Action Plan projects related to reducing youth offending.

Other funders including the Ministries of Health, Education and Social Development are contributing in different ways. This includes reprioritisation of funding, services and/or programmes and/or human resource support for interagency teams.

Additional funding will be sourced for the recruitment of a mentor who will be able to work innovatively across community settings with disengaged young people and role model positive behaviour and attitudes. Connecting and facilitating relationships between high need young people and other support services is critical in this role.

Outcome overview

Decrease truancy

Key points:

Issues that aim to be investigated and addressed through the Action Plan include:

- developing a picture of truancy levels in Te Kuiti (based on consistent measurement)
- support for the development and implementation of school attendance management plans
- ensuring that the community is a part of the solutions put in place to address any truancy issues that might be identified
- ensuring that the roles of different systems are clear (e.g. schools, the District Truancy Service (DTS), Non-Enrolled Truancy Service (NETS)).

Decrease offending by young people¹⁵

Key points:

- apprehension data for young people in Te Kuiti has significantly varied over the last five years
- the apprehension of children and young people follows a different pattern to that of adults, both locally and nationwide
- dishonesty was behind a very large proportion (59%) of the apprehensions of under 17 year olds in Waitomo District in 2009 (compared to 48% nationally)
- violence also accounted for a much larger proportion of total apprehensions in the district (25% compared with 16% nationally)
- there has been little ability to provide early interventions for young offenders and their families in Te Kuiti, i.e. few youth mentors, youth workers or relevant parenting programmes
- we need to be clearer about what works or could work locally (particularly around recidivist youth offenders and their families) that would build meaningful relationships and effect real change
- the Action Plan aims to get families, government departments and community organisations more involved in developing and delivering solutions for youth offending.

Decrease young people's use of alcohol and other drugs

Key points:

- alcohol and drugs continue to be destructive to families in Te Kuiti, leading to young people not reaching their potential and may lead to truancy and poor achievement at school, offending, inability to be employed by failing drug testing or creating a lack of motivation, poor health and impaired decision making which can have lifelong consequences
- efforts to address the supply using a regulatory framework have had much success and will continue. There is still, however, a problem with the ease of supply to both alcohol and drugs by whānau and older friends in Te Kuiti

¹⁵ NZ Police data



- the Action Plan aims to increase prevention through health promotion, provide greater access to early intervention and stronger referral pathways for young people with addiction issues
- educating and supporting young people, their whānau and the community to reduce alcohol related harm are key actions within the Action Plan. Increased engagement in alternative activities for the young people of Te Kuiti as a distraction to alcohol and drugs is also key.

Increase the number of young people participating in education, training and employment

Key points:

- 40.2% of those aged 15 years or over in the District have no formal qualification, compared with 25% for New Zealand as a whole¹⁶
- In all but four of the years from 1993–2009, the proportion of students leaving Waitomo secondary schools with little or no formal attainment was higher than the national average. In 2009, this was 15% compared with 5% nationally. Continuing to tertiary education and training was also lower in Waitomo (18%) than nationally (63%)¹⁷
- as a result, Te Kuiti High School has a focussed effort on keeping young people engaged in school. This has included fewer stand downs, the development of a services academy for senior students and a student engagement initiative with the Ministry of Education. The school has combined the District Truancy Officer role with the social work position – this is designed to have further capacity to address the underlying causes of truancy and thus better reconnect young people to school. This work is included within the Action Plan
- the Action Plan aims to increase the number of young people participating in education, training and employment by increasing coordination and both interagency and community support for these areas and the transition between them
- research will be undertaken with local businesses to get a better understanding of our future employment needs and their career pathways which will support community planning towards these
- a number of existing programmes will support this goal including Mayors Taskforce for Jobs, Wintec Trade training and programmes, schools, Maniapoto Training Agency
- opportunities to link to other regional and national initiatives will also be explored
- there will be increased focus on ensuring that the systems will prevent young people falling through the cracks
- increased focus and support will be given to identify those who have already fallen through the cracks and to prioritise our efforts to ensuring that this group of high need young people are involved in training or employment.

¹⁶ Statistics New Zealand 2006 Census

¹⁷ Statistical profile of Waitomo District (January 2011), Ministry of Social Development

Targets

Targets to achieve during the Trial period have been set. Risks include:

- the significant variance of data in small communities from year to year for a variety of reasons
- the relatively small numbers of young people we are working with
- the relatively short timeframe in which we are measuring change
- the datasets in which we are measuring against change, i.e. 2009 and current statistics may already be significantly different
- setting realistic local targets yet balancing with national organisational targets.

The Governance Group are mindful of these factors and have endeavoured to develop targets that are realistic and achievable where possible.

These outcomes are one measure of the success of the Te Kuiti Youth Action Plan.

Besides the identified targets, there will undoubtedly be other success factors that can not be captured in hard data. These factors include: increased youth voice, participation, self esteem and confidence. These outcomes are equally as important.

The Governance Group considers the Youth Action Plan as the first step in building a long-term vision for youth development in Te Kuiti.

Review

At a local level, this Action Plan will be reviewed by the Governance Group at monthly meetings. This is in order to understand the effects of the actions being implemented. This will include a description of services provided under the Action Plan and analysis of monitoring data and outcomes of the Plan for the community as a whole.

Working groups will be developed to assist the coordination of this information to the Governance Group.

Evaluation

At a national level, an evaluation of the six Social Sector Trials will be undertaken by the Ministry of Social Development's Centre for Social Research and Evaluation in partnership with other agencies.

A cross-agency evaluation of the Social Sector Trials will consider:

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



Actions

Decrease truancy

Strategic goals

- young people are supported by their families to stay engaged in their education
- our community is collectively engaged in strategies to support our young people to reach their potential.

Success measures

- increased level of co-ordination across agencies that address truancy and increased referrals to the truancy officer and support agencies
- high risk children/young people and their families are identified and assisted to resolve the underlying issue behind non attendance
- the effort to reduce truancy is embraced at all levels in the community.

Action	Milestone	Responsibility
1 Get students involved in getting their mates to school	<p>By February 2012, design a Peer Support Initiative at Te Kuiti High School</p> <p>By February 2012, provide student council with training</p> <p>Pilot project in Terms One and Two 2012</p> <p>By July 2012, review project and adapt accordingly for Terms Three and Four</p>	<p>Lead: Te Kuiti High School (TKHS)</p> <p>Key partners: Ministry of Social Development (MSD)/ Ministry of Youth Development (MYD)/TKHS Student council</p>
2 Strengthen the link between home and school	<p>By December 2011, introduce a parent portal at TKHS so that parents/guardians have the online ability to monitor their child's attendance and achievement</p> <p>By March 2012, promote the availability of this service to parents in the new school year via school newsletter, local paper and truancy officer</p> <p>By December 2011, partner with 20 identified families to provide free computers, training and internet access through the Computers in Home programme</p> <p>By June 2012, survey all families to monitor service usage and effectiveness for reducing truancy (particularly for families of at risk students)</p> <p>By September 2012, provide an outcome report to Governance Group</p>	<p>Lead: TKHS</p> <p>Key Partners: Computers in Homes/ Te Kuiti Community House</p>

Action	Milestone	Responsibility
3 Get the community onboard	<p>From July 2011, work with Te Kuiti Development Inc to develop a truant free business district</p> <p>By September 2011, develop marketing resources to promote the Truant Free Business District</p> <p>By October 2011, launch Truant Free Business District</p> <p>By October 2011, utilise local media and communication forums to highlight the truant free zone</p> <p>From October 2011, NZ Police to regularly monitor the Truant Free Business District and truant hotspots, and notify truancy officer in all cases</p>	<p>Lead: Truancy Working Party¹⁸</p> <p>Key partners: Te Kuiti Development Inc (TKDI)</p>
4 Get school communities to focus on attendance	<p>By June 2012, encourage and support the development and implementation of "Attendance Matters – Guidelines for implementing an effective attendance management plan"</p> <p>From February 2012, provide feedback quarterly to all schools via principal cluster on attendance trends, truancy issues and best practice information</p>	<p>Lead: Ministry of Education (MoE)</p> <p>Key partners: Te Kuiti Schools</p>
5 Ensure that we have the real picture of truancy in our community	<p>By December 2011, work with three Te Kuiti schools (Pukenui, Te Kuiti Primary and Centennial Park Schools) to develop a common approach for non attendance and referrals to District Truancy Service (DTS)</p> <p>From February 2012, pilot new system</p> <p>By August 2012, review with pilot schools</p> <p>By September 2012, share findings with all schools</p>	<p>Lead: MSD</p> <p>Key partner: Principals of Pukenui, Te Kuiti Primary and Centennial Park School</p>

¹⁸ Truancy working party consists of Truancy Officer, NZ Police – Youth Aid officer, MSD-Youth Services Manager, Ministry of Education (MoE) (Adviser and Resource, Teaching, and Learning behaviour), Social Worker in Schools, Strengthening Families coordinator, schools



Action	Milestone	Responsibility
<p>6 Make the team approach work more effectively</p>	<p>By September 2011, an integrated truancy system is established</p> <p>From September 2011, schools, truancy officers, Ministry of Education to meet monthly to work together with other agencies to address truancy issues</p> <p>By December 2011, review DTS contract with TKHS</p>	<p>Lead: Truancy Working Party</p>
<p>7 Work alongside whānau to develop solutions</p>	<p>From July 2011, continue to conduct formal meetings with families of truants to discuss the truancy issues and develop plans of action as required</p> <p>By February 2013, increase the use of Strengthening Families to families of truanting students from five to ten (to allow other underlying issues to be addressed in the Action Plan as required)</p>	<p>Lead: Truancy Working Party</p>
<p>8 Use every means necessary to get young people back to school</p>	<p>From July 2011, refer unsuccessful outcomes to Family Group Conference (FGC) – Care and Protection, Truancy as required</p> <p>From July 2011, FGCs held as required and prosecutions initiated where necessary</p>	<p>Lead: Child, Youth and Family,(CYF)/Te Kuiti Schools/ NZ Police</p> <p>Key partner: Truancy Working Party</p>

Decrease offending by young people

Strategic goals

- to identify leaders and mentors who can actively engage with young people and families to effect positive change
- youth offenders have opportunities and support to address their offending and develop restorative pathways
- young people are reaching their potential, have a strong sense of identity and resilience.

Success measures

- increased opportunities for young people to be positively engaged and supported in the community
- Police working with schools to foster good relations; break down barriers and spread positive messages
- young people have a positive outlook for their future.

Action	Milestone	Responsibility
1 Make the team approach work more effectively to prevent and reduce offending and reoffending by 12–18 year olds	By October 2011, establish a localised team to address youth offending and underlying issues By October 2012, team to develop a system to provide greater input into case management, FGC and to develop projects that identify and respond to trends	Lead: NZ Police Key partner: Youth Offending Team (YOT)
2 Give young people a chance to make amends by providing opportunities for young people to repay their debt, prevent reoffending and increase their credibility/ job opportunities in the community	From September 2011, increase the use of alternative action and community work supervision from FGC From March 2012, provide six monthly reports to the Governance Group	Lead: NZ Police/CYF
3 Help young people to realise their full potential by presenting occasions to grow strong identity and build resilience	By September 2011, secure 80 Breakaway Holiday programme places By February 2013, provide five holiday programmes and tikanga based camps that include goal setting, drug and alcohol education and decision making (two marae based camps for a minimum of 40 young people and three holiday programmes for a minimum of 150 young people)	Lead: Governance Group Key partner: Family and Community Services (FACS)



Action	Milestone	Responsibility
4 Get young people earning their own money	<p>By December 2011, seek business support for part-time/holiday employment positions for 10 young people</p> <p>By May 2012, provide a business enterprise competition for young people (12–18)</p> <p>By June 2012, establish local business mentors and ongoing support for competition participants</p>	<p>Lead: MSD</p> <p>Key partner: Mayors Taskforce for Jobs (MTFJ)/North King Country Trust</p>
5 Reduce the number of outstanding youth fines (12–18 years)	<p>By July 2011, establish the total number of Te Kuiti young people with fines and total cost owing</p> <p>By November 2011, review current system for incurring fines with recommendations to reduce fines and explore alternative measures</p> <p>By December 2011, implement recommendations</p> <p>By January 2013, evaluate the effectiveness of the interventions</p>	<p>Lead: YOT</p> <p>Key partner: Ministry of Justice</p>
6 Increase compliance in driver licensing (high fine areas)	<p>By August 2011, provide and promote the following services through newspaper and Vehicle Licensing Agency</p> <ul style="list-style-type: none"> • availability of free learner licence tuition • free 'confidence building drive' for transition to restricted licence • reading/tuition and support for young people with literacy issues <p>From January 2012, provide six monthly updates to the governance group</p>	<p>Lead: Road Safety Coordinator</p>
7 Provide education earlier rather than later	<p>By December 2012, deliver the following school identified Police education programmes:</p> <ul style="list-style-type: none"> • Kia Kaha to Centennial Park and St Josephs • Stepping Out to Centennial Park, St Josephs and Pukenui • Bikewise to Pukenui • Keeping Ourselves Safe to Rangitoto <p>From January 2012, provide six monthly reports to the Governance Group</p>	<p>Lead: NZ Police – Community Constable</p>

Decrease young people's use of alcohol and other drugs

Strategic goals

- to reduce the sale and supply of alcohol and drugs to young people in our community by family, friends and licensed premises
- young people will have access to quality health education and health services.

Success measures

- increased community awareness of strategies to protect young people from alcohol and substance abuse
- increased engagement in alternative activities for the young people of Te Kuiti as a distraction to alcohol and drugs
- there will be a joined up approach to educating and providing support to all young people in relation to alcohol/drug abuse.

Action	Milestone	Responsibility
1 Quality drug and alcohol education is given to young people and their families	<p>By February 2012, review health education curriculum around alcohol and other drugs (A&OD) in TKHS</p> <p>By December 2012, implement recommendations and provide evaluation report to Governance Group</p> <p>By December 2012, two parent education evenings to be held for 40 parents that are interactive and informative</p>	<p>Lead: TKHS</p> <p>Key partner: NZ Police, MoE, ALAC, MSD</p>
2 Encourage young people's leadership in issues around alcohol and drugs	<p>From June 2011, support TKHS Students Against Driving Drunk (SADD) programmes with best practice, planning, resourcing and evaluation support</p>	<p>Lead: TKHS/Population Health/Road Safety Coordinator</p>
3 Make it harder for suppliers to reach young people	<p>From August 2011, alcohol stings (Controlled Purchase Operations) to be held twice a year during at risk periods</p> <p>By August 2011, ensure regular policing of pubs and clubs and liquor ban area</p> <p>By September 2011, ensure prosecutions sought for supplying to minors and all minors referred to YOT team</p> <p>By January 2012, ensure annual Police operations to target marijuana suppliers large and small are in place</p> <p>From January 2012, six-monthly reports to be supplied to the Governance Group, providing updates on these operations</p> <p>From January 2012, results to be published in Waitomo News to raise community awareness</p>	<p>Lead: NZ Police</p> <p>Key partner: Liquor Liaison Group</p>



Action	Milestone	Responsibility
4 Getting the environment right at home	<p>From January 2012, commence a collaborative health promotion project targeted at addressing the supply of alcohol and drugs from family and older friends in Te Kuiti</p> <p>From February 2012, copies of six monthly reporting to the Ministry of Health to be copied to the Governance Group</p>	<p>Lead: Waikato DHB (Population Health)</p>
5 Increase young people and their families' access to A&OD early and brief interventions	<p>By June 2012, work with ALAC to explore opportunities to introduce brief interventions in primary health care and community settings</p>	<p>Lead: ALAC/MSD</p>
6 Specialist services are easily available to all young people experiencing harm from drug and alcohol	<p>By November 2011, review coverage of A&OD services for young people in Te Kuiti to enable equitable access for young people in Alternative Education (any required changes will occur via the reprioritisation of services with existing providers)</p> <p>From November 2011, Waikato DHB to provide copies of CareNZ and Taumarunui Community Kokiri Trust quarterly reports to the Governance Group</p> <p>By December 2011, review the utility of the quarterly reports by December 2011 and consider alternative reporting where appropriate</p> <p>By January 2012, commence promotion and support utilisation of Youth A&OD services in Te Kuiti</p>	<p>Lead: Waikato DHB</p>
7 Provide positive alternative drug-and-alcohol-free events led by young people	<p>By November 2011, secure a youth hub venue as a venue for events</p> <p>From December 2011, develop regular activities for young people with a focus on at risk times (weekend evenings). Involve young people at all stages of developing these activities and events to ensure appeal to different young people's interests</p> <p>By February 2012, develop a calendar of events for young people and promote through school forums, local newspaper and Evolve Facebook page and website</p> <p>By February 2013, 10 events to be held for a minimum of 300 young people</p>	<p>Lead: Governance Group</p>

Increase participation in education, training and employment

Strategic goals

- all young people (12–18) in Te Kuiti are positively engaged in education, training or employment
- young people of Te Kuiti have access to meaningful employment opportunities
- as a community, we are building our capacity to effectively engage with a diverse range of young people.

Success measures

- there is sufficient variety and number of developmental, training and employment opportunities and the community is aware of them
- increased Māori participation in education, training and employment as a result of specific Māori coaching and mentoring
- young people are work ready and enthusiastic.

Action	Milestone	Responsibility
1 To keep young people engaged in school for longer	By July 2011, identify and secure funding to continue the Services academy at TKHS for Years 12 and 13 Continue Student Engagement Initiative (SEI) at TKHS with MoE Provide six-monthly updates to the Governance Group on SEI and Service Academy progress	Lead: TKHS
2 To increase educational and work opportunities to at risk young people, particularly Māori	By October 2011, secure funding for a mentoring pilot project to support identified young people (12–18 years) in Te Kuiti From January 2012, have a mentor in place for 30 identified high need young people and action plans developed for each young person By January 2013, ensure evaluation completed and pilot reviewed	Lead: Governance Group Key partner: Te Puni Kokiri (TPK)



Action	Milestone	Responsibility
3 Keep at risk young people connected in our community	By July 2012, Ngati Maniapoto Marae Pact Trust (NMMPT) to provide two programmes of 20 weeks for 20 young people (Nau mai e te rangatahi) with an 80% success rate of transition to education, employment or training	Lead: NMMPT
	From October 2011, provide quarterly updates to the Governance Group	Key partner: MSD
	By June 2012, review Nau Mai e te rangatahi contract with NMMPT	
	By December 2011, review the NMMPT Whānau Ora agreement for rangatahi	Lead: Waikato DHB
	By 1 July 2012, support NMMPT to have better linkages with other health services with any changes to the Whānau Ora agreement to be implemented	Key partner: Waikato Primary Health Organisation (PHO), NMMPT
	By 1 July 2012, Waikato DHB to work with PHOs and Health Waikato community services to reallocate appropriate level of health services to Alternative Education centre	
	By January 2012, information to be provided to young people in Alternative Education about how to access free sexual health consults and emergency contraception services	
4 To provide professional career information in a variety of forms	By January 2012, information to be provided to young people in Alternative Education about publicly funded dental care and health care	
	By December 2011, review career pathways contract with TKHS	Lead: MSD
	By March 2012, establish calendar of career activities and road shows with local schools	Key partner: Schools, Career services, MTFJ
	By May 2012, link careers programme and information including scholarship information, modern apprenticeships and youth cadetship opportunities to Te Kuiti Youth Trials website	

Action	Milestone	Responsibility
5 To connect with Wintec and keep up to date with their youth programmes	<p>Ongoing from July 2011, Wintec to continue to provide Vital English programme to support bridging opportunities to enable entry to further training or tertiary education</p> <p>From December 2011, receive six monthly reports on all youth related courses offered at Wintec – Te Kuiti and Otorohanga campuses</p>	Lead: Wintec
6 To connect with Te Wananga o Aotearoa (TWOA) and keep up to date with their youth programmes	<p>From December 2011, participate in TWOA community board and provide Action Plan updates</p> <p>From February 2012, receive progress reports for all youth related courses offered at TWOA Te Kuiti campus</p>	Lead: TWOA
7 Get young people into training or jobs	<p>From August, 2011, promote the MSD funded Skills for Growth and Job Ops with Training subsidy programmes to local businesses</p> <p>By September 2011, develop and implement survey to record the number and needs of young people (16–18 years) engaging with Work and Income from September to November 2011</p> <p>By December 2011, reconnect with these young people to monitor progress</p> <p>From January 2012, recommendations and information disseminated to relevant stakeholders to address as required</p> <p>From June 2012, provide six monthly reports to the Governance Group on uptake of placements</p>	Lead: MSD
8 Establish future employment needs	<p>By August 2011, secure Wintec and MTFJ subsidies to conduct local research on future employment needs. Research to list :</p> <ul style="list-style-type: none"> • all local companies against ranking, size and industry • company size/staff, training needs and future needs • the career paths (academic qualifications) <p>By March 2012, research report completed</p> <p>By May 2012, disseminate findings to key stakeholders</p>	Lead: Waitomo DC Key partner: Wintec/MTFJ



Support collaboration, coordination and communication

Strategic goals

- to provide community leadership and generate community
- to develop community ownership and responsibility to address locally identified needs
- to advocate for changes that make more services for young people available, more effective and better promoted through young people's mediums.

Success measures

- young people are utilising their leadership skills
- youth workers are connected and using best practice
- the community is aware of and supporting the Te Kuiti Youth Action Plan.

Action	Milestone	Responsibility
1 Get young people involved in community decision making and community projects	By December 2011, develop a youth council	Lead: Waitomo District Council Key partner: MYD/TPK/Schools
	In January 2012, provide leadership training to youth council	
	In 2012, youth council to identify projects for young people and application to be made to Youth Development Partnership Fund	
	By November 2012, develop an interactive youth page on the council website to get young people involved in and discussing community issues	Lead: MSD/Youth Ambassador
	From September 2011, MSD to meet quarterly with National Children's Commissioner Youth Ambassador	
	From September 2011, Youth Ambassador to provide quarterly updates to Governance Group	
	Ongoing from July 2011, continue to participate and support the MTFJ rangatahi leadership programme	
From August 2011, develop a local project to increase Māori leadership in schools using rangatahi as Kapa Haka leaders/tutors	Lead: Waitomo District Council	
From October 2011, provide six monthly updates to the Governance Group		

Action	Milestone	Responsibility
2 To connect and up skill adults working with young people (both paid and voluntary)	<p>By March 2012, establish a mechanism to identify and connect local youth workers</p> <p>By April 2012, link youth workers to youth worker networks/information via Te Kuiti Youth website</p> <p>By May 2012, survey youth workers to identify training needs</p> <p>By February 2013, co-ordinate and provide a minimum of three identified training opportunities to upskill youth workers</p>	<p>Lead: MSD</p> <p>Key partner: MYD, Youth workers</p>
3 Ensure the development of strong coordination mechanisms	<p>From July 2011, ensure Governance Group meetings are held monthly</p> <p>From July 2011, ensure the Governance Group receives updates from activities and youth services within the Plan.</p>	<p>Lead: MSD</p>
4 Communicate with the community regularly about the Youth Action Plan progress	<p>From October 2011, use a variety of methods for keeping the community updated about the Te Kuiti Youth Action Plan including:</p> <ul style="list-style-type: none"> • Te Kuiti Youth website and social media including Facebook • monthly updates on Maniapoto FM radio • quarterly updates in the local newspaper • quarterly updates through community/school newsletters/local forums 	<p>Lead: Governance Group</p> <p>Key partners: Maniapoto FM, Waitomo News, Te Kuiti Community House</p>
5 Have a clear picture about services being funded for Te Kuiti young people	<p>By August 2012, complete a stock take on what services are available for young people through both government and philanthropic funding and make recommendations to funders</p>	<p>Lead: MSD</p> <p>Key partner: Governance Group</p>



Appendix 1 – Community response model snapshot tool

This provides a succinct overview of the Te Kuiti community compared to the national average

Waitomo Street (Te Kuiti)...	Main Street (national average)...
Demographics	
1 There are 140 houses on W and M Streets	
2 There are 100 families on W and M Streets	
3 Has 310 residents	has 310 residents
4 Has 124 people who identified as Māori	has 46 people who identified as Māori
5 Has 83 People aged 14 years or younger	has 68 people aged 14 years or younger
6 The number of Youth (aged 12–24 years) on W and M Streets will be 53	The number of Youth (aged 12–24 years) on W and M Streets will be 58
7 Has 52 people aged 60 or more	has 52 people aged 60 or more
8 Has an average age of 35 years	has an average age of 35 years
9 Has 21 single parent families	has 20 single parent families
10 Has 39 families who are couples without children	has 40 families who are couples without children
11 Has 8 teenage mothers	has 4 teenage mothers
Income	
12 Has a 40% chance of being in deprivation 9 or 10	has a 20% chance of being in deprivation 9 or 10
13 Has 21 people on benefit	has 24 people on benefit
14 Has 71 people with a personal income between 10,000–20,000	has 53 people with a personal income between 10,000–20,000
15 Will have 12 families with a household income less than 20,000	will have 10 families with a household income less than 20,000
Education	
16 Will have 142 adults who achieved NCEA level 1	will have 121 adults who achieved NCEA level 1
17 Will have 6 three and four year olds in early childhood education	will have 29 three and four year olds in early childhood education
18 W street will have double the truancy rate for its high school aged students than M street	

	Waitomo Street (Te Kuiti)...	Main Street (national average)...
Health		
19	Will have 70 residents aged 15 or older who smoke	will have 50 residents aged 15 or older who smoke
20	Will have 38 residents aged 15–29 years who smoke	will have 13 residents aged 15–29 years who smoke
21	If you are aged under five and live on W street you are twice as likely to require hospitalisation for respiratory disease than if you lived on M street	
22	Has 70 hospital discharges	has 67 hospital discharges
23	Children (aged 0–19) on W street are twice as likely to be referred to public mental health services than those on M Street	
Crime		
24	W street crime rate will 15% higher than M Street	
25	9% of its crime will be violent crime	a quarter of its crime will be violent crime
26	The apprehension rate for adults aged between 31–50 on W street will be six percent higher than M Street	
27	Apprehensions for young people (under 17) for violent crimes will be five percent higher on W street than M street	
28	Family violence on W street will be double the rate on M street	



Engage our youth and community

through
leadership
and success using

collective
knowledge
and skills.