

March 2013 – June 2014

Waitomo *action* *plan*



A vibrant, inclusive,

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

proud
*to be part of and
contribute to.*

Trialling new approaches to social sector change



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This Plan

This document is the second Social Sector Trial Plan for the Waitomo District.

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

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

An extension of the Social Sector Trial has provided an opportunity for a new Plan to be developed and an opportunity for Te Kuiti to continue to test the 'Trials' way of working and to extend this learning district wide. This plan outlines the activities for the extended period, being March 2013 through to the end of June 2014.

Background to the Social Sector Trials

The Waitomo District 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 that the locations are now: Taumarunui, Waitomo District, South Waikato District, Kawerau District, Horowhenua District and Gore District.

From 1 July 2013, Social Sector Trials 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 Dunedin South. 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 so they reflect the needs of the community. In the Waitomo District, the Social Sector Trial is focused on improving outcomes for young people aged 12–18. The outcomes we are seeking to achieve are:

- reducing truancy rates
- reducing offending by 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 the Waitomo District, the 'committed individual' approach is being trialled, and Hilary Karaitiana has been employed as the Social Sector Trial Manager 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 the Te Kuiti/Waitomo District reinforces the impact the model is having.

In Te Kuiti, the key achievements in the first two years included:

- reduced serious offending; only one young person has been to the Youth Court since 1 January 2012, and no young people have appeared since July 2012
- reduced apprehensions for 12–17 year olds inclusive as a proportion of all apprehensions; in Te Kuiti the proportion reduced from 30.8 per cent in 2011 to 17.3 per cent in 2012
- community agreement from local retailers for the removal of all synthetic cannabinoids for sale
- the introduction of new opportunities such as a national pilot sports programme at Te Kuiti High School and the Waikato Trade Academy programme for secondary school students across the district
- the growth of youth leadership and youth projects such as the inaugural Youth Council for the Waitomo District (15 young people in 2012, 19 in 2013) and the Tuia Māori young leaders programme. Both are instrumental in the growing numbers of young people in leadership roles and involved with developing and implementing youth projects
- the establishment of regular holiday programmes (210 participants in 2011 and 2012) and activities for young people (at least 15 youth events/programmes were supported involving more than 780 young people in 2011 and 2012)
- the creation of a truant-free business district and a noticeable reduction in young people leaving school during the day
- the successful local delivery of new youth related contracts with the Integrated Attendance Service and with Youth Services (for vulnerable 16 and 17 year olds)
- the development of a youth mentoring programme for at-risk young people (45 referrals in 2012 and reports of life-changing outcomes)
- the establishment of a rangatahi radio show with Maniapoto FM, airing every weekday to provide a youth voice and employment.

The support and backing of the community has been essential for the success of these projects.

Governance and management

National governance

The Chair of the Cabinet Social Policy Committee (SOC), Hon Tony Ryall, is ultimately responsible 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) is responsible for the day-to-day operation of the Social Sector Trials.

Where bureaucratic, policy and legislative barriers negatively affect young people, the ability to communicate directly to ministers and chief executives is a remarkable feature of the model.

Local governance

A local advisory group has been in place since March 2011 and will remain in place for the extension period. The group acts as a mechanism for collaboration and communication and ensures the endorsement and ownership of the Plan. The advisory group in the Waitomo District is made up of stakeholders who represent decision makers and leaders.

Current members include:

- District Mayor
- Principal, Te Kuiti High School
- Head of Department Māori, Te Kuiti High School
- Representative, Maniapoto Māori Trust Board
- Representative, Tuia Rangatahi leadership programme
- Sergeant, New Zealand Police
- Pastor, Journey Church
- Social Sector Trial Manager.

In the extension phase, a regional advisory group will support the local advisory group. This wider group joins the local advisory group quarterly to support and monitor the Plan's implementation. This group includes regional managers/leaders who represent:

- New Zealand Police
- Ministry of Education
- Ministry of Social Development (Regional Commissioner and managers of Family and Community Services and Child, Youth and Family)
- Te Puni Kōkiri
- Department of Internal Affairs.



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
- any 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 and evaluation

In addition to the overarching national targets that the national evaluation will measure, each location is able to develop local indicators. Local indicators are targets to both focus local projects and evaluate their success. The local targets for this Plan will be reviewed and reported quarterly.

They are to:

- reduce the number of Youth Court appearances each year by 25 per cent
- increase the number of young people achieving National Certificate of Educational Achievement (NCEA) Level 2 by June 2014 (measured annually)
- increase the number of cross-agency reviews of Te Kura/Correspondence students to 85 per cent of applicable young people
- reduce outstanding youth fines owed by 20 per cent (from the 20 young people with the greatest number of fines)
- increase the number of young people gaining their learner licence each year by 100 per cent through a targeted programme
- reduce the average numbers of days NEN (non enrolment notification) students are disengaged by June 2014 (measured annually)
- reduce the number of 18 year olds on Jobseeker Support.

Components of this Action Plan will be reviewed by local working groups (focused on alcohol and other drugs (AoD), truancy and youth offending) and the findings fed into the local advisory group.

The advisory group will also review the Action Plan at monthly meetings to monitor progress, ensure timeframes are met and identify recommendations where barriers have been identified.

Evaluation risks

The use of quantitative data alone for tracking progress has significant risks:

- not everything can be or is counted (eg improved self-esteem, increased whānau engagement in education, reduced substance use)
- the data provided may not be accurate (an issue where local data provided from a national source does not match the local statistics held by a local source).

In addition:

- data can vary significantly in small communities from year to year for a range of reasons
- the numbers are statistically insignificant
- the shortened timeframe for the extension of the Trial may not be sufficient to measure change.

Qualitative data will be used to interpret and understand the data. We appreciate numbers alone will not tell the whole story.

Linkages

The Action Plan acknowledges other community initiatives and we will work with these. This may be through regular communication and information sharing and/or co-ordinating activities and their timing within the community. Key contacts in the local advisory group will help to facilitate this process.

Other community initiatives include:

- Maniapoto Māori Trust Board Rangatahi Strategy – Te Rautaki Rangatahi o Maniapoto
- Mayor's Taskforce for Jobs
- Waitomo District Council – Community Development Strategy
- Strengthening Families
- Community Link Governance Group
- Maniapoto Family Violence Intervention Network
- Educational programmes such as Life Education and Police education now known as School Community Services and Youth Guarantee
- Whānau Ora
- Waitomo District Parenting Group
- King Country Youth Connections Tuia.



Young people in Te Kuiti and the greater Waitomo District¹

Young people in the Waitomo District live in small communities. While Te Kuiti is the administrative and main trading centre in the district and considered the central point for service delivery, there are a number of smaller settlements, including, but not limited to, Mokau, Awakino, Marokopa, Te Waitere, Taharoa and Oparure. The main rural communities are Benneydale, Piopio and Waitomo Village.

The Trial extension will not focus on communities where the community itself has not identified youth issues and/or these issues have not presented themselves in statistics. The Trial will continue to focus its efforts in Te Kuiti. This is where the majority of young people live, and where the greatest youth issues are identified through either truancy, offending or substance abuse statistics and were reinforced throughout the review phase.

The Trial will however provide support, when requested, in any of our communities. It will identify communication channels to provide information and opportunities to the leaders/networks in these communities and to receive feedback/information in return. This will help us to understand the needs of the greater district through the extension period and to identify potential projects if there is evidence to substantiate them.

What do the statistics say about our community?

The Waitomo District encompasses 354,649 hectares of predominantly rural land on the west coast of the Central North Island. The western boundary is the Tasman Sea. It is adjacent to the Otorohanga District to the north, the Taupo District to the east and the Ruapehu and New Plymouth Districts to the south.

The usual resident population for the District was 9,441 at the time of the 2006 Census. This was only 15 people less than the number for the 2001 Census and 291 less than that for the 1996 Census. This illustrates the District is experiencing a slower population decline than other rural districts in New Zealand. The District's population ranks 61st out of the 73 districts in New Zealand.²

The Māori population in Te Kuiti in the 2006 Census was 38.4 per cent; whereas for the whole of New Zealand it was 17.4 per cent. The Waitomo District's youth population is more ethnically diverse than New Zealand's as a whole. Over half of the District's young people identified as Māori in the 2006 Census, including 50 per cent of 12–14 year-olds, 51 per cent of 15–19 year olds and 57 per cent of those aged 20–24. The proportions identifying as Pacific people were also higher than across the district.³

The age distribution of people in the District is slightly larger than for New Zealand in the age group 16–65 and slightly lower in the age groups 65 and over and younger than 15.

By 2031, the Waitomo District is expected to have the third highest percentage of people under the age of 15 years (22 per cent) out of the 73 territorial local authorities. The national median percentage, at that point, is expected to be about 17 per cent.⁴

The District's economy has a strong agricultural base. Agricultural industries such as meat freezing works and dairy farming is increasing, replacing some pastoral land uses. Roughly 206,000 hectares of land in the District is used for agricultural or horticultural purposes. This represents approximately 58 per cent of the total land in the District.

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

² Long Term Plan 2009–2019, Waitomo District Council.

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

⁴ Long Term Plan 2009–2019, Waitomo District Council.

Approximately 113,000 hectares of the District is covered in indigenous vegetation. Indigenous forests are mainly located on the west coast within the Whareorino Forest and the north-western highlands in areas such as the Tawarau Forest.

According to the NZDep2006 index of deprivation, the Waitomo District is one of the most socio-economically deprived areas of New Zealand. With a Decile 10 rating⁵, the District 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 2006⁶ Census noted there were 4,419 people living in Te Kuiti at that time. Of those, 780 (or 18 per cent) were aged 10–19 years. Just over 26 per cent of people in the Waitomo District are aged under 15 years, compared with 21.5 per cent for all of New Zealand. These young people:

- are more likely to come from a sole parent household (29 per cent, which is considerably more than the national average of 18 per cent)⁷
- are less likely to leave school with formal qualifications (40.2 per cent of those aged 15 years or over have no formal qualification, compared with 25 per cent for New Zealand as a whole)⁸
- have low tertiary follow on (only 20 per cent of school leavers were going to tertiary education in 2009)⁹
- have teen pregnancy rates that are double the national average¹⁰
- have no access to a public transport system
- are twice as likely to be referred to public mental health services
- are likely to live in low quality housing¹¹
- are likely to have poor health outcomes¹¹
- have a greater chance of a future in a low paid job (average wage \$23,400¹²).

We are still generally working off 2006 Census data as data collected since this time is not up to the standard required to use in formal documents. Therefore we need to apply caution to the interpretation of that data. The release of the 2013 Census data will allow a critical review of these areas so we can analyse where improvements have been made and where priorities should be focused.

In addition, we know more about negative statistics and the things we don't have and less about the things we do well and the vast array of potential resources and assets within our communities. The Social Sector Trial provides a way we can see a more complete picture and set up preventative and intervention strategies. An asset mapping exercise suggested in the review of the Te Kuiti Youth Action Plan will be explored further.

⁵ NZDep2006 is a small-area-based relative deprivation index based on nine socio-economic variables from the 2006 Census. NZDep2006 scores are usually categorised into tenths (deciles), numbered from 1 (least deprived) to 10 (most deprived). NZDep2006 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. Source: Salmond et al 2007.

⁶ Statistics New Zealand 2006 Census.

⁷ Statistical profile of Waitomo District (January 2011), Ministry of Social Development. (Includes the Waitomo District).

⁸ Statistical profile of Waitomo District (January 2011), Ministry of Social Development.

⁹ Ministry of Education (2009), Percentage of school leavers going on to tertiary education.

¹⁰ Statistical profile of Waitomo District (January 2011), Ministry of Social Development.

¹¹ Population Health Waikato DHB – Future Focus (Section 2 – Summary by Territorial Authority).

¹² Long Term Plan 2009–2019, Waitomo District Council.



It will help us lift our capacity to take a strengths-based approach and create an opportunity for greater community involvement, ownership, responsibility and sustainability.

Youth services

Since the last Plan was developed, the co-ordination of youth services in the community has improved significantly.

New initiatives were created to bring youth services together to improve the outcomes for young people. They include:

- a monthly truancy forum where Police, education, health and social services representatives work together to case manage truants, identify the underlying causes of truancy and develop projects/initiatives to encourage attendance
- a quarterly alcohol and other drug forum, where community and school based alcohol and drug counsellors, Police and health promoters meet to monitor their actions within the Plan and look for opportunities to work together more effectively
- a bi-monthly Youth Offending Team meeting where Police, health, education and social service providers case manage young offenders, monitor the projects within the Plan and develop projects to prevent/reduce offending. In addition, a focus on networking, providing up to date information and support to youth, youth leaders and youth workers proved to be successful.

In addition:

- email networks were established to promote training and to provide updates to youth workers and career advisors
- six youth specific trainings were held around alcohol and drug abuse, youth participation, managing challenging behaviour, careers and working with at-risk whānau
- a Waitomo District Youth Council was established to give young people a voice. The Youth Council ran a number of youth and community events in partnership with others, including the Christmas Parade. The Youth Council has 19 members in 2013
- a stocktake of youth services was undertaken and the opportunity to combine youth services into a one stop shop was explored. The cost was prohibitive and the initiative went no further.

While there is still work to do, the Te Kuiti Youth Action Plan was successful in bringing people together, and improving co-ordination and collaboration. Young people should continue to be seen within the context of their families and the wider community. This Action Plan recognises this and strategies will be developed and implemented accordingly.

Developing the Waitomo Youth Action Plan

To support the development of the Waitomo Youth Action Plan¹³, the Waitomo Advisory 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. They will continue to guide the Plan in the extension phase.

Review of the Plan

Community input was sought in the review of the Action Plan so we could collectively identify what worked and what issues remained and discuss potential solutions to them. This helped to shape this Plan, showing us what actions to continue and what new actions to explore or undertake. Input was provided through:

- two advisory group meetings
- one community workshop held with 15 participants to prioritise actions listed in the Plan and to identify gaps¹⁴
- three planning meetings with local and regional services involved in youth offending, truancy, and alcohol and other drug teams¹⁵
- a request to government agencies seeking input and a media release inviting community participation¹⁶
- one youth focus group with 12 local young people.¹⁷

¹³ This was originally developed for the Te Kuiti Youth Action Plan but renamed the Waitomo Youth Action Plan to reflect the extension phase. 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 Held on 17 April 2013 at the Waitomo District Council.

¹⁵ The AoD, interagency truancy and youth offending team forums.

¹⁶ Request sent on 8 April 2013 and media release appeared in Waitomo News on 18 April 2013.

¹⁷ Young people included a mix of those on youth council, unemployed and on youth mentoring programme.



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

What we have learned – outcome overview

Increase attendance (decrease truancy)¹⁸

Key points

A focus on reduced truancy/increased attendance in the last Plan was highly effective. Examples of this are:

- the creation of an interagency truancy forum to case manage all referrals and to work collaboratively to address the underlying issues
- re-enrolling non enrolled truants increased from an 18 per cent success rate to a 96 per cent success rate. The length of time young people were disengaged was also considerably reduced from 198 days in 2010 to 140 in 2012
- securing the Attendance Service contract to provide local delivery of both unjustified absence referrals and non enrolment notifications
- increasing overall attendance at Te Kuiti High School by up to 10 per cent in some year levels
- the provision of a van to encourage the attendance of Alternative Education students
- full (100 per cent) support by local businesses in the establishment of a truant-free business district.

Issues that remain

- It is optional for schools to send referrals to the Attendance Service for unjustified absences. Less than 50 per cent of schools use the service, yet many students have been detected with low attendance rates that have continued without intervention.
- Robust attendance management plans for schools are an effective preventative method but only a small percentage of schools responded to the Ministry of Education's survey to determine if these were in place.
- Regular attendance data is not available to monitor rates and/or trends. This is voluntarily provided by schools to the Ministry of Education but is usually provided as a snapshot (over one week) each year.
- There are time delays in systems for addressing truancy and the longer students are disengaged, the harder it is to re-engage them.
- Parent/whānau assisted truancy is difficult to detect and address, particularly when families are contacting the school and providing 'justified' reasons for unjustified absences.

Issues to be investigated and addressed through the Action Plan

- Increasing the number of schools using the Attendance Service to address unjustified absence.
- Stronger advocacy to school boards of trustees for the development and implementation of school attendance management plans.
- Continuing whānau and community involvement and responsibility in solutions to address any truancy issues identified.
- Improving the response time of different truancy processes so it is timely and well defined (eg schools, the Attendance Service, Child, Youth and Family (CYF)).

¹⁸ This outcome review has been agreed with the truancy working party and the advisory group. The data is based on local sources and may differ from national data.

Decrease offending by young people¹⁹

Key points

A focus on reducing offending in the last Plan significantly reduced more serious offending and recidivist offending. Examples of this include that:

- no young people from the Waitomo District have appeared in the Youth Court since July 2012
- no CYF Youth Justice Family Group Conferences have been held since July 2012 (only one since January 2012)
- a reduction of approximately 90 per cent of youth shoplifters from The Warehouse following a combined Youth Offending Team/The Warehouse partnership project to broadly address the issues (resulting in a \$45,000 savings which is distributed back to community groups)
- the establishment of a youth mentor position to walk alongside at-risk young people (referrals from community agencies) to develop and support a positive pathway plan (45 referrals in 2012, with 40 action plans developed)
- a focus on getting young people driver licensed to reduce compliance costs and to increase employment opportunities
- four holiday programmes were run for 210 participants (including two with at-risk young people) and at least 15 youth events/programmes for young people were supported (involving more than 780 young people).

Issues that remain

- There is a potential for greater whānau involvement in Police interactions with young people (warnings, infringements, alternative action plans) shifting responsibility and empowering whānau.
- A strong association is noted between young people who move into the area (who often struggle to adapt/fit in) who are both offenders (typically tagging and violence) and victims (prone to bullying/violence).
- Growing affiliation and membership to youth gangs; although no significant link to offending.
- Young people are over-represented in driving related offences and fines and cost/support is a barrier to compliance. Furthermore, the graduated driving system has made it harder to get drivers' licences and Te Kuiti has lost its testing station.
- Te Kuiti has reduced courthouse support; it is now only open for court hearing days with reduced services.
- Limited programmes to address at-risk behaviour (bullying, violence, dishonesty and behavioural issues).
- Lack of parental supervision/parental control and no specific parenting programmes/courses for parents of teenagers.
- The youth mentoring programme is oversubscribed, and sustainable funding is not secured to help the programme grow to meet the need.

Issues to be investigated and addressed through the Action Plan

- Timely and effective Police responses to youth offending, including training and review of practices.
- Greater support for driver licensing, driver education and subsidy of licensing costs.
- The provision of personal details of fines recipients so efforts are targeted.
- The establishment of a support system for vulnerable young people who move to the area.
- The exploration of opportunities to develop community solutions to bullying and aggressive youth.
- Greater support options for parents of offenders who are trying to make positive changes.
- The growth of the youth mentoring programme with a focus on recruiting community volunteers.

¹⁹ This outcome review has been agreed with the youth offending team and the advisory group. The data is based on local sources and may differ from national data.



Decrease young people's use of alcohol and other drugs

Key points

The last Action Plan delivered some good initiatives in the alcohol and other drug use space.

Examples of this include:

- alcohol and drug counselling is now available in Alternative Education
- a forum for those working in the AoD field to work together, share information and co-ordinate activities
- youth workers have been trained in the Smashed and Stoned toolkit to provide brief and early interventions to young people
- the removal of synthetic cannabinoids from local shops/dairies
- media advertising and social marketing undertaken to highlight alcohol related harm issues and the support available
- three community education events (attended by more than 200 community members) were held to facilitate community discussion/provide information on alcohol and drugs
- display of LCD screen messages using local young people, appearing in off license premises and medical waiting rooms to reduce the sale and supply of alcohol to young people by parents/older friends
- the involvement of influential young people in campaigns (the Reducing Risk Forum and the Te Kuiti High School SADD group)
- controlled purchase operations proved that off license premises were not selling to minors and the regular policing of on license and club license premises has not detected an issue with minors being sold/supplied excessively by parents/guardians
- an investment in positive alcohol and drug free events/activities at times when young people typically drink has shown huge benefits.

Issues that remain

- Some young people have serious addiction issues that require residential treatment intervention.
- Not all young people with known alcohol and drug issues are being referred to support services (often they have many presenting issues and AoD gets overlooked).
- Residential treatment services for young people require young people to be motivated as an entry requirement and to stay motivated throughout their stay (and they usually aren't or don't).
- It is difficult to measure whether we are making a difference in alcohol related harm; there are no baseline statistics available.
- Alcohol and drugs are readily available to young people, predominantly from family/friends.
- Youth birthday parties (typically from 16 years on) are the primary drinking settings for young people, almost always celebrated with alcohol, and in large volumes.

Issues to be investigated and addressed through the Action Plan

- Submission for local alcohol policy to limit density, location and opening hours of liquor outlets.
- Greater support for clubs/groups who provide alternative activities for young people in the Waitomo District to engage in as a distraction to alcohol and drugs.
- Continued focus on the reduced social supply of alcohol and drugs to young people from family and friends, and on harm reduction strategies.
- Improved case management of young people with substance abuse.
- Continued focus on joining together those working to reduce AoD harm, and upskilling key personnel.

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

Key points

The disciplines of education, training and employment are constantly evolving. The government's refocus on education and training for young people and contracting differently for these outcomes has forced a change in practice and mindset. This has both positive and negative consequences.

The Te Kuiti Youth Action Plan has made some progress in understanding how each of the areas operates, but success has been limited due to the complexity of the fields, the lack of a subgroup/working party, and limited training and employment opportunities. Key results include:

- the establishment of a secondary school trade training programme
- the introduction of a national sports programme pilot at Te Kuiti High School
- a transition to secondary school plan, including individual education plans and interviews for all Te Kuiti High School Year 9 students and a Year 9 camp lead by senior students
- the introduction of Youth Services (for vulnerable 16 and 17 year olds)
- the creation of a Careers Advisors network for sharing career related information and opportunities
- securing funding for a youth labour pool feasibility study
- supporting employers to get young people into full-time work through Work and Income subsidies.

Issues that remain

- The prohibitive cost of programmes (external to school) for students (trade training, health and safety courses, first aid).
- No growth in the local economy, a reduction in services.
- No active cross-agency forums/co-ordination point for youth education, training and/or employment pathways.
- Young people continue to fall through the gaps through a lack of monitoring, or access to relevant support.
- The uptake of employment subsidies is low and opportunities to secure part-time/seasonal work and/or short-term contracts are untapped.

Issues to be investigated and addressed through the Action Plan

- Greater understanding of Youth Guarantee and training pathways.
- Improved systems and relationships with education and study support system agencies (Te Kura/ Correspondence School and StudyLink).
- The establishment of a youth labour pool.
- Support for NCEA achievement, employment subsidies and advocacy for and promotion of training programmes.

Resources

Financial resources available for the Social Sector Trial will be used to support the youth mentoring programme, the driver licensing subsidy initiative and to provide activities and events for young people. The priority is to support those community champions who provide sporting, cultural or youth development opportunities or programmes with limited or no funding, who are struggling to maintain those programmes, or who would like to build on their success. This support is based on the credibility of the programme and the range of young people involved.



Other examples of support

The New Zealand Police in Te Kuiti, in response to the Social Sector Trial, leads the youth offending team forum and is supporting staff to work on Action Plan projects related to reducing youth offending. Te Kuiti Bluelight also acts as a fundholder for the Social Sector Trial for projects related to reducing youth offending.

The Ministry of Education has appointed a representative to participate in both the truancy and youth offending team forums and as a conduit for education queries.

The Waitomo District Council provides resource support through the Community Development Manager, provides venues, and acts as a fundholder for the youth mentoring programme. It also oversees support for youth leaders in both the Youth Council and the Tuia – Mayors Taskforce for Jobs Māori leadership programme.

The Ministry of Social Development (MSD) provides governance representation through the Regional Commissioner and managers in Family and Community Services and Child, Youth and Family (CYF). In addition, the MSD has sourced funding to provide holiday programmes and to research employment opportunities. The Ministry of Youth Development helps provide leadership and youth worker training.

Human resource support for interagency teams includes representatives from the Police, CYF, Population Health and Public Health Nurses, Resource, Teaching, Learning and Behaviour Service, Taumarunui Community Kokiri Trust, Principals' Cluster, Care NZ, Social Worker in Schools and Probation Services.

Te Puni Kōkiri is providing policy and research support in the extension phase.

Trust Waikato has allocated funding for a youth employment opportunity.

The North King Country Development Trust has allocated a funding contribution to the youth mentoring programme.

The Ministry of Justice provides data analysis assistance in the development of specialised monthly reports to inform and evaluate project work related to priority young people in the Waitomo District.

Aim of the Waitomo Youth Action Plan

This Action Plan focuses on all young people in the Waitomo District aged 12–18 years. We want to ensure our young people have the necessary skills, support and opportunities to keep them on positive pathways.

The Action Plan aims to co-ordinate current programmes and services and to build on work to date to ensure the following outcomes are met:

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

It will also support collaboration, co-ordination and communication with all stakeholders.

Actions

Decrease truancy/increase attendance

Strategic goals

- Young people are supported by their families to stay engaged in their education.
- There is a focus on children and young people under 16 years who are not enrolled in 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 helped to resolve the underlying issue behind non-attendance.
- The effort to reduce truancy is embraced at all levels in the community.

Action	Timesframes/milestones	Responsibility
Create a professional image for the new Integrated Attendance Service.	By May 2013, create branding and marketing tools for the new Integrated Attendance Service. By June 2013, develop logo, business cards, pamphlets, magnets and apparel.	Lead: Waitomo District Integrated Attendance Service. Key partner: KS Designs.
Raise community awareness that to achieve at school – every day counts.	Campaign is launched in term 2 of 2013 and each student in the District is provided with a pamphlet with key messages, support services and a branded magnet with key contact numbers. Community messages are developed and delivered in the Waitomo News and on Maniapoto FM each month between March 2013 and June 2014.	Lead: Waitomo District Integrated Attendance Service. Key partner: Truancy working group.
Improve systems that make sustainable change to attendance.	By June 2013, offer every school in the District the opportunity to have their attendance system reviewed to: - identify referrals to the Integrated Attendance Service - analyse attendance system and trends - make recommendations to boards of trustees on areas for improvement.	Lead: Waitomo District Integrated Attendance Service. Key partners: Ministry of Education (MoE), schools.



Action	Timesframes/milestones	Responsibility
	<p>By September 2013, provide training for all Attendance Officers in the use of the new ASA management system for attendance.</p>	<p>Lead: MoE.</p> <p>Key partners: Schools.</p>
	<p>By April 2014, run one workshop in 'Attendance Matters – Guidelines for implementing an effective attendance management plan' for all school boards of trustees who from the audit report would like to implement a plan.</p>	<p>Lead: MoE.</p> <p>Key partners: Schools.</p>
<p>Make the team approach work more effectively.</p>	<p>From 1 March 2013, meet monthly with the cross-agency truancy forum to:</p> <ul style="list-style-type: none"> - case manage identified truants - assign roles and responsibilities - develop projects to increase attendance. 	<p>Lead: Truancy working group.</p>
	<p>From 1 March 2013, provide an Integrated Attendance Service for all schools in the Waitomo District. This service aims to:</p> <ul style="list-style-type: none"> - receive referrals for all unjustified absences (acknowledge referral within a day and respond via report to school within 5 days) - respond urgently to all non-enrolled truant notifications - provide term reports to all schools that refer students on trends/reasons for absence - increase the number of referrals for unjustified absences - increase the number of schools using the service. <p>From 1 March 2013, provide a quarterly update to the advisory group on outcomes above.</p>	<p>Lead: Waitomo District Integrated Attendance Service.</p> <p>Key partner: Advisory group.</p>

Action	Timesframes/milestones	Responsibility
Use every means necessary to get young people back to school.	From March 2013, refer to Family Group Conference (FGC) – Care and Protection or Truancy as required.	Leads: Child, Youth and Family (CYF), schools.
	From March 2013, prosecutions initiated where necessary.	Key partners: Truancy working group, schools.
	From May 2013, FGCs held as required within four weeks of notification.	
Get the community on board.	From 1 March 2013, Police to monitor the truant-free business district and truant hotspots.	Lead: New Zealand Police.
	By 31 March 2013, all businesses have been visited, thanked for their support and any issues discussed with feedback to the Truancy Interagency Forum.	Key partners: Te Kuiti business community, schools, Waitomo Integrated Attendance Service.
	By 30 September 2013, all Police staff members have attended training on the local processes for addressing truancy.	



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	Timesframes/milestones	Responsibility
Make the team approach work more effectively to prevent and reduce offending and reoffending by 12–18 year olds.	<p>From 1 March 2013, meet bi-monthly with the cross-agency youth offending forum to:</p> <ul style="list-style-type: none"> - case manage identified offenders - assign roles and responsibilities - develop projects to address youth offending and underlying causes of offending - monitor the offending milestones in the Youth Action Plan. 	<p>Lead: New Zealand Police.</p> <p>Key partner: Youth Offending Team.</p>
Develop effective alternative action plans that address the underlying causes of offending.	<p>By August 2013, provide training to all Police staff on the use of the alternative action best practice plan template.</p> <p>By 24 December 2013, put in place an internal audit system for monitoring the completion and effectiveness of alternative action plans.</p> <p>Summary report to be delivered to youth offending team by April 2014.</p>	<p>Lead: New Zealand Police.</p>

Action	Timesframes/milestones	Responsibility
Provide meaningful support to vulnerable young people who move into the district so they do not disengage from school and drift into negative pathways.	<p>By 1 August 2013, work with schools/services to encourage referrals to the mentoring programme for all young people (12–18 years) new to the district.</p> <p>By December 2013, deliver one group activity of local significance each term, for young people new to the district.</p> <p>By 15 December 2013, ensure action plans developed for each young person, focusing on strengths, making local connections and identifying barriers.</p>	<p>Lead: Youth mentoring programme.</p> <p>Key partners: Schools, local services.</p>
Reduce the number of outstanding youth fines (12–18 years).	<p>By May 2013, identify the 20 young people in the Waitomo District with the highest fines.</p> <p>By July 2013, contact each young person to offer support and options for addressing fines.</p> <p>By August 2013, provide Ministry of Justice with new addresses/details.</p> <p>By January 2014, evaluate the effectiveness of the interventions.</p> <p>Report quarterly through local indicators on status of fines for those young people (increases and decreases).</p>	<p>Lead: New Zealand Police.</p> <p>Key partner: Ministry of Justice.</p>
Increase compliance in driver licensing (high fine areas) by providing the right support to get young people through the system.	<p>By June 2014:</p> <ul style="list-style-type: none"> - develop an interactive model for teaching the road code - secure three community champions to coach young people through their learner licensing training - provide group and individual coaching to 50 young people (at times and places that suit young people) - provide a 50 per cent subsidy for licensing fees for young people with limited financial support. <p>From July 2013, provide six monthly updates to the advisory group.</p>	<p>Lead: Youth Offending Team.</p> <p>Key partner: Youth mentoring programme.</p>



Action	Timesframes/milestones	Responsibility
	<p>By July 2013, implement a national pilot programme to increase the number of young people progressing to get their Restricted driver licence:</p> <ul style="list-style-type: none"> - identify 10 young people - provide a free car for practice drives and to sit licence - provide 30 hours of free AA driver instructor hours to each young person. <p>By February 2014, provide an outcome report to advisory group.</p>	<p>Lead: New Zealand Transport Agency.</p> <p>Key partner: Waitomo District Council.</p>
<p>Provide appropriate and relevant Police education to schools in our district.</p>	<p>By June 2013, schools to identify the Police school community services programmes of benefit to their schools.</p> <p>By July 2013, a calendar is available to highlight the programmes being delivered and to whom.</p> <p>Provide updates at youth offending meetings.</p>	<p>Lead: New Zealand Police – Community Constable.</p> <p>Key partner: Schools.</p>
<p>Help young people to realise their full potential by presenting occasions to grow strong identity and build resilience.</p>	<p>By June 2014, provide two holiday programmes and tikanga based camps (ensure young people identified in case management are invited to participate).</p> <p>Secure 160 Breakaway Holiday programme places for 2013/2014.</p>	<p>Lead: Advisory group.</p> <p>Key partner: Family and Community Services (FACS).</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	Timesframes/milestones	Responsibility
Work with the community to prevent/reduce the supply of alcohol to young people from home.	<p>From April 2013, continue planning and capacity building with the Reducing Risks team (monthly–bi-monthly meetings).</p> <p>By May 2013, develop radio adverts and interviews for a four-week promotion with Maniapoto FM (April–May 2013).</p> <p>By June 2013, complete the impact evaluation on projects done to date (to be undertaken by the Research and Evaluation team at Population Health (April–July 2013).</p> <p>By December 2013, Community Champions campaign to be completed – stage two of LCD screens with community champions providing local support to the cause.</p> <p>By July 2014, supply localised resources previously developed to other community groups to support minimisation of alcohol harm to young people (opportunistic).</p>	<p>Lead: Waikato District Health Board (Population Health).</p>
Increase access for young people and their families to AoD early and brief interventions.	<p>By March 2014, work with Health Promotion Agency (HPA) to provide a follow up Smashed and Stoned training for those working with young people (teachers, Police, coaches, mentors).</p>	<p>Lead: HPA.</p> <p>Key partner: AoD forum.</p>



Action	Timesframes/milestones	Responsibility
Make the team approach work more effectively.	<p>From 1 March 2013, meet quarterly with those working in the alcohol and drug field from prevention through to treatment and enforcement agencies to:</p> <ul style="list-style-type: none"> - share information - look at collaborative projects - monitor the actions in the plan. 	<p>Lead: AoD forum.</p>
Ensure specialist services are easily available to vulnerable young people experiencing harm from drug and alcohol.	<p>From 1 April 2013, provide fortnightly AoD counselling to students in Alternative Education and Te Kuiti High School.</p> <p>By August 2013, engage local young people in a competition to create a youth-friendly name for the service.</p>	<p>Lead: Care NZ.</p>
Provide positive alternative drug and alcohol free events led by young people.	<p>From 1 April 2013, develop activities for young people with a focus on at-risk times (weekend evenings).</p> <p>By June 2014, hold three events for a minimum of 200 young people.</p>	<p>Lead: Advisory group.</p>
Make it harder for suppliers to reach young people.	<p>From March 2013, alcohol stings (controlled purchase operations) to be held twice a year during at-risk periods.</p> <p>Regularly police pubs and clubs and liquor ban areas with effective enforcement action targeted towards the supply of alcohol to minors.</p> <p>Target large and small marijuana suppliers through annual police operations.</p> <p>From June 2013, provide six-monthly updates to the AoD forum on these operations.</p>	<p>Lead: New Zealand Police.</p> <p>Key partner: Liquor liaison group.</p>
Encourage young people's leadership in issues around alcohol and drugs.	<p>From 1 March 2013, support Te Kuiti High School's SADD programmes with best practice, planning, resourcing and evaluation support.</p>	<p>Leads: Te Kuiti High School, Population Health, Road Safety Co-ordinator.</p>

Increase participation in education, training and employment

Strategic goals

- All young people (12–18 years) in Te Kuiti are positively engaged in meaningful and relevant 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 a 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	Timesframes/milestones	Responsibility
Get young people engaged in core school subjects earlier.	<p>From 1 March 2013, implement Years 1–3 of the Sport in Education project at Te Kuiti High School for Years 9 and 10.</p> <p>From 1 March 2013, provide six-monthly reports to measure academic performance, truancy rates and effects on school culture.</p>	<p>Lead: Te Kuiti High School.</p>
Provide trade training pathways for secondary school students.	<p>By December 2013, deliver the full year Waikato Trades Academy training programme in Te Kuiti for all secondary schools in the North King Country.</p> <p>By February 2014, deliver an evaluation report of outcome results for 2013 school year.</p>	<p>Lead: Wintec.</p> <p>Key partners: Secondary schools.</p>
Increase educational, training and employment outcomes for young people.	<p>From 1 March 2013, continue to provide a mentoring project to support identified young people (12–18 years) in the Waitomo District.</p> <p>From 1 March 2013, have a mentor in place for 30 identified high-needs young people and action plans developed for each young person.</p> <p>By July 2013, provide quarterly reports on service uptake, outcomes, and barriers to advisory group.</p>	<p>Lead: Advisory group.</p>



Action	Timesframes/milestones	Responsibility
<p>Showcase successful Waitomo District education, training and/or employment youth leaders/ graduates.</p>	<p>By 30 August 2013, work with education, training and business networks to profile 12 successful education, training and apprenticeship role models/graduates.</p> <p>By December 2013, develop a calendar for 2014 highlighting each person's journey, the career pathway for each person and any other relevant information.</p>	<p>Lead: Social Sector Trial (SST) Manager.</p> <p>Key partners: Schools, training providers, businesses.</p>
<p>Ensure vulnerable young people in education do not fall through the gaps.</p>	<p>From June 2013, provide six-monthly summary report to the advisory group.</p> <p>From June 2014, ensure six-monthly reviews of all Waitomo District students (including Alternative Education students) in Te Kura/ Correspondence School to monitor students progress and their eligibility status.</p>	<p>Lead: Te Kura/Correspondence School.</p> <p>Key partner: Ministry of Education.</p>
	<p>From 1 March 2013, continue to provide health and social services to support the programme, (AoD, health information and checks, anger management).</p> <p>By June 2013, explore options for keeping low-risk young people engaged differently within the school system (reducing the flow of young people to Alternative Education).</p> <p>From July 2013, review each student in Alternative Education each term for attendance, academic performance and potential for transition to mainstream education.</p> <p>From August 2013, provide summary of results to advisory group along with identification of barriers/possible solutions.</p> <p>By November 2013, explore new curriculum delivery approaches for aggressive youth for 2014.</p>	<p>Leads: Alternative Education leadership team/Te Kuiti High School.</p> <p>Key partners: Piopio College, Otorohanga College, Ministry of Education, Te Kura/Correspondence School.</p>

Action	Timesframes/milestones	Responsibility
Develop partnerships with employers to increase access to training/jobs for young people.	From 1 March 2013, continue to promote the MSD funded Flexiwage subsidy programmes to local businesses.	Lead: MSD work broker.
	By June 2014, increase the uptake of youth placements by 50% from six to nine subsidy placements by June 2014.	Key partners: Local businesses.
	Complete feasibility study to investigate potential for a youth labour pool/youth employment project by June 2013.	Lead: Waitomo District Council. Key partner: MSD.
	From 1 March 2013, Maniapoto FM to deliver a rangatahi radio show every week day to create employment for three young people and a youth voice for other young people. From 1 March 2013, Maniapoto FM to provide training and mentoring to the three young people in the rangatahi radio show.	Lead: Maniapoto FM. Key partner: SST Manager.
Provide relevant and timely support to at-risk young people (18+) and their whānau trying to enroll in study.	By August 2013, offer and deliver Sussed presentations to all local secondary schools. By April 2014, StudyLink to provide face to face assistance and application support to identified young people at peak times of the year (timing to be negotiated based on need).	Lead: StudyLink.
Provide support to whānau through parenting programmes.	From May 2013, provide an eight-week Awesome Parents programme for up to 14 participants. By November 2013, provide a one day workshop for up to 14 participants focused on supporting parents of teens.	Lead: Waitomo District Parenting Group. Key partners: Community groups/organisations.
Connect with Te Wananga o Aotearoa (TWOA) and keep up to date with their youth programmes.	From 1 March 2013, continue to participate and support the TWOA community board and provide updates on the Waitomo Youth Action Plan. Liase with TWOA staff for the delivery of STAR programmes and holiday programmes.	Lead: TWOA.



Support collaboration, co-ordination and communication

Strategic goals

- To provide community leadership and generate community support.
- 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 using their leadership skills.
- Youth workers are connected to a network of youth workers, training opportunities and youth worker specific information.
- The community is aware of and supporting the Te Kuiti Youth Action Plan.

Action	Timesframes/milestones	Responsibility
Get young people involved in community decision making and community projects.	From 1 March 2013, hold monthly Youth Council meetings.	Lead: Waitomo District Council.
	From 1 March 2013, provide three leadership trainings to Youth Council.	Key partner: Ministry of Youth Development (MYD).
	As required, support two Youth Council representatives chosen to represent the Waitomo District on regional Youth Council with mentoring/travel assistance to meetings.	
	By October 2013, Youth Council to organise a Waitomo's Got Talent show for Waitomo District's young people.	Lead: Youth Council.
	By February 2014, Youth Council to provide motivational speaker/s to schools.	Lead: Youth Council.
By March 2014, Youth Council to explore opportunities to work with key partners to implement their river clean-up project.		Lead: Youth Council.
		Key partners: Waitomo District Council, Maniapoto Māori Trust Board, Waikato Regional Council.
By June 2014, support young people to provide submissions on community issues.		Lead: Waitomo District Council.

Action	Timesframes/milestones	Responsibility
	From March 2013, continue to participate and support Mayors Taskforce for Jobs Tuia Rangatahi leadership programme representatives with mentoring and to attend wananga.	Lead: Waitomo District Council.
	By September 2013, Tuia leaders to support a community youth development project.	Lead: Tuia Leaders.
Connect and upskill adults working with young people (both paid and voluntary).	By June 2014, co-ordinate and provide a minimum of three identified training opportunities to upskill youth workers.	Lead: SST Manager. Key partners: MYD, youth workers.
Support community champions who provide coaching/cultural/music/arts programmes in the district.	By June 2014, support five programmes/ events for young people (two of those targeted for at-risk young people).	Lead: SST Manager.
Communicate with the community regularly about the Youth Action Plan progress.	From 1 March 2013, use several mechanisms to communicate with the community, including radio (Maniapoto FM), local news, Waitomo News and the Evolve Facebook page which has 400 subscribed young people. From June 2013, develop an electronic community panui/newsletter to keep the community updated about the Waitomo District Youth Action Plan. By July 2013, launch the revamped Waitomo Youth website and update monthly.	Lead: Advisory group. Key partners: Maniapoto FM, Waitomo News, Te Kuiti Community House.



Engage our youth and community

through
leadership
and success using

collective
knowledge
and skills.

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