

*Trialling new approaches
to social sector change*



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**Mahi tahi ki te tahā o ngā Taitamariki
Kia kōkiri nei e rātou ki mua ka rere
Kia tutuki ai ngāwawata me ngā moemoeā**

Work as one alongside our youth, so that they can move forward and fly to fulfil their hopes and dreams

This Plan

This document is the Social Sector Trial Action Plan for Kaikohe.

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

The Social Sector Trials

Kaikohe has been selected as a new location for the initiative, the Social Sector Trials, which is a new approach to social service delivery.

The Social Sector Trials 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 original locations are now Taumarunui, Waitomo District, South Waikato District, Kawerau District, Horowhenua District, and Gore District.

The original Trial locations have:

- delivered on the requirement to form an advisory group (made up of stakeholders from government and non-government)
- developed a Social Sector Trial Plan (and a revised Plan for the extension period)
- developed new ways to work together
- delivered initiatives to achieve youth outcomes.

Momentum around the Social Sector Trials is strong, and the evidence suggests that there are increased levels of cooperation, collaboration, transparency and accountability around programmes and services as well as progress towards impacts on outcomes.

Because of the impact of the Trials in the original locations, the Trials model has been expanded into ten new locations.

On 1 July 2013, Social Sector Trials began in ten new locations: Kaikohe, Rānui, Waikato District, Rotorua District, Whakatane Township, Gisborne City, South Taranaki District, Wairarapa (Masterton District,

South Wairarapa District, Carterton District), Porirua, and South Dunedin. These Trials will run for two years.

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

Key Elements of the Social Sector Trials

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

The Social Sector Trials focus on improving outcomes that reflect the needs of the community. In Kaikohe, the Social Sector Trial is focused on improving outcomes for taitamariki (young people) aged 12–18 years. The outcomes we are seeking to achieve are:

- increased numbers of taitamariki participating in education, training and employment
- reduced truancy
- reduced offending by taitamariki
- reduced levels of alcohol and other drug use by taitamariki
- improved collaboration, co-ordination and communication.

The Social Sector Trials aim to support decision-making at the local level, build on existing networks, and 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 Kaikohe the NGO approach is being trialled, and Te Pae Aronga Taitamariki (TPAT) has been contracted as Trial lead, to deliver the Trial.

TPAT plans social service delivery, manages contracts, oversees government agency staff (as agreed with agencies), develops networks, engages with the community and influences social services (such as statutory services) outside of their direct control.

Forming an advisory group and developing this Plan are key elements of the Social Sector Trials model.

Governance and Management

National Governance

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

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

A Joint Venture Board, comprising of the Chief Executives 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 is responsible for the day-to-day operation of the Social Sector Trials.

Where bureaucratic, policy and legislative barriers exist, the ability of Trial leads to communicate directly to Ministers and Chief Executives is a remarkable feature of the model.

Local Governance

TPAT holds the contract to deliver the Social Sector Trial in Kaikohe. The TPAT Trust is a collaboration between Ngapuhi Iwi Social Services, Otangarei Trust and Youth Horizons, and was formed in 2012 to strengthen cultural and clinical services to taitamariki across Te Tai Tokerau.

A local advisory group has been established for the Trial and will act as a mechanism for collaboration and communication, ensuring the wider community has input into the Action Plan, endorses it and owns it.

This advisory group represents the community's ownership of the Trial, and will share responsibility with the Trial lead for delivering improved outcomes for taitamariki/youth in Kaikohe. The Kaikohe advisory group is made up of community leaders and decision makers as well as representatives from government agencies operating across the region.

The advisory group:

- provides strategic advice on the direction and priorities of the Social Sector Trial in Kaikohe
- acts as a mechanism for integrating perspectives, building consensus and encouraging innovation to improve outcomes for taitamariki in Kaikohe
- provides advice for new services, service levels and funding needs
- informs the community of progress throughout the Trial
- monitors and evaluates this Action Plan.

Membership includes:

- Student representatives (two), Northland College
- Regional Commissioner, Ministry of Social Development
- Kaumatua and the General Manager, Te Runanga A Iwi O Ngapuhi
- Project Leader, TPAT
- Regional Director, Child, Youth and Family (CYF)
- Regional Manager, Family and Community Services (FaCS)
- Regional Manager, Te Puni Kōkiri
- General Manager Mental Health Services, Northland District Health Board (DHB)
- Regional Team Manager, Ministry of Youth Development
- Area Commander, Far North District, New Zealand Police
- Regional Manager, Ministry of Education
- Principal, Northland College
- Principal, Kaikohe Intermediate
- General Manager, Ngapuhi Iwi Social Services
- General Manager, Te Kotahitanga E Mahi Kaha Trust
- Executive Manager, Te Hau Ora O Kaikohe
- Executive Manager, Ngati Hine Health Trust
- General Manager, Celebration Trust and Principal, Kaikohe Christian School
- Co-ordinator, Sport Northland
- Councillor, Far North District Council
- Councillor, Kaikohe/Hokianga Community Board.

The Aim of the Kaikohe Action Plan

Kaikohe has been given the opportunity to develop an Action Plan to strengthen the community and ensure taitamariki aged 12–18 years are supported to achieve success.

The Action Plan looks to mobilise taitamariki and their whānau to become a force in their own development.

The Action Plan is designed to ensure community and government resources are focused to achieve the best outcomes. It aims to strengthen current programmes and services, introduce new thinking and build on work to date to ensure the five key outcomes are met.

This Action Plan is a living document that will continue to add to the mix of community activity and help fill some gaps, through better co-ordination, collaboration and communication.

Developing the Plan

At the heart of the Kaikohe Trial is the concept that local issues can be addressed when the local community has the capacity to make decisions, work collaboratively and find grassroots solutions, building on what already works well in the community. The Kaikohe community has identified gaps in youth service provision, and the actions needed to create positive outcomes. We believe our actions points are initiatives that can and should be continued beyond the period of the Trial. The emphasis throughout this strategy is on youth development and early intervention and prevention.

Consultation

In order to develop this Action Plan, the Kaikohe community was consulted through a range of interviews with long standing community members, key agencies, school principals, whānau and business community members. Information was also gathered from the advisory group.

Sixty-two taitamariki were consulted through a youth survey and 70 through the Helping Young People Evolve (HYPE) youth forum.

Additional information was gained from a number of forums made up of key stakeholders on youth issues in Kaikohe. Members have an in-depth understanding of issues facing our taitamariki. These forums include:

- FRENZY (For Real Engagement New Zealand Youth, Youth Worker Collective)
- Rock On (Reduce Our Community Kids Offending Now, an inter-agency approach involving schools, Police, Attendance Services and CYF)
- the Youth Offending Team
- Nga Punawai o Hauora Steering Group (who are developing a wellness centre at Northland College)
- HYPE Working Group.

HYPE started out as a Facebook group with more than 500 members, called 'Aspiring Kaikohe Youth'. It was the brainchild of two determined young local women aiming to raise the image of Kaikohe taitamariki. The group aims to lift pride by encouraging taitamariki to showcase their success and talents through social media, positive role modelling, and by organising a series of youth events. In July 2013, HYPE, with the support of the Kaikohe Social Sector Trial, youth workers, and the Ministry of Youth Development ran a successful youth forum that informed the Kaikohe Trial Action Plan.

The findings from the above consultation processes have informed all aspects of this Action Plan's development.



Kaikohe: Our Home Town

Once proudly regarded as the hub of the north, the Kaikohe township, the centre of Ngapuhi, is situated approximately halfway between Paihia on the east coast and Opononi in the west.

Kaikohe has six state funded schools and 12 early childhood education facilities. The town is well-serviced by government agencies and NGOs. There is a medical centre and a Māori Health Service.

Two major supermarket chains and a number of small businesses are situated along the main street (Broadway). Others businesses serving the rural market are located nearby. Residential homes surround the central business district, many of which are rented or owned by Housing New Zealand¹.

Te Runanga a Iwi o Ngapuhi is based in Kaikohe and both Kohewhata and Kotahitanga Marae are situated within the town boundary.

In October 2013, the winds of change blew through the town with the opening of the Kaikohe 'Hall of Fame' – portraits of local heroes painted by Northland College artists. The bare walls of an alleyway leading to the library precinct are now ablaze with colour and pride. Tuahangata (inspirational heroes) look on as a young mothers' drop-in centre spills pre-school artistic talent out onto the paving while buskers play beneath the trees. Kia kaha Kaikohe!

Whānau

Kaikohe whānau are proud of their place and their Ngapuhi ancestry. Many taitamariki are well supported and have been high achievers. In recent years, a more mobile population has come to the area to work or visit the prison. Other whānau have moved away for employment and greater opportunity. Many people are now out of work, with the loss of business and local government services to the more prosperous Bay of Islands.

The 2006 Census identified that²:

- three in every ten (30 percent) of Kaikohe's resident population – around 4,270 people – are under 18 years, compared to 22 percent nationally
- four in every ten (41 percent) of Kaikohe's residents aged 15 years or over have no formal educational qualification, compared to 25 percent nationally
- four in every ten taitamariki are from a sole parent family, and their whānau are likely to be among the 10 percent in New Zealand experiencing the highest level of deprivation
- almost three-quarters (74 percent) of the town's residents identified as Māori, and a strength is that Te Reo Māori is spoken by 27 percent of the town's population, compared to four percent across New Zealand.

Research undertaken in 2012 by the Ngapuhi Whānau Ora collective, Te Pu O Te Wheke, indicated that many whānau are at 'rock bottom'. "The loss of businesses and jobs over the last 10 years has resulted in some families struggling with physical poverty and the use of drugs and alcohol has become normalised as a part of everyday life"³.

Levels of family violence are high, with CYF notifications of abuse or neglect increasing. In the last 12 months, Kaikohe CYF received 1659 notifications in the wider Kaikohe/Hokianga area, of which 1052 required further action. In the first six weeks of the current financial year 178 notifications were received, an increase of 22 percent over the same period last year.⁴

The Kaikohe Action Plan will focus on building resilience in taitamariki, raising the level of inspiration and opportunity available to them. Taitamariki of all ethnicities and backgrounds will be encouraged to reach their potential through the actions in this Plan.

Youth Service Providers

Kaikohe has a small number of providers who hold multiple contracts for delivering services to taitamariki and their families. This can sometimes create crossovers and difficulty sharing information in a timely way, but all providers are committed to working within a tikanga Māori framework. Providers service either the wider Kaikohe/Hokianga area or, in some cases, the whole of Te Tai Tokerau.

Kaikohe Youth Services

Agency	Service	Description
Ngapuhi Iwi Social Services (NISS)	Tai Tokerau Attendance Services Young Offender's Services	Returns truants and non-enrolled students to school Pre and post sentencing programmes for taitamariki whose offending is at risk of escalating
	Social Workers in Schools Mauri Ora; Services to Whānau	Provides primary school-based social workers Safety and wellbeing to whānau who have experienced violence
	Respite, Care and Protection Services	Services to children and whānau
Te Kotahitanga E Mahi Kaha Trust	Alternative Education (AE)	Education for taitamariki not able to access mainstream education for a number of reasons
	Youth Guarantee Training Mentoring in schools	NCEA Level 1 and 2 Okaihau College, and Northland College from October 2013
	At Risk Youth and Whānau support services Child Centred Counselling	Provides social work support
	Breakaway Holiday Programmes	Provided to child victims of, or witness to, family violence School holiday programmes for taitamariki
Te Hau Ora o Kaikohe	Rheumatic Fever Screening	A screening service that occurs in all Kaikohe schools
	Road Safety	School-based programme
	Anti-Bullying	School-based programme
	Family Start	Home-based intensive parenting service
	Rongoa Māori Breakaway Holiday Programmes	Traditional Māori healing School holiday programmes for taitamariki
Ngati Hine Health Trust	Youth Services	Transition support services to early school leavers aged 16–17 years
	Alcohol and drug services Community Clinical Support	Kaupapa Māori services to children aged 0–19 years
Te Roopu Kimiora	Mental Health Services Addiction Services	Specialist mental health and addiction services
Broadway Health	Mainstream health services Contraceptive Initiative	Provides a nurse practitioner and female doctors Provides free contraception
Northland District Health Board	123 Clinic	Sexual health and contraception service

New Zealand Police Youth Development Team	Blue Light Rock On Diversion and Alternative Action Care and Protection	Youth development programmes A cross-agency truancy collaboration Mechanisms for responding to Taitamariki at risk of offending Includes Family Violence Coordinator and Victim Support
Celebration Trust	Rock Solid (Gen 412) OSCAR Programmes Gen 412 Breakaway Holiday Programmes	A weekly after school youth programme After school care/recreation 5–13 yrs. Church based youth group that trains young leaders School holiday programmes for taitamariki
Northpoint Services	Supports taitamariki with disabilities	Mental health services Disability services/supported employment
Moerewa Christian Fellowship Trust	Learner and restricted drivers' license training. Defensive driver training	Fully funded courses delivered in Kaikohe during school holidays

Facilities

Kaikohe facilities include Lindvart Park and Memorial Park. Lindvart Park is a large sporting arena offering netball courts, a hockey turf, and rugby and soccer fields. Memorial Park is a large grassed area housing a skate park in need of upgrade and a children's play area, as well as a highly used gym with a near full-size basketball court. The court receives great use after school hours by basketball, volleyball and netball players, as well as other community groups.

There is a 25 metre outdoor swimming pool at Northland College. The pool is also open to the general public although it is not well-utilised as the water is cold due to the shaded site. The Far North District Council is considering using a natural heating source to extend the swimming season.

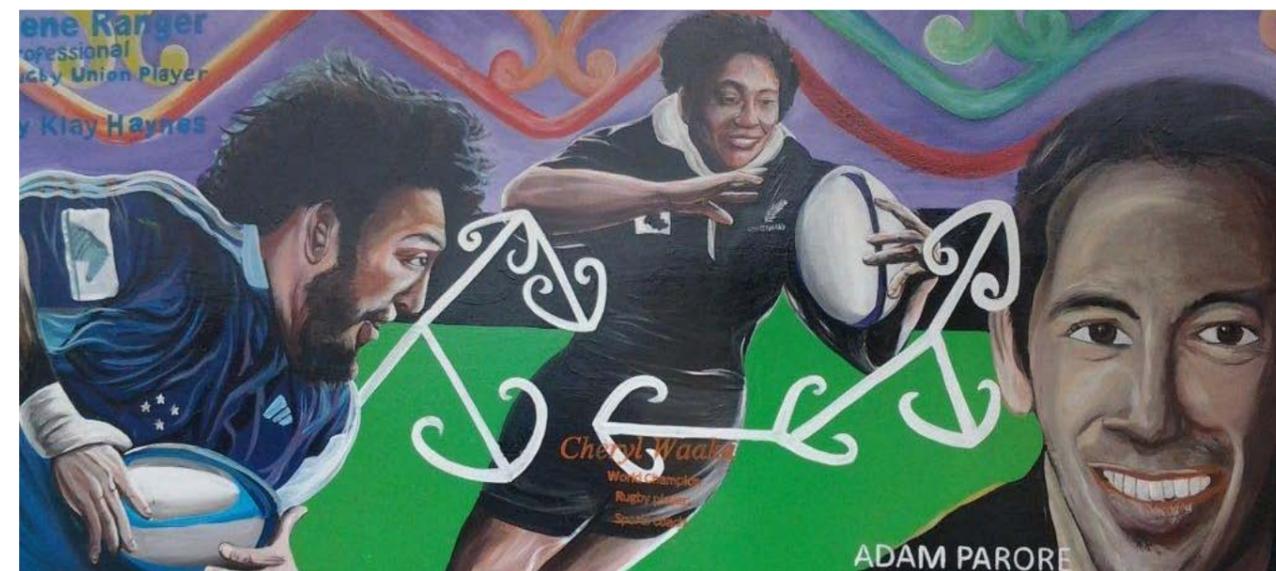
Schools

Kaikohe has six state funded schools catering for years 1–13. All schools are co-educational, and all but the Kaikohe Christian School have a decile rating of one.

Northland College is a secondary school (years 9–13). The school incorporates a farm and forestry block. It currently has a Trade Academy operating in the school which includes The Hub catering programme.

Te Kura Kaupapa Māori o Kaikohe is a composite school (years 1–13), where teaching is in the Māori language.

Kaikohe Christian School is a Christian state-integrated composite school (years 1–15). It has a decile rating of four and has two campuses, one in Kaikohe and the second in Kerikeri.



Kaikohe School Rolls

	Decile	Years	Roll 2012
Kaikohe Intermediate	1	7–8	166
Kaikohe Christian School	4	1–15	159
Kaikohe East School Kaikohe West School Tautoro School	1	1–6	667
Te Kura Kaupapa o Kaikohe	1	9–15	123
Northland College	1	9–15	273
Total			1,388

Taitamariki from outside Kaikohe travel into the town daily for school, and three busloads of students leave to attend nearby Okaihau College.

The vast majority of students at school in Kaikohe are Māori (90 percent).⁵

Alternative Education

The ideal destination for AE students is either a successful return to mainstream education or to trade training or employment. Kaikohe has one AE facility based at Te Kotahitanga E Mahi Kaha Trust, with places for 16 students at any one time. Between February and August 2013, there were 14 referrals either from parents, external parties (CYF, Police, Attendance Services) or Northland College.

The AE service reports limited success with both engaging young people back into mainstream education and with maintaining engagement with AE.

The campus at Te Kotahitanga E Mahi Kaha Trust also provides Youth Guarantee training for a further six students and features a gym and a high level of pastoral care.

Te Aho o Te Kura Pounamu (The Correspondence School)

In July 2013, Kaikohe had 12 students under the age of 16 who had been excluded from school and enrolled with Te Kura as full-time students. A further nine 16–19 year olds enrolled voluntarily.

In 2012, a base was provided in Kaikohe for Te Kura students, for three half days per week. Teacher aide and visiting teacher support was provided. This arrangement was suspended for a time in term two 2013, but has since been reopened for one half day per week. Te Kura has hired premises for this (currently at Lindvart Park). Te Kura also delivers learning programmes to students in mainstream schools, AE centres, and Ngawha prison.

Excluded students who are enrolled with Te Kura have the assistance of a visiting teacher occasionally, but no direct access to pastoral or health care services, while AE staff spend much time maintaining community networks and facilitating external services to cater to high student needs. Students who are approaching 16 years will benefit from referral to the Kaikohe Youth Service, which could offer access to health care services.

Teen Parent Unit

Work and Income data shows that there were around 30 children of teen parents in Kaikohe in 2010⁶. Approval has recently been given by the Ministry of Education for a new teen parent unit and a consultation process will be undertaken prior to confirming the site and likely opening date.

Current Situation for Taitamariki

The Kaikohe Action Plan is a snapshot of the current situation for taitamariki rather than a comprehensive study of youth problems, concerns, risk and protective factors.

The Adolescent and Health Research Unit of Auckland University recently published Youth'12 overview: *The health and wellbeing of New Zealand secondary school students in 2012*, which tracked improvements in adolescent health in New Zealand from 2002. Unfortunately, many Far North teens have not had the same improvements as other young people in New Zealand. Agencies report there are high rates of unintended pregnancy, suicide and self-harm, with high levels of alcohol and drug use.⁷ Many taitamariki are emotionally distressed, bullied and exposed to violence, and there has been an increase in disclosures of harmful sexual behaviours⁸. Without good school support systems, some students have disengaged from education, qualification levels have fallen and entrenched poverty and high levels of substance abuse mean many whānau struggle to provide the supportive relationships that taitamariki need.⁹

Health and Wellbeing

Kaikohe specific data is difficult to compile as data tends to cover the Far North District, but service providers report high rates of 'very promiscuous behaviour that is normalised with high use of alcohol and some drug usage'. There is a corresponding rapid increase in sexually transmitted infections and mental health issues.

*"Too many mates having babies or getting pregnant for nothing, they don't even want the babies."
(young person, 16 years old)*

The Northland DHB has set up the '123 Clinic' for sexual health checks and contraception. It offers a walk-in service one day a week and is open Monday to Friday during Term breaks.

In general:

- there are significant issues around contraception and sexual health in Kaikohe. More education in the school or community would be beneficial.
- there is no GP service available within schools and when taitamariki are a part of a family who may have a debt with providers, access to doctors may be denied
- high levels of student disengagement from school means this vulnerable group do not access health services provided through school
- taitamariki are reluctant to approach providers who may be whānau
- there is a lack of understanding around roles, information about and access points to different health providers
- there are a lot of different small contracts with providers who come and go, partly due to the availability and term of service funding.

Health Services at Northland College

There has been no designated health service funding to Northland College as, until very recently, the school did not allow health providers access to the school or students. There is now a self-referral clinic operating during school hours. It is based in an old school house (the 'Yellow Cottage') beside the school grounds. The public health nurse (PHN) currently works out of the clinic three days a week, along with a part time guidance counsellor. The building is old and dilapidated, there is no cleaner and it is less than appealing for taitamariki to attend. Nevertheless, the PHN has built a strong rapport with students, with the number of students using the service increasing each term.

Nga Punawai O Hauora is a new community initiative to upgrade the Yellow Cottage and establish a student health and social service base. The project was named by students. Ngati Hine Health Trust, public health nurses, Northland College, Police and CYF have formed a steering committee to progress the project. Kaikohe tradespeople have offered their services to help renovate the cottage.



Recreation, Arts, Sports and Culture

In Kaikohe we will provide opportunities to strengthen taitamariki resilience by giving them the skills to cope, safe spaces to be, and a range of activities to participate in.

Traditionally, sport has held the Kaikohe community together, with high levels of participation and excellence. Today, sport participation is mixed. Where whānau support is strong, participation and commitment is high. The reverse is also true, and well-intentioned support can become clouded by dysfunctional spectator and side line behaviour. In 2014, new policies which the Police support will be introduced to Lindvart Park, to reduce the incidence of fighting, drinking and cannabis use amongst the non-playing public.

Sport and recreation needs are changing for taitamariki, who generally just want to ‘do stuff’, rather than engage in the long-term team commitment and obligations associated with many sports codes. Sport Northland staff based in Kaikohe are responding to this need by rolling out an after school leadership development and sport fun activity programme in early 2014.

A range of school holiday programmes called Breakaway are operated by a collaboration of youth providers who work together to provide structured holiday activities. They also support ‘Kick It’, a popular, sports-based holiday programme. It has been run successfully for a number of years by a Police Youth Aid officer, who also runs marae-based wananga and events for taitamariki.

*“We want fun things to do on weekend other than sports, a place to play music and hang out”.
(young person, 16 years old)*

Results from the 2013 Youth Survey and youth forum indicate overwhelming support for:

- “a safe place to go and stay out of trouble”
- “practical, fun and creative stuff to do”
- “access to people who are encouraging (mentors/youth workers)”

The Kaikohe Action Plan will support positive youth activities that contribute to a sense of pride, belonging and purpose and increase the general wellbeing of taitamariki.

Educational Qualifications

Retention Rates

Achievement of National Certificate of Educational Achievement (NCEA) level two qualifications is a gateway to participation in further education and employment. In 2012, 26 percent of taitamariki in Kaikohe left school before age 17 and were unlikely to have achieved NCEA level two. This compares to 18.6 percent across New Zealand as a whole.

NCEA Level Two

In Kaikohe, achievement of NCEA qualifications and requirements to enter university are significantly lower than the national average. Kaikohe has almost no students with NCEA level three qualifications in formal tertiary study one year after leaving school.¹⁰

NCEA Qualifications, 2012

Percentage of school leavers with NCEA Level 1 or above		Percentage of school leavers with NCEA Level 2 or above		Percentage of school leavers with University Entrance standard	
Kaikohe	New Zealand	Kaikohe	New Zealand	Kaikohe	New Zealand
80.7	85.2	61.4	74.3	15.9	48.7

Transition from School to Work

The ‘Youth Service’, based in the town centre, offers wrap-around support to 16–17 year old school leavers. The emphasis is on participation in a Youth Guarantee programme to complete either NCEA or National Certificate qualifications at level two. Some taitamariki will work with a Youth Service provider as part of receiving a Youth Payment or Young Parent Payment. To qualify for Youth Payment, the young person must have had a family breakdown and a Special Education Assessment of circumstances. To get this and other targeted financial assistance, taitamariki must be actively participating in education, training or work-based learning. If the recipients are young parents, they face obligations around their child’s health and education.

In Kaikohe there are currently 134, 16 and 17 year olds registered with Youth Services. The support they receive has a strong emphasis on budgeting, referral to health and dental services, parenting courses and Well Child checks. Alcohol and drug counselling is available if required.

Youth Services Enrolments, 2013

Youth Payment	Young Parent Payment	Transition Support: Engaged in education/training.	Training Support: Not engaged in education/training
17	18	72	27

Taitamariki in Training

There are currently five main private training facilities operating in Kaikohe who deliver a Youth Guarantee Course. They will be joined by Te Wananga O Aotearoa in 2014. The demand for these facilities is high. Some 16–17 year old students on Youth Guarantee courses participate as a condition of receiving income support. Others continue with either NCEA or National Certificate level two courses, as they have not succeeded in the mainstream school environment.

Addressing the Outcomes of the Kaikohe Action Plan

*“Kaikohe was a mean (awesome) town back in the day, but now there’s just nowhere to go anymore”
(young person, 17 years old)*

Participation in Education, Training and Employment

Northland College is the largest college in Kaikohe. Students once came from afar to experience the education offered, with more than 800 students attending in the 1970s. The boarding hostel was, however, recently demolished due to lack of use, and the school roll has declined over recent years as whānau have chosen to enrol taitamariki with other schools in the area.

A Commissioner and new principal are charged with making education more relevant to the students, 98 percent of whom are Māori, and re-vitalising staff morale and teaching practices. The school farm and forestry have been under-utilised. An accord has been signed with Lincoln University for setting up an agricultural campus, and a major renovation of school buildings, including a new technology block for arts, music and design, has been approved by the Ministry of Education.

Feedback has highlighted the need to enhance relationships between students and teaching staff, to host school activities that promote parent/caregiver interaction with the school, and to ensure Te Ao Māori, Tikanga, and Te Reo Māori are integral to the curriculum.

Part of the Kaikohe Action Plan is focused on collaborative strategies to revitalise Northland College.

Strengths, Challenges and Opportunities

Higher levels of participation in education will support wellbeing and future opportunities for taitamariki, but young people must also achieve meaningful qualifications. For many taitamariki in Kaikohe, as they progress through education, school is perceived as less relevant and success becomes harder to achieve. Whānau support for education can be lacking and there are widespread beliefs that the high school curriculum and traditional teaching practices are not catering for the needs of Māori students. Many taitamariki come from dysfunctional homes and have difficulty absorbing learning if it is perceived to have little connection to the world they know. Once a young person starts to fall behind, there is no additional out-of-school educational support service in the town.

AE generally has vacancies, but more alternative sources of education are required as not all taitamariki eligible for AE can participate due to, for example, court orders or because they have been excluded from AE.

Support is lacking for taitamariki, and their whānau, who have been excluded or suspended from school. Students learning by correspondence have no facilitated access to pastoral or health care services. These highly vulnerable taitamariki are the least supported as there is no process whereby they are referred to support services.

Job and work experience opportunities are few and far between for taitamariki in Kaikohe. They are likely to be part time and based in fast food outlets or supermarkets.

Lack of public transport makes it difficult for most taitamariki to access employment or training, or have a choice of education providers outside of Kaikohe.

It is estimated there may be up to 100 taitamariki in the Kaikohe surrounds who are currently disengaged from school or regular connection with a youth provider.¹¹

Increased participation and success will occur when:

- all pathways and transition points are supported from early childhood to post-school employment and training
- taitamariki find school relevant and enjoyable

- whānau understand how best to support their children to achieve
- role models and young leaders are developed
- health, wellbeing and social support services are easily accessible
- taitamariki have the opportunities they need to succeed and achieve
- taitamariki feel valued when education facilities are of good quality
- local employment and work-based training options are available.

Students at Northland College would benefit from:

- a student support hub of mentoring, health and welfare services
- increased presence of kaumatua and kuia within the school environment
- initiatives that broaden teaching and learning to make education more relevant to taitamariki.

There are opportunities to:

- *improve transitions from year eight to year nine and from school to training and employment*
- *work with and support whānau to in turn support their taitamariki to achieve*
- *work with whānau when taitamariki are at risk of disengaging*
- *increase access to after school study support, and scholarship and career information*
- *identify and build the capacity of young leaders to encourage engagement, participation and success for their peers*
- *encourage the business community to mentor taitamariki in a range of work experience options.*

Truancy

Truancy rates spiralled out of control in Kaikohe in the first half of the 2013 school year, with Northland College reporting truancy rates of over 50 percent. The school had difficulty keeping track of absent students, referrals were not passed on to the Attendance Service, and in some cases, parents reported that they had no idea their son or daughter was absent, or that their non-attendance was a concern.

The official data shows the high level of truancy in Kaikohe relative to the national average.

	Kaikohe	New Zealand
Percentage of frequent truants	5.6	1.8

Source: Ministry of Education 2012

*“No one cares. We do what we want when we want and how we want. We own ourselves.”
(young person, 15 years old, July 2013)*

The arrival of a new principal in July 2013 has brought much needed change to the school. Systems were immediately put in place to record and respond to unjustified student absence.

A recent restructure of the truancy and non-enrolled services in the Tai Tokerau Attendance Service area has systemised responses. There are two full time attendance advisors who work with Kaikohe/Hokianga whānau and taitamariki to support their return to school.

Police have established ‘Rock On’ at Northland College, a collaborative approach to persistent truancy. They have made a firm commitment to deliver young people found in the business district during normal classroom hours back to their schools. Business supports a truant free zone, displayed on signs in shop windows.

By October 2013, truancy rates had reduced significantly. There remains a group of persistent truants and taitamariki under 15.5 years who are not currently enrolled in education. Tai Tokerau Attendance Services report that all these young people would benefit from a Special Education Assessment and literacy and numeracy assistance.

Stand Downs and Suspensions

While the proportion of students who are frequently truant from school has been much higher in Kaikohe than nationally, the proportion of stand-downs and suspensions for unacceptable behaviour is generally around the same as national levels. The level spiked with the arrival of the new principal at Northland College, as boundaries of behaviour were established.

“These students wreaked havoc in our school and made it unsafe and not a place of learning for other students” (Principal, Northland College, August 2013)

Northland College can now report that the first phase of school revitalisation is complete. With clear systems in place, the school is now a safer environment and is moving towards the use of restorative practices.

Strengths, Challenges and Opportunities

Truancy has been a significant concern in Kaikohe. There's the old adage, 'not every truant is a youth offender, but almost all youth offenders have been truants', so it remains of utmost importance to get taitamariki back onto an educational pathway. A significant group of persistent truants from Northland College has recently been re-engaged, due to a multi-agency approach to find the best solutions for each student, their whānau and the school.

Given the rapid changes occurring in Northland College, and the inconsistencies in managing and reporting unjustified absence in Kaikohe schools, it is difficult to assess the true number of students who are habitual truants. A clear pattern will not emerge until 2014.

Further issues surrounding truancy include:

- poor inter-generational whānau attitudes and historical non-enjoyment of school indicate a targeted campaign is needed, emphasising the importance of education and incentives to encourage attendance
- Tai Tokerau Attendance Service is funded to return students to school, but a shortage of pastoral care staff at Northland College prior to October 2013 meant no one was available to manage students return
- it has been common for students to be returned to school by Police or attendance advisors, then be 'stood down' for some other disciplinary matter
- common reasons for non-attendance include poverty and health-related issues, as well as a perceived failure of some schools to meet Māori students' education needs
- there is a lack of clarity across the board about which services are offered by what providers, and a gap in funding to address the deeper reasons for non-attendance
- some transient students enrol at schools and are never seen again, while other non-enrolled taitamariki could potentially re-engage with the support of a specialist assessment and an appropriate pathway.

In summary, simply making taitamariki go back to school is not an effective way to engage students. The immediate problem is how to support students' return, while addressing their deeper reasons for disengagement. Principals acknowledge that making sure school is worthwhile for students who have been truanting is critical to keeping them there.

There are opportunities to:

- *develop a broad community response aimed at changing families' embedded generational views about attendance*
- *ensure a case management approach by schools in order to re-engage truants*
- *use Special Education professionals to assess disengaged students' needs create an innovative education option for taitamariki at Northland College who have disengaged from mainstream classes.*

Youth Offending

The Kaikohe Police station covers an approximate population of 8,300 people, making up around six percent of Northland's total population. The station is fortunate to have a Youth Development team made up of officers and Youth Aid staff who are local residents and know the families and community well. Police have centralised all communications, but this does not work well for some whānau, who prefer to make direct contact with an officer they know.

Kaikohe has a high level of youth offending. However, this is in proportion to the very high population of young people, who account for one in three residents.

Police report that burglary and violence are increasing, and there is a small but growing number of repeat offenders. Much of the work of Police Youth Development is preventative, so is not reflected in youth crime statistics. A young person can be dealt with by a warning, diversion or Alternative Action for less serious offences, such as those that do not involve a victim, and, for more serious offending and re-offending, through a Family Group Conference process or Youth Court. It is only when the crime is of a serious nature or reparation is sought that the young person will go to Court.

Youth Offending¹²

In 2012/13, a total of 102 youth offenders were responsible for 111 occurrences, 93 for one occurrence only, and the remaining nine for two offences each.

Kaikohe youth offenders were commonly male (77 percent), and aged between 16 and 17 years.

Youth Offence Categories¹³

Forty-two percent of total youth apprehensions were related to dishonesty offences. Burglary accounted for 21 percent of all youth offences in Kaikohe and a further 20 percent for theft

The next top offence category was violence, contributing to just under a quarter of youth apprehensions. Intimidation and threats accounted for 11 percent of all youth offences.

'Hot Times' for Youth Offending¹⁴

Youth offending was spread relatively evenly throughout the year. The peak day for youth offending was Friday (24 percent), with the period Friday through to Sunday accounting for 65 percent of youth offending.

Traffic Offences

Traffic offences result in fines that can lead to overwhelming debt levels when not paid in time. Many taitamariki or their whānau cannot afford to pay fines, and in some cases whānau are not told and debts are ignored. There is an option of doing community work in lieu of the fines, but this means a court appearance for the young person, and if they do not complete the community work they risk getting a conviction. Kaikohe taitamariki are fortunate to have access to free driver's license and defensive driver courses which are delivered during school holidays.

Taitamariki in Trouble

“Wayward youth”¹⁵ are considered as being a major issue affecting Kaikohe. In 2011, a questionnaire sent out to Police staff, external agencies, and members of the community recorded the following observations:

- youth commit offences of both a minor (intoxication, loitering, intimidation, tagging) and serious nature (burglary, assaults, wilful damage)
- many vulnerable youth do not attend school or training regularly. They tend to be regular consumers of alcohol and drugs. Family members and older associates are known suppliers
- it is believed that dishonesty offending by youth offenders is opportunistic in the main
- many believe this age group lack good role models. Where elders used to teach the younger generation right from wrong, they now say nothing, or risk being abused when they do. People now accept bad behaviour to the point the community view it as the norm
- Kaikohe has limited recreational activities designed for youth.

The lack of whānau support is evident in court, with court staff reporting that taitamariki often appear in court alone or with a sibling who should be in school.

Strengths, Challenges and Opportunities

The Kaikohe Youth Court has the highest demand in the country.

Police report that 80 percent of their work is focused on keeping taitamariki from offending through diversion, Alternative Action and work with highly vulnerable youth. However the bulk of funding is concentrated on taitamariki who have already offended, rather than working with those who have not yet started down that path.

Funding is allocated on the basis of referrals after a young person has been charged. The model is unsustainable. NGOs are not able to provide a consistent level of employment to specialist youth workers, as the flow of work is not steady. When there are low numbers of young people referred, staff may be laid off, and when numbers spike there may be insufficient capacity or capability. This model has cost Kaikohe dearly, as highly regarded youth workers have had to leave the area to gain full time employment. Providers find themselves constantly recruiting and training staff. Fluctuations in service demand and funding make it difficult to consolidate, stabilise and evaluate programmes, or to build up a highly trained team of specialist youth workers.

Kaikohe Probation Services report that when a young person of 17–18 years of age is referred by the court, no background information comes with them. The ability of probation officers to work effectively with this group of young offenders would be greatly enhanced if they had access to prior history including health and education assessments.

There is a perception that agencies based outside Kaikohe are reluctant to deliver services in the town, and that local NGOs and schools need continued resourcing to develop their capability to work with highly vulnerable taitamariki.

What we know is that major behavioural difficulties, disengagement from school, exposure to family violence, and parents whose capacity to parent well is limited, are some of the common factors present when young people move into offending. There is a strong call for iwi leadership to strengthen whānau capability, and for a collaborative community approach to developing more positive activities and opportunities for vulnerable taitamariki.

Improved co-ordination and flexible funding streams will ensure maximum numbers of taitamariki can benefit from programmes such as New Zealand Blue Light Life Skills Programmes.

A community patrol and the presence of Māori Wardens on the streets has improved behaviour although a greater presence would enable a turnaround of negative perceptions of young people amongst the business community.

In October, 2013, talks began between iwi and judicial leaders to advance the Taitamariki Court philosophy and to explore options aimed at the reduction of reoffending.

In summary, the use of flexible funding would reduce youth offending by enabling more early intervention activity.

“Kaikohe needs more places to go and activities for us young ones, everyone just hangs out at the skate-bowl or at McD’s. It’s dumb” (young person, 14 years old)

Taitamariki have few safe public places to meet and engage in positive activities, yet evidence shows that there is “reduced teenage crime and an increased percentage of students achieving success if youth are engaging in healthy, fun activities in a supervised setting”¹⁶

There are opportunities to:

- *increase preventative youth development programmes and early intervention strategies for taitamariki who come to the attention of Police*
- *increase mentoring, generic counselling and anger management programmes*
- *consider an iwi-led restorative justice programme and Taitamariki Court*
- *develop young leaders to inspire pride and model positive behaviour*
- *provide a range of sport, recreational, arts, music and cultural activities in supervised youth settings.*

Alcohol and Other Drug Use by Young People

Whānau use of alcohol and other drugs is widespread across three generations and some high school students report needing to use cannabis to help them get through the day. If taitamariki are found with drugs at school, the Police are called, the drugs are destroyed and the student referred to counselling. Only if they are caught selling drugs will they be charged with an offence. Providers report that some whānau/taitamariki do not understand or consider the implications of substance abuse, and struggle to manage the potential negative consequences.

In the Northland Youth Health Survey 2011, comments emphasised the easy availability of drugs in Northland. For most participants, comments about drugs were combined with comments about alcohol. There were accounts of the harm participants had seen among family and friends due to drugs and alcohol use.

The survey found that:

- twenty five percent of Northland secondary students used marijuana compared with 15 percent of students in the rest of New Zealand
- weekly use of marijuana was also high in Northland compared to the rest of New Zealand
- Northland youth drank more frequently and more heavily than youth in the rest of New Zealand.

Alcohol was second only to drugs as a ‘big issue’ for Northland participants, as indicated by 36.3 percent of those surveyed compared with 27.5 percent nationally.

*“We need somewhere to hang out, because we hate going home, everybody’s on the p**s (alcohol) all the time, I hate going home to them.....” (young person, 15 years old)*

Comments about alcohol focused on the social problems it is linked to, such as violence and the harm that can occur to young people when they are drunk. For example, 30 percent of Northland participants said they had been driven by someone who had consumed alcohol, compared with 23 percent New Zealand wide in 2007.

“Alcohol and drug use is a major factor in youth feeling unsafe”¹⁷

A disturbing new trend reported by whānau workers indicates that ‘P’ is creeping into everyday language. A ‘bowl’ (P) is referred to with the same frequency as a ‘tinny’ and use is widespread amongst adults. There is no evidence that P is being used by taitamariki, whose issue is more around keeping safe in drug and alcohol fuelled family environments.

Because of the easy availability of cannabis there is no call for synthetic cannabis/solvents.

Hospital emergency departments in Northland report there is an age spike between 15 and 17 years, which drops off at 18, for young people presenting with alcohol and drug related issues. Northland DHB’s Child and Adolescent Mental Health and Addiction Service, Te Roopu Kimiora, offers “Free for Life” – an alcohol and drug programme that tackles young offenders’ addiction and substance use issues.

Many offenders have been involved with alcohol and drugs, and addressing their substance abuse often reduces their risk of re-offending. In Kaikohe, however, the chance for a young person to stop partaking is reduced as parents and grandparents may well be smoking cannabis and drinking heavily at home.

The DHB also funds Ngati Hine Health Trust to work in the area of mental health and addictions, offering counselling through the Youth Service and schools. They have also run some health promotional activities.

Strengths, Challenges and Opportunities

A fact of life for many taitamariki in Kaikohe today is that drugs, alcohol and poor relationships derail their aspirations, yet there is no obvious alcohol and drug health education information. There is a call for programs to start targeting taitamariki at intermediate school age and there is a need for generic youth counselling for people that do not meet criteria for specialist mental health or addiction services. In addition:

- although Kaikohe seems well serviced by providers, drug and alcohol services seem to lack visibility and cohesion. There is a lack of awareness of services and little clarity about the roles of different agencies
- Northland College reports it is aware services are available, but is not engaged with them
- Te Roopu Kimiora, the DHB mental health and addiction service, reports a 22 percent increase in referrals this year, however models of funding can be slow to match demand for services
- there are qualified whānau/hapu and iwi practitioners, but many families are resistant to engaging with services. Meanwhile, those taitamariki who have no sense of belonging are easy targets for gangs.

In summary, there is a perceived lack of information, awareness and response to taitamariki who may be developing alcohol and other drug related problems.

There are opportunities to:

- *develop evidence-based comprehensive health education, alcohol and other drug screening, brief intervention and other primary health care services in schools*
- *build awareness and resilience of taitamariki, whānau and the wider community in order to minimise harm from alcohol and drugs*
- *develop/deliver a long term, evidence based, effective programme to taitamariki found with alcohol /drugs in school*
- *work with the Public Health Alcohol Harm Reduction Coordinator to advocate for a Local Alcohol Plan to be developed by the District Council.*

Collaboration, Co-ordination and Communication

Kaikohe is a comparatively small town and although some situations are specific to taitamariki in the town, services cannot be separated from the wider Kaikohe/Hokianga area. Similarly, it is difficult to separate issues facing taitamariki who attend different schools in and around Kaikohe.

The Trial offers our community the opportunity to get it right for our taitamariki and a high level of collaboration, co-ordination, co-operation and communication between agencies is a critical aspect of this.

*“The real issues aren’t the young people.
The real tension is between state bureaucracies and local control”¹⁸*

Currently, there are a small number of providers who compete for a number of government contracts, and others who are volunteer-based and operate with limited funding. In general, they work well together and share some resources; however a more joined up approach will lead to better youth outcomes.

Te Pu o Te Wheke (Ngapuhi Whānau Ora collective)

From Hokianga through to Whangaroa, Whānau Ora is bringing a new approach through the Te Pu O Te Wheke collective of health and social service providers. The collective aims for positive change through a collaborative partnership involving whānau, hapori (the community), service providers, hapu, iwi, central government, local government and other key stakeholders.

Whānau Ora will assist whānau to move positively towards self-determination and self-management. The Te Pu o Te Wheke Environmental Scan (2012) indicates some areas to be addressed through improved collaboration, co-ordination and communication, which parallel those outlined in the Kaikohe Action Plan.

There are opportunities to:

- *strengthen co-ordination of activities, programmes and new initiatives*
- *provide clarity around the role, purpose and function of contracted services and communicate this well*
- *develop programmes that respond to the needs identified by using the collective knowledge and resource already existing within the community*
- *develop a joined up approach by the agencies involved in the Trial to ensure taitamariki in Kaikohe achieve a seamless transition from early childhood to post school employment or tertiary training.*



The Action Plan

Ngapuhi Overview

Kaikohe sits under the shadow of Putahi, sacred maunga for Ngapuhi. The maunga gives rise to the term Te Pu o Te Wheke – The Centre of the Octopus.

Putahi is the heart of Ngapuhi and at the very centre of Te Whare Tapu O Ngapuhi, The Sacred House of Ngapuhi. It is from Putahi that the tentacles reach out to all within the Ngapuhi rohe.

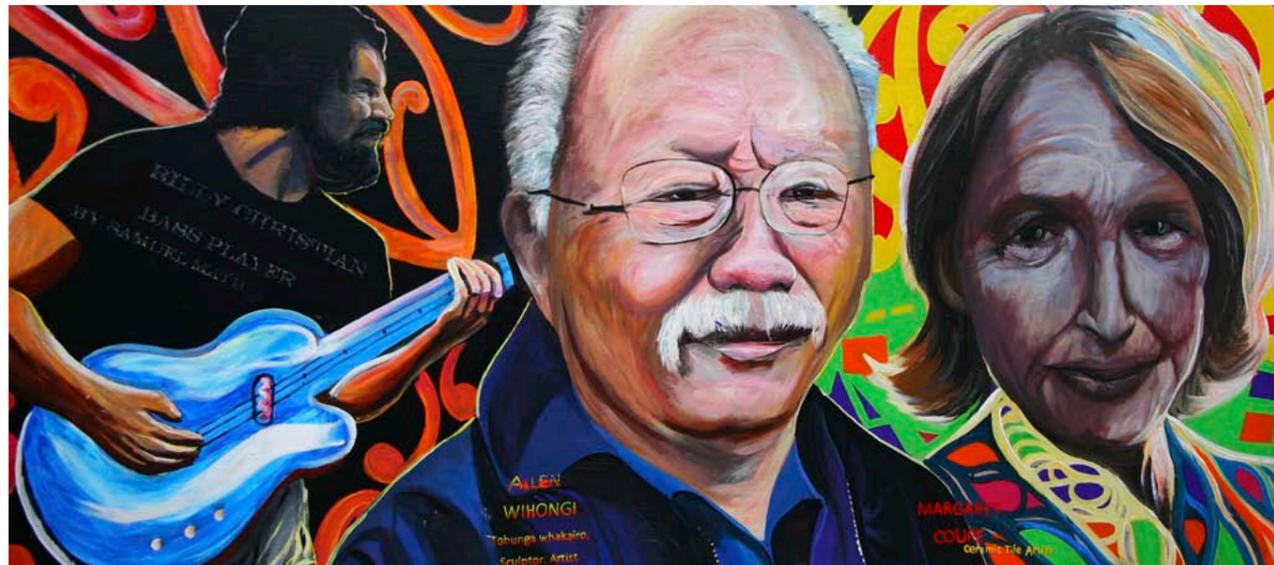
To ensure that the sacred house of Ngapuhi stands firm, Ngapuhi's future must be secure. Ngapuhi's future will be in the hands of taitamariki.

As a community, we are entering a time where whānau face issues not seen by our grandparents in their youth. Whānau confront complex changes in technology, population and economic development, while holding steadfast to values that stem from Te Ao Māori and are intrinsic to us all.

Ngapuhi sees the transformational potential of the Kaikohe Trial. The Trial will succeed only if the participants combine their efforts to work with each other, and with whānau, to support, nurture and grow this important generation.

Ngapuhi encourages the Kaikohe Trial to apply innovative, transformational and sustainable practice to support best outcomes for our taitamariki, whānau and community. Much work awaits community and government partners, in the short, medium and long term.

The Kaikohe Trial provides the opportunity for young people of the community to come together, focusing collective energy, and working towards the vision of 'Kia Tu Tika Ai Te Whare Tapu O Ngapuhi' – 'The sacred house of Ngapuhi stands firm'.



Action points have been developed to create positive outcomes for taitamariki in Kaikohe, as part of a broader process, involving all sectors of the community.

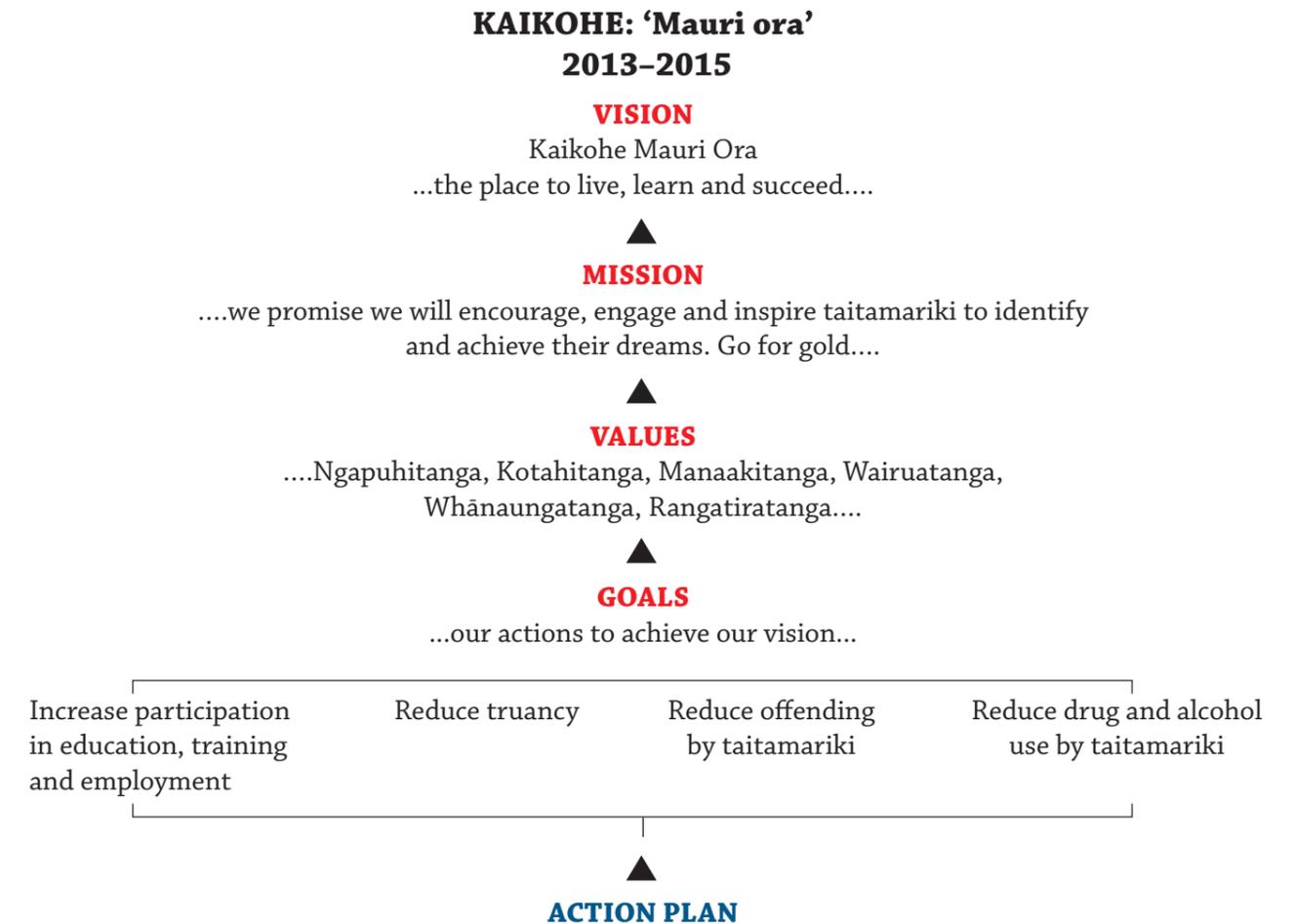
There are two basic premises underpinning the implementation of the Action Plan:

- in every decision and action the views of taitamariki are paramount
- taitamariki will prosper when whānau are proud, happy, healthy and connected.

This Action Plan is a living document, and a stocktake of services will continue to identify strengths and gaps. Working parties will be established to further the actions and develop ongoing strategies to address the outcomes.

Strategic Vision and Goals

To support the development of the Action Plan, the advisory group developed a vision, mission, values and strategic goals.



Strategic Goals

The Kaikohe Trial has six overarching goals designed to collectively engage the community to ensure taitamariki:

- have strong whānau support and someone important in their life who cares for them
- can access quality youth-focused healthcare
- have safe places to be, a choice of activities to reinforce confidence and competence and positive role models around them
- have transition pathways and relevant options which enable them to enjoy, engage and achieve educational success
- are valued, supported and seen as positive contributors to the community and future leaders
- are resilient, confident, proud, resourceful and supported to make positive life choice.

Korero atu

Korero mai

Korero pai

The Actions

Increase Participation in Education, Training and Employment

Goals

- Taitamariki have access to quality, relevant educational options.
- Taitamariki have the support they require to achieve educational success.
- Whānau understand the value of education for young people and have access to quality education-related information which enables better decision-making.
- Taitamariki have access to meaningful skill development and employment opportunities.

Success measures

- Re-integration pathway for taitamariki at Northland College established.
- Transition points between school years eight and nine, and from school leaving to training or employment, are managed effectively.
- There is an increase in taitamariki staying at school until 17 years of age.
- There is an increase in the number of taitamariki achieving NCEA level two.

Action	Milestones	Responsibility
1.1 Establish a re-integration pathway for taitamariki at Northland College. (links to action 2.1).	By February 2014, establish an educational facility for eight year nine and ten taitamariki who are currently disengaged from the mainstream school model By February 2014 a student service co-ordinator ensures students have access to appropriate services	Lead: Northland College (NC), Social Sector Trial (SST) lead Key Partners: Ministry of Education (MoE), NZ Police (NZP) and Ministry of Youth Development (MYD)
1.2 Establish an after school study hub(s) for 12–18 years.	By April 2014, complete an implementation plan for an after school study hub(s) (target: service provided to 60 students by December 2014). By December 2014, deliver an after school study support programme, resourced and supported by appropriate staff to 60 students.	Lead: Te Hau Ora O Kaikohe (THOOK) Key Partners: SST Advisory Group
1.3 Establish a Wellbeing Centre at Northland College. (Links to 4.3)	By January 2014, complete a Project Plan for a school-based adolescent wellbeing centre. By April 2014, confirm community funding for the upgrade of the ‘Yellow Cottage’ (health clinic beside Northland College). By June 2014, establish a whānau ora ‘Wellbeing Centre’ at Northland College, providing access to a continuum of care for all Northland College students.	Lead: NC, Nga Punawai o Hauora Steering Committee (NPHSC) Key Partners: Northland District Health Board (NDHB), Te Tai Tokerau Primary Health Organisation
1.4 Investigate the establishment of a range of Agricultural Trade Training Programmes.	By February 2015, 30 students will be able to study National Certificates in Agriculture, Horticulture and Forestry at the Northland College school farm and forest. By February 2015, make available short term courses for 60 students at the Northland College school farm and forest.	Lead: NC Key Partners: Lincoln University, Tertiary Education Commission (TEC), MoE
1.5 Investigate establishment of : School-Based Trades Academy Māori Trades Training Initiative.	By July 2014, establish a Trades Academy at Northland College for 25 taitamariki in year 11–13. By August 2014, develop a proposal to enable Māori learners to access trades training pathways through the new Māori Trades Training Initiative.	Lead: SST Advisory Group, TEC Key Partners: Ministry of Social Development (MSD), Te Puni Kokiri (TPK), MoE, Ministry of Business, Innovation and Employment
1.6 Ensure all taitamariki leave school ready for work or training, and enthusiastic about their options.	By December 2014, create a business network and develop local work experience, apprenticeship, employment and mentoring opportunities for 10 school leavers.	Lead: MSD / NHHT- YS Key Partners: Kaikohe Business Association, Schools, MoE, Salvation Army, Far North District Council (FNDC)

Reduce Truancy

Goals

- To engage the community in the early identification and response to non-attendance.
- To ensure parents/caregivers know how to support their taitamariki to engage, learn and succeed.
- To ensure taitamariki are individually supported back into their learning environment.

Success measures

- Decrease in referrals to the Attendance Service.
- Taitamariki with a history of unjustified absence have access to professional mentoring support.
- High risk young people and their families are identified and assisted to resolve the underlying issues behind non-attendance.
- Schools successfully re-engage taitamariki in a learning programme.

Action	Milestones / Timeframes	Responsibility / Linkages
2.1 Systems are in place whereby a re- engagement plan is created between every returning truant, mentor and teaching staff. (Links to Action 1.1)	By March 2014, a re-engagement plan is created with taitamariki, taking into account the cause and needs behind the disengagement and creating a meaningful learning plan programme. By December 2014, 30 taitamariki have had a re-engagement plan put in place.	Lead: Schools Key Partners: Whānau, Taitamariki, MoE, CYF, Tai Tokerau Attendance Service (TTAS)
2.2 Establish a mentoring programme at Northland College.	By April 2014, a mentoring programme with social work support is established in Northland College to support all year nine Taitamariki who are at risk of disengaging. By June 2014, a specialist mentoring programme is established that is consistent and evidenced-based, with supervision in place. By June 2015, 60 taitamariki will have been mentored.	Lead: NC Key Partners: Te Kotahitanga E Mahi Kaha, MoE, CYF
2.3 An agreement is in place across schools, service providers and the business community to enable a consistent approach to identifying and responding to truants.	By June 2014, an integrated plan is established across the business, school and community sector to combat truancy.	Lead: TTAS Key Partners: Schools, New Zealand Police (NZP) Business Owners, NHHT – YS
2.4 Agreements are in place whereby all Kaikohe schools can refer taitamariki who are truanting to appropriate services to determine risk and protective factors related to their dis-engagement from school.	By April 2014, a youth co-ordinator will link referrals of 10 taitamariki with a pattern of unexplained absence to the appropriate specialist services, to identify and address factors that are causing school disengagement.	Lead: TTAS Key Partners: Schools, CYF
2.5 A strengths-based, specific, whānau education programme is available to whānau seeking help to re-engage taitamariki with school.	By March 2014, a marae-based whānau support programme is designed to deliver programmes to 10 whānau. By June 2014, a marae-based whānau support programme is operational.	Lead: TTAS Key Partners: MoE/Te Wananga o Aotearoa/ Whānau Ora Providers

Reduce Offending

Goals

- To ensure vulnerable taitamariki are identified early and prioritised for intervention and youth development programmes.
- To ensure youth offenders are responded to with appropriate opportunities and support to address their offending and develop restorative pathways.
- To ensure that young offenders and taitamariki at risk of offending are supported to become young leaders, positive role models and contributors to society.
- To ensure that young people have positive, supervised, out of school activities to attend.
- To promote and increase strategies to keep young people safe.

Success measures

- Taitamariki who come to the attention of police are referred to early intervention programmes.
- Programmes are well co-ordinated and have sustainable funding streams.
- Reduction in numbers of youth offenders entering and re-entering the youth justice system.
- Young people have safe places to meet and engage in activities with positive role models.

Action	Milestones / Timeframes	Responsibility / Linkages
3.1 Deliver Tu Toa Programme to year 9 Taitamariki in Northland College	By December 2013, deliver Tu Toa programme to 40 taitamariki at Northland College to reduce bullying behaviour through building and maintaining respectful relationships. By June 2014, extend the programme to all other schools.	Lead: THOOK Key Partners: NC, Schools
3.2 A youth crime prevention strategy is developed for Kaikohe	By June 2014, complete the development of a comprehensive strategy and implementation plan to reduce youth offending in Kaikohe.	Lead: Youth Offending Team Key Partners: Ngapuhi Iwi Social Services (NISS), NZP, Ministry of Justice (MOJ), CYF
3.3 Increase visible presence of Police, Māori wardens and community patrols at community events, and lead and engage in community activities	By June 2014, Police to work with schools/community to foster good relations, break down barriers and spread positive messages (Adopt-a-Cop). By December 2014, ensure consistent high levels of visibility by community patrols and Māori Wardens in the Central Business District and other high risk locations. By December 2014, build a positive perception of taitamariki with the business community, encouraging taitamariki into active engagement and participation in community events.	Lead: NZ Police Key Partners: Community Patrol, Māori Wardens, Business Community
3.4 Ensure there are a range of Alternative Actions Rangatahi (AAR) programmes for youth at risk and their whānau	By February 2014, ensure a co-ordinator is in place to support taitamariki coming from high risk situations to have early access to specialist support services and youth development activities. By December 2014, 30 taitamariki have completed a youth development programme. By July 2015, funding streams are flexible, able to be diverted to areas of greatest need and can provide sustainability to workforce development.	Lead: NZP, Youth Services Key Partners: NISS, CYF, MSD
3.5 Identify, support and resource young leaders, youth mentors and role models to actively engage with young people, provide inspiration and effect positive change. (Links to 4.6 and 5.3)	By February 2014, 10 potential young leaders have access to the support and resources they need to connect to the wider community. By February 2014, support a youth leadership group to run events/ forums with keynote attendance by people who come from Kaikohe and have achieved success in their chosen fields. By June 2015, link 15 young leaders with New Zealand wide indigenous youth development strategies and projects.	Lead: HYPE Working Group Key Partner: Ministry of Youth Development (MYD)
3.6 Complete a business case for a multi-purpose youth hub.	By January 2014, complete a feasibility study which explores viability of a central Kaikohe youth hub.	Lead: HYPE Working Group Key Partners: FNDC

Reduce Alcohol and Other Drug Use

Goals

- To build awareness and resilience of taitamariki, whānau and the wider community in order to minimise harm from alcohol and drugs.
- Taitamariki have access to evidence-based comprehensive health education, alcohol and other drug screening, brief intervention and other primary health care services.
- To develop and deliver a long term, evidence-based, effective programme to taitamariki found with alcohol or drugs in school.
- To work with Public Health Alcohol Harm Reduction Coordinator to advocate for a Local Alcohol Plan to be developed by the Far North District Council.

Success measures

- Reduced demand for drugs by taitamariki.
- Reduced supply of alcohol to taitamariki.
- Education providers adopt the 'Keeping it REAL' programme.
- Alcohol and drug helpline information is readily accessible.
- Alcohol and drug screening and brief intervention is delivered by trained youth health workers in schools and AE programmes.
- An evidenced-based programme which includes cognitive behavioural therapy, motivational enhancement and family-based intervention is delivered to all taitamariki found with alcohol or cannabis on school grounds.
- Increased engagement in positive out of school activities by taitamariki.

Action	Milestones / Timeframes	Responsibility / Linkages
4.1 A strategy is developed to reduce alcohol and drug harm in Kaikohe	By June 2014, complete the development of a comprehensive strategy and implementation plan to minimise the harm due to alcohol and other drugs.	Lead: Public Health NDHB Key Partners: FNDC, NDHB Public Health Alcohol Harm Reduction Coordinator, AoD Services, NZP, CYF
4.2 Ensure young people have safe places to meet and engage in a range of healthy and fun activities with positive role models and youth workers. (Links to 3.6)	By June 2014, all Kaikohe taitamariki will have access to a programme of positive fun activities/ events and safe places to meet and participate with supervision by mentors and young leaders. By June 2014, ensure six youth workers are undertaking youth worker training which is linked to national Youth Worker Qualifications.	Leads: MYD Sport Northland, HYPE Working Group Key Partners: All youth services/wider community
4.3 Establish student wellbeing services based at Northland College. (Links to 1.4)	By February 2015, deliver a range of wellbeing services and programmes to 150 taitamariki, giving easy access to health and social service provision, sexual health nurses, youth workers and counselling.	Lead: Nga Punawai o Hauora Steering Committee Key Partners: CYF, NDHB, TPK, MSD THOOK, NHHT
4.4 Alcohol and drug education is included in all school curricula and is readily accessible to all young people in Kaikohe.	By April 2014, publicise helpline numbers and internet links to health information on youth cards, Facebook sites and in ways that taitamariki commonly access. By June 2014, deliver 'Keeping it REAL' or other evidence-based programmes in Northland College as part of the school curriculum.	Lead: NC Key Partners: NDHB, FACS, Aspiring Kaikohe Youth, MYD
4.5 Taitamariki found with alcohol or drugs at school have access to an evidence based programme which includes counselling and drug testing	By June 2014, deliver an agreed intervention programme at Northland College and AE, for all school taitamariki identified as having an alcohol or other drug problem, who have used alcohol and drugs during class, or who have been found with alcohol or other drugs in the school grounds.	Lead: NHHT Key Partners: NC, AE.
4.6 A fund is established to support individual Kaikohe taitamariki to participate in events which celebrate their success. (Links to 3.5 and 5.3)	By February 2014, establish a fund to support individual Kaikohe taitamariki to participate in events which celebrate their success. By February 2014, Youth Council and HYPE Working Group members are trained to assess applications.	Lead: TPAT Key Partner: MYD

Support Collaboration Co-ordination and Communication

Goals

- To have genuine local partnerships and relationships, which put young people's needs first and foremost
- To generate community ownership and responsibility for addressing locally identified needs.
- To support the joint development of initiatives responding to needs identified using the collective knowledge and resource of the community.
- To work together to ensure initiatives are effective and better promoted through youth media.

Success measures

- Providers have a can-do attitude, keep each other informed and work together for the benefit of taitamariki.
- A collaborative process of decision-making is used to ensure optimum service provision.
- Co-ordination of activities, programmes and new initiatives is strengthened.
- There is clarity around roles, purpose and function of government agencies, and this is communicated well.
- A joined up approach by the government agencies involved in the Social Sector Trial ensures young people in Kaikohe achieve a seamless transition from early childhood to post-school employment or tertiary training.

Action	Milestones / Timeframes	Responsibility / Linkages
5.1 A communication plan ensures timely information is distributed to stakeholders.	By December 2013, have an agreed communications strategy being implemented to ensure key stakeholders, taitamariki, whānau and the wider community are informed of progress with the Social Sector Trial, and good news stories that celebrate taitamariki success.	Lead: TPAT Key Partner: SST Advisory Group
5.2 Develop strong systems across the social sector so the community knows who is doing what, where, how and to what level of quality – towards the Trial outcomes.	By June 2014, a stock take of youth-focused services and programmes will be undertaken, to ascertain what is available. It will identify the number and types of programmes, the specific target groups, and information on how the programmes are delivered.	Lead: TPAT Key Partner: SST Advisory Group
5.3 Establish a 'youth co-ordinator' role to ensure every young person has opportunities to succeed. (Links to 3.5. and 4.6)	By June 2014, ensure a youth co-ordinator is in place to promote and co-ordinate existing programmes and activities and to support the development of new initiatives in collaboration with all Kaikohe service providers.	Lead: SST lead Key Partners: Te Pu O Te Wheke, Te Tai Tokerau Whānau Ora Collective, NZP, CYF
5.4 Agreements between agencies ensure the current resources that are allocated to the youth sector are distributed, focused and responsive to the needs of our community.	By June 2015, develop cross-agency agreements, systems and monitoring processes to ensure young people are supported through all transition phases.	Lead: SST Advisory Group Key Partner: Te Tai Tokerau Primary Health Organisation

Evaluation and Monitoring

National Evaluation and Monitoring

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

An evaluation of the new Trials will consider:

- whether the Social Sector Trials made a significant contribution to achieving the outcomes for the taitamariki in each location
- opportunities uncovered 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.

Local Review and Evaluation

At a local level the Kaikohe advisory group will carry out reviews to understand the effects of the actions being implemented, and to consider whether changes are needed to the Action Plan.

A reporting template will be developed requiring a full review of the Action Plan to be completed quarterly. The reporting template will include:

- an update of initiatives and services outlined in the Action Plan
- analysis of monitoring data
- outcomes of the Action Plan
- a case study.

The Project Manager of TPAT will hold overall responsibility for collating reporting information and presenting it to the advisory group. The report will also be available to community stakeholders, whānau/families and taitamariki.

Risks

Kaikohe has been the centre of a number of research and community development plans in recent times. Social service delivery components have not been actioned. We will ensure this new initiative is seen both as a strengths-based model focused on improving outcomes in this community and that all opportunities uncovered are maximised

The engagement of key local stakeholders on the advisory group will help ensure the sustainability of initiatives that are proven to be successful.

Service providers have long experience of competitive funding models. Positive outcomes for taitamariki will be enhanced as providers work together, supporting each other to deliver programmes which align with their particular field of proven expertise.

There are risks when using any data in isolation to measure success, for several reasons including:

- it is not possible to count or produce statistics from every initiative or outcome (for example, improvement in a young person's engagement)
- data collated may not necessarily reflect the true picture (for example, regionally sourced data does not always match locally sourced data)
- the Trial is two years long and some outcomes changes may take longer to become visible in data.

In order to mitigate all identified risks, collated data and information, both quantitative and qualitative, will be used to understand and interpret outcomes, particularly where taitamariki and their families experience a visible and positive difference.

Linkages and Resources

There are numerous other government and community initiatives that the Action Plan acknowledges and will look to work 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 advisory group will help to facilitate the process of seeking synergies and combining efforts to ensure better outcomes for young people. It is noted that some new government strategies have a multi-agency approach to delivery.

Table of Strategic Linkages

Ka Hikitia – Accelerating Success 2013–2017

Positive Behaviour for Learning

Better Public Services Programme

Prime Minister's Youth Mental Health Project

Suicide Response

Youth Crime Action Plan (YCAP)

Te Huringa o Te Tai (Turning the Tide)

The Children's Action Plan

The Kaikohe Community Development Plan

Tai Tokerau Attendance Service

Ngati Hine Health Trust Youth Services

Ngapuhi Whānau Ora Collective,
Te Pu O Te Wheke

Tai Tokerau Whānau Ora Collective

Mayor's Task Force for Jobs

Resources

Financial resources and support in kind will be used to support prioritised actions, new initiatives and programmes, and provide activities and events for young people. Some resources may be accessed by the reprioritisation of funding, services and/or programmes, and by human resource support for interagency teams. The Ministries of Health, Education, Justice and Social Development and New Zealand Police are committed to working together to provide the resources required.

In addition, the Project Manager will keep up to date with new funding opportunities and work to secure funding for Kaikohe where it fits with the Plan's strategic direction.

OUR VALUES: Māori Terms

Ngapuhitanga	our tikanga
Kotahitanga	united and committed
Manaakitanga	sharing, caring and strengths-based
Wairuatanga	our spiritual wellbeing
Whānaungatanga	whānau relationships, sharing and cooperation, honesty, respect
Rangatiratanga	leadership
