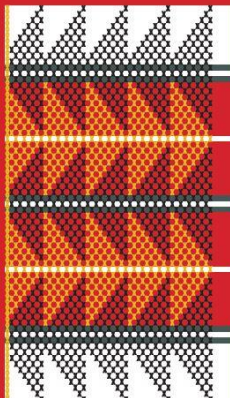


GROW · SUCCEED
THRIVE · ACHIEVE
ASPIRE · FLOURISH
KIA PUĀWAI
OUR YOUTH
OUR FUTURE

2016

ANNUAL REPORT



KUAKA

This pattern represents the Kuaka (Godwit) bird, a delicacy and important source of food for Māori.
Created by Marion Healey

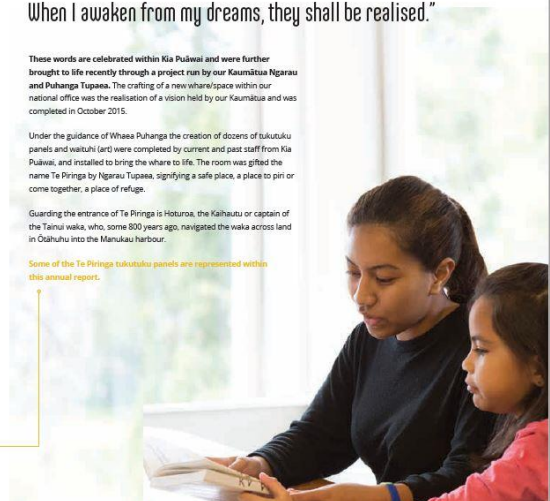
"I te ohonga ake I aku moemoeā, ko te puawaitanga o te whākaaro.
When I awaken from my dreams, they shall be realised."

These words are celebrated within Kia Puāwai and were further brought to life recently through a project run by our Kaumātua Ngarau and Puhanga Tupaea. The crafting of a new whare/space within our national office was the realisation of a vision held by our Kaumātua and was completed in October 2015.

Under the guidance of Whaea Puhanga the creation of dozens of tukutuku panels and waituhi (art) were completed by current and past staff from Kia Puāwai, and installed to bring the whare to life. The room was gifted the name Te Piriranga by Ngarau Tupaea, signifying a safe place, a place to piri or come together, a place of refuge.

Guarding the entrance of Te Piriranga is Hōturoa, the Kaihau or captain of the Tainui waka, who, some 800 years ago, navigated the waka across land in Ōāhuhu into the Mānukau harbour.

Some of the Te Piriranga tukutuku panels are represented within this annual report.





OUR YEAR IN REVIEW

As we take time to reflect on the past year and the achievements of our organisation, we first acknowledge the many young people, whānau and families that we have journeyed with over this period.

It is through their courage and hard work that we have been able to support them through changes that will help create a better future for them, and their mokopuna/ descendants.

This year we have seen huge changes in the social services sector that supports vulnerable young people in Aotearoa. During the year, the Children's Commissioner published the State of Care Report¹, followed by Minister Anne Tolley's Modernising Child Youth and Family Expert Panel Final Report². What remains clear (and is further supported by the findings and observations in these reports) is that substantial changes are needed to ensure that vulnerable young people in New Zealand get the very best care.

Youth Horizons/Kia Puawai has an unrelenting focus on creating better futures for rangatahi who are impacted by conduct problems through the provision of evidence-based and bi-culturally focused programmes. We began investing heavily in evidence-based services over 10 years ago and have been focused on bringing the best of these models, bi-culturally tailored, to young people in Aotearoa. We believe that evidence-based models offer consistent and demonstrable outcomes for young people who desperately need effective services.

In May 2016 we were able to add more capacity in supporting vulnerable young people in Te Tai Tokerau through the implementation of a second Specialist Behavioural Support Service (SBSS) contract. This new service progresses on from the successful SBSS Midlands pilot programme launched in March 2015. The new contract incorporates a number of existing Auckland teams and adds Functional Family Therapy and further FirstCare services to our existing Te Tai Tokerau regional team.

In October 2015 the organisation came together to both celebrate our Kaumātua Ngarau and Puhanga Tupaea and also hand them back to their whānau. Both Koro and Whaea had guided our journey for the past 10 years, however their health and family circumstances necessitated a change in their role with us. The festive farewell event was one to be remembered and a fitting tribute to a couple who have given so much to Kia Puawai.

In looking back over the year it is important to also acknowledge the critical role our practitioners and support staff play in delivering our results. While the journey can have challenges, the outcomes we achieve are great – our staff can stand proud in the knowledge that they have made a difference. Thank you all for your dedication and commitment in supporting the many rangatahi and whānau we work with.

Finally, as chief executive I would like to thank and acknowledge our outgoing board chair David Edwards for his dedication and commitment over the past nine years. Providing experienced governance to our organisation is no easy task – without the commitment and focus from our board of trustees, we could not achieve the outcomes for young people that we do. David will be stepping down from his role later in 2016. It is fitting that as we celebrate and reflect on our achievements through our annual report, we also pause to thank those who have contributed so much to what we are today and the foundation that this has built for the future.



Marion Heeney
Chief Executive



David Edwards
Board Chair

¹ www.ecc.org.nz/assets/Publications/State-of-Care-2015.pdf
² www.mca.govt.nz/documents/about-mca-and-our-work/our-programmes/investing-in-children/investing-in-children-report.pdf



TE TĀHŪHŪ O TAINUI

This pattern tells the story of the hauling of the large Tainui canoe from Waitematā Harbour to Manukau Harbour, across what is now known as Puhanga Road. With few to help haul the canoe, oars were used along with the power and mass of haka to clear the path. Created by Mavis Johnstone and whānau.

OUR VISION

Rangatahi flourish within their whānau and communities, free from conduct problems.

OUR MISSION

To provide evidence-based and bi-culturally focused programmes that create better futures for rangatahi who are impacted by conduct problems.

OUR KAUPAPA

Early in 2016, we began a journey to reflect on our mission as an organisation and consider whether it needed to be refreshed. This process of looking ahead and thinking about a future we are all working hard to create helped us to refine our organisational mission, and also define our vision – something we had not had before.

Our new vision statement brings to life the concept of a future where all young people are able to contribute meaningfully within a vibrant and flourishing community, and are not held back by the challenges associated with conduct problems.

This future is a focus point for us – a destination we are all motivated to achieve. As we journey towards this vision, our mission defines our approach and the

specific way we believe will most effectively achieve this. Our adoption of evidence-based practice, combined with a passionate bi-cultural focus, continues to be a defining feature in our service delivery as we progress on our pathway of supporting rangatahi who are impacted by conduct problems.

Supporting our organisational vision and ensuring we deliver consistently high standards and efficiency across our services has been a key motivation for our expansion in evidence-based programmes over the past decade. We now provide eight evidence-based programmes and have an effective outcomes and evaluation support team that constantly monitors our results and service impact.

The issues our practitioners face within their communities are complex. In most cases, Māori are over represented in our services.

We passionately believe that an evidence-based approach alone is not sufficient so since 2006 we have been intertwining our bi-cultural focus through the entire organisation. This has been a key factor in achieving our outcomes for rangatahi.



EVIDENCE-BASED MODELS

Multisystemic Therapy (MST)
Functional Family Therapy (FFT)
Incredible Years, Triple P, Cognitive Behavioural Therapy (CBT) as used in our FirstCare programme
Teaching Family Model (TFM)
Treatment Foster Care Oregon (TFCO – formerly MTFC)
Fostering Changes



Six of our evidence-based models are certified under the Blueprints for Healthy Youth Development, evidence-based model clearinghouse in the US. The other two models are certified under The California Evidence-Based Clearinghouse for Child Welfare.



IN-HOME TREATMENT SERVICES

Through our in-home services we deliver three evidence-based interventions including Functional Family Therapy (FFT), Multisystemic Therapy (MST) and our FirstCare service (Cognitive Behavioural Therapy, Triple P and Incredible Years).

Our in-home services are delivered across all of our operating regions and primarily work to support families/whānau (or care placements) where there is a risk of young people coming into care or their current placement breaking down. We have a long history of running in-home services in Aotearoa with our first MST team starting in 2004, FFT in 2009 and FirstCare in 2012.

OUTCOMES SNAPSHOT

These outcomes represent our work with rangatahi and their families/whānau who we have supported and discharged from our in-home services during the year (July 15 - June 16).

The placement at discharge, and engagement in education and employment results are based on all clients we supported (not just those who completed treatment). 'Clients' are defined as rangatahi who have progressed from referral stage to receiving the first session of an intervention.

"Ever since our FFT therapist starting working with my family, I reckon our family has come closer and I haven't been p...g Mum off and swearing. Thank you very much."

Letter from 12 year old girl after completing the FFT programme.

CHANGES IN BEHAVIOUR CICL ASSESSMENT*

79%

REDUCED PROBLEM BEHAVIOURS

47%

Reduction in problem behaviours

32%

Significant reduction in problem behaviours

21%

No reduction

* Refer to page 15 for more information on CICL

NUMBER OF CLIENTS INVOLVED IN IN-HOME INTERVENTIONS
who progressed during the year (July 15 - June 16)

2015 643 → 2016 809

46% MAORI
54% NON-MAORI

87%

17% INCREASE FROM 2015

COMPLETED TREATMENT

Clients who have completed 6-8 sessions & achieved specific model objectives

96%

PLACEMENT AT DISCHARGE

95%

ENGAGED IN EDUCATION OR EMPLOYMENT

10% INCREASE FROM 2015

TREATMENT FOSTER CARE

We provide specialised care for young people, as an alternative to more restrictive residential care, where out of home placement has become necessary.

Our interventions have a treatment focus to support young people back to family or a less restrictive setting. Our evidence-based models of practice include the Teaching Family Model (TFM), Treatment Foster Care Oregon (TFCO) and Fostering Changes.

OUTCOMES SNAPSHOT

These outcomes represent our work with rangatahi we have supported and discharged from our foster care services during the year (July 15 - June 16). 'Clients' are defined as rangatahi who have progressed from referral stage, to moving in with one of our foster carers and receiving treatment.

CHANGES IN BEHAVIOUR CICL ASSESSMENT*

66%

REDUCED PROBLEM BEHAVIOURS

33%

Reduction in problem behaviours

33%

Significant reduction in problem behaviours

34%

No reduction

* Refer to page 16 for more information on CICL

LENGTH OF STAY

RANGES FROM 1-53 MONTHS

AVERAGE LENGTH OF STAY: 9.8 MONTHS

NUMBER OF CLIENTS ENGAGED AND DISCHARGED FROM PROGRAMME

36

68% MAORI
32% NON-MAORI

57%

6% INCREASE FROM 2015

COMPLETED TREATMENT

Clients who participated in treatment and had a planned discharge

86%

OF CLIENTS MOVED TO A LESS RESTRICTIVE PLACEMENT

86%

OF CLIENTS WERE ENGAGED IN EDUCATION OR EMPLOYMENT AT DISCHARGE

66% FOR THOSE WHO HAD COMPLETED TREATMENT

EMERGENCY AND SHORT STAY RESIDENTIAL HOMES

Youth Horizons has two Lighthouse youth homes in Auckland, one for young men and one for young women. These five bed homes provide crucial support to Child Youth and Family and Police when emergency placements are needed. The service is designed to provide temporary unplanned or crisis care for 1 - 5 days. Young people referred to the Lighthouse range in age from 11 to 17 years. They have been either in an unsafe environment, have committed offences, or are exhibiting significant behavioural problems resulting in sudden placement breakdown.

OUTCOMES SNAPSHOT

These outcomes represent our work with rangatahi that we have supported at either of our Lighthouse services in Auckland during the year (July 15 - June 16).

"I was in and out of the lighthouse for 2 - 3 years. I'm now 17 years old and have a full-time job. I applied for this job not long after I got out of the girls home, I just wanna say thanks so much to the staff at the lighthouse! I realize how much of a blessing you guys are to my life. If it wasn't for the staff there being so supportive and believing me, I honestly wouldn't have returned home with the open mind I had"

Excerpt from letter sent to Youth Horizons by client who was involved in the Lighthouse service

2535

SAFE BEDNIGHTS DELIVERED

7% INCREASE ON 2015

Boy's Lighthouse

1523 BEDNIGHTS

146 ADMISSIONS

83% OCCUPANCY RATE

Compared with 69% in 2015

Girl's Lighthouse

1202 BEDNIGHTS

300 ADMISSIONS

66% OCCUPANCY RATE

Compared with 60% in 2015

TEACHING FAMILY MODEL GROUP HOMES

We run six residential group homes across the mid to upper North Island. Our model of practice in these homes is the Teaching Family Model (TFM) which we have been implementing over the past four years. As an organisation, we are in the final stages of preparation for our TFM accreditation which is due to be completed in October 2016.

OUTCOMES SNAPSHOT

These outcomes represent our work with rangatahi that we have supported and discharged from our Teaching Family Model group homes during the year (July 15 – June 16). 'Clients' are defined as rangatahi who have spent time in a TFM home and received treatment.

The seven challenges faced by rangatahi that we support through this service are reflected in the treatment completion figures. We maintain a focus on engaging rangatahi in our homes (to ensure treatment completion) while also ensuring we receive the right referrals for our service.

CHANGES IN BEHAVIOUR CICL ASSESSMENT¹

64%

REDUCED PROBLEM BEHAVIOURS

36% reduction in problem behaviours

28% significant reduction in problem behaviours

36% no reduction

¹ Refer to page 15 for more information on CICL

NUMBER OF CLIENTS
34

71% MAORI
29% NON-MAORI

47% COMPLETED TREATMENT

Clients who participated in treatment and had a planned discharge

75%

OF CLIENTS MOVED TO A LESS RESTRICTIVE PLACEMENT

61%

OF THOSE WHO DID NOT COMPLETE TREATMENT

100%

OF CLIENTS WERE ENGAGED IN EDUCATION OR EMPLOYMENT AT DISCHARGE

44%

OF THOSE WHO DID NOT COMPLETE TREATMENT

YOUTH SUPPORT SERVICE

In Waitakere we deliver two Work and Income contracts, a Not in Employment, Education or Training (NEET) service and a Youth Payment/Young Parent Payment (YPP/YPP) service. These two teams deliver targeted training, support, and Work and Income payments to over 1500 rangatahi each year from West Auckland.

OUTCOMES SNAPSHOT

During the year (July 15 – June 16) our Youth Service teams worked with 1661 young people. These numbers are based on a sum total of four quarterly reports.

"In the last few months since I've seen my Personal Advisor, I've accomplished getting my restricted licence, purchased a car, signed my papers to start my apprenticeship in carpentry and right now I am close to finishing a large-scale building project in East Auckland. Ever since I've been with Youth Horizons, life is just getting better and better. Sky's the limit!"

Leoni – Youth Service West

2016

521

ACHIEVING A QUALIFICATION OR MOVING OFF A BENEFIT

DOWN INCREASE

326

2015

96% ACTIVELY PARTICIPATING

Young people actively participating in the service since registered

76% EDUCATIONAL ENGAGEMENT

Young people engaged in education, training or employment

91%

70%

MENTORING AND TRANSITIONS

Our Ka Awatea programme is focused on supporting young people who are transitioning from Child Youth and Family care to Independence (CYFI).

The service works with rangatahi based in Auckland and provides a critical step in ensuring at-risk young people are supported to achieve positive outcomes as they transition out of state care into young adulthood and independent living. We also deliver the BreakThru programme which is focused on helping rangatahi who are involved with or at risk of being involved with youth gangs.

OUTCOMES SNAPSHOT

During the year (July 15 – June 16) we discharged 55 rangatahi from our mentoring and transition services.

LIVING SITUATION

Living situation is recorded where known at discharge from the programme

100%

REMAINED WITH FAMILY OR CAREGIVERS

87%

WERE WITH WHANAU, A PARTNER OR LIVING INDEPENDENTLY

¹ This number indicates the number of clients with a known living situation, 12 were unknown at discharge

ENGAGEMENT IN EDUCATION OR EMPLOYMENT

All clients are either disengaged or at significant risk of educational failure through truancy, disengagement or exclusion from school

52%

WERE IN EDUCATION, TRAINING OR EMPLOYMENT AT DISCHARGE

20%

OF SCHOOL LEAVERS WHO WERE IN CARE AND LEFT SCHOOL WITH NECA LEVEL 1 OR ABOVE²

² 2015 Children's Commissioner, State of Care Report: www.cco.org.nz/assets/Publications/SCC-State-of-Care-2015.pdf

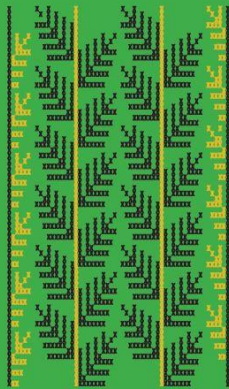
POSITIVE PROGRESS

A rating given by the therapist at discharge

85%

MADE POSITIVE PROGRESS THROUGH TREATMENT AS RATED BY THE THERAPIST AT DISCHARGE





HE RAU PONGA

This pattern represents what Captain Cook would have found when he first arrived in Aotearoa and the beauty he saw. The land was covered in green bushes and appeared beautiful. Ponga were dotted around like stars and the people knew that when ponga grew, water would be nearby.
Created by: Delinda Seymour-Wright

FINANCIAL RESULTS

During the year we grew our services through new provision in Te Tai Tokerau while also focusing on managing our cost base in a very constrained funding environment. We invested in a number of organisational development initiatives to improve our capability and increase efficiency. These initiatives had a positive impact on our financial results and enabled us to report a surplus of 2.4%.

STATEMENT OF CONSOLIDATED COMPREHENSIVE REVENUE & EXPENSES FOR THE YEAR ENDED 30 JUNE 2016*

Group	2016 NZ\$000	2015 NZ\$000
Revenue		
Non-exchange transactions	18,154	17,706
Exchange transactions	46	11
Other income	107	229
Total Revenue	18,309	17,946
Less expenses	17,866	17,648
Net surplus for the year	443	298

STATEMENT OF CONSOLIDATED CHANGES IN NET ASSETS/EQUITY

Group	2016 NZ\$000
Opening balance 1 July 2014 (previously reported)	4,387
Total consolidated comprehensive revenue and expense	298
Closing balance at 30 June 2015	4,685
Total consolidated comprehensive revenue and expense	443
Closing balance 30 June 2016	5,128

*These financial statements have been prepared (and 2015 is re-stated) in accordance with the new FRS standards reduced disclosure regime for Not-for-Profit entities.

TE PAE ARONGA TAITAMARIKI

The joint venture partnership Te Pae Aronga Taitamariki brings together Youth Horizons, Otangarei Trust and Ngāpuhi iwi Social Services.

This partnership has been running for over three years and has enabled Youth Horizons to grow our support services for young people in Te Tai Tokerau. Through the partnership, the three organisations set up a governance structure to oversee the Kaitiaki Social Sector Trial, which began in 2013. During the year, the Ministry of Social Development announced that the trial programme would be drawing to a close in September 2016. We have been fortunate to retain our two key staff in the iwi who have been working on transitioning the project back to local community groups and stakeholders.



Functional Family Therapy North Island

One of our therapists named Jackie recently received this card from a young person and his mother, who had completed our Functional Family Therapy programme.

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