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

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

OUR YEAR IN REVIEW
If 2017 gave us an opportunity to reflect on Youth Horizons’ 20-year journey, 2018 was very much a year to look to the future.

The change in Government saw the beginnings of a new backdrop to our sector, with two early developments as part of the Government’s ‘first 100 days’. The first was the introduction into Parliament of the Child Poverty Reduction Bill. The intention to set clear targets for reducing child poverty is welcome, as is the promise it brings for so many children and their families. We look forward in time to playing our part in making that promise a reality.

The other key development within the sector was the establishment of the Royal Commission into Historical Abuse in State Care. Soon after, sector providers, including Youth Horizons, were engaged to help the Government develop a claims process for managing historic claims. This was an important step to helping ensure claimants have access to a process that is both fair and transparent.

With strong support from the Board, Youth Horizons continued to work with tamariki Māori and their whānau to ensure Te Ao Māori is reflected in our approach to treatment and service delivery and, in turn, our outcomes for Māori. With this in mind, a comprehensive cultural needs analysis was completed during the year.

Undertaken by the Māori Leadership Group, the analysis showed a strong foundation of cultural competence across the organisation. Staff also reaffirmed their commitment to our bicultural journey, while we received many fresh ideas about how we could take our cultural competence to the next step.

Common interests, common goals
An important theme for Youth Horizons over the year was building our relationships and, within that, sharing our experiences and learning from others. This activity involved many people from across our organisation and had both domestic and international dimensions.

Our position as one of the larger youth sector NGOs means we engage with our funders at many levels, particularly Oranga Tamariki. Our engagement with the Ministry was both positive and useful as their leadership team and staff work to consolidate their developing focus.

In September, the Chief Executive of VOYCE Whakarongo Mai, Dr Ainsleigh Cribb-Su’a, spoke to a conference alongside three young people from their youth advisory team. They made an impassioned plea for the voices of children in care to be given greater primacy. This is a message we very much support and resonates with our plans to establish our own youth advisory group in FY19.

There continued to be much interest in our work from across the Tasman. Early in the year, we hosted representatives of the Victorian Department of Health and Human Services, to hear about our experiences with programme implementation and caregiver recruitment. In September, we were pleased...
to agree a sponsorship arrangement with Berry Street to support the Victorian-based provider implement the Teaching Family Model in some of its homes before a wider roll-out across the state – making Berry Street the first Australian provider to deliver the model. You can find out more about this sponsorship arrangement on P.16.

High fidelity
A key part of ensuring the fidelity of our programmes is the regular quality improvement activity we undertake both here and overseas.

In April, Youth Horizons were present at two key events in the United States. The first was the Teaching Family Association Annual Conference and Board meeting. This proved a worthwhile opportunity to source support both for our own ongoing development and for the work we’re doing to support Berry Street. The second is the Blueprints for our own personal development. This focus on the delivery of this proven in-home programme as well as on ways to strengthen relationships and, within that, sharing learning from others.

In March, Teaching Family Model (TFM) colleagues met at Mokai Kainga to plan for the year ahead. On the agenda was the need to start preparations for our triennial TFA accreditation review set for early 2019, which will cover our TFM foster care services for the first time. A few months later, we graduated the first caregiver in New Zealand to become certified as a TFM practitioner. This was a great achievement and a significant milestone for the TFM programme. See more about this achievement on P.7.

In June, we hosted a Multisystemic Therapy (MST) hui in Auckland with representatives of the five other New Zealand MST providers to explore development opportunities and future planning for MST. We believe the opportunity to grow this highly effective service will best be achieved through work across the sector – something we very much welcome.

Youth Service West continued to grow client numbers for its NBET service, which helps young people stay in education, training or work. This growth was driven by innovative processes and unwavering support for local youth. Confirmation from the Ministry of Social Development that there will be more funding for NEET clients in FY19 served as a great indication of the team’s success.

Treatment Foster Care – a year of growth
Treatment Foster Care Oregon (TFCO) is an internationally proven programme offering an intensive wrap-around service for young people with severe conduct problems. Youth Horizons have been providing TFCO since 2009. Maintaining programme fidelity is crucial to achieving the best outcomes. So, it was exciting news when we received confirmation in December that our TFCO Waikato team had achieved accreditation. This was the result of a monumental effort by all our TFCO members and there was a real sense of pride amongst colleagues in their achievement.

Not long after this important milestone, we hosted a TFCO hui in Auckland with our staff and with experts from the United States. This helped set the scene for TFCO’s expansion, which got underway in April with TFCO services set to grow from 5 to 10 beds in the Waikato and from 9 to 10 in Auckland. TFCO expansion had been mooted in different forms throughout the year. Back in August 2017, we met with TFCO senior leaders from the US, including TFCO President John Aarons, along with our Oranga Tamariki partners, so it was pleasing to see the preparatory work starting to come to fruition.

Our people, our culture
In May, we carried out our first organisation-wide staff engagement survey since 2013. The survey findings provided us with a strong foundation to continue our work toward our goal of making Youth Horizons a great place to work.

Our people, whether caregivers, frontline staff or the people behind the scenes who support them, make Youth Horizons what it is today. So, we were all affected by the sad loss in May of friend and colleague Joye Liddon. Joye was a much loved and respected member of our whānau, delivering services in Taranaki. Her passing was particularly tough for colleagues in the Midland region, but the team found the strength to rally round each other, with the support of the wider Youth Horizons whānau. The loss reminded us all about the value of manaakitanga and the need to support others in all that we do.

Thank you
We’ve had another busy but rewarding year and there are many to acknowledge for contributing to our success.

Firstly, thank you must go to all our caregivers and our staff for their commitment, their mahi and their aroha. Our people supported and made a difference in the lives of more than 3000 young people during the year.

Thank you also needs to go to our various supporters: our donors, volunteers and our partners from both the charity and corporate sectors.

We look forward to the year ahead. On the horizon there are both opportunities and challenges, but as an organisation we believe we are well placed for both. Most of all, we look forward to helping many more young people and their families and whānau to flourish.

LA-VERNE KING
Board Chair

MARION HEENEY
Chief Executive / Kaiwhakahaere

He tino nui rawa o mahi, kia kore e haere tonu
He tino nui rawa o mahi, kia kore e haere tonu

Kua tawhiti ké to haerenga mai, kia kore e haere tonu
We have come too far, not to go further
We have done too much, not to do more
WHAT WE ACHIEVED FOR MĀORI

Youth Horizons is committed to the continuous development of an effective bicultural approach that meets the needs of Māori rangatahi who use our services. Our kaupapa and our core values of aroha, whanaungatanga, wairuatanga and manaakitanga underpin our services and are integrated throughout our organisation. The completion of the cultural needs analysis during the year will help inform the next steps of our bicultural journey.

During the year we recorded outcomes for 1037 young people, of which 929 were in in-home treatment services, 52 were in foster care treatment, 24 in Teaching Family Model group homes and 32 in transition from care to independence.

Pleasingly, the results showed that a high proportion of young people achieved positive outcomes in areas including treatment success and engagement in education. Within this group, Māori also achieved high results and although there has been positive progress, Māori trailed non-Māori by relatively small margins in the four areas recorded. Narrowing this gap will be a key focus over the coming year as we work to achieve equitable outcomes for our Māori rangatahi.

MEET OUR GROUNDBREAKING CAREGIVER, DIANA MEIJ

Originally from the Seychelles, via South Africa, Diana Meij has been a caregiver with Youth Horizons for three years. Now living in the Bay of Plenty, Diana became the first caregiver in New Zealand to become certified as a Teaching Family Model (TFM) practitioner. This was a great achievement and a significant milestone for the TFM programme.

Diana, what made you decide to become a caregiver?

It’s my calling. Education should start at home from the beginning. If children have got that foundation they’ve got a better future. For me this means doing that for those who have been traumatised. That’s one of the reasons I decided to become a caregiver.

On a typical day, what sort of activities do you do with the young person in your care?

On school days, I’ll get up in the morning with my young person and watch or help her get her lunch together. I feel it is so important that she makes the choice of what she takes for lunch. I also plan projects for us to do too. At the moment we’re doing a bit of a garden project – we’re building a fairy garden with pots. I try to create projects and I’m now gathering arty stuff for the next project. We’re trying to do a little something like a scrap book.

What keeps you going when things are getting tough?

Knowing that it’s going to get better. There’s no other way. I keep saying, it’s tough now, but it will get better. And it does. If you manage it correctly it will get better. Remember that none of this can be as tough as where our children have come from. So chin up and appreciate our great interventions.

What is the best thing about being a caregiver?

Seeing the changes. Seeing the young person coming in all crumpled, and then blossom into a real person. That’s amazing. You cannot put words to that. Seeing the confidence being built up and the empathy.
Building a Great Place to Work

In 2017 Youth Horizons established a new set of audacious goals to sit alongside our strategic goals. One of these new goals is to be recognised as a great place to work.

With this in mind, we carried out our first staff engagement survey since 2013. There was a strong response rate amongst staff and the findings from the survey, and from annual surveys to follow, will be an important tool to track our progress. We also worked to improve and consolidate key systems in the People and Capability space. This included further embedding our performance management system, Te Waharoa. We reviewed and modernised a number of human resources policies and guidelines to better reflect the challenging work we do. We introduced birthday leave for our employees and a new benefit scheme for both staff and caregivers.

While our Māori Leadership Group delivered an organisation-wide cultural needs analysis, our Pasifika in Partnership Komiti (PIPK) continued to help build our collective understanding of Pacific culture. The Komiti, comprising Pasifika employees, led our activities to celebrate the Pacific language weeks as well as much enjoyed staff engagement initiatives such as our Whānau day event. Near the end of the year, staff celebrated the opening of a new collaborative space in our Mt Wellington headquarters. Manawa is a central place to meet, share and work collaboratively. Its design speaks to our values and offers a fresh, contemporary environment incorporating modern technologies for office-based and mobile staff.

Going Above and Beyond

One of the ways we acknowledge the fantastic work of our colleagues is through our annual staff awards.

The supreme award, the Chief Executive’s Award, goes to a staff member for their outstanding contributions to the organisation, for excellence in their role and advancing Youth Horizons and the work we do. Natasha Tamiano (above) is the Practice Leader for the Auckland Specialist Caregiver Programme and is the holder of the Chief Executive Award.

“This is my first management role in my career and it has been an absolute joy. The help and support of the great managers around me continuously builds me up to be the best I can be – I am a product of their hard work and investment,” said Natasha.

“The award has given me motivation to keep pushing myself, as well as my team. At the end of the day, even the simplest of tasks, as long as they are done well, make the biggest impact. This award has also been a great acknowledgement to my team for the support they give in working alongside me. I was absolutely honoured and privileged to receive such a prestigious award.”
Youth Horizons delivers a range of evidence-based programmes that meet the needs of children, young people, families and whānau from different backgrounds.

Our programmes focus on therapy in the home, parenting support, bringing families back together, and foster care and group home placements. We also deliver services to meet the needs of specific groups, such as our Youth Support, Transitions and Short Stay Residential services. Our services are underpinned by the philosophy that young people should be empowered to fully participate in family/whānau, community and other pro-social activities.

Youth Horizons provides a range of interventions to improve the lives of children and young people who are dealing with behavioural, emotional, mental health or development issues. During the year we worked with more than 3000 young people and their families and whānau. The year saw a further increase in the number of clients receiving in-home treatment continuing the strong growth recorded in the past two years.

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ENSURING SATISFACTION

For Youth Horizons, it’s important that we seek the views of our young people, their families and key stakeholders from within the community. We use this information to drive our quality improvement activity and ensure our services meet the needs of those who use them.

In May and June, we surveyed children and young people who were engaged in our evidence-based services to seek their feedback. Their level of satisfaction was very high at 92%. The things they found most helpful about our services were how they helped meet their needs, how they supported them to control their feelings and anger and how they helped to solve family problems.

We surveyed parents and caregivers, who also recorded a very high level of satisfaction, at 96%. They found the most helpful elements of our services were having an ‘outside’ person providing advice, having access to great ideas and support, and that they could be open and honest and not worry about being judged.

There were some 130 respondents to this year’s stakeholder survey, coming from organisations that included District Health Boards, Oranga Tamariki, Ministry of Education, health and education providers and the Department of Corrections. Their satisfaction level was also very high at 91%.

MICHAEL’S STORY

Michael† was living at home at the time of his offending. His mother was struggling with drug addiction, and violence had become a regular feature of his life. He had also experimented with drugs and alcohol and made friends with other young people involved in offending in his local area. His own offending began with shoplifting and relatively minor offences, however he soon progressed to serious violent offending. This led to him being placed in a secure residence. On his discharge three years later at age 16, he was accepted into the TFCO programme with one of the programme’s most experienced caregivers.

From the time Michael came into the programme there was a strong focus on supporting him to engage with prosocial peers and education. At times there were set backs however the close supervision and support provided helped Michael stay offending-free. An important success came with his achievement of NCEA Level 1. Michael also received an end-of-year award for a special project he completed, which helped someone he knew with a disability gain greater mobility around the home. From this point, Michael went from strength to strength and was accepted into an apprenticeship scheme. He has built a network of supportive peers and adults and with the right supports Michael will continue to progress in his personal and professional life.

†Not his real name

FOSTER CARE TREATMENT

Youth Horizons delivers specialist foster care programmes for young people when out-of-home placements are necessary. These programmes are Teaching Family Model foster care (TFM), Treatment Foster Care Oregon (TFCO) and our Specialist Caregiver Programmes (SCP).

Referrals to these programmes take place when family relationships have broken down, and/or there is a risk to school attendance or the possibility that a young person may go into state care.

The programmes provide a high level of treatment support and are a less restrictive and lower cost alternative to secure residential care. This year saw an increase in treatment success, building on a similar increase to last year, with 73% of young people successfully completing their programme. There was also an increase in the proportion of young people who returned home or moved to a less restrictive placement – up by eight percentage points. The proportion of young people who were engaged in education at discharge remained high at 81%. Of those 39 young people, 8 were reengaged with school during their programme.

This year we introduced a new measure to assess the level of positive progress made by the time a young person is discharged. The assessment is based on whether the young person achieved their intended outcomes; there has been a change in their situation; and evidence of a general improvement in behaviour. Some 88% of young people in our foster care programmes showed positive progress.

FAST FACTS

Youth Horizons engaged and discharged from foster care programmes

- 73% Treatment success
- 77% returned home or moved to a less restrictive placement
- 81% engaged in education at discharge
- 88% made positive progress

PARENTS/CAREGIVERS

96%

of 88 responses from parents and caregivers reported they were satisfied or very satisfied

YOUNG PEOPLE

92%

of 75 responses from young people reported they were satisfied or very satisfied

STAKEHOLDERS

91%

of 130 responses from stakeholders reported they were satisfied or very satisfied

96%

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of 88 responses from parents and caregivers reported they were satisfied or very satisfied

of 75 responses from young people reported they were satisfied or very satisfied

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ADAM’S STORY

Adam, 14, moved in with his father, step-mother, and younger half siblings after an incident involving a serious assault on his biological mother, resulting in charges being laid. Adam lacked insight into the triggers that led to his violent outbursts, which meant there was a significant risk of the placement breaking down. Adam’s father and step-mother were concerned that he would harm them or his younger siblings. The FFT therapist met with the family on a weekly basis over a period of five months. They supported the family to learn new skills around regulating their emotions, effective communication and thinking errors. The work was intensive, but the family found it significantly strengthened their relationships, improved their feeling of safety and ensured placement stability for Adam. The FFT therapist also supported the family to access the appropriate services to help maintain the changes that had taken place during therapy.

†Not his real name

IN-HOME TREATMENT SERVICES

Our in-home treatment services are designed to meet the needs of children, young people and their families/whānau where challenging conduct, anti-social behaviour and/or mental health issues are prevalent.

Youth Horizons delivers three evidence-based in-home interventions: Functional Family Therapy (FFT), our FirstCare programmes (Triple P, Cognitive Behavioural Therapy (CBT) and Incredible Years) and Multisystemic Therapy (MST), which we offer in the Auckland region. There was a slight decrease in the overall number of clients engaged and discharged following the very high numbers recorded in the previous year, however contract volumes were met.

The programmes continued to show a very high proportion (95%) of young people being maintained within the family unit free of a placement breakdown. Likewise, the percentage of young people engaged in education at the point of discharge remained very high at 90%. This includes 29 young people who were reengaged in education during their time using our services. In addition, some 82% of young people in our in-home treatment services made positive progress.

FAST FACTS

929 clients engaged and discharged from the programmes
79% completed treatment
95% remained in the family home/avoided moving to a more restrictive placement
90% engaged in education at discharge
82% made positive progress

NADIA’S STORY

Nadia was 14 at the time of her referral to MST. Due to her mother’s own offending behaviour and violent background, she had not always been able to parent her daughter. Over the years, Nadia moved through multiple whānau placements, which had all broken down. Nadia’s aggression towards caregivers as well as her constant running away, her refusal to attend school and self-harming were constant issues.

Nadia indicated her hope to live with her mother however there were concerns about her capacity to parent and keep her safe. At the time of the referral to MST, Nadia’s mother had recently completed a drug rehabilitation programme, however it was very early in her drug free journey and there were concerns that Nadia’s behaviour would jeopardise her rehabilitation. Nevertheless, the decision was made that Nadia could remain at home with her mother providing they engaged with MST.

Both mother and daughter were reluctant to work with the therapist at first. The MST team persisted and made time to meet with the whānau in their own home at times that suited them. The barriers to therapy were gradually overcome and both Nadia and her mother became active participants, making use of on-call support, trying out new ideas and reporting the positive effects of new approaches.

After 22 weeks there were significant changes in Nadia’s behaviour due largely to the use of consistent boundaries and a supportive parenting style. The occurrence of self-harm behaviour and threats decreased from daily to monthly. Nadia was attending school several days a week and conflict in the home was no longer at harmful levels. Due to the generalisation of skills and the setup of ongoing support, Nadia continued to make progress and maintain the placement with her mother.

†Not her real name
SOPHIE'S STORY
Sophie began her journey with Youth Horizons at one of our Teaching Family Homes when she was 13. Her whānau were struggling to deal with her challenging behaviour and her studies were suffering.

An early assessment identified how we could support Sophie address her trauma history. She settled into the home well, developing the skills to help manage her anger and better express her feelings.

While she still ran away the frequency reduced over time. Sophie continued her education, through courses offered by local education providers and began taking part in community programmes. During this time Sophie maintained contact with her whānau.

At a family conference review, it was agreed Sophie had made significant progress since joining the programme. Supported by our team, Sophie had been having regular home leave with her aunt and expressed her hope to return to her care. This was agreed at the review and Sophie graduated the programme.

As part of the whānau placement plan, Sophie was enrolled at high school while our Functional Family Therapy team supported both aunt and niece to ensure the placement’s success, and help Sophie maintain the skills learnt at the group home.

Before and after assessments showed Sophie made a marked improvement in many areas, including her behaviour at school and at home; her moods and emotions; and reducing self-harm and substance abuse, in turn evidencing Sophie’s successful graduation from the programme.

†Not her real name

ADVANCE AUSTRALIA CARE
Berry Street celebrated its 140th birthday in 2017 and, as part of their commitment to evidence-based models, sought Youth Horizons’ support in their development as a Teaching Family site. The two organisations agreed a sponsorship arrangement in September to assist Berry Street to become the first provider in Australia to develop the model.

Berry Street made use of a staged implementation across a small number of residential and foster care homes at first, with the intention to extend to their other services across Victoria. Our work involved a site assessment, delivering training to Berry Street staff in both Australia and New Zealand, and supporting their senior leadership team as they embraced the model. A real highlight was hosting some of the Berry Street team at a noho at Te Tahawai Marae in August.

Over the next couple of years, we will support the development of the TFM integrated standards and assist Berry Street on their journey towards TFM accreditation. The model has led to significant and measurable improvements in the lives of many young people and we look forward to continuing our work with Berry Street as they develop their Teaching Family and other evidence-based model expertise.

TEACHING FAMILY MODEL GROUP HOMES
Youth Horizons uses the Teaching Family Model (TFM) in five residential group homes in the North Island. TFM is designed to help young people reach their potential and equip them with the skills they need to be successful at school and within the wider community.

This goal-based, monitoring and coaching model has led to significant and measurable improvements to the lives of many young people. A key factor in its success is the individualised approach delivered by house parents and frontline staff to meet the needs of each young person in the programme.

We recorded some very positive outcomes in the group homes with a nine percentage point increase in treatment success over the year before, while the proportion of young people who were discharged to a less restrictive placement jumped by 19 percentage points to 88%. Māori recorded some particularly positive results in both treatment success and the newly introduced success measure around making positive progress. The year did see a drop in the number of young people engaged in education at discharge and this will be an area of focus in the coming year.

FAST FACTS
24 YOUNG PEOPLE DISCHARGED
71% TREATMENT SUCCESS
88% moved to a less restrictive placement
64% were engaged in education at discharge
73% made positive progress

This image is of a model
DEME’S STORY

Demetrius, or Deme as she’s better known, is 19 and the mother of Casey, aged three and Jayce, almost one. Deme started engaging with YSW’s YP-YPP team in 2016. Deme had been going through some tough times and had been living with her sons in transitional emergency housing. She kept in regular contact with her YSW coach while looking for a more stable home. When she found one, YSW helped with the relocation costs, household items and other assistance.

After a few months Deme and her boys had become settled, allowing her to refocus on her education and her dream of becoming a Registered Nurse. Deme enrolled in a Level 3 Nursing Pathway at Unitec with the goal of doing a Nursing degree. Deme is an amazing mother and it’s no surprise that her dream job involves caring for others.

In March, Marion Heeney presented Deme with a laptop and OfficeSuite on behalf of the Charles Bennett Estate and Youth Horizons. Deme was one of three YSW clients who received support from the Charles Bennett Fund during the year. Deme was grateful to have her own laptop and will be using it for her Bachelor of Nursing studies. Deme is an inspirational young woman with determination and potential and has a real desire to give back through her future career.

YOUTH SUPPORT SERVICE

Youth Service West, based in West Auckland, supports young people to find the best options for education, training or employment, through the NEET† and YP-YPP‡ services.

NEET provides mentoring, advice and support to help keep young people in work, education and training. The NEET team continued their focus on service quality and community engagement to sustain the growth in client numbers that started in the previous year. This meant the team was well prepared for the ageing out of a large number of young people in April.

YP-YPP provides a wrap-around package of support for young people who receive youth payment or young parent payment. The YP-YPP service saw a positive improvement in retention rates with some 79% of clients staying in the service for more than 3 months, an eight percentage point increase on the year before.

Of our YP-YPP clients, 93% completed career planning; 76% met their obligations relating to Early Childhood Education/Well Child and parenting courses, while 82% completed budgeting courses.

Retention rates for the NEET service were also very positive with only 1% of young people leaving the service before the three-month mark. The Ministry of Social Development’s confirmation of funding for additional NEET placements in FY19 serves as a positive indication of the team’s success during the year.

Three young people in YSW services were recipients of the Charles Bennett Estate Fund. All were supported while completing their studies. One young person is doing a diploma to be a personal trainer and one is using her funding on studies to pursue her goal of working in the film industry. The third, Deme, is using her support to advance her nursing studies – see her story on the next page.

FAST FACTS

YOUNG PEOPLE SUPPORTED THROUGH YOUTH SERVICES – 882 IN NEET AND 413 IN YP-YPP

1295

106 young people gained their driver’s licence

746 completed or continuing through

312 qualifications were gained

†Not in Education, Employment or Training

‡Youth Payment/Young Parent Payment
Ka Awatea provides support to young people as they transition from the care of Oranga Tamariki to independent living. The voluntary programme is offered across Auckland for young people aged 15 to 20.

By the end of June 2018, of the 95 young people who participated in Ka Awatea during the year:

- 85% were in safe and stable accommodation or making positive progress to achieving this
- 74% were engaged in education, training or employment or making positive progress to achieving this
- 84% had natural supports or were making positive progress to building these
- 78% had skills for independent pro-social living or were making positive progress in this area.

The number of young people coming through Ka Awatea to gain skills, such as learning to drive or finding employment and/or housing continues to grow. Some 81% of young people made positive progress at the point of discharge. This is a particularly positive outcome given the voluntary nature of the programme and the challenges this group of young people face on a day-to-day basis.

The Ka Awatea team have made strong gains on the year before, with improvements in most of the pro-social indicators we track. These included those who were engaged in education, training and employment and those who had skills for independent and pro-social living at discharge.

Youth Horizons operates two Lighthouse homes in Auckland, one for boys and one for girls aged between 11 and 17. The service provides temporary unplanned or crisis care for between one and five days.

Young people referred to a Lighthouse have typically been in an unsafe environment, committed an offence or need an alternative place to stay due to a sudden placement breakdown.

Both Lighthouses recorded a drop in the number of bed nights required over the previous year. This was mainly due to a lower number of young people than normal staying in the Lighthouses over the Christmas period when the Youth Court isn’t sitting.

We had the opportunity to extend an education programme into the Lighthouses during the year. These services have proven useful in the past by identifying individual learning needs and ways to support the young people to look at future educational interests.

<table>
<thead>
<tr>
<th>FAST FACTS</th>
<th>32</th>
<th>CLIENTS DISCHARGED FROM KA AWATEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>69%</td>
<td>2222</td>
<td>SAFE BED NIGHTS DELIVERED</td>
</tr>
<tr>
<td>81%</td>
<td></td>
<td>BOYS</td>
</tr>
<tr>
<td></td>
<td>66%</td>
<td>1200</td>
</tr>
<tr>
<td></td>
<td>125</td>
<td>125</td>
</tr>
<tr>
<td></td>
<td>70%</td>
<td>1022</td>
</tr>
<tr>
<td></td>
<td>114</td>
<td>114</td>
</tr>
</tbody>
</table>
FINANCIAL RESULTS

During the year, we delivered increased bed nights for our 1:1 Shared Care programmes and for rangatahi with high and complex needs. The number of young people participating in our Youth Service NEET (Not Engaged in Employment, Education or Training) programme grew by over 60% to 570 at year end.

Ongoing prudent financial management across Youth Horizons continued through the year under review and has supported a 2.6% surplus. The current year's surplus has helped to further build Youth Horizons' net assets and the Board has approved that a portion of these reserves be utilised during the next financial year for future growth, research and development initiatives.

STATEMENT OF CONSOLIDATED COMPREHENSIVE REVENUE & EXPENSES

For the year ended 30 June 2018

<table>
<thead>
<tr>
<th>Group</th>
<th>2018 $NZ000</th>
<th>2017 $NZ000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-exchange transactions</td>
<td>19,845</td>
<td>18,669</td>
</tr>
<tr>
<td>Exchange transactions</td>
<td>167</td>
<td>37</td>
</tr>
<tr>
<td>Other income</td>
<td>191</td>
<td>144</td>
</tr>
<tr>
<td>Total revenue</td>
<td>20,203</td>
<td>18,850</td>
</tr>
<tr>
<td>Less expenses</td>
<td>19,679</td>
<td>18,225</td>
</tr>
<tr>
<td>Net surplus for the year</td>
<td>524</td>
<td>625</td>
</tr>
</tbody>
</table>

STATEMENT OF CONSOLIDATED CHANGES IN NET ASSETS/EQUITY

<table>
<thead>
<tr>
<th>Group</th>
<th>2018 $NZ000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance 1 July 2016</td>
<td>5,138</td>
</tr>
<tr>
<td>Total consolidated comprehensive revenue and expense</td>
<td>625</td>
</tr>
<tr>
<td>Closing balance at 30 June 2017</td>
<td>5,763</td>
</tr>
<tr>
<td>Total consolidated comprehensive revenue and expense</td>
<td>524</td>
</tr>
<tr>
<td>Closing balance 30 June 2018</td>
<td>6,287</td>
</tr>
</tbody>
</table>