

# **Waitakere Youth Transition Service**

## **Strategic Action Plan 2004-2007**

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Waitakere Community

# Foreword

## **Mayor of Waitakere City**

This new Youth Transition Service will provide a key facility for our City's young people between 15-17 years. The beauty of it is that it is based within our community and directed by our community. It aims to give our young people, access to all the support services, advice and ideas they need to harness their strengths and make the transition from school to their futures by linking them to the worlds of work, training and education.

Services will be provided in an integrated way. The key to the success of the service will be to work with existing Waitakere organisations engaged with 15-17 year olds to build on and share effective practice and provide services. Our work will be about co-ordination and providing what is missing – not doubling up on existing projects.

Each young person will have access to their own advisor to guide them through the maze of decisions. For some this may be careers advice, for others it might be more in-depth support to help them make decisions, overcome any barriers and find solutions by accessing more specialised support.

This initiative is about putting a multi-agency system in place that ensures our City's youth do not fall through the cracks and become inactive in the economy. I welcome that.

Mayor Bob Harvey

## **Regional Commissioner, Work and Income, Auckland Region**

This initiative will deliver a new transition service for young people, who are at risk of not accessing further education, training, or work after leaving school. Waitakere City is one of the locations around the country in 2005 that will see its young people, and the community, benefit from such a service.

The Youth Transition Service intends to raise the awareness of young people, their families, and the community to the wide range of opportunities and services available. We want to see all young Waitakere school leavers transition to employment, further education or training, or be connected with specialist support based on their particular needs.

The Youth Transition Service will build on existing services and approaches currently available in the Waitakere community.

The Mayor and I share a common focus and commitment that the Youth Transition Service in Waitakere City will make a significant contribution to the Government's shared goal with the Mayors Taskforce for Jobs to have all 15-19 year olds in work, education, or training by the year 2007.

Isabel Evans  
Regional Commissioner

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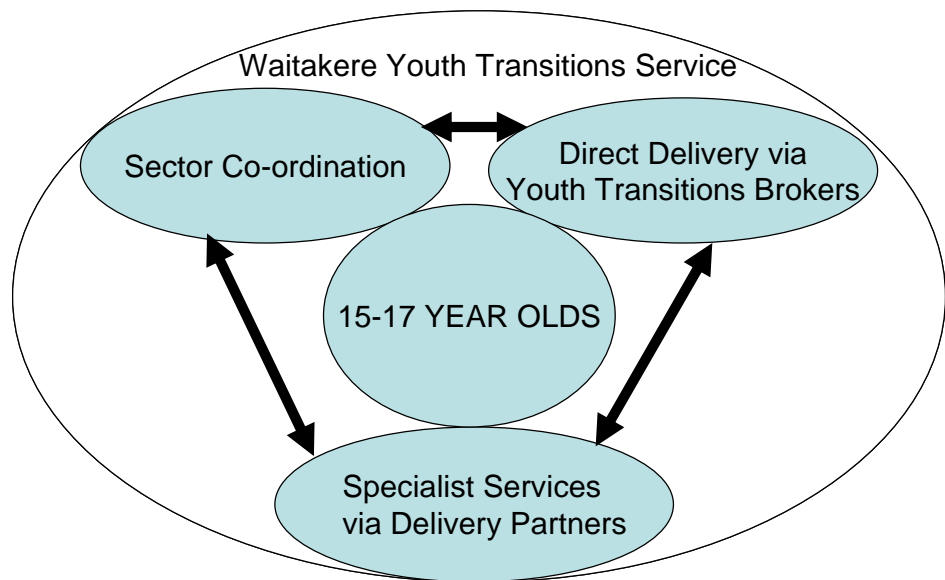
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## Introduction

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The Youth Transition Services will be a new service in Waitakere. It is being introduced by Government, through a service contract managed by Work and Income to ensure Waitakere's young people are encouraged to develop aspirations for their future, know the necessary steps to get there and, if needed, are supported, to set out on their chosen path.

This Action Plan outlines the framework for service development and delivery in Waitakere. A youth development approach that places the young person at the centre of service delivery has been adopted in this framework.



## Introducing the Youth Transition Service in to Waitakere

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### A Joint Goal

Nationally shared goal for 15-19 year olds.

The Government and the Mayors' Taskforce for Jobs have the shared goal of:

*Having all 15-19 year-olds in work, education or training or other activities that contribute to their long-term economic independence and wellbeing by 2007.*

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### National Objectives & Functions

National Objectives of the Youth Transition Service

"The core objectives of the transition service are to support at-risk young people (15-17 year olds), to undertake education, training or work, or other activities that contribute to their long term economic independence and well being by:

- Building better local level strategic planning between government agencies; employers; schools; training providers; local authorities and community groups to raise the quality and suitability of the opportunities and services available for young people.
- Raising individual, family/whanau and community aspirations for young people, and their awareness of the opportunities and services available to young people.
- Better meeting the individual needs of young people who are at risk of prolonged disengagement from work, education or training."<sup>1</sup>

Nationally identified core functions of the Youth Transition Service "The expectation is that a delivery model will be developed within each selected Local Authority which will:

- Follow up school leavers and engage with young people who are at risk of prolonged disengagement from work, education or training.
  - Provide them with customised support and guidance to facilitate their re-engagement into appropriate work, education or training.
  - Identify and support the development of appropriate labour market, education and training opportunities for young people.
  - Provide a forum for ongoing strategic planning and co-ordination of services for young people."<sup>2</sup>
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<sup>1</sup> "Terms of Reference between Waitakere City Council and Ministry of Social Development Regarding the "Effective planning and implementation of the Youth Transition Service.", point 13, page 2.

<sup>2</sup> " Terms of Reference between Waitakere City Council and Ministry of Social Development Regarding the "Effective planning and implementation of the Youth Transition Service", point 24, page 3.

## **Waitakere Community Involvement**

The Waitakere Community has provided invaluable strategic and practical advice and direction to the development of the Waitakere Youth Transition Service. This community involvement has helped with the identification of the following four service functions:

- Co-ordination & Strategic Alignment: build better local level strategic planning between government agencies, employers, schools, training providers, local authorities and community groups to raise the quality and suitability of the opportunities and services available for young people.
- Adding Value to Existing Waitakere Youth Services: support Waitakere based youth service providers to develop and deliver quality services in response to young peoples needs.
- Outreach & Engaging Youth: follow up school leavers and engage with young people who are at risk of prolonged disengagement from work, education or training.
- Access Specialist Support Services: provide a range of customised support and guidance services to facilitate young people in re-engaging and setting out on pathways to sustainable career outcomes.

It has not been possible to talk directly with all interested parties; recognising this, the Waitakere Youth Transition Service is to gather information and evidence where gaps in knowledge and service delivery exist.

A list of those organisations that attended the consultation fora is attached at [Appendix A](#).

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## **Overview**

This service will be delivered by a Lead Provider contracted to Work and Income. Funding is annual, however the Service will be funded for out-years, based on successful outcomes. The aim of this initiative is for the Government, through Work and Income, to assist a locally based Lead Provider and their partners in achieving successful transitions for secondary school school-leavers in Waitakere, into work or training or higher education.

The primary outcomes of the service are a successful transition to further education, employment or employment related training. Students will receive on-going mentoring and support for up to two years once placed in employment or training, to ensure sustainable outcomes.

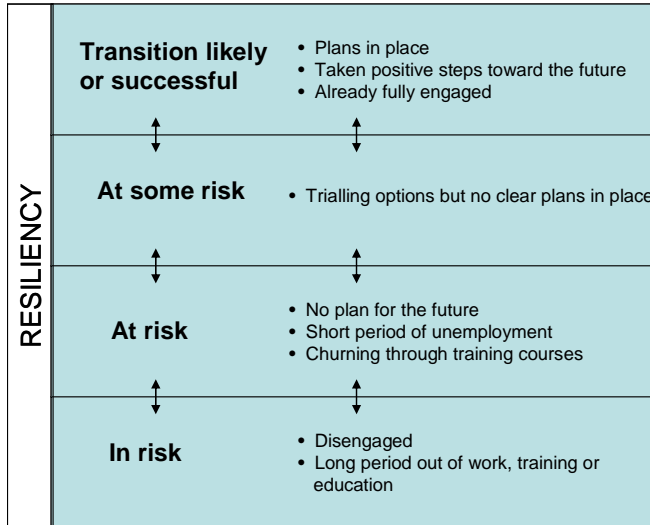
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## Target Group

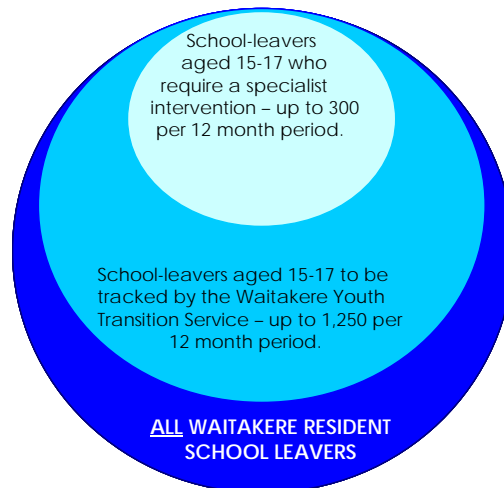
The target group is all Waitakere 15-17 year old school-leavers, and specifically those who are 'at risk' of not becoming economically independent through achieving a sustainable employment outcome.

*Educationally, the term at risk refers to a student who, without successful intervention, is likely to end up without the necessary skills, attitudes and knowledge to make a successful transition beyond school.*

This term has been adopted as it reflects the possibility of a youth moving in and out of risk, as illustrated below.



This service is open to young people living in or attending schools in Waitakere. The diagram below shows the volume of young people who the Youth Transition Service will cater for.



The target is to track at least 600 school-leavers and transition at least 120 of the 'at risk' 15-17 year olds by 30 June 2005, and, once 2005-06 funding is in place, to have tracked up to 1,250 school-leavers and transitioned up to 300 'at risk' youth by 31 December 2005.

## **Waitakere City Needs**

Waitakere City is New Zealand's fifth largest city and home to a population of 168,750 people. It is a youthful, fast-growing, multicultural city with approximately 65,000 people under the age of 25 years. Maori, Pacific Islands and Asian people comprise a significant and growing proportion of the child and youth population.

### Key Waitakere Youth Statistics

The need for a dedicated Youth Transition Service in Waitakere is demonstrated by:

- At last Census (in 2001) there were a total of 7,203 youths aged 15-17 years.
- In the last year the following numbers were recorded and are indicative of the number of 15-17 year olds likely to experience difficulties with in transitioning.
  - 219 were receiving benefits (2004 figures)
  - 396 left school without any qualification (2003 figures)
  - 540 referrals to truancy services (2003 figures)
  - 650 students were stood down (2003 figures)
  - 195 students were suspended or excluded (2003 figures)
- Waitakere's youth population is projected to substantially increase over the near term.
  - In 2001 there were 12,600 young people aged 15-19 years and this is projected to increase to 15,070 in 2006.

### Needs & Gaps in Service Provision Identified by Community Consultation

There are many organisations working in Waitakere City in similar or related areas of work.

Consultation with these groups and a number of wider Waitakere community organisations identified as a priority the need for greater collaboration, co-ordination and integration of existing services for youth.

Co-ordination Needs

- Needs analysis with youth
- Integration of services
- Comprehensive youth directory
- Increased knowledge and visibility of services to youth
- Centralised database
- More forums and training opportunities
- Better relationships with schools
- Integrated strategic planning
- Centralised co-ordination
- Add value to existing services
- Safe accommodation

Delivery Needs

- Tracking and follow-up services
- Youth working with youth
- More training courses for youth with specific needs
- Better engagement with families/whānau
- Low literacy and communications skills improved
- Effective and professionally trained mentors
- Evidence based practice
- Referral and engagement protocols
- Engage whānau and community in schools
- Ensure a youth voice in services
- Well trained staff – youth development, developmental psychology
- More culturally appropriate services – Maori and Pasifika

Many of the issues raised as gaps and needs during community consultation are addressed in this plan.

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## Conceptual Framework

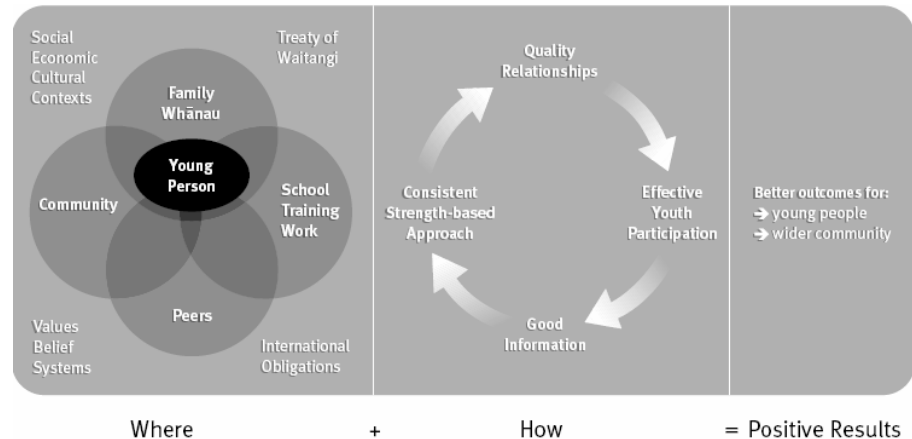
The conceptual framework underpinning this strategic action plan places the Youth Transition Service firmly within a community partnerships collaborative model of delivery. The philosophy behind and the lessons learned from the Connexions Service in the United Kingdom have had considerable influence on the Waitakere service delivery model.

The Youth Development Strategy Aotearoa and the “Waitakere Way” of working have also been influential in the local design of the Youth Transition Service.

### Youth Development Strategy Aotearoa

The Youth Development Strategy Aotearoa is a framework that outlines how government and communities can support young people aged 12 to 24 years to develop the skills and attitudes they need to take part positively in society, now and in the future.

There is an emphasis on building strong connections and quality relationships which combine to form a supportive web that will foster positive youth development. It is a strengths based approach that aims to enhance resiliency and protective factors and develop young people’s capacity to resist risk factors. The Youth Development Approach is outlined as follows:<sup>3</sup>



The Waitakere Youth Transition Service will incorporate the principles and goals of the Youth Development Strategy Aotearoa into the design of the service and they will be strongly reflected in the delivery of the service.

<sup>3</sup> Youth Development Strategy Aotearoa, January 2002, page 24

### Waitakere Way

Waitakere is well known for the “Waitakere Way” of working and its commitment to sustainable development:

- Recognises the Treaty of Waitangi
  - Acknowledges diversity in communities
  - Works towards reducing inequalities
  - Enhances social participation and equity
  - Works in partnership across the community
  - Supports sustainable development
  - Fosters integration across sectors
- 

### **Principles of Effective Practice**

There is an increasing body of knowledge both in New Zealand and overseas that provides valuable insight into the types of strategies and characteristics of services that do work in assisting young people at risk of becoming disengaged to remain in learning and make successful transitions to work:

- A strengths based practice model that is empowering of young people, builds protective factors and reduces risk factors, and combines curative and preventative aspects in service design and delivery.
- Focus on attaining the best start in life for young people by looking at their needs and aspirations holistically.
- Agencies work together jointly planning and delivering within a framework of partnership and collaboration.
- Services are tailored to meet the individual needs of the young person.
- Staff are well trained and supported in multi-agency teams.
- Performance is measured in terms of outcomes, including hard and soft outcomes.
- The young person is involved in driving and shaping the services.
- Information and knowledge is robust and shared and young people ‘at-risk’ are identified and helped.
- The service is culturally appropriate.
- Provide a mix of educational programmes with occupational skills development and work-based programmes integrating training with formal partnerships.
- Provide long-term and intensive support that is also coherent, consistent and co-ordinated.
- Build strong relationships between the new service, young people, families/whānau and other youth service providers in order to meet the needs of the young person holistically and effectively.

The Waitakere Youth Transition Service will be expected to incorporate these principles into policy and practice and develop its knowledge further of effective practice.

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## Implementation in Waitakere

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### Aim of Waitakere Youth Transition Service

Young people who are at risk of becoming disengaged have access to a range of vibrant, high quality co-ordinated services in Waitakere City that meet their needs and interests.

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### Service Functions

Actions for delivery under the Youth Transition Service have been grouped into four service functions:

1. Co-ordination and Strategic Alignment
  2. Adding Value to Existing Waitakere Youth Services
  3. Outreach and Engaging Youth
  4. Access to Specialist Support Services
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## WORKING ACROSS THE YOUTH SERVICES SECTOR

### Service Function 1: Co-ordination & Strategic Alignment

Build better local level strategic planning between government agencies, employers, schools, training providers, local authorities and community groups to raise the quality and suitability of the opportunities and services available for young people.

#### Action Areas

##### 1. Youth Needs Profile

Develop a comprehensive profile of young people in Waitakere City who are at risk of disengagement from employment, and identify their needs. It should include:

- Identification of causal risk factors
- Geographical spread
- School attended
- Qualifications achieved
- Frequency and length of time disengaged
- Time in work-based learning
- Involvement of other agencies
- Barriers to accessing services.

##### 2. Stock-take and Gap Analysis

Compile a comprehensive stock-take of the existing services and activities available to assist marginalised young people in Waitakere City to achieve better life outcomes:

- Identify existing services, the scope of their areas of work, and the relationships and networks between them
- Identify gaps in current service provision including those perceived by existing providers
- Identify the potential for the new service to assist and strengthen existing provision
- Recommend potential areas of collaboration.

### 3. Build Collaborative Networks

The service will work with others across the sector to develop a cohesive integrated network of providers that work collaboratively and in partnership with each other:

- Integrate strategic planning with central government agencies who work with youth, local government youth strategies, plans and policies, and the community sector
- Provide a point of co-ordination for networking and information sharing
- Identify and pursue opportunities for increased collaboration
- Develop opportunities for joint projects and areas of work
- Develop approaches for resource sharing across services
- Compile a comprehensive database and directory of services available through the Gap Analysis
- Develop robust referral mechanisms for youth between providers
- Develop protocols around information sharing about clients in line with the Privacy Act 1993 and generic information supplied by Work and Income National Office
- Develop agreed practice around tracking, monitoring and follow-up
- Develop clear transition pathways from school to work or training with well-documented outcomes, using contracted specialist interventions where required for on-going sustainability of these pathways for Waitakere 'at risk' youth.

### 4. Shared Strategic Planning

The service initiates and facilitates the development of, and on-going commitment to, collaborative strategic and operational planning by agencies and organisations represented in Waitakere who focus on youth. The service also contributes, where appropriate, to collaborative activities and strategies associated with wider outcomes, particularly where they are preventative in their focus.

### 5. Whole of Community Approach Developed

## Service Function 2: Adding Value to Existing Waitakere Youth Services

Support Waitakere based youth service providers to develop and deliver quality services in response to young peoples needs.

### Action Areas

#### 1. Enhance Existing Service Capability

The service will work with existing providers to develop a programme of activities that will enhance the capability and quality of existing services:

- Develop and promote a shared commitment to ongoing learning and innovative practice across the city
- Develop and promote a shared body of knowledge of what works and makes a difference
- Co-ordinate the provision of increased learning and training opportunities that will assist in upskilling staff and increasing service effectiveness
- Integrate the Youth Transition Service operational elements into the context of existing youth-focussed interventions.

#### 2. Co-ordinated Labour Market, Training and Education Information

The organisation will maintain a directory of up-to-date sources of information so that the Youth Transition Brokers can sign-post or access it as required by individual clients:

- Identify appropriate labour market opportunities
- Work with others to assess local skills shortages and local employment opportunities
- Develop pathways which staircase youth to more sustainable economic lives over time
- Broker job and job training opportunities
- Develop strong relationships with Gateway Co-ordinators
- Develop and maintain strong relationships with suitable employers.

#### 3. Active Involvement of Youth in Service Delivery

Develop mechanisms for the meaningful involvement of the target group of young people in the design, development, governance and ongoing evaluation, as appropriate, of the new Transition service:

- Design a process for involving young people that reflects the geographical spread and diversity of the young people who will use the service
- Involve young people in evaluation and quality assurance mechanisms
- Involve young people in developing publicity and information materials
- Involve young people in strategic planning processes through consultation
- Provide training to enable young people to participate meaningfully.

#### 4. Supporting Employers to Develop Sustainable Work Opportunities

Develop sustainable employment opportunities for young people at risk of becoming disengaged.

The staircasing of the young person to increasing economic independence and financial and social wellbeing is key to this. For example, an initial placement may appear to be a 'low income, dead-end' position, but with support and on-going training, the work experience gathered in this first position can assist the Broker to staircase the youth to a better paid, more interesting position, over time.

### **DELIVERING SERVICES TO WAITAKERE YOUTH**

#### **Service Function 3: Outreach & Engaging Youth**

Follow up school leavers and engage with young people who are at risk of prolonged disengagement from work, education or training.

#### **Action Areas**

##### 1. Early Identification

Systems will be developed in collaboration with key stakeholders for the early identification in school of those who are less likely to make a successful transition. This will involve developing:

- Close and well managed relationships with schools and other providers
- Clear protocols for information sharing between providers
- A shared understanding of the warning signs and factors that contribute to the risk of youth disengaging from school.

##### 2. Tracking and Follow-up

The service will commence tracking of 15-17 year old school leavers for one year after they have left school. This enables the Service to re-check on those students who state they are taking a 'gap year'.

The Tracking service will:

- Ensure that the destinations of all 15-17 year olds who are tracked are known and recorded
- Those 15-17 year old school leavers who have not successfully transitioned to either employment, further education or training will be identified as requiring the Transition Service provided by the Youth Transition Brokers.

##### 3. Consent Process

This process will be developed with input from young people and be consistent with their rights. Work and Income will provide a generic consent form to the Lead Provider to assist with developing the consent process.

#### 4. Individual Assessment

- Positive strengths based working relationships will be developed with young people using the service
- Each young person will have an individual assessment done which assists in developing an appropriate pathway and programme of support
- Young people will be involved in the design of their pathways and programmes
- Individual, intensive, case management may be needed for youth using the Transition Service. This may require additional contracted services
- Assess the impact of student loans on the youth and their family, if a pathway includes a fee-paying component.

#### 5. Promote and Ensure Accessibility

Develop mechanisms and systems to ensure that the service is well known to young people, accessible to them and provides support that is relevant and engaging:

- Promote the service widely in creative ways involving young people in publicity and promotion
- Ensure all aspects of the service are creative, innovative, culturally appropriate and youth-friendly
- Provide learning and support that is engaging, and based on the needs and interests of individual young people
- Involve young people in the design of their support and learning mechanisms
- Identify and minimise barriers to access and participation.

#### 6. Case Management and Brokering Opportunities

Adopt a case management approach in providing individualised services to clients (family/whānau) in need of support to transition from schools:

- Youth Transition Brokers provide out-reach services to 15/17 year olds
- Access customised support and guidance for young people to facilitate their re-engagement into appropriate work, education or training
- Work with individual students and families to provide ongoing support to students in their transition from school.

#### **Service Function 4: Access Specialist Support Services**

Provide a range of customised support and guidance services to facilitate young people in re-engaging and setting out on pathways to sustainable learning and career outcomes.

##### **Action Areas**

###### 1. Multi-agency Approach

The service will ensure that the full range of young people's needs is addressed in collaboration with other services, from central and local government and the community.

###### 2. Case Management and Brokering Opportunities

Adopt a case management approach in providing individualised services to clients in need of support to transition from schools.

- Youth Transition Brokers provide out-reach services to 15/17 year olds
- Access customised support and guidance for young people to facilitate their re-engagement into appropriate work, education or training
- Work with individual students and families to provide ongoing support to students in their transition from school.

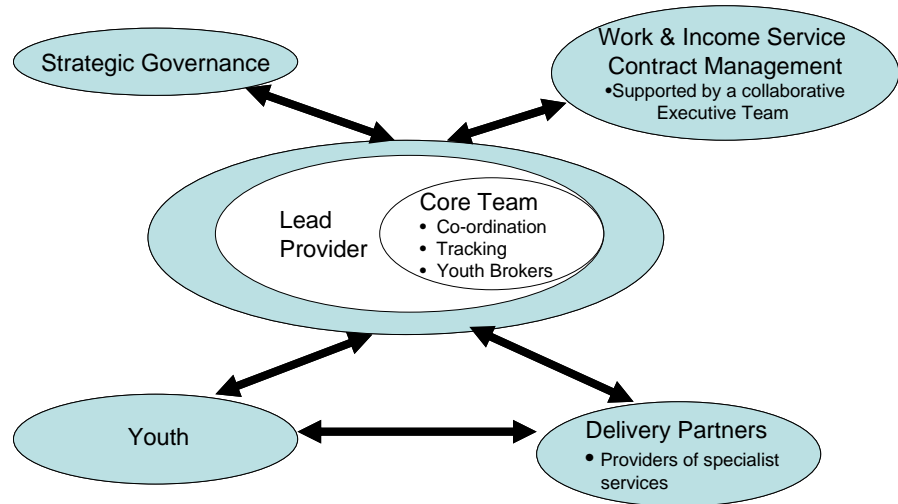
**Services accessed will depend on the needs of the individual client.**

###### Mentoring

Working with existing mentoring organisations on joint strategies and actions designed to increase the number and range of mentors across the City.

**Service Relationships**

The various governance and executive management relationships between the Lead Provider, core service delivery team, delivery partners and young people are set out below.



**Strategic Governance**

The strategic guidance is to be provided and developed through an on-going local governance framework to oversee co-ordination and implementation. The Lead Provider will be required to put in place the appropriate strategic governance group, or use an existing structure available to it.

The strategic governance group will plan, guide and support the Lead Provider to deliver outcomes under the Youth Transition Service and aim for continuous improvements in delivery.

**Service Contract Management**

The major public sector stakeholders in the Waitakere Youth Transition Service will be responsible for providing support to Work and Income in managing the service contract with the Lead Provider.

Roles of the major public sector stakeholders are outlined in the table on the next page.

Public Sector Agency	Activities	Individuals Responsible
Work and Income	<ul style="list-style-type: none"> <li>Jointly responsible for ensuring implementation meets the core objectives and core functions of the Youth Transition Service.</li> </ul>	Regional Commissioner.
Waitakere City Council	<ul style="list-style-type: none"> <li>Providing political leadership and support for the Youth Transition Service and on-going commitment to the Mayors Taskforce for Jobs.</li> </ul>	Mayor
Work and Income	<ul style="list-style-type: none"> <li>Contracting Lead Provider.</li> <li>Supervising Contract.</li> </ul>	Regional Contracts Manager
Work and Income	<ul style="list-style-type: none"> <li>Liaison between Lead Provider staff and local Work and Income Service Centres as required.</li> <li>Attendance at Strategic Stakeholder meetings.</li> <li>Monitoring of reporting requirements for MSD.</li> <li>Drafting Quarterly Reports for National Office.</li> </ul>	Regional Operations Manager and/or Social Development Manager
Waitakere City Council	<ul style="list-style-type: none"> <li>Jointly responsible for ensuring implementation meets the core objectives and core functions of the Youth Transition Service.</li> <li>Attendance at Strategic Stakeholder meetings.</li> <li>Monitoring of reporting requirements for community and Council.</li> </ul>	Community Partnerships Manager / Partnerships and Advocacy Leader Economic Development
Lead Provider	<ul style="list-style-type: none"> <li>Develop and implement agreed operational plan.</li> <li>Achieve all required outcomes by contracted timeframes.</li> <li>Recruit and manage staff.</li> <li>Liaise with other Youth Transition initiatives for support and sharing of best practice methodologies.</li> <li>Fulfil all contracted obligations.</li> <li>Maintain accurate records.</li> <li>Provide all required reports within timeframes.</li> <li>Arrange and facilitate all required stakeholder meetings.</li> </ul>	Lead Provider
Career Services rapuara	<ul style="list-style-type: none"> <li>Career Services will work closely with the Youth Transition Service to ensure synergy between the programmes run by Career Services for youth and other programmes where the Youth Transition Service will have a lead role.</li> <li>Develop collaborative relationships between the Youth Transition Service, Career Services and all other parties working with youth Transition.</li> </ul>	Regional Manager
Tertiary Education Commission	<ul style="list-style-type: none"> <li>Provide information and help to determine suitable training options for clients that are eligible for Youth Training placements.</li> <li>Referral about tertiary information, including working with Youth Transition Brokers to provide information on options.</li> <li>Input into strategic governance.</li> </ul>	Area Manager
Ministry of Social Development	<ul style="list-style-type: none"> <li>Co-ordination of various Ministries supporting youth development and the Youth Transition Service in Waitakere.</li> <li>Assistance with information relating to national policy which has a focus on youth, and potential for further alignment at national level.</li> </ul>	Co-ordinated through Work and Income Regional Commissioner

## Lead Provider

The Lead Provider will ensure there are sufficient staff employed to provide co-ordination and strategic alignment services as well as the operational delivery services. This is likely to require 5 Full Time Equivalent staff, two focused on working across the youth services sector and three delivering services to youth.

The Lead Provider will ensure that the necessary systems and processes are in place to effectively carry out the four service functions. It will take a line management responsibility for staff, under a wider strategic governance framework. It will also be responsible for providing the general administrative support such as accounting and HR systems to the staff of this Service.

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## Delivery Partners

Individual clients may need additional specialist support services. The Broker will be responsible for identifying additional service needs and developing a multi-agency approach to supporting an individual client. This might include the need to purchase services.

Examples of specialist support services include:

- Basic skills training
  - Mentoring
  - Counselling
  - Work and Income – benefit help, co-ordination with the Pacific Wave Strategy, assistance from Work Brokers on job opportunities, working with the 'whole family'.
  - In-work support (may be contracted through Work and Income, or through the contracted money which comes with this Service)
  - Parental peer support
  - English for speakers of other languages
  - Housing or accommodation support
  - Cultural and sporting activities
  - Clothing for job and training interviews
  - Family mentoring
  - Alternative education
  - Career planning through Career Services and Careers teachers
  - Drivers licence courses
  - Financial literacy
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## Involving Youth

A key action area is for the service to:

Develop mechanisms for the meaningful involvement of the target group of young people in the design, development, governance and ongoing evaluation of the new Transition Service.

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## Scheduling Delivery

Service delivery covers a two and half year period from January 2005 to 30 June 2007. This is in line with Government's funding years, i.e. the first 'year' finishes on 30 June 2005.

An initiation period will be required during the first one to three months as staff are recruited, processes are put in place to enable tracking, and services to youth commence. By April 2005 the service will be fully operational and achieving results.

The Tracking and Transitioning will flow over the course of a calendar year, and align with school years. However, outcomes will need to be reported for the financial year in which funding is secured.

## Budget Allocation

The table below shows the maximum figures for the Youth Transition Service in Waitakere. Tendering agencies would be advised to budget closer to \$500,000.00. The Tendering agencies should provide detailed budget breakdowns for the financial years:

- 1 January 2005 – 30 June 2005 (part-year).
- 1 July 2005 – 30 June 2006.
- 1 July 2006 – 30 June 2007.

There is also capacity for one-off costs in the first year. These are capped at a maximum of \$72,000.00. This will cover purchase of PCs, a printer, cellphones, signage, brochures etc.

Area	Comments	<u>Maximum amount</u> (GST inclusive)
School leaver follow ups	\$28.00 per school-leaver. Maximum of 1,250 in a 12 month period of time.	\$35,000.00
Specialist transition interventions	\$750 per school-leaver. Maximum of 300 in a 12 month period of time. (contracted to external suppliers such as mentoring services)	\$225,000.00
Personnel costs	Remember Fringe Benefit Tax, ACC etc has to be budgeted for as well as salaries.	
Other costs	(running costs of PCs and internet connection, printer, postage, printing, cellphone usage, lease of cars, running costs of cars, including insurance, first aid kits, contribution towards location expenses such as cleaning, rent)	
<b>Maximum Total:</b>		<b>\$550,000</b>

## Measuring Impact and Monitoring Success

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### Need for Hard & Soft Measures

The development of both hard and soft measures to monitor impact and success will be critical for the service's ability to learn from its experiences, respond to the labour market and to broker tangible opportunities for young people.

Measures will need to be jointly agreed under the strategic governance framework outlined above. In addition the Lead Provider will need to determine the appropriateness and acceptability of both hard and soft measures with its partner organisations, and particularly with Work and Income, who will be contracting for specific outcomes. In this way a joint understanding of what success looks like can be refined with those involved in the implementation of the service.

The detail of contracted performance measures between Work and Income and the Lead Provider will be negotiated as part of the tender contract.

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### Required Service Outcomes

#### Outcomes required by 30 June 2005

- Track at least 600 school-leavers and transition at least 120 of the 'at risk' 15-17 year olds by 30 June 2005.
- A comprehensive profile of young peoples service needs in Waitakere City is developed by 30 June 2005 and updated annually.
- A comprehensive stock-take and gap analysis of youth focussed agencies, their services, target groups, outcomes and gaps completed by 30 June 2005, and updated annually.
- Development of approach to align agencies in all sectors commenced by 30 June 2005.
- Waitakere secondary schools and other youth service providers are participating in the Youth Transition Service by June 2005.
- Students experience a seamless referral process between agencies by 30 June 2005 and beyond.

#### Outcomes relating to working across the youth service sector

- The profile is up-dated annually in 2006 and 2007 by 1 July.
- Development of a cohesive integrated network of providers that work collaboratively and in partnerships with each other.
- A joint programme is developed with existing youth providers that enhances capability and quality of services in Waitakere.
- Mechanisms are in place to enable the meaningful involvement of the target group of young people in the design, development, governance and ongoing evaluation of the service.

**Outcomes related to delivering services to Waitakere youth**

- Within a 12 month period, up to 300 at risk Waitakere school-leavers are transitioned and supported into sustainable pathways to long-term employment.
- Within a 12 month period, up to 1,250 of Waitakere's school-leavers aged 15-17 are tracked, to identify if they have successfully transitioned to further education, training or employment.
- Waitakere's 15-17 year olds have enhanced knowledge of work and training options.
- School-leavers' show confidence, are connected to their communities and have aspirations for their future.
- Increased self-worth through transitioning seamlessly from school to training, apprenticeship or employment.
- On-going mentor relationships developed with participants at a business and cultural level.
- Numbers of school-leavers on the Unemployment Benefit are reduced.
- Students take up the opportunity of continued learning whilst in employment through schemes such as modern apprenticeships.
- Skills shortages are addressed through school-leaver education of options.
- Individualised services are provided to assist young people to plan their next steps.

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**Continuous Improvement**

One of the key aspects of delivery is for the service to be, and encourage others to be, a learning organisation, striving for continuous improvement based on its own knowledge of what works and what is less successful.

As this is a new service it should be allowed to be experimental and innovative in approach, but to ground this in 'candid' review and evaluation. This evaluation would be on both progress towards outcomes and effectiveness of approach.

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## Summary of the Waitakere Youth Transition Service

<p><b>VISION</b> – All young people in Waitakere City are vibrant, optimistic and engaged in activities that give them a sense of self worth and connectedness.</p> <p><b>GOAL</b> – All 15 – 17 year olds in Waitakere City are in work, education, training or other activities that contribute to their long-term economic independence and wellbeing by 2007 and beyond.</p> <p><b>AIM</b> -Young people who are at risk of becoming disengaged have access to a range of vibrant, high quality co-ordinated services in Waitakere City that meet their needs and interests.</p>			
<p><b>WORKING ACROSS THE YOUTH SERVICES SECTOR</b> Focusing on Waitakere transition and youth support service providers</p>		<p><b>DELIVERING SERVICES TO WAITAKERE YOUTH</b> Focus on all resident 15-17 year olds experiencing difficulties in transitioning from school.</p>	
<p><b>Service Function 1: Co-ordination &amp; Strategic Alignment</b></p> <p>Build better local level strategic planning between government agencies, employers, schools, training providers, local authorities and community groups to raise the quality and suitability of the opportunities and services available for young people.</p> <p><b>Action Areas</b></p> <ol style="list-style-type: none"> <li>1. Profile of youth needs</li> <li>2. Stock-take and gap analysis</li> <li>3. Build collaborative networks</li> <li>4. Shared strategic planning</li> <li>5. A whole of community approach is developed to support young peoples transition from school.</li> </ol>	<p><b>Service Function 2: Adding Value to Existing Waitakere Youth Services</b></p> <p>Support Waitakere based youth service providers to develop and deliver quality services in response to young peoples needs.</p> <p><b>Action Areas</b></p> <ol style="list-style-type: none"> <li>1. Enhance existing service capability</li> <li>2. Co-ordinated labour market, training and education information available</li> <li>3. Active involvement of youth in service delivery.</li> <li>4. Supporting employers to develop sustainable work opportunities.</li> </ol>	<p><b>Service Function 3: Outreach &amp; Engaging Youth</b></p> <p>Follow up school leavers and engage with young people who are at risk of prolonged disengagement from work, education or training.</p> <p><b>Action Areas</b></p> <ol style="list-style-type: none"> <li>1. Early Identification of youth in need</li> <li>2. Tracking and Follow-up of school leavers</li> <li>3. Develop multi-agency consent Process</li> <li>4. Assessment of individual needs</li> <li>5. Promotion and accessibility of the Youth Transition Service to young people.</li> <li>6. Case management and brokering opportunities for youth to enter work, education or training.</li> </ol>	<p><b>Service Function 4: Access Specialist Support Services</b></p> <p>Provide a range of customised support and guidance services to facilitate young people in re-engaging and setting out on pathways to sustainable career outcomes.</p> <p><b>Action Areas</b></p> <ol style="list-style-type: none"> <li>1. Multi-agency approach</li> <li>2. Case management of clients and broking specialist support services</li> </ol> <p>EG, accessing mentors, social services supporting</p>
<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• A comprehensive profile of young peoples service needs in Waitakere City is developed by 30 June 2004 and updated annually.</li> <li>• The profile is up-dated annually in 2006 and 2007 by 1 July.</li> <li>• A comprehensive stock-take and gap analysis of youth focussed agencies, their services, target groups, outcomes and gaps completed by 30 June 2005, and updated annually.</li> <li>• Development of a cohesive integrated network of providers that work collaboratively and in partnerships with each other.</li> <li>• Development of approach to align agencies in all sectors commenced by 30 June 2005.</li> <li>• Waitakere secondary schools and other youth service providers are participating in the Youth Transition Service.</li> <li>• A joint programme is developed with existing youth providers that enhances capability and quality of services in Waitakere.</li> <li>• Mechanisms are in place to enable the meaningful involvement of the target group of young people in the design, development, governance and ongoing evaluation of the service.</li> </ul>		<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Track at least 600 school-leavers and transition at least 120 of the 'at risk' 15-17 year olds by 30 June 2005.</li> <li>• Within a 12 month period, up to 300 at risk Waitakere school-leavers are transitioned and supported into sustainable pathways to long-term employment.</li> <li>• Within a 12 month period, up to 1,250 of Waitakere's school-leavers aged 15-17 are tracked, to identify if they have successfully transitioned to further education, training or employment.</li> <li>• Students experience a seamless referral process between agencies by 30 June 2005 and beyond.</li> <li>• Waitakere's 15-17 year olds have enhanced knowledge of work and training options.</li> <li>• School-leavers' show confidence, are connected to their communities and have aspirations for their future.</li> <li>• Increased self-worth though transitioning seamlessly from school to training, apprenticeship or employment.</li> <li>• On-going mentor relationships developed with participants at a business and cultural level.</li> <li>• Numbers of school-leavers on the Unemployment Benefit are reduced.</li> <li>• Students take up the opportunity of continued learning whilst in employment through schemes such as modern apprenticeships.</li> <li>• Skills shortages are addressed through school-leaver education of options.</li> <li>• Individualised services are provided to assist young people to plan their next steps.</li> </ul>	

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## Appendix A – Consultation Fora Attendees

Over 110 individuals attended consultation events on behalf of the organisations listed below. They contributed to identifying the way to develop and establish a Youth Transition Service in Waitakere. Their time, effort and contributions have helped to shape this Strategic Action Plan, and we would like to take this opportunity to thank them.

Anau Ako Pasifika	Problem Gambling Foundation
AUT	Project K - Waitakere
Barnardos	Rutherford College
Bible College of NZ	Scripture Union Worker
Big Buddy	SHORE / Whariki Research
Bounce Back Training Ltd	St Dominics College
Career Services	Tagata Atumotu Youth Training
Child, Youth and Family	Te Plataata Trust
Community Action on Youth and Drugs (CAYAD)	Te Roopu Kaumatua O Waipareira
Department of Corrections	Te Taumata Runanga
Department of Internal Affairs - Waitakere	Te Ukaipo Mercy Initiatives for Rangatahi
Dingwall Trust	Te Whanau O Waipareira - He Ara Tika
Engineering & Industry Training	Te Whanau O Waipareira Trust
Enterprise Waitakere	Tertiary Education Commission
Enterprise Waitakere (Waitakere Gateway Cluster)	The Princes Trust
CEG	The Village Services Trust
Genesis Training Centre	Unitec New Zealand
Glen Eden CAB	Wai Health
Green Bay High School	Waitakere City Council
Group Special Education	Waitakere City Improving School Attendance Programme
Industry Training Federation	Waitakere College
ISAP	Waitakere Community Probation
James Family Waitakere	Waitakere WEA
Kauri Trust	Waitakere Wellbeing Collaboration Project
Kelston Girls High School	Waitemata District Health Board
Man Alive	WEST
Marinoto West, Woodford House, Waitakere Hospital	West Auckland ADHB Support Group
Massey High School	Work & Income
Massey High School - SCIL Project Massey Cluster	Youth Forensic Service
Ministry of Education	Youth Gambling Helpline
NZTE	Youth Horizons
Pacific Island Advisory Board	Youth Law
Pasifika Healthcare	