

Collaborating for Youth Success

Report of the Community Hui Held at Ōtākou Marae

Wednesday 9 November 2016

1. Welcome

The hui began with a pōwhiri to welcome visitors to the marae and set the scene for a successful hui bringing the community together with a positive focus on young people. Visitors were welcomed by the tangata whenua, with, representing Ōtākou, Paulette Tamati-Elliffe as Kaikaranga and Peter Ellison as Kaikōrero.

The facilitator for the afternoon, Komene Cassidy, then welcomed participants to the Collaborating for Youth Success workshop and commented it was probably the first time that such a large number and broad range of agencies had come together to focus on young people.

2. Setting the Scene

The Mayor of Dunedin, Dave Cull, and the Chair of Ōtākou Runanga, Donna Matahaere-Atariki, provided the background and context to the workshop and outlined the purpose for the day.

Dave Cull explained how the South Dunedin Social Sector Trial was set up to find ways for agencies to work better together to make a difference for at risk young people. The Trial had achieved a lot across a number of outcome areas, in particular in relation to youth unemployment. The government had signalled that the Trial in its current form was coming to an end but was keen for the community to build on what had been achieved and take ownership of next steps. Despite the best efforts of many agencies, young people were still falling between the cracks of the services available and there was an understanding of the need to move forward to something new.

A scoping exercise had focused on the question:

How can local and central government and the social sector strengthen their collaborative approach to working with each other in order to improve outcomes for at risk youth and their families/ whānau in Dunedin?

A brief summary of the report that came out of the scoping exercise, *Collaborating for Youth Success*, can be found at Appendix A.

It sets out a local, call-to-action for community-led, transformative leadership so that Dunedin is effectively positioned to respond to the changes taking place within and across the government and social sectors. There is a need for true

collaboration that puts young people at the centre of how we do things, and creates a long-term, local vision and plan to improve the lives of young people. A key aspect will be identifying the leaders in the community to take this forward, and this is a key focus for the workshop.

Donna Matahaere-Atariki added that it was necessary to place Iwi back at the centre of approaches to working with young people and their families.

It is clear that we don't need any more services. We do need to be clear what the problem is that we are trying to solve, and how to come together to support communities and families to be strong and identify their own solutions – if they are not strong, then an institutional response is often, unfortunately, the only way.

Co-construction of solutions with families and young people is crucial. As a city we need to identify what we want our young people to look like – we want them to be educated, to feel that they belong, and to have choices. Donna ended by asking what type of city and environment do we need to enable families and young people to be strong and have choices?

3. Workshop

Around 100 individuals from a wide range of backgrounds and agencies attended the workshop. A list of participants can be found at Appendix B.

Participants were asked to work in groups on the following questions:

- What do we want Dunedin youth to look like?
- What do we need to do to get there?

Groups were asked to feed back their discussion and ideas, which are summarised in more detail in Appendix C.

The following summarises the key themes that emerged:

- Positive community view of ALL youth – we need to embrace youth participation and consultation
- Young people are a diverse group - how to ensure connectedness, sense of identity, confidence, empowerment
- Young people should not be seen in isolation but as part of their whānau
- Need focus on building resilience, bottom up leadership, strong families
- Youth voice in strategic planning, they should be at the table co-designing the future
- Strengths focus, young people have a lot to offer and can make a difference
- Ensure youth can see themselves reflected in the city, see themselves reflected in their schools and other environments
- Move past fragmented funding models to true collaboration - how?

- Alternative pathways
- Community driven collaboration
- Transparency and knowledge between agencies
- Open to change/ able to adapt
- Recognise the challenge
- Understand youth/ situation – data
- Customise responses, connect to opportunity
- Grow leaders – including peer education
- Flip things around – what do youth want us to look like?
- We need non-judgemental social support
- Healthy lifestyles, access to healthcare through low to no cost primary care, holistic view of health and well being
- Early intervention, the importance of transition points
- Pathways for crisis support
- Education about life – new experiences, opportunities to develop skills, life-long learning and education
- Encourage employers to take on at risk youth

The key points made during the workshop will inform next steps including the development of a vision and strategy for youth. Participants were asked to indicate if they were willing to be part of a group that works towards creating a firm vision and strategy.

A number of people and organisations put their names forward after the workshop, as follows – roles and purpose will be discussed at an initial meeting in early December:

- Andy Kilsby, Malcam Trust/ Otago Polytechnic
- Bronwyn Boon, Connect South
- Deb Fraser, Mirror Services
- Gordon Wilson, Dunedin Secondary Schools Partnership
- Kerry Hand, Miramare
- Marie Laufiso, Dunedin City Council
- Matt Kiore, Kokiri Training Centre
- Meg Sanders, Student Nurse
- Nic Neal/ Jodie Mitchell, Community College
- Paulette Tamati-Elliffe, Manawhenua
- Rachel Elder, Dunedin City Council
- Rebecca Edwards, Corrections
- Rebecca Twemlow, Firebrand
- Rion Corlet/ Bree Lozinsky, Te Hou Ora Whanau Services
- Sze-En Watts, Volunteer Centre, University of Otago
- Tyrin Tutaki
- Well South (name to be confirmed)

- Wendy Doyle, Rewind
- William Luskie, People First

Local and central government agency support and involvement has been offered by a number of individuals and agencies, as follows:

- Amy Waqawai, Adolescent Oral Health, Southern DHB
- Colin Gale/ Karen Curran, CYFS (Residences), Ministry of Social Development
- Joy Gunn/ Paul Coffey, Dunedin City Council
- Lynette Finnie, Public Health South, Southern DHB
- Mike Hammond, Public Health Nursing, Southern DHB
- Moyra Crum/ Larna McCarthy, Community Investment, Ministry of Social Development
- Trevor Thomson, NZ Police

There is an opportunity for anyone else in the community to add their name to this list in advance of the first meeting of the group.

4. Next Steps

A meeting of those individuals who put their names forward will be held before Christmas to start working out a clear purpose, vision and next steps towards a strategy for youth in the city.

The Mayor of Dunedin, Dave Cull, and the Chair of Ōtākou Runanga, Donna Matahaere-Atariki, have agreed to host this initial next meeting. Government agencies who are part of the Social Sector Trial Advisory Group have agreed to provide ongoing support, as required, to the leadership group taking forward the next steps.

APPENDIX A

COLLABORATING FOR YOUTH SUCCESS: AT A GLANCE

The report, *Collaborating for Youth Success*, is the result of a scoping exercise initiated by the South Dunedin Social Sector Trial (BASE) Advisory Group to look at the systemic barriers that prevent an effective response to at risk young people and their families/whānau. The scoping exercise took place between March and June 2016 and involved focus groups with young people, interviews with other key stakeholders as well as a review of evidence.

The scoping exercise focused on the question:

How can local and central government and the social sector strengthen their collaborative approach to working with each other in order to improve outcomes for at risk youth and their families/ whānau in Dunedin?

The report acknowledges the huge amount of positive work that is taking place with young people and their whānau across the city. It also identifies a number of challenges that need to be addressed and highlights there is no silver bullet to solving the community's most complex social problems concerning youth.

The report sets out a local, call-to-action for community-led, transformative leadership so that Dunedin is effectively positioned to respond to the changes taking place within and across the government and social sectors. In order to do this, the community must come together and lead in the midst of uncertainty. The report provides more detail about the imperatives for change as well as the challenges being faced.

Community-led development is not a model or a service: it is a local approach to solving a community's greatest problems that embraces 5 core principles:

- Shared local visions drive action and change
- Utilisation of existing strengths and assets
- Many people, groups and sectors working together
- Building diverse and collaborative local leadership
- Adaptive planning and action informed by outcomes.

The report defines the essence of collaboration:

Collaboration is a mutually beneficial and well-defined relationship entered into by two or more organisations to achieve results they are more likely to achieve together than alone. The organisations believe they are interdependent. Partners agree that each organisation has a unique role to play to address the issue. The relationship includes a commitment to mutual relationships and goals; a jointly developed structure and shared responsibility; and sharing of resources and rewards. Partners focus on the way in which the current system can be improved by changing individual organization's policies and procedures.

Dunedin has a great opportunity to design a system that reflects the lessons learnt from the Social Sector Trial and other local initiatives. The systems changes that need to occur to improve outcomes for young people are massive. However there is a strong

sense of optimism and a sense of obligation to young people and their whānau to improve the entire system, not just focus on individual organisations.

In order to start making the necessary shifts in thinking and organisational structures, the government and social sectors need to:

- Put youth and their whānau at the centre of planning and service delivery, and recognise young people and their whānau as experts in determining what is best for them.
- Develop a local, long-term vision and plan to improve the lives of young people.
- Undertake a process (Theory of Change or similar) to clarify outcomes and develop co-ordinated strategies to achieve those outcomes.
- Agree to move beyond co-operation and co-ordination into real collaboration, recognising that collaboration requires an effective governance structure focused on action and accountability.
- Identify and develop bold, courageous leaders who can inspire others to achieve the desired outcomes, and develop specific tactics to move from operations and processes to strategies and measurable outcomes.

The BASE Advisory Group urges others to join in developing a mechanism to enable the community to identify and commit to specific actions that lead to collaborative leadership to identify and agree the shifts required to improve the system's response to young people, suggest enhanced ways of working to get on the right path, and embolden local leaders to take ownership for the changes that need to occur.

The report's specific recommendations are to:

- I. Understand what it means to collaborate (versus co-operate or co-ordinate)
- II. Meaningfully engage with the community and develop a partnership with Iwi to identify the problems and solve and build the public imperative for change
- III. Identify, recruit and invest in the right leaders
- IV. Agree on and analyse the problems we are trying to solve
- V. Develop a shared, long-term vision and process to achieve that vision (eg a Theory of Change process)
- VI. Develop and invest in a collaborative framework to guide the work
- VII. Create a governance structure rooted in accountability and action, and embrace the role of culture
- VIII. Work with funders as partners in strategic efforts.

The aim is to create as healthy a community as possible by changing the underlying elements – such as culture, incentives and settings – that give rise to the symptoms that lead to social problems. Acting on a shared vision for the future is the foundation on which a healthier community is built. Crucial to this is identifying the leaders able to lead the change required.

The Executive Summary and the full report contain more detail about what the above recommendations will entail, together with references to tools and resources that can be used to take this work forward. To view them, please go to:

www.dunedin.govt.nz/collaborating-for-youth-success

APPENDIX B

The following attended the workshop:

Name	Organisation
Alan Shanks	Connect South
Amy Waqawai	Southern District Health Board
Andy Kilsby	Malcam Trust
Barbara Bridger	Otago Community Trust
Barbara Payton	Otago Youth Wellness Trust
Brianne Lozinsky	Te Hou Ora Whanau Services
Bronwyn Boon	Connect South
Chris Maxwell	Te Roopu Tautoko Ki Te Tonga
Chris Williamson	Otago Polytechnic
Colin Gale	Child, Youth and Family
Colleen Coop	Child, Youth and Family
Dame Pat Harrison	Otago Youth Wellness Trust
D'angelo Wade	
Dave Cull	Dunedin City Council
David McKenzie	Salvation Army
Dennis Mariu	Te Roopu Tautoko Ki Te Tonga
Dion MacLeod	PACT
Donna Matahaere-Atariki	Ōtākou Marae
Edenarawa Stirling	Youth Action Committee, Dunedin City Council
Fiona Gill	Malcam Trust
Gaby Bartels	Corrections
Gary McClintock	Ministry of Education
Gordon Wilson	Dunedin Secondary School Partnership
Ian Macara	Well South
Jenny Munro	Otago Youth Wellness Trust
Jodie Mitchell	Community College
John Allen	Ministry of Social Development
Joy Gunn	Dunedin City Council
Julie Anderson	Ministry of Education
Karen Ramsay	Southern District Health Board
Kathryn Palmer	Ministry of Education
Kelly Young	Youth Action Committee, Dunedin City Council
Kerry Hand	Miramare Ltd.
Kimberley O'Neill	Te Roopu Tautoko Ki Te Tonga
Kiringaua Cassidy	
Komene Cassidy (Facilitator)	Tenei Te Ruru
Kristin Jack	Rock Solid
Larna McCarthy	Community Investment
Leisa Roos	Dunedin Training Centre
Liz McColl	Well South
Lynette Finnie	Southern District Health Board

Marie Laufiso	Councillor, Dunedin City Council
Marion Poore	Southern District Health Board
Mark O'Donnell	
Marten Schievink	Department of Internal Affairs
Mary-Ann McKibben	South Dunedin Social Sector Trial
Mathew Kiore	Kokiri Training Centre
Meg Sanders	Student Nurse
Megan Fidler	Southern Health School
Melanie McNatty	Presbyterian Support Otago Family Works
Michael Gaffney	Strengthening Families/ University of Otago
Michelle Ellwood	Malcam Trust
Mike Hammond	Southern District Health Board
Moyra Crum	Community Investment
Murray Lawrence	Well South
Nic Neal	Community College
Nicky Hargest	Salvation Army
Nolan Hill	Otago Youth Wellness Trust
Norman Roos	Dunedin Training Centre
Pam Joan	Careers NZ
Pam Tomkins	CCT
Paul Coffey	Dunedin City Council
Paul Hooper	Presbyterian Support Otago Family Works
Paulette Tamati-Elliffe	Ngai Tahu
Peter Ellison	Well South
Rachel Elder	Councillor, Dunedin City Council
Raymond Clark	Corrections
Rebecca Edwards	Corrections
Rebecca Twemlow	Firebrand
Rebecca Williams	Otago Polytechnic
Reuben Moses	Te Roopu Tautoko Ki Te Tonga
Rion Corlet	Te Hou Ora Whanau Services
Rob Tigear	Connect South
Scott Blair	Adventure Development
Shelly Kapua	Arai Te Uru Whare Hou Ora
Simon McCosh	CCT
Sophie Carty	Well South
Steve Bayne	Southern District Health Board
Sze-En Watts	University of Otago Volunteering Centre
Tom Scott	Southern DHB (Public Health South)
Trevor Thomson	NZ Police
Tyrin Tutaki	Arai Te Uru Whare Hou Ora
Vicky Tororo	Adventure Development
Victoria Yates	CCS Disability Action
Warren Chambers	Office of Clare Curran MP
Wendy Doyle	Rewind
William Luskie	People First NZ (Dunedin)

Apologies were received from:

- Aaron Hawkins, Dunedin City Council
- Barb Long, Corstorphine Baptist Community Trust
- Brian Lowe, Youthline
- Claire Ramsay, Otago Youth Wellness Trust/ University of Otago
- David Higgins, Moeraki Runanga
- Deb Fraser, Mirror Services
- Dougal McGowan, Otago Chamber of Commerce
- Garry Linton, CYFs, Ministry of Social Development
- Greg Paris, Southern District Health Board
- Harlene Hayne, University of Otago
- Jason Guthrie, NZ Police
- Jimmy McLauchlan, Dunedin Methodist Mission
- Judy Walker, Southern District Health Board
- Katy Miller, Firebrand
- Kelvin Lloyd, NZ Police
- Liberty Thein-Pye, Youth Action Committee, Dunedin City Council
- Liza Edmonds, Paediatrics, Southern District Health Board
- Megan Weir, Strengthening Families
- Michelle O'Brien, Alliance South
- Morva Wood, Southern District Health Board
- Nicola Taylor, Anglican Family Care
- Paul Trani, Paediatrics, Southern District Health Board
- Sarah Orr, ACC
- Terri Lee Nyman, Te Hou Ora Whānau Services
- Thelma Brown, Southern District Health Board
- Whetu Cormick, Bathgate Park School

APPENDIX C

This section contains some more detail of the feedback from each workshop group:

Group 1

- We need pathways and activities for young people, diversion from the criminal justice system, whānau support, opportunities and leadership
- Young people should have skills and opportunities, education about life and how to use their skills and talents
- Positive community view of all young people – how, as a city, do we show young people we want them to share this space eg community festivals, mentoring
- Draw out diversity of potential individual input and needs
- Leadership – start bottom up and engage with the most vulnerable early on
- Important to target transition times including the awkward tween years.

Group 2

- Invite young people into strategic planning spaces and listen to them
- Restructure organisations/projects to include the voice of youth
- Need a joined up plan across all sectors – health, education, social services, mental health, with whānau featuring throughout
- Different models of service delivery – go into alternative education settings and schools, outreach and mobile
- Move past local politics and old funding models which create fragmentation and silos
- Multiple organisations already exist and (usually) connect up on case by case basis – need to collaborate in a way that is youth and whānau centred
- As a city, are we creating enough spaces and activities that value young people (eg youth space in library shuts at 5pm)

Group 3

- Funding models make strategic visions hard
- Collaboration is hard, even across just 2 organisations – need to work at it
- How well do the agencies in the room know each other? This can be a barrier to working together.
- Acknowledge the role of the local maraes and the range of people holding pastoral roles with young people
- Shouldn't need to compete – agencies can agree best way forward, create the best solution, there is no reason why they can't
- Transparency – if a person walks through the wrong door, need to know they will get taken to the right place by that agency

Group 4

- Community needs to build resilience in young people, survival and problem solving skills
- Lots of agencies being funded, lots of activities not sustainable, they run for a short time and then are dropped
- Approaches should be grassroots – focus on families and progress from there
- If strong families, then strong opportunities – everyone wants their kids to be like them or better/ have greater opportunities
- Participation crucial – young people key to consultation, their voice needs to be the loudest

Group 5

- Accepting of challenge, not afraid to rise to it
- Identify what is going well and celebrate it
- Know the names of the 900 at risk young people in the city
- Leadership multi-faceted and comes in different forms, need to make young people feel valued
- Need to be young person and whānau centred, co-creation with young people
- Understand different layers of young people's needs/ create individualised responses
- Resource that acknowledges and supports long-term relational approaches that is aligned with best practice - apply international learning here

Group 6

- Reduce stigma
- Low to no cost access to primary care is important
- Opportunities for learning crucial especially with school leavers – generate understanding of the importance of education
- Provide opportunities to contribute to the community
- Opportunities to listen, engage and empower
- Foundations of morals and respect – need to teach young people this
- Pathways for crisis support and management

Group 7

- Create confidence in going about everyday life – how can we ensure Maori kids feel at home in the city and that the city reflects their culture and they see themselves reflected everywhere?
- Let youth help youth – they go to their peers first, grow good leadership
- Youth focus in everything we do, give them space to be part of everything and valued
- Importance of identity in the way services are provided – currently need to attend a clinical environment to receive a service – need to flip it around and connect those services to young people in their own environments, connect with families at events they are attending eg Polyfest, school events

- Understand how families work, build respect and confidence, relationships will follow
- How today's participants felt coming onto the marae – perhaps anxious, unsure of protocol, not wanting to get it wrong – that is how many families feel using services like health services

Group 8

- Strengths focused – if education model not working for youth need to change the model
- Need to create environment where young people are comfortable and confident to access help early on, ensure every child feels welcome at school, schools need to be ready for the child
- Change to a well being economy which puts a clear value on health and wellness and measures that value, advocate for the well being of children, young people and families
- Ensure social support is non-judgemental and does not blame families for their situations
- Create more positive local news – young people are sponges and soak up the messages in their environment – need to reflect back to them their aspirations
- Widen horizons of all young people – adventure based learning, support them through new experiences
- Help young people to know what they want and to achieve that

Group 9

- We want our young people to have choices, be resilient, confident, healthy, understand and connect with their cultural identity
- How to get there – need to value young people – provide good support from whānau and community, as well as good support for whānau
- Compulsory early childhood education – a good early start is crucial
- Universal parent training
- Reinforce cultural values and competence
- Realistic expectations – expect young people to contribute to society
- Schools as community hubs – resource them to do this
- Need to understand WHY young people are struggling
- Environment which enables us to lead healthy lifestyles – eg smokefree is the norm, cycle safely to get around, make healthy choices the easy choices

Group 10

- Strong, skilled, resilience, strong identity, connected and grounded with whānau
- How to use data better that government collects to inform us?
- Early intervention – first few years are critical – focus resources here
- Need leadership that is appropriate for collaboration and comes from the community

- Agencies need to be open to change
- Need clear vision to mobilise around it
- Wraparound model idea – rather than making a person or whānau fit a service
- How to empower the community to help those in need rather than eg them having to go to Work and Income for a food grant

Group 11

- Need to know which young people need help
- Identify youth friendly employers and connect young people to opportunities in employment, education, volunteering
- Help young people find a job and have the courage to go forward
- Know young people, know employers – connect the two

Group 12

- Create alternative pathways – lift the standard of living
- Keep working in the space that supports the majority to get to where they need to get to while also adopting pathways for those that need help or a different pathway
- It has taken 8 or 9 generations to get to where we are and therefore it will take a number of generations to bring about changes
- Funders need to work together to be able to achieve this model – funding agencies need to come together to think about how to co-ordinate their funding better and be informed by community agencies and young people and their whānau

Group 13

- It is not about what we want young people to look like - what do young people want to look like?
- What do young people want us to look like?
- How do young people want to use the available resources?
- We need young people at the table to co-design solutions
- Services need to get creative about existing funding rather than seeking new funding – stop scarcity thinking.
- Drop the labelling of at risk and vulnerable – they are just young people!

Group 14

- We want to see confident, capable, lifelong learners with a strong cultural identity and sense of self
- Shift the power from the social sector to the community/ whānau
- Need to create a city of learning – how?
- Connect whānau with services, stop regarding them as problems
- Have a group of leaders who understand the report and what it wants to achieve
- Young people need to feel that wherever they go, the city has their back

- Stop working silos – agencies need to be willing to do things differently, willing to change their own organisation, see the benefit for young people, ensure the right people are involved
- Multi-disciplinary teams in hubs attached to every early childhood centre, primary and secondary school