

20 YEARS
1997-2017

YOUTH HORIZONS | KIA PUĀWAI



YOUTH HORIZONS | KIA PUĀWAI
Our youth, our future

2017

ANNUAL REPORT



MANAAKITANGA

EMPOWERING PEOPLE TO HAVE MANA

STRENGTH

POWER

DIGNITY

CHERISHING & SUPPORTING

INTEGRITY & HUMILITY

PRESTIGE

SHARING YOUR OWN MANA

HOSPITALITY

COMPASSION

HOSTING

STATUS

NURTURING

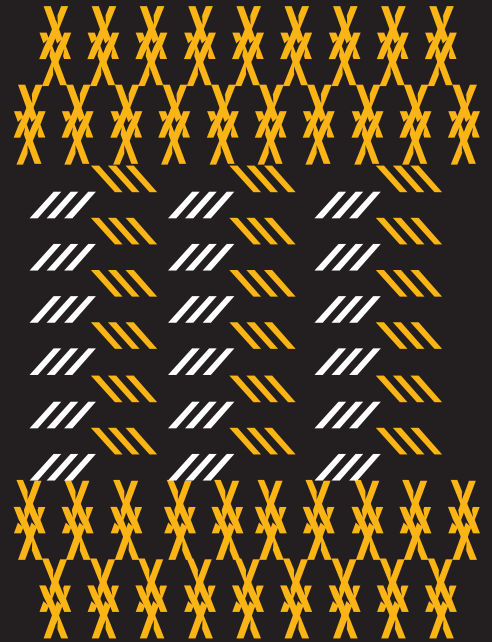
RESPECT

MANA

CARING

ENCOURAGING

DEMONSTRATED PRACTICALLY & SPIRITUALLY



AROHA

ARO KI TE HA — ALERT TO THE BREATH

GOOD INTENTIONS

CONNECTIONS

LOVE

LOOKING AFTER EACH OTHER

ALLOWING PEOPLE INTO YOUR SPACE

KINDNESS

HONGI

NURTURING

EMPATHY

DEEP CONNECTION

KEEPING PEACE

RESPECT

SUPPORT

WARMTH

SHARING LIFE ESSENCE WITH ANOTHER

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 YEAR IN REVIEW

In each year's annual report we take the opportunity to reflect on the past year's achievements. However, a significant milestone in 2017 saw us look back further – to the start of our organisational journey in fact, as the year marked the 20th Anniversary of the establishment of Youth Horizons.

Starting in modest Newmarket offices in 1997, the past two decades have seen Youth Horizons grow into a national organisation, employing more than 250 staff and caregivers working out of six offices, supporting rangatahi and their families and whānau across the North and lower South Islands. An all staff event in Auckland in June enabled us to reflect on this important milestone and the many achievements made to date. In marking the anniversary, we also turned our attention to the opportunities and challenges we face as we embark on our next two decades.

The backdrop for this anniversary were significant and far reaching changes, starting in 2016, taking place across the social services sector and culminating in the establishment of the Ministry for Vulnerable Children Oranga Tamariki on 1 April 2017.

As we said to Oranga Tamariki's Chief Executive Grainne Moss in March, we are under no illusion; the road ahead will not always be smooth. However, we welcome the chance to work with the new Ministry to transform the way services are delivered to those children, young people and their families who need them the most.

LEARNING AND TEACHING

Following a successful visit from reviewers with the Teaching Family Association, Youth Horizons received accreditation in the Teaching Family Model (TFM) in November. In achieving this hugely important milestone, the accreditors praised our commitment to our values, particularly manaakitanga, and the way they underpin how we treat, respect and look after young people in our care.

Our focus on consolidating and strengthening the quality of our services saw improvements to several key areas during the year, in particular treatment completion rates and team productivity in our in-home services. While concerted efforts across the regions to both retain existing and recruit new caregivers meant we provided quality one-to-one therapeutic placements to more young people than ever before.

In West Auckland, Youth Service West (YSW) continued their work providing support, advice and mentoring to local young people. Following contract changes that increased thresholds of eligibility for the NEET service – which helps young people stay in education, training or work – the YSW team responded with a successful drive to grow client numbers.

The year saw us host a number of visits from Australian-based providers and government agencies as they sought to learn from Youth Horizons about our evidence-based journey. This international interest in our work, led to the development of a partnership with Melbourne-based provider, Berry Street, to sponsor them with their own implementation of TFM in Victoria.

Of particular interest to Berry Street was the way our values – Whanaungatanga, Wairuatanga, Manaakitanga and Aroha – are woven throughout the model. An approach, they hope, will inform them in their work to improve the lives of indigenous young people in that country.

It's this approach, in which we wrap our cloak, our Kaakahu Atawhai, around the models we use that enables their adaption and use in Aotearoa. In this way, we form a commitment to uphold the integrity, the mana of our Kaakahu, our organisation and fidelity to the model simultaneously.

In line with this approach, encapsulated within our mission – to deliver evidence-based and bi-culturally focused programmes – opportunities arose to explore some exciting adaptations of models we currently deliver that would complement our existing services.

The next stage of this journey will see us undertake a due diligence process in FY18 on an innovative new evidence-based model for transition from care to independence. This programme aligns closely with our existing services, but offers a more rigorous framework to ensure the best outcomes for rangatahi. A visit to the US by Leadership Team members in April gave us an opportunity to see other programmes and adaptations in action, and the potential they offer to make a difference for young people in New Zealand.

HE TANGATA, HE TANGATA, HE TANGATA

In keeping with a year of change in the sector, the Board saw several changes including La-Verne's appointment as Chair in November, while Chris Harris joined the Board in September.

Our Leadership Team also returned to full strength with Kallon Basham's appointment as Director of Communications and Marketing.

With the future of Youth Horizons firmly in mind, a number of managers and practice leaders successfully completed the Ngā Hua Pūkenga leadership training programme. In addition, significant work took place to modernise our people and capability systems, including reward and recognition, remuneration and performance management.

IT'S ABOUT OUR KAUPAPA

We continue to have a strong focus on ensuring our services and practice reflects the diversity of the young people we support.

Our Māori Leadership Group, grew from strength to strength launching a second edition of Te Kōhao o te Ngira at our 20th Anniversary event in June. This guide to Youth Horizons/Kia Puāwai tikanga, signifies our ongoing and shared commitment to our bi-cultural journey.

Over the past year, 12% of young people who made use of our evidence based services identified themselves as having Pacific heritage, while 31% of young people using services delivered by Youth Service West also self-identified as Pacific.

In January, our Pasifika in Partnership Komiti (PIPK), comprising Pacific staff members, launched the Pese Pasifika CD and booklet with hymns and prayers from the islands. PIPK continued to grow its role of helping us build our organisational awareness of Pacific culture within our Kaupapa.

NEW CHALLENGES, NEW OPPORTUNITIES

The year saw us establish a new set of high level goals as part of our Strategy. These audacious goals set out our aspirations toward a five year horizon and beyond, reflecting our consolidation as a national organisation, and reminding us of how far we've come since our early days as a local Auckland provider.

These goals seek to further the transformation of our service delivery and organisational culture, perhaps best illustrated by our new goal to deliver services to 50% more families than we deliver to today. Leadership Team members travelled to our sites to discuss the new goals with our staff, and although the challenge within these goals was evident, the opportunity to make a brighter future for more young people had an unmistakable resonance.



We would like to finish by thanking all those who have helped make the past year a successful one. Thank you to all those who have supported us in various ways: our donors, volunteers, our corporate partners and our friends from across the charity sector.

And of course we would like to thank all our caregivers and our staff, whose commitment and dedication is the very reason we're able to set truly audacious goals to build a better future for our rangatahi and tamariki.

As an organisation, we've achieved so much in our first two decades. We look forward to the next twenty years with anticipation, confident we will make an even greater difference to the lives of young people, their families and whānau.

Kua tawhiti kē to
haerenga mai,
kia kore e haere tonu

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

We have come too far,
not to go further

We have done too much,
not to do more



LA-VERNE KING
Board Chair

MARION HEENEY
Chief Executive / Kaiwhakahaere

THE 20 YEAR DREAM

The Youth Horizons dream began in 1997 when two child and adolescent psychiatrists, Dr Peter McGeorge and Professor John Werry, along with educational psychologist Tom Guild, were invited by the then Department of Social Welfare (DSW) to design a treatment programme for young people diagnosed with severe conduct disorders.

Although the first young people joined the programme in August 1997, many months of planning had taken place before our first service became a reality. The original founders worked closely with DSW and (now Dame) Margaret Bazley to finalise service provisions, job descriptions and the operational plan for the new programme. Meetings took place with stakeholders to build support, including Police commanders, and politicians from across the political spectrum. During this period Robert Swales came on board as a fourth trustee. The Trust Deed was signed in February 1997 and the Trust incorporated under the Charitable Trust Act the following year.

From our office in Mountain Road, Newmarket, work began in the local community to reach young people and their families. A residential property for young people at risk was leased in early 1998, and is still used by Youth Horizons today for our High and Complex Needs (HCN) team in Auckland.

It wasn't long before the Mountain Road property became too small to meet the needs of the growing organisation, so the move was made to Vestey Drive in Mt Wellington in August 2004. Youth Horizons grew in other areas too with the establishment of Hamilton House as a specialist family home residence the same year. The Hawkes Bay office opened in 2005, while the region also saw our first Multisystemic Therapy (MST) referral that year. The roll-out of MST continued the growth of our in-home services, compared to focus on residential care services in the early days.

In 2005, the Waitakere Youth Transition Service, now Youth Service West began operations in Henderson. This early service started by helping school leavers on the pathway to work, further education or training, but today provides support and guidance to young people in many more areas of life.

As the organisation grew in size, so did our commitment to a bi-cultural journey. We worked to embed Māori values into our culture, strategy and purpose, reflecting the representation of Māori young people, but also of Pasifika, within the services we offer.



In 2007, the Māori Leadership Group was formed, and our Māori Strategy was launched soon after. The first Lighthouse short stay residential care home was also established in 2007.

Two key milestones in our use of evidence based models (EBM) took place in 2009. The first was the introduction of what would become the Treatment Foster Care Oregon (TFCO) programme, which provided an intensive wrap around service for young people with severe conduct problems. The second took place when Youth Horizons brought the Functional Family Therapy (FFT) in-home treatment to New Zealand. That year also saw our first High and Complex Needs (HCN) foster placement.

In 2010, the Specialist Care Programme (SCP) was established, providing one-to-one foster care with intensive clinical and social work support. Our Te Kainga home was established in Auckland, supporting vulnerable teen parents and their children, and we committed to our four organisational values: Whanaungatanga, Wairuatanga, Manaakitanga and Aroha.

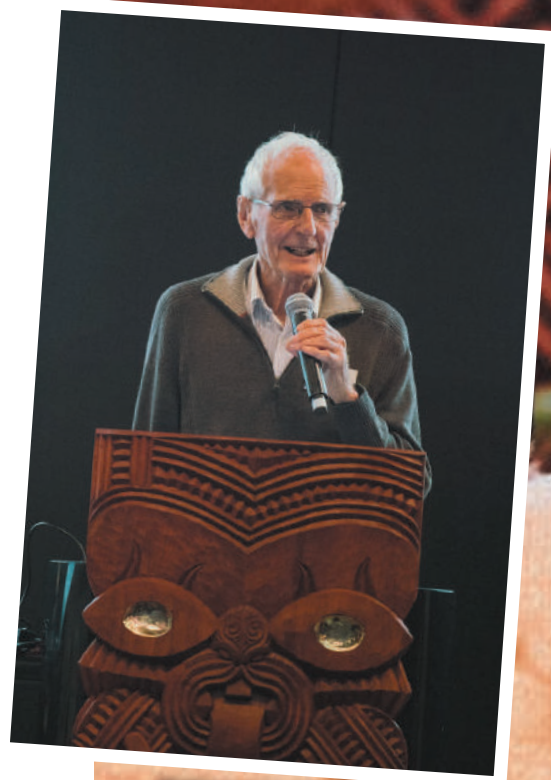
In 2011 the Tauranga office opened in its current location, while Youth Horizons began its Teaching Family Model (TFM) journey by exploring options for its use in New Zealand. The following year, the model's implementation began in three group homes in Auckland before its roll-out across the country. The Waitakere Youth Transition Service became Youth Service West and Youth Horizons launched its Pasifika Strategy before the year was out.

By 2013, we expanded FFT into Otago and Southland, while TFCO was implemented in the Waikato the following year. Our experience in applying and implementing new evidence-based models within New Zealand would ultimately lead to this year's arrangement to sponsor TFM's implementation across the Tasman.

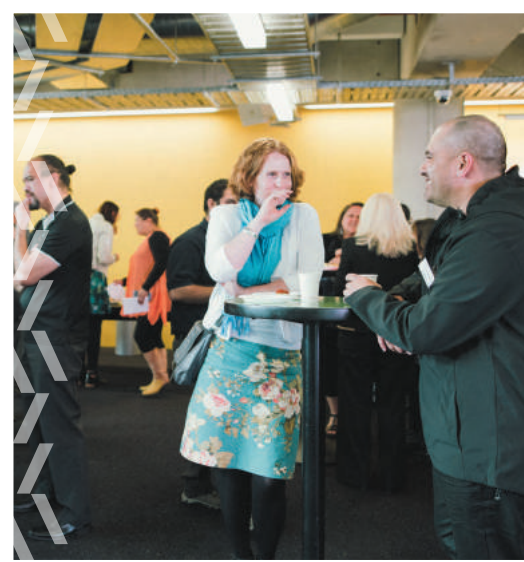
Since its foundation in 1997, Youth Horizons has grown from a local Auckland provider operating out of modest offices in Newmarket to a national organisation delivering services and helping young people across the country.

In June, staff from around the country came together in Auckland to celebrate our 20th anniversary. During the two days, we learnt about our history, strengthened our connections – our whanaungatanga – heard from young people and considered the challenges in the years ahead.

The second edition of our taonga – Te Kōhao o Te Ngira – was launched at the event by the Māori Leadership Group – fittingly unveiled by specialist youth worker Terry-Anne Ka'ai, or TK as she's known, who, like Youth Horizons, celebrated her 20th year working to help young people flourish and look forward to a brighter future.



Professor John Werry at
Youth Horizons 20th Anniversary
Event – June 2017





20 YEARS
1997-2017

YOUTH HORIZONS | KIA PUĀWAI

Images from the Youth Horizons
20th Anniversary event - June 2017



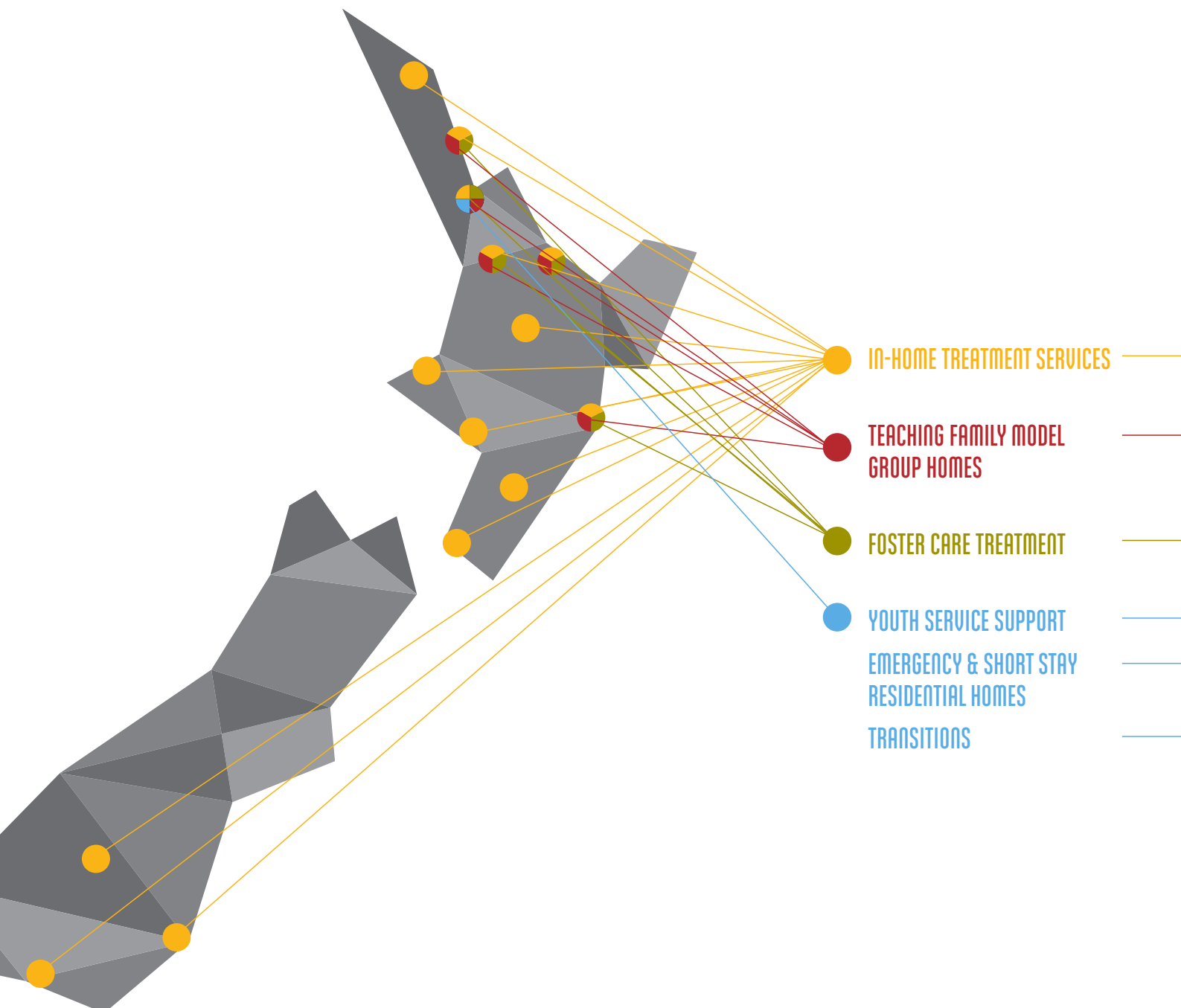
OUR SERVICES

Youth Horizons delivers programmes that have been shown to work and meet the needs of children, young people and families from different backgrounds. Our programmes focus on therapy in the home, parenting support, bringing families back together, and foster care and group home placements.

Youth Horizons has more than 250 staff and caregivers supporting young people and their families and whānau across the North and lower South Islands. In addition, our West Auckland office, Youth Service West (YSW), supports local young people to find the best options for education, training or employment.

OUR EVIDENCE-BASED MODELS

- Functional Family Therapy (FFT)
- Multisystemic Therapy (MST)
- Our FirstCare services:
 - Positive Parenting Program (Triple P),
 - Cognitive Behavioural Therapy (CBT),
 - Incredible Years
- Teaching Family Model (TFM)
- Treatment Foster Care Oregon (TFCO)
- Fostering Changes

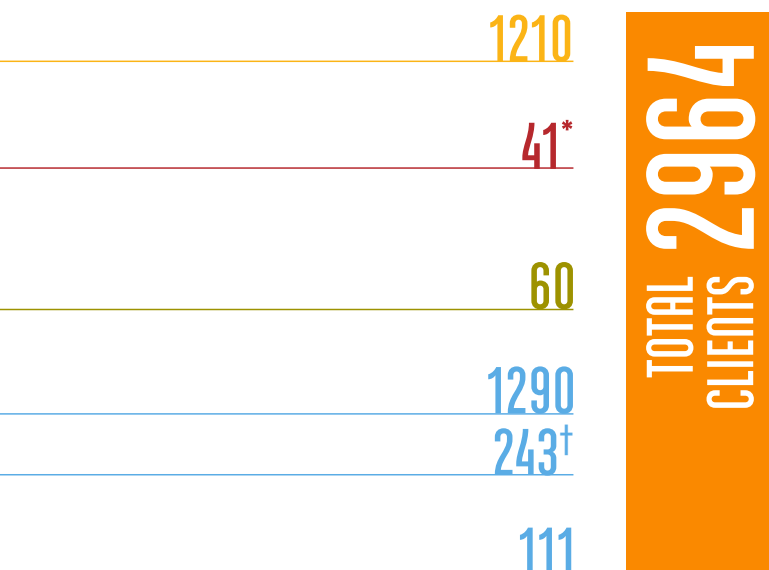


OUR CLIENTS AND ACHIEVEMENTS

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 almost 3000 young people and their families and whānau.

The year saw a substantial increase in the number of clients receiving in-home treatment, continuing the strong growth recorded last year. However, youth service support numbers saw a significant drop due to contract changes that raised the threshold of client eligibility for the NEET programme‡, although actions taken by Youth Service West halted and reversed this decline by the end of the year.

A change to the way we record admissions in our Lighthouse short stay homes – in which all placements by an individual young person are now counted as a single admission, rather than each stay as previously – resulted in a lower figure than last year. However, our volumes are in line with projections and also reflect the agreement to reduce the number of beds offered in our girls' Lighthouse from five to four.



‡ Not in employment, education or training

† All admissions by individual, rather than by stay

*Includes Te Kainga

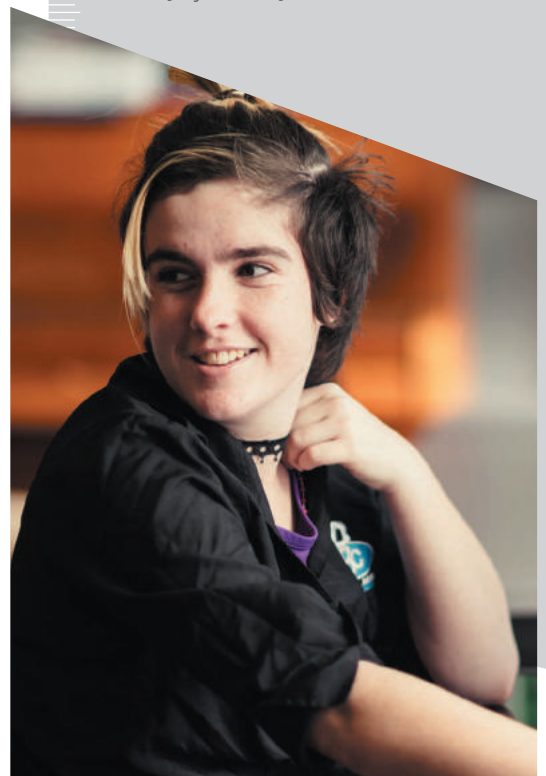
MEASURING OUTCOMES

We use a variety of measurement and survey tools to monitor our programmes and evaluate our outcomes.

We use the respected and widely-used Child Behavioural Checklist (CBCL) across our evidence-based treatment services. The CBCL helps assess the level of reduction in conduct problems and related behaviours for each young person. We have included CBCL measures for young people who have completed treatment across the three programme areas: in-home treatment services, foster care treatment and Teaching Family Model (TFM) group homes.

For the TFM group homes, we also make use of the Child and Adolescent Functional Assessment Scale (CAFAS) to measure improvements in the young person's behaviours from the time of their referral through treatment.

The outcomes in the following sections represent our work with young people that we have supported and discharged during the year from July 2016 – June 2017.



WHAT WE ACHIEVED FOR MĀORI

Youth Horizons is committed to the continuous development of an effective bi-cultural approach to treatment and service delivery. To ensure this is achieved, our values and kaupapa are integrated throughout our organisation from governance and leadership through to clinical, social and therapeutic areas of service.

MĀORI IN OUR EVIDENCE-BASED PROGRAMMES

This year saw a significant increase in the number of Māori rangatahi who used our evidence-based models, namely in-home treatment, foster care treatment, Teaching Family Model group homes and transition services, increasing from 452 in FY16 to 557 young people this year. This compared to an increase of 30 non-Māori over the same period. Māori made up 56% of our total clients in FY17, up from 49% last year and 45% in FY15. We are looking at this developing trend and how we might best respond to ensure we meet the needs of our Māori rangatahi.

The following figures show how Māori compared to non-Māori in terms of outcomes:

RANGATAHI WHO COMPLETED TREATMENT



MAINTAINED AT HOME, OR MOVED TO LESS RESTRICTIVE PLACEMENT



ENGAGED IN EDUCATION



Both Māori and non-Māori recorded similar levels of reduction in problem behaviours – with 48% of both groups showing improvement and a further 24% of Māori and 26% of non-Māori showing a significant change in problem behaviours.

CULTURAL RESPONSIVENESS

We gathered data from several groups to gauge their views on our cultural responsiveness and how well we respected the culture/ tikanga of the rangatahi who used our services. In particular:

- We sought the views of children and young people 10 years or older in care-based and in-home treatment services. Of the 95 responses we received, 58 were Māori. Of our Māori respondents, 91% agreed or strongly agreed that Youth Horizons staff respected their culture/tikanga. The figure compared to 81% for non-Māori clients.
- We sought the views of external stakeholders. Of the 80 respondents, 94% were satisfied or very satisfied that Youth Horizons staff are responsive to the cultures of young people and their whānau – an increase from 91% in FY16.
- We also sought the views of rangatahi about the services and support provided by Youth Service West. Of the 79 responses we received, 17 were from Māori. Of our Māori respondents, 88% agreed or strongly agreed that the values of their culture are respected by YSW staff. This compared to 84% for non-Māori.

ENSURING SATISFACTION

Quality improvement and client satisfaction is a crucial part of ensuring our services meet the needs of our young people and their families.

Our strategic target is an average of 80% satisfaction – either satisfied or very satisfied. The very positive responses received this year show that we're delivering services that meet the needs of our clients and stakeholders. This feedback is an essential source of informing our practice and service delivery. We also know that clients who are satisfied are more likely to complete treatment and follow their treatment plans.

Four groups were surveyed over the year: parents/caregivers of young people in our treatment services, young people themselves, external stakeholders and for the first time, young people receiving youth support services through Youth Service West.

PARENTS/CAREGIVERS

94%

RESPONDED THAT THEY WERE
SATISFIED OR VERY SATISFIED

109 responses from parents/ caregivers who have children or young people in either a care based service or are receiving our in-home treatment services.

YOUNG PEOPLE

85%

RESPONDED THAT THEY WERE
SATISFIED OR VERY SATISFIED

95 responses from children and young people 10 years or older in either care-based or in home treatment services.

STAKEHOLDERS

89%

RESPONDED THAT THEY WERE
SATISFIED OR VERY SATISFIED

80 responses from external stakeholders, surveyed about their level of satisfaction with the services provided by Youth Horizons

YOUTH SERVICE WEST

95%

RESPONDED THAT THEY WERE
SATISFIED OR VERY SATISFIED

79 responses from rangatahi surveyed about their level of satisfaction with the services and support provided through Youth Service West.

IN-HOME TREATMENT SERVICES

Our in-home treatment services comprise three evidence-based interventions: Functional Family Therapy (FFT), Multisystemic Therapy (MST) and our FirstCare programmes, consisting of Triple P, CBT and Incredible Years.

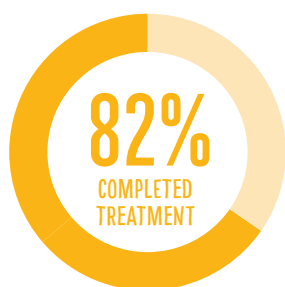
These services are specifically designed to meet the needs of children, young people and their families/whānau who are experiencing challenging conduct, anti-social behaviour and/or mental health issues. Our practitioners are intensively trained in each evidence-based model and are very flexible in how and when they meet with each family.

During the year, 941 clients were engaged and discharged from the programme, an increase of 132 clients on 2016. In addition to those young people retained at school, 35 young people who were not in education when they were referred, were supported to enroll and attend school.

FAST FACTS

941

clients engaged and discharged from the programme



96% moved to a less restrictive placement

91% engaged in education at discharge

73% of youth assessed had a reduction or significant reduction in problem behaviours*

*Data from 202 clients with pre-post CBCL match. Refer to page 11 for more information on CBCL

† Not his real name

GRANT'S STORY

Grant†, aged 16, was living with his grandmother when Child, Youth and Family referred him to our FFT programme due to his aggressive behaviour.

Grant had been in 35 foster placements, he was not attending school and his relationship with his grandmother was verbally hostile and deteriorating rapidly. The grandmother had become frustrated that she felt she had to justify to him who she was speaking to on the phone or greeting at the door. She was also lashing out at Grant verbally in response to his aggression. Our FFT practitioner helped Grant's grandmother to understand that he was living in fear that the next knock at the door could mean Grant having to move to another home.

In the early sessions the therapist observed Grant and his grandmother's abusive interactions. Over time the practitioner taught them basic conflict resolution, anger management, and communication skills, which they agreed to practice. Grant and his grandmother made excellent progress and it became apparent to them how they upset each other through personal harmful statements. Grant's grandmother took the time to understand his mistrust and worry and was able to change the way she interacted with him to alleviate his fears.

When the practitioner finished with the family, significant progress had been made and the home environment had become a lot safer and more stable. Grant was in a relationship; he had some pro-social friends and was going to job interviews. He was also helping around the home doing chores and his relationship with his grandmother had improved significantly. Child, Youth and Family's involvement with the family had also come to an end.



FOSTER CARE TREATMENT

Foster care programmes are specialist services for young people when out of home placements are necessary.

They provide a less restrictive and lower cost alternative to secure residential care and a high level of treatment support. In Youth Horizons we provide different types of foster care treatment including Teaching Family Model (TFM), Treatment Foster Care Oregon (TFCO) and Specialist Caregiver Programmes (SCP).

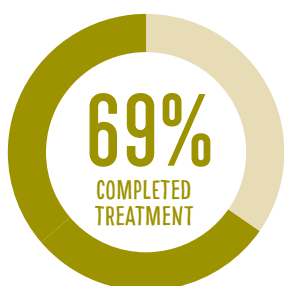
The factors that contribute to the success of these services include: close supervision of the young people; provision of fair and consistent limits; teaching a range of behavioural and interpersonal skills; having predictable consequences for behaviour; limiting exposure to peers with similar issues; and maintaining supportive relationships with caring adults and their foster family members.

This year saw an increase in the proportion of young people completing treatment, rising from 57% in FY16 to 69% this year. This figure was also above our target of 66%, which is aligned with the international benchmark set by TFCO.

FAST FACTS

40

**young people engaged and discharged
from foster care programmes**



72% moved to less restrictive placement

82% engaged in education at discharge

69% had a reduction in problem behaviours*

*Data from 13 clients with pre-post CBCL match.
Refer to page 11 for more information on CBCL

† Not his real name

JASON'S STORY

In 2015 Jason† joined one of our regional Specialist Caregiver Programmes for foster care treatment. His referral behaviours included harmful sexual behaviour, aggression, refusal to comply with boundaries and a tendency to lie.

Jason had suffered from a physical disability since he was a young child and this had affected his ability to communicate. At the point of referral Jason had been stood down from his school due to a high escalation in negative and disruptive behaviours.

Jason's behaviours improved significantly during his time in the programme. He started playing a number of sports and became involved in activities at his caregivers' church. He started attending the local high school, where he had a support team to help him achieve his educational goals.

Sadly, a close member of Jason's family passed away last year, however none of his referral behaviours re-emerged during this stressful period.

At the end of the 2016 school year Jason had passed NCEA Level 2 and had 30 credits towards NCEA Level 3. Jason is now 17 and has successfully graduated the Youth Horizons programme. He is now in a Home for Life placement with the same caregivers.



This image is of a model

TEACHING FAMILY MODEL GROUP HOMES

Youth Horizons uses the Teaching Family Model (TFM) in six residential group homes in the North Island. Home parents and frontline staff deliver an individualised programme based on improving the young person's skills in areas such as daily living, building healthy relationships and problem solving.

TFM is designed to help young people reach their potential, and to equip them with the skills they need to be successful at school and within the wider community. Youth Horizons achieved a major milestone in November 2016 when we received TFM accreditation – the first and only provider in New Zealand to do so.

Four in five young people were engaged in education at discharge – a remarkable achievement when one considers that at the time of referral, all young people were at significant risk of failure at school, through truancy, disengagement or exclusion. Due to the model's focus on teaching positive interpersonal and living skills, young people are well placed to re-integrate with their family/whānau or suitable carer. In line with model expectations, two-thirds of young people were successfully discharged from the homes to a less restrictive environment.

FAST FACTS

21

young people discharged



67%

**moved on to a less
restrictive placement**

86%

**were engaged in
education at discharge**

87.5%

**made a meaningful and
reliable improvement***

[†] A young person is defined as having achieved a positive change if a moderate or significant progress was the outcome at discharge, and they moved to a less restrictive placement.

* 14 of 16 clients with two CAFAS scores. Refer to page 11 for more information on CAFAS

‡ Not his real name

DANIEL'S STORY

Daniel¹ was referred to one of our residential homes, aged 15, having come from an Oranga Tamariki youth justice residence. During this placement he had spent the bulk of his time in the secure unit as a result of fighting with the other young people.

He was facing a number of offending charges, including assault and vehicle related offences. He first came to the attention of Child, Youth and Family in 2014. He had been in a number of placements, all of which ended due to his behaviour, offending and his persistent running away.

The home's practice leader visited Daniel in the youth justice residence, and decided that he could benefit from the environment the teaching family home offered, even though his risk of running away was high.

Two other boys already in the home were attending school and had developed excellent pro-social behaviours, punctuated by only occasional difficulties. Thus Daniel moved from a highly regulated and challenging environment into a functional family style home where he could choose to stay or continue a pattern of running away.

Education also posed an early challenge. Daniel had been excluded from high school for a previous incident of aggression, and due to this history, was declined enrolment at local schools. Instead, Youth Horizons responded by working hard to enroll Daniel in an alternative education programme, with YH youth workers helping him to take part in education-related and recreational activities.

With the support of the team, Daniel worked on skills to make better choices and to take the opportunity to move on from his previous lifestyle.

Since first arriving, with one or two exceptions, he has chosen not to run away from the home, while the significant behavioural challenges he presented in the past have dropped away markedly. His tone is respectful and he is responding to the positive relationships and teaching methods in the home.

He also made great gains in maths, and began working toward achieving NCEA level one. It is still early days for Daniel, but as each trouble free, pro-social day passes, there is a growing confidence that placing him in a structured, functioning home has been a great move for him. Daniel's weekly visits to his whānau are going well, while plans to have family members visit him in the home are progressing. This bodes well for Daniel's permanency plan to return home.



YOUTH SUPPORT SERVICE

Our West Auckland based office, Youth Service West (YSW), supports local young people to find the best options for education, training or employment.

YP-YPP provides a wrap-around package of support for young people that require the youth payment or young parent payments. NEET is a youth service providing mentoring, advice and support to ensure young people are in work, education or training.

The year has been a challenging one for youth service providers delivering NEET services, including Youth Horizons. Changes to the NEET contract with MSD resulted in clients with a 'very low' risk rating* losing their eligibility for the programme. YSW worked with the 127 young people affected by this change to support their transition from the programme.

This development combined with a change in the way ratings were attributed to potential clients resulted in a significant drop in NEET client volumes compared to the previous year. YSW responded by initiating a drive to rebuild client numbers, which included leveraging stakeholder relationships and renewing the focus on quality of service. This approach resulted in significant growth in client numbers in the final quarter, which has continued into the new financial year.

FAST FACTS

1290

young people supported through youth services (911 in NEET and 379 in YP-YPP). Of which:



318 achieved an NCEA qualification

134 transitioned to training, employment or tertiary education

208 youth gained a drivers licence

226 completed careers planning

In the 2017 Youth Service West survey, the percentage of young people who agreed or strongly agreed with the following statements were as follows:



*At risk of coming on and remaining long term on a benefit and/or poor education and employment outcomes

STACEY'S STORY

On those occasions Stacey made it to school, he was distracted, unable to concentrate, and frequently in trouble with his teachers. His behaviours reflected serious problems at home, including violence, abuse and a household with a long-term reliance on benefits.

When Stacey found his way to Youth Service West, this marked the start of his journey to change his life for the better. Stacey's Kaitohūtōhu a Rangatahi (personal advisor) worked with him to help him get his learner's driver licence; join the carpentry academy at Massey High School; and source financial support to pay the rent, via the Youth Payment, as he learnt new skills. Through the carpentry academy, Stacey gained NCEA Level 2, as well as achieving credits in Levels 3 and 4. He gained the necessary certificates to start a building apprenticeship with a local construction company.

Stacey's personal advisor connected him with the Charles Bennett Estate Fund through the Perpetual Guardian Trust, which awarded him a grant to fund the purchase of the tools he needed for the apprenticeship.

Stacey had an interest in building and carpentry from a young age, and he soon flourished in the carpentry academy. On completion of his apprenticeship the construction firm offered him a permanent job. One of the projects he worked on was the TV show, *Grand Designs New Zealand*. Stacey found that his younger brothers were inspired by his progress and decided they too, wanted to be 'tradies'.

Since finding YSW and starting his job as a builder, Stacey moved back in with his family to 'do his bit and help out'. The household developed into a more positive environment and his parents told him of their pride in his achievements. He developed a new group of friends through work, as well as a confident and optimistic outlook for the future.

"MY FUTURE PLANS ARE TO BE MY OWN BOSS, RUN MY OWN COMPANY OR BECOME A CONSTRUCTION MANAGER AND SO FAR I'M ON THE WAY THERE. I WANT TO GIVE BACK TO THE ACADEMY AT MASSEY HIGH SCHOOL, MY BOSS... AND YOUTH SERVICE WEST WHO ALL HELPED ME GET TO WHERE I AM TODAY. I'VE LEARNT THAT WITH HARD WORK AND DETERMINATION YOU REALLY CAN ACHIEVE YOUR DREAMS."

STACEY, Youth Service client



EMERGENCY & SHORT STAY RESIDENTIAL

Youth Horizons has two Lighthouse homes in Auckland, one for boys and one for girls. These homes provide crucial support to Oranga Tamariki and the Police when emergency placements are needed.

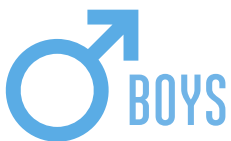
The service provides temporary unplanned or crisis care for between one and five days. Young people referred to the Lighthouse age from 11-17 and have either been in an unsafe environment, committed offences or need alternative accommodation due to a sudden placement breakdown.

In terms of admissions per individual, 72% of boys, or 77, had one admission only, while the remaining 30 were admitted between two and four times. Of the girls, 62% or 84 had one admission, 30% or 41 were admitted between two and four times, and the remaining 11 girls (8%) were admitted between five and fourteen times.

FAST FACTS

2326

bed nights delivered[†]



BOYS

1292
bed nights

107
boys admitted

71%
occupancy rate



GIRLS

1036
bed nights

136
girls admitted

67%
occupancy rate

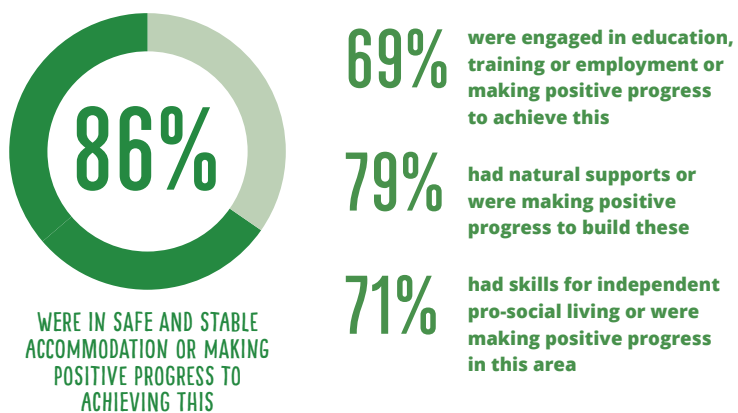


[†] We now record all placements by an individual young person as a single admission. Previously we recorded every occasion an individual was placed as a separate admission.

TRANSITIONS

Our Ka Awatea programme, provides support to young people as they transition from the care of Oranga Tamariki to independent living. Ka Awatea is a voluntary service available across Auckland for young people aged 15 to 20 years.

Assessments carried out in the first and last quarters of the year show that at the end of June 2017, of the 85 young people who participated in Ka Awatea during the year:



Young people were assisted to engage in pro-social career pathways, including further education, training, or direct employment. Those who would otherwise have been homeless, were helped into supported living houses to provide them with a safe and secure base, while working to achieve their independence goals.

Kai Atawhai (personal advisors) facilitate workshops to prepare the young people for independence, which include cooking, becoming job ready, budgeting and building self-esteem. The number of young people transitioning to independent living, who are making use of Ka Awatea to gain skills, ranging from learning to drive, to finding employment or housing, was encouraging.

WHĀNAU ORA

The Whānau Ora contract was transferred from MSD to a commissioning agent who indicated their intention to change direction for the delivery of the programme in future years. By mutual agreement the contract ended in April 2017. Nineteen clients who we were working with were able to complete the programme or were transferred to other providers.

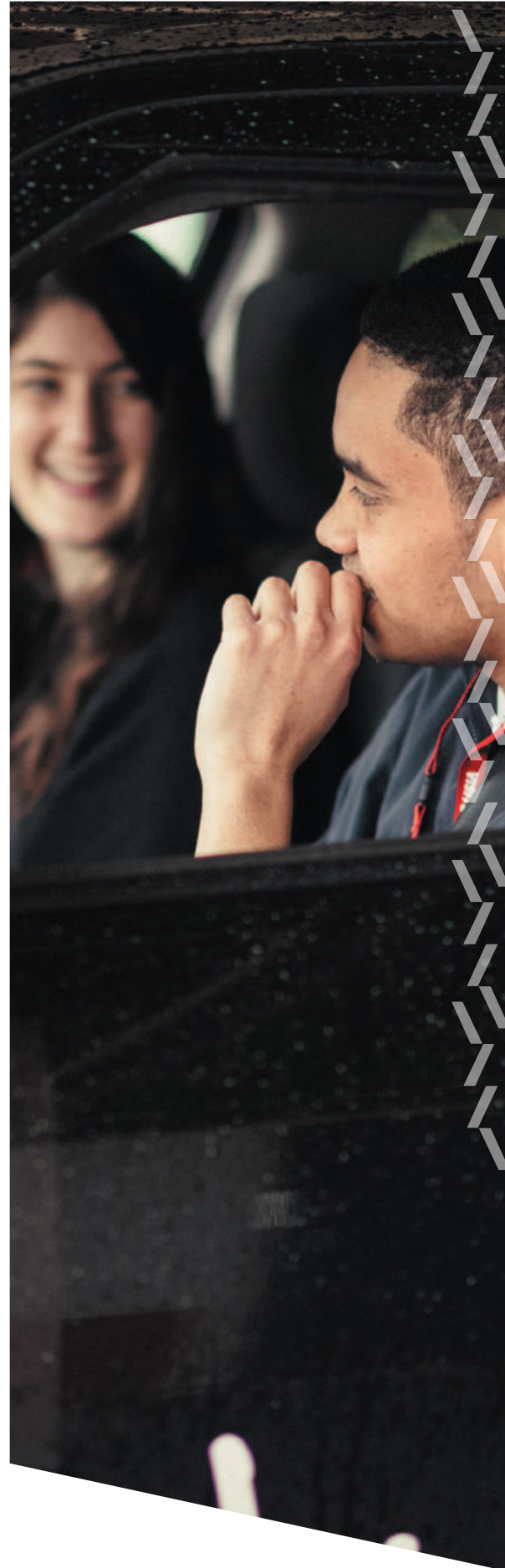
FAST FACTS

36

clients discharged from Ka Awatea

83%

were living with whānau, a partner or living independently at discharge



FINANCIAL RESULTS

During the year, we continued to grow our in-home treatment services in the Auckland and Te Tai Tokerau regions. We also delivered additional 1:1 caregiver services to rangatahi in the Waikato. In addition, a number of new care programmes were delivered in Auckland for rangatahi with high and complex needs.

Organisational initiatives focusing on the improvement of our capability, efficiency and sustainability continued during the year and assisted in helping us to manage our costs relative to new and existing funding arrangements whilst also achieving an increased surplus of 3.3%.

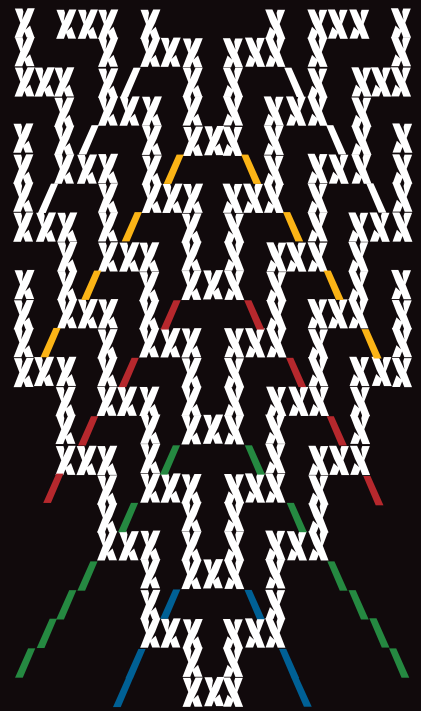
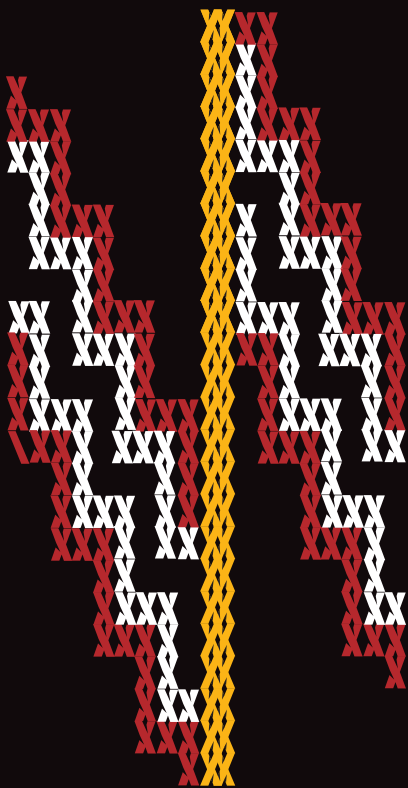
STATEMENT OF CONSOLIDATED COMPREHENSIVE REVENUE & EXPENSES

FOR THE YEAR ENDED 30 JUNE 2017

GROUP	2017 nz\$000	2016 nz\$000
Revenue		
Non-exchange transactions	18,669	18,154
Exchange transactions	37	48
Other income	144	107
Total revenue	18,850	18,309
Less expenses	18,225	17,866
Net surplus for the year	625	443

STATEMENT OF CONSOLIDATED CHANGES IN NET ASSETS/EQUITY

GROUP	2017 nz\$000
Opening balance 1 July 2015	4,695
Total consolidated comprehensive revenue and expense	443
Closing balance at 30 June 2016	5,138
Total consolidated comprehensive revenue and expense	625
Closing balance 30 June 2017	5,763



WAIKUATANGA

FLOW BETWEEN TWO PEOPLE SPIRIT
EXCHANGE OF MANA WAIKU
BALANCE ENERGY FLUID
TRANSPARENCY CONNECTING TO THE SOURCE

FLOW POWERFUL

COMBINED ENERGY CREATES MOVEMENT
WATER TAPU CLEANSING
SPIRITUALITY PEACE
FEELINGS EMOTIONS SPIRITUAL CONTACT

WHANAUNGATANGA

BRINGING PEOPLE TOGETHER
CONNECTIONS FAMILY
HAVING A RELATIONSHIP

SUPPORT NETWORK STORIES HISTORY
COMMUNITIES BONDS SIMILARITIES
HARAKEKE PEOPLE

WHAKAPAPA GENEALOGY ORIGINS

FINDING COMMON GROUND

GETTING TO KNOW EACH OTHER

BELONGING WHĀNAU

UNDERSTANDING

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