Scope

TE ORA HOU OTAUTAHI/ CHRISTCHURCH

Report

November 2015

Rangatahi and Tamariki reconnecting with a strong sense of identity, purpose and God-given potential, in whanau and communities that are creative, loving and healthy

REVIEW REPORT

Agency Reviewed:	Te Ora Hou Otautahi/Christchurch
Review completed on:	6 November 2015
Review team:	Tina Mackie (team leader) Hemi Te Hemi John Hannam

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Introduction to Scope

Scope exists to assist Youth Development Work organisations to improve the quality of their services to young people in Aotearoa New Zealand

The Scope standards have been developed from a series of reviews of NZ and overseas literature and research around best practice in Youth Development Work.

Around each standard is a set of indicators of best practice.

The key focus of Scope is assisting agencies to engage in their own process of review and improvement, with the assumption that good practice in Youth Development Work will lead to better outcomes for young people.

Each standard has been assed based on evidence gathered by the review team, based on the following grading system:

Not Applicable	This standard does not apply to the agency.
Not Met	There is little or no evidence that relevant indicators are being met.
Partly Met	Some or most relevant indicators are being met (identify gaps)
Met	All relevant indicators are being met.
Best Practice	The agency meets all relevant indicators in both systems and practice. Their work in this area is a model for similar agencies and their expertise should be available to other groups.

Introduction to Te Ora Hou

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Vision:

Purpose: to outwork our Mauri collectively and individually for the benefit of serving our community.

Aim: to operate projects that foster, mentor and respect relationships that contribute to the needs, concerns and well-being of our local communities.

Target group: primarily Maori and Polynesian rangatahi and their whanau, but not exclusively. Any young person for whom Te Ora Hou is a 'best fit'

Values (Te Mauri): Kia mana aki Te Mauri o Te Ora Hou
Nurturing the essence of Te Ora Hou
Tangata whenua – indigenous peoples
Wairuatanga – Jesus centred
Whanaungatanga– Sustained quality relationships
Rangatahi, Whanau and Hapu – Young people, families and communities
Mahi Tika – Social Justice
Akonga – Learning
Ohaoha – Generosity and Volunteerism

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Te Ora Hou Ōtautahi (Te Ora Hou) is a Christian faith-based organisation that works within a kaupapa Māori context and is committed to the holistic development of young people, their whānau and communities. Te Ora Hou are involved in a wide variety of youth and community development initiatives at a local, regional, and national level. Te Ora Hou started in Christchurch in 1983 in Papanui as part of YFC running simple activity based mentoring programmes. It quickly grew to include Boys and Girls Clubs in Shirley, Aranui, Hillmorton and Hornby. In 1995, Te Ora Hou Aotearoa became an autonomous national Māori organisation and in 1997, Te Ora Hou became an Incorporated Society. Today, Te Ora Hou continues strong links with local whānau, community and church groups, as well as forming new relationships and contracts with local government, Iwi providers, Pacific Island groups and central government.

Te Ora Hou is an indigenous movement, primarily led by and for indigenous peoples, who believe in the complete good news of Jesus.

The emerging Te Ora Hou Model of Practice is known as MAIA which is adapted from two independent conceptual frameworks for understanding indigenous people's health and development, the *Circle of Courage* and the *Whānau Capacity Model*

Te Ora Hou offers a wide range of initiatives including Youth Development programmes, an Alternative Education (Te Kaupapa Whakaora) programme, an Attendance Service (K3) and initiatives supporting social work in communities (Whānau Ora).

For the purposes of this review we have focused primarily on services specific to youth work as listed in the following bulletin points, however we were cognizant of the fact that there are overlaps and synergies between youth work and other services on offer by Te Ora Hou and as the week progressed it became more evidently clear that there was a significant degree of integration and influence with the other initiatives particularly in operational matters.

- Monday Night Clubs – after-school programme for Year 9 – 13's
- Te Pihi Ora – after-school programme for Year 7 & 8's
- Mana Wahine – in school group mentoring for females
- Tama Tu Tama Ora – in school group mentoring for males
- Nga Toa – discipleship programme
- Taiohi Tu – fitness-based programme
- Ori Ori Tinana – fitness-based boxing programme
- Ngaru Ora – surf-based programme
- Acoustix Music Development Programme
- Whakapakari – leadership programme
- Holiday Programmes

Summary of evidence sources:

- Interview with the Te Ora Hou Youth Work Team Manager, Jade Beaman
- Interview with Operations Manager, Rebecca Phillips
- Interviews with 2 Youth Development Workers, Amanda Smith and Wiremu Richards
- Interview with Matua Mr H, Kaiawhina/Admin Support
- Interview with Social Worker Manager Sharyn Roberts and Social worker Ngaire Briggs
- Group interview and interactive activity with the youth work team, Vicki Campbell, Wiremu Richards, Amanda Smith, Jason Phillips, Reuben Roberts, Tatiana Moana, Phillip Nitika
- Interview with Papanui High School Associate Principal, Mike Vannoort
- Interview with Burnside High School Head of Pastoral Care, Michael Greenslade
- Interview with Christchurch City Council staff, Christine Lane and Helen Miles
- Observation of 2 youth programmes, Monday night Clubs and Te Pihi
- Focus groups with young people involved in programmes
- Interview with 3 Board Members, Chris Jansen, Rebecca Phillips, Mark Larson
- Time spent at Te Ora Hou site and integrating with Te Ora Hou staff and activities
- Visit to office to review documentation

MATTER OF YEARS

Us kids and teens
will be the adults
who populate new zealand
in a matter of years.

It will be us winning oscars
Nobel prizes
electing
and being elected as
Prime Minister
or maybe, building houses
making video games
movies
designing cars
if not that, winning Olympic gold
being world champion
playing for the All Blacks.

In a matter of years
we will be New Zealand
with a sweet job
maybe a partner you love
maybe not
changing nz
making it ours.

So, adults
when you're tut-tutting
at a kid on a skateboard
or, teens
when you're wondering why adulthood's getting older
and you still aren't 'good' at anything
or you're stuck in a hard place
remember
your
potential

Summary Results Table:

Standard	Page	Practice Level	Systems Level
1. Young people are safe	9	*This standard was met*	
2. Youth Development Workers are safe	14	*This standard met best practice*	
3. The agency helps young people to build positive connections within the programme and to other areas of their lives.	19	*This standard met best practice*	
4. The agency operates from a strengths based approach	23	*This standard met best practice*	
5. Youth Development Workers at the agency connect effectively with young people.	26	*This standard was met*	
6. The agency encourages youth participation and self-empowerment.	31	*This standard was partly met*	
7. The service has activities consistent with its kaupapa (objectives, purpose and values)	32	*This standard was partly met*	
8. Programme content and design is being shaped by feedback and research into local youth needs.	34	*This standard was met*	
9. The programme is supportive of the other areas of a young person's life.	37	*This standard met best practice*	
10. The programme sets fair and consistent boundaries for young people.	39	*This standard met best practice*	
11. The service is adequately resourced.	41	*This standard met best practice*	
12. The agency has a clear kaupapa (objectives, purpose and values) that is shared at all levels.	43	*This standard met best practice*	
13. The governance group has an effective relationship with the management/manager.	47	*This standard met best practice*	
14. Systems are in place for planning, accountability and management of finances appropriate to the size of the agency.	49	*This standard met best practice*	

15. Systems are in place for the management and support of staff (whether paid or voluntary).	51	*This standard met best practice*
16. The agency has a set of policies and procedures appropriate to the scope of their operation.	54	*This standard was partly met*
17. The agency maintains positive connections with stakeholders and the wider community.	56	*This standard met best practice*
18. An agency that works with Maori youth involved actively liaises with local iwi and local Maori resource people.	57	*This standard met best practice*
19. The agency works cooperatively with other local agencies and schools to support best outcomes for (individuals and groups of) young people who are in need.	60	*This standard met best practice*

Standard 1. Young people are safe
Grade: *This standard was met*

Indicators of best practice:

a. Agency is providing a safe physical environment for young people.

b. Agency is providing a safe emotional environment for young people.

c. Agency is providing a safe cultural environment for young people.

d. Agency is providing a safe spiritual environment for young people.

e. The agency has staff currently certified in First Aid. A First Aid kit is available at programmes and activities and regularly re-stocked (check-list is helpful).

f. Staff responsible for activities are trained in Risk Management (RAM).

g. RAM plans exist for both general activities and activities involving risk and staff are making use of them.

h. High risk activities are run by qualified staff/companies.

i. The agency carries out police checks every 3 years on staff and volunteers in accordance with the VCA.
Agency shows awareness of how to handle results consistent with the VCA.

j. All staff have signed up to, and receiving training in an appropriate Code of Ethics (CoE). Agency looks to integrate awareness of CoE in practice.

k. The agency has appropriate policies and procedures (e.g. complaints, abuse disclosure, accident or emergency (fully assessed in standard 16).

l. The agency keeps an incidents book.

m. Vehicles and drivers used by the agency are legal and safe.

n. Staffing levels at activities are appropriate to activity and numbers of participants.

o. That agencies and Youth Development Workers understand the limits of confidentiality consistent with the principles if the Privacy Act.

p. All interactions with young people comply with the articles of the UN Convention on the Rights of the Child.

Evidence:
Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews external stakeholders, interview with board members, interview with manager, vehicle checks

Findings:
"Rangatahi's safety is paramount" Te Ora Hou Senior Clubs and Programmes KOPPS "The programme is committed to the protection of rangatahi" Te Ora Hou Senior Clubs and Programmes KOPPS "Provide a safe environment where rangatahi can learn and be protected from harm" Te Ora Hou Senior Clubs and Programmes KOPPS "The programme environment will reflect that the needs of the rangatahi well-being is paramount" Te Ora Hou Senior Clubs and Programmes KOPPS • Young people stated that they felt safe being at Te Ora Hou *I feel safe here* *Te Ora Hou young person* *It's the only place I feel comfortable* *Te Ora Hou young person* • First aid kits were observed throughout the buildings and in vehicles • Field first aid kits are used for overnight camps • There is a system in place to ensure that first aid kits are re-stocked at the beginning of every year and in the meantime, if a staff member uses an item from the first aid kit, they are to tell Jasmine who will then replace that item (policy backs this up) • It is compulsory for all staff to be trained in first aid • First Aid certificate renewal is monitored by the administrative staff to ensure that each staff members certification is kept current

- It was explained at the start of the event which the Scope team observed, who the first aid person for the event was

- While observing the programme, the Scope team noted that a 'sweep' of the area to be used was carried out by everyone (youth workers and young people) to identify any hazards
- A number of risk management matrices were used

- All activities, whether low, medium or high risk, have RAMS

- There is a clear process for RAMS forms whereby the youth worker completes the form, has a peer review it and then has it signed off by one of the management team

- Young people's names, phone numbers, emergency contacts and medical conditions were noted and carried on activities

- Police checks are carried out for all new staff and a process for regular police checks for current staff is in place

- All youth workers have trained in Code of Ethics, either though Canterbury Youth Workers Collective or Praxis

- Staff noted that if a young person disclosed to them that they were unsafe, or if they were unsure how to proceed with information which a young person had disclosed to them, they would talk with Sharyn or with Jono

- Policy sighted was clear about suspicions of abuse and disclosures of abuse

- Incidents book was sighted

- Vehicles were checked and it was noted that all had current WOF and Rego and that there were systems in place, managed by Mr H, to ensure these were regularly checked and kept current. Mr H advised, and the team observed, that he had checklist which he went through every week

- Some client records are electronic and are stored safely on an online internal network which is password protected and only accessible by the person working with that young person, and by the social work team

- Notes around sensitive information or disclosures were only accessible by Sharyn

- There is a policy regarding access to client notes and a confidentiality policy regarding young people's information

- Some paper-based notes are held by the youth work team and the social work team, kept in a locked cabinet in a locked office

- Youth workers were clear about not making promises to young person around confidentiality and about young person knowing that if they disclosed something which endangered them or someone else, the youth worker would talk with Sharyn about it

- There is clear policy (which is re-iterated in individual job descriptions) regarding boundaries with young people, for example male leaders not being able to pick up girls for clubs and female leaders not being able to pick up boys

- The old building and the prefabs all have building compliance

- All buildings on site are examined by Building Compliance Management Lts annualy

- Fire extinguishers, smoke alarms and fire alarm requirements are checked as part of building compliance

- Fire drills are at least once per year, at a time when all users (including Praxis students) are on site

- Weekly/monthly checks of fire exits are carried out

- Monthly tests of the Fire Alarm in the portacom are carried out

- The manual use of horns to alert of fire, is being trialled

- Te Ora Hou's last Fire Trial Evacuation was reviewed by a fire officer who gave constructive feedback to Te Ora Hou

- The alignment between the youth work team and the social work team was well identified. Staff noted that they knew and respected each other's' roles. The Scope team noted that this enhanced the level of wrap-around safety for young people at Te Ora Hou

- Te Ora Hou has a Health and Safety committee; a Health and Safety warden; and a First Aid officer

- The following policies were sighted:
  - Transporting rangatahi policy
  - Complaints policy
  - Health and Safety policy
  - Accidents/incidents policy
  - Young person protection policy
  - Emergencies policy
  - Record keeping policy

Recommendations:

- We were advised by staff that while there were rules regarding social media and phones, this was a grey area. We recommend some clearer policy and guidelines be put to this area

- The Scope team recommends that the Te Ora Hou team liaises with John Hannam around best practice in Risk Management

- The Scope team noted that there were clear guidelines around girls not pick up boys and vica versa. The team wonders about guidelines around male leaders and male young people and female leaders and female young people when considering pick up and drop off.

- The RAMS form which the Scope team looked at, for the activity we were observing, had a number of mistakes including the date…which led us to query the robustness of the RAMS forms checking process. We recommend that rather than the senior staff member sighting and signing the RAMS from, that a conversation takes place where the leader running the programme is asked questions such as "what is front of your mind about this activity?"

- We were pleased to note the young people taking part in the identification of hazards. We would have liked to have seen them also being involved in discussion about what to do should an incident take place and what actions they could take to mitigate risks

Standard 2: Youth Workers are safe
Grade: *This standard met best practice*

Indicators of best practice:

a. Each Youth Development Worker experiences a supportive atmosphere within their agency.

b. Youth Development Workers have a person within the agency (or in local networks) that they can 'unload' safely with.

c. Employed Youth Development Workers are receiving external supervision (with the support of their agency).

d. Each Youth Development Worker has regular (internal) supervision in their work, through either a team or meeting individually with their manager (or both). These structures are active, and Youth Development Workers have a sense of being supported, accountable for their work, and have someone to go to with questions/issues. It is acknowledged there are personality issues and subjective views of this.

e. Agency has a checking process for staff consistent with the VCA (see standard 16).

f. Youth Development Workers at the agency have (or are completing) training appropriate to their levels of responsibility.

g. The agency has a set of policies and procedures (consistent with the VCA) in plain language for Youth Development Workers (could be in the form of a Code of Conduct, Code of Ethics, or policies and procedures manual).

h. The agency carries out an orientation process for new team members to acquaint them with policies and practices of the organisation.

i. The professional role of Youth Development Worker is acknowledged and recognised by the agency.

j. Youth Development Workers strengths and creativity are encouraged and respected within the kaupapa of the agency.

k. Youth Development Workers foster appropriate boundaries in youth work relationships.

l. Youth Development Workers are supported to manage situations that put them at risk.

m. RAMs forms consider youth development worker safety.

Evidence:
Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews with other stakeholders, interview with board members, interview with manager, vehicle checks

Findings:

"Provide a healthy and safe environment for everyone who works, visits or attends the programme"
Te Ora Hou Senior Clubs and Programmes KOPPS

"I love it because it feels like family"
Youth worker

"If there is an issue with staff, it is sorted out very quickly"
Youth worker

- Team members we spoke with reported belonging to a supportive and encouraging environment

"We are a whanau"
Youth worker

"Once you go there (Te Ora Hou) no-one leaves"
Youth worker

"Relationships between staff, as well as between staff and young people are very positive"
Youth worker

- Team meetings are held every Monday morning

- There are intentional strategies to practice whanaungatanga amongst the staff

- The team regularly celebrates important occasions such as birthdays, a child's birthday, someone passing a study or other goal

- The Scope team took part in a birthday celebration for a staff member's child turning 5 and starting school

- Staff birthdays are celebrated with coffee and cake and everyone on the team saying something positive about the person whose birthday it is

- There is a social committee which organises events and helps the team to build relationships outside of the working environment

- Each youth worker has regular (fortnightly) internal supervision with Jade. This covers work as well as how it feeds into the strategic goals of the organisation, how they are going with their own goals, what are the struggles

- Youth workers meet fortnightly with either Vicki or Wirimu and are asked about any challenges or concerns

- All youth workers stated they had someone they were able to talk with at work, should things not be going well

"Problems are discussed as a whanau"
Youth worker

If there are any problems *"Jono sorts it out straight away" Youth worker*

- Meetings to discuss 'difficult topics' often took place in the chapel. The chapel is seen as a space conducive to this

- Mr H was identified as someone:
  - Matua
  - Senior
  - Custodian
  - General wellbeing of the place in a holistic sense…kaitiaki

- Youth workers engage in regular external supervision and there is policy to support this

- Youth workers at times attend trainings together as a team

- At the end of each week, the youth work team meets:
  - Check in as a team
  - How has the week been
  - What's coming up
  - What are they excited about
  - What trainings do they know about? / like to attend?

- Staff noted a sharing and encouraging environment in terms of people encouraging each other's faith journeys. It is acknowledged that people are at different stages in their faith but are encouraged to learn and grow and not stay in one spot

- The place of youth work within the wider work of TE ORA HOU is acknowledged and valued. In working alongside the Social Worker team, the role of youth worker is valued e.g. the way that case filing takes place has been changed to reflect how the youth workers work, not how the Social Worker work. It's not just narrative, there are pictures, photos, screen shots, more creative to reflect youth worker style of working

- If a youth worker needs time out, they have what is known as a 'snickers moment'. This is acknowledged as that worker letting others know they need space and a moment alone

"A lot of honesty – huis or catch up to see what's going on."
Youth worker

"What burdens are taking place."
Youth worker

"Knowing where people are at."
Youth worker

"We have a code word for stress and can have time out."
Youth worker

- Being part of the team was described as:
  - Modelled by senior leadership
  - Devotions together
  - Snickers moments
  - Iron sharpens iron
  - Any conflict means that we are challenging and growing
  - We know ours and each others strengths and how we can use these to work as a team
  - We can't do this work alone
  - Support

- Leaders met before an activity to discuss the activity but also to share food and fellowship together

- It was noted by those external to the organisation that part of the strength of the work that the youth workers do, comes from the support they receive from Te Ora Hou

"The level of work that they do is all the more productive because of the level of support they have behind them from Te Ora Hou"
Burnside

- Youth workers had resources to assist them in their role e.g. a poster on the wall of the youth work room outlined "10 tips to connect"

- One of the suggestions for youth workers in the "10 tips to connect" is
  - Know your boundaries

- Some youth worker were clear about boundaries with young people while there seemed to be less clarity with some youth workers and regarding some aspects of their relationship with young people e.g. work phones are used for personal use as well and some youth worker talked about clear boundaries and that these were discussed with the young people too. Some said that they

looked at work messages outside of work time, but if it wasn't an emergency they did not respond. The assumption is that they were still looking at and engaging with work.

- Code of practice for staff and volunteers was sighted

- Code of ethics for staff and volunteers was sighted

Recommendations:

- The Scope team recommends the development of a staff wellbeing policy as we believe this will enhance and endorse the great culture of staff wellbeing that is present at Te Ora Hou

Standard 3: The agency helps young people to build positive connections within the programme and to other areas of their lives
Grade: *This standard met best practice*

Indicators of best practice:

a.   Young people experience belonging, acceptance and ownership at the agency. (Acknowledge the challenges faced by Youth Development Workers in compulsory Youth Development Worker relationships).

b.   Young people have the opportunity to form and strengthen relationships with other young people.

c.   The agency is supportive, strengthening young people's connections back to their wider social worlds (whanau, school, community, cultural identity, church etc.).

d.   The agency strengthens the involvement of young people in their school, training or employment by encouraging and supporting them to stay there, and investigating alternatives if they leave.

e.   Programme supports young people positive involvement with social media.

f.   Youth Development Workers at the agency work collaboratively with other stakeholders in the community to support the development of young people.

Evidence:
Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews with other stakeholders, interview with board members, interview with manager
Findings:
"Progress and achievement in every young person will be acknowledged" Te Ora Hou Senior Clubs and Programmes KOPPS • Young people expressed that they experienced belonging, acceptance and ownership at Te Ora Hou *"Te Ora Hou is like a family"* *Young person*

- Whanau night happens once per term, a chance to celebrate, invite whanau, times to share what has been happening with whanau as well as help them to feel part of things

"Whanau night is also important because it is acknowledged that some whanau do not have the same values or DNA to us and so it's important for them to know what we are about"
Youth worker

- Graduation happens once per year…young people and whanau share stories of change

- Any young person coming along to Te Ora Hou, there is an expectation that the whanau will be visited and that the whanau know what Te Ora Hou is and what will be happening

"They involve whanau"
Papanui High School

- If a young person asks outside of club or programme time to meet with a youth worker, the youth worke will check in with whanau first

- Often the whole whanau is involved in Te Ora Hou. This is where the synergy between the youth work team, the social work team, and the TKW team is evident

"The most important thing when engaging with whanau is respect"
Youth worker

"My parents like and trust the leaders"
Young person

- Youth workers are at times asked by schools to help with a young person who is struggling and to help the school to engage a young person back into school

- Some of the suggestions for youth workers in the "10 tips to connect" are:
  - Support their interests
  - Regular contact

- Youth workers reported that Te Ora Hou provide opportunities for Young People to 'Master Skills' in the following ways:
  - Whakapakari
  - Ori ori tinana
  - Ngaru ora
  - Sports mentoring
  - Akonga (TKW)
  - Mihimihi/tikanga
  - Mana wahine…confidence building, social skills, self awareness
  - Tamatu…confidence building, social skills, self awareness

- Youth workers reported that Te Ora Hou strengthens the involvement of Young People in their school, training or employment environment in the following ways:
  - One on one mentoring in schools and outside school times
  - In school programmes
  - Through goals setting with young people
  - K3 referrals
  - Transitioning TKW students into school settings

"They assist us in being with whanau and they assist whanau in being in education"
Burnside High School

"It's not just the hours that they are in the programme, but the impact of those students on the wider school community"
Burnside High School

"It changes the boys' engagement, not just with the youth worker but with a whole lots of other people"
Burnside High School

"There is a gentle strength in their presence in the school"
Burnside High School

- Youth workers reported that Youth Work programmes delivered by Te Ora Hou focus on and support building self-esteem and confidence within Young People in the following ways:

  - Opportunities to lead
  - Encouragement
  - Inclusive nature of the youth work
  - Kauapapa set by young people for young people

- Youth workers reported that Te Ora Hou seeks to foster independent, responsible, decision making rather than creating dependency by:
  - Giving young people responsibilities with support
  - Delegating tasks to young people
  - MAIA
  - Providing opportunities to grow
  - Providing and assisting young people with opportunities to lead
  - Encouragement and guidance
  - Goal setting

- Youth workers reported that Te Ora Hou engages Young People in acts of generosity within the group and toward the wider community and social worlds by
  - Involving them in the bread run

- Modelling oha oha
- Opportunities to serve guests and each other
- Involving young people in neighbourhood activities

"They celebrate well…outcomes, achievements, success, kids accepted on a course, or a job. They include the little things"
Papanui High School

Standard 4: The agency operates from a strengths based approach

Grade: *This standard met best practice*

Indicators of best practice:

a. The agency helps young people and Youth Development Workers discover their strengths /assets and supports young people to develop these – there is a creative approach to identifying strengths.

b. The agency and its Youth Development Workers have adopted strengths-based approaches and language in their dealings with (and about) young people.

c. Youth Development Workers have training in strengths based approaches as opposed to deficit approaches.

d. Young people associate positive qualities (such as feeling being 'believed in') with Youth Development Workers and agency staff.

e. The agency uses the language of strengths (rather than deficit) in its promotional material to describe the young people it works with.

f. Assessments of young people (where they are carried out) include a focus on strengths as well as needs.

Evidence:
Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews with other stakeholders, interview with board members, interview with manager
Findings:
"Identify an individual rangatahi's strengths, needs and interests" Te Ora Hou Senior Clubs and Programmes KOPPS

"Group activity will be provided that allows each young person to flourish in their strengths" Te Ora Hou Senior Clubs and Programmes KOPPS

"While negative behaviour will be actively discouraged, the emphasis will be on drawing out the positive talents and character traits and developing these among individuals" Te Ora Hou Senior Clubs and Programmes KOPPS

"Rangatahi are given positive guidance and control, using praise and encouragement, and avoiding blame, harsh language, and belittling or degrading responses" |

Te Ora Hou Senior Clubs and Programmes KOPPS

"Activities will be provided that allow the rangatahi to explore and discover their talents and abilities"
Te Ora Hou Senior Clubs and Programmes KOPPS

- Some of the suggestions for youth workers in the "10 tips to connect" are:
  - Celebrate success
  - Focus on their strengths

- Strengths finders is carried out with all youth workers and workers strengths are displayed in a creative way in the youth work space

- Te Ora Hou has staff member trained in strengths finders

- Whilst observing the youth work team, the Scope assessors noted positive and strength based language being used when talking about and talking to young people

"We are firstly here to love people"
Youth worker

"It's not about wanting to work with a whanau to fix them. It's about whanau fixing themselves"
Social Work team

"We want young people and whanau to understand their God given potential"
Youth worker

- The Scope team noted a high level of engagement with their work by the youth workers and a sense of passion for the young people they worked with

"As youth workers, we have a window of opportunity with a young person, only a short time to work with them and you never know what's going to happen in the future"
Youth worker

"It's not mahi for me. It's lifestyle"
Youth worker

- Young people expressed that the youth leaders took the time to get to know them and what they were interested in

"They know who you are"

Young person

"It's not about us. It's about the young people and their whanau"
Youth worker

- Plans for young people were focused on young people's goals

- The Scope team noted high levels of collaboration with others in the community to collectively meet the needs of young people e.g. schools, local council, other youth and community agencies

"Te Ora Hou are seen as a key organisation in this area"
Local City Council staff

"They are prepared to take a lead role in the community"
Local City Council staff

Standard 5: Youth Development Workers at the agency connect effectively with young people

Grade: *This standard was met*

Indicators of best practice:

a.   Youth Development Workers build respectful relationships with young people and foster genuine and unconditional positive relationships.

b.   Each young person involved in a service has engaged in positive personal interactions with a Youth Development Worker.

c.   Service design creates time and spaces for informal interaction between Youth Development Workers and young people.

d.   Youth Development Workers have received training in relationship skills (can include listening/helping skills).

e.   Youth Development Workers are open and respectful when connecting with young people from different cultural backgrounds.

f.   Young people experience positive personal qualities among the Youth Development Workers they relate to.

g.   Youth Development Workers have regular contact and involvement in the lives of young people outside of their services.

h.   Programmes run by the agency will have a focus on building self-esteem and confidence among young people.

i.   The agency will balance being a positive influence on values of young people, with creating opportunities for them to discuss, explore and develop their own values.

j.   The agency will foster independent, responsible, decision making rather than creating dependency.

k.   Programmes run by the agency will engage young people in acts of generosity within the group and toward their wider social worlds

l.   Services offered by the agency provide opportunities for young people to master skills. This could be through formal or informal processes; it may include specific skill areas for example: sporting, cultural or the arts, and developing leadership.

Evidence:
Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews with other stakeholders, interview with board members, interview with manager

Findings:

"Workers will respect the dignity and worth of every individual, the integrity of whanau, and the diversity of cultures"
Te Ora Hou KOPPS

"Workers should treat young people with respect, courtesy, fairness and honesty"
Te Ora Hou KOPPS

"The programme will endeavour to meet culturally diverse needs, whether of an ethnic, social and/or religious nature"
Te Ora Hou Senior Clubs and Programmes KOPPS

"All rangatahi will feel welcome, accepted, included, and important and, as individuals will be treated with respect and dignity and be kept safe from harm"
Te Ora Hou Senior Clubs and Programmes KOPPS

"All adults are encouraged to be confident in their own culture and respect other cultures using positive language"
Te Ora Hou Senior Clubs and Programmes KOPPS

"The cultural identity of all rangatahi will be supported. Programmes will be inclusive"
Te Ora Hou Senior Clubs and Programmes KOPPS

- The young people that we spoke to expressed that they feel supported and encouraged within the TE ORA HOU environment

"It's a place you want to be"
Young person

- Youth workers spoke of wanting young people to come to a safe place where they can share what's going on, a place where they can get consistent love

- When asked to provide words which described TE ORA HOU, the following words used by the young people:
    - Fun
    - Funny
    - Help
    - Keeps us out of trouble
    - Discipline

- If I'm angry, I can calm down here
- Helps me to communicate
- Confidence
- It's the only place I feel comfortable
- Healthy food
- Respectful (e.g. poutai off)
- Meet new people
- Social
- Hang with mates
- Always do something different
- Like a family
- Feels safe
- Heaps of trust
- We can tell the leaders anything
- I feel safe here
- Fun thing to do on a Monday night
- It's the thing in my week that I look forward to
- Get to do cool stuff
- I can talk to my leader
- Active
- Entertaining
- Whanau
- Adventurous
- Intense

- When asked to describe their youth workers, young people said:
  - Funny
  - Caring
  - Go beyond what's expected
  - They do heaps for us
  - Incredible
  - They come and get us even if we live over the other side of town
  - Different – not all the same
  - Hard out
  - Sneaky is energetic
  - Serious when they have to be but fun
  - Fun
  - Trustworthy
  - Good to talk to about anything
  - Devoted to us
  - Look after us
  - Value us
  - They take time out to spend with us
  - They know who you are

- Helped me to come out of my shell

- Whilst being Christian and kaupapa Maori, the young people felt that neither of these things was forced on them and that the youth workers were open to anyone being part of Te Ora Hou

"Kaupapa Maori isn't forced on us. It just is"
Young person

"We all help each other with how we step with God"
Young person

"If things gets forced on you, you don't want to do it. But they make it easy"
Young person

For some young people, church is not a safe place for them to explore their faith. We want club to be that safe place
Youth worker

"People of all faiths welcome"
Youth worker

- Young people appreciated the Maori games and activities and for many TauToku was a highlight

- Prayers were said in Te Reo and English

- We observed young people listening respectfully when leaders and other young people were speaking

- Youth workers have received training in communication and relationship skills through Praxis, RAP training, COE training, ABL training

"They have knowledge of young people, based on relationship"
City Council local staff

- Youth workers spoke of 'journeying with' young people in their faith journey. It wasn't a matter of being 'in' or 'out'

"I like the idea of journeying alongside a young person"
Youth worker

Recommendations:
• The Scope team noted a behaviour amongst the leaders and young people which we believed didn't align with the values of TE ORA HOU and which wasn't respectful of all cultures. We pointed this out to a senior youth worker after the activity and were impressed by their acceptance of the observations and their willingness to look at other ways of achieving the same outcome with a different method • We recommend all practices, even those carried out in a seemingly light hearted way, be looked at through the lens of a young person attending whose culture or background may mean that they find something offensive and hurtful.

Standard 6: The agency encourages youth participation and self empowerment.
Grade: *This standard partly met*

Indicators of best practice:

a.   Young people are involved and participate in the services run by the agency.

b.   Young people are kept informed, have an effect on outcomes, organise themselves, make decisions or are involved in decision-making and are involved in in follow-up.

c.   The agency has processes for feedback from young people.

d.   Young people have a voice at all levels in the agency and are involved in planning and taking responsibility.

e.   The agency has pathways for developing young people as leaders.

Evidence:
Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews with other stakeholders, interview with board members, interview with manager
Findings:
- Youth workers advised us that young people are asked to give feedback on activities, and young people spoke about being able to give input to activities   - A key component of the youth programmes is the young youth leaders who are involved in the running of the programme and in building positive connections with young people   - Youth leaders are involved in planning and debriefs   - Whakapakari offers young people the chance to develop leadership. It is a group of young people within Te Ora Hou who have displayed their potential to lead and positively influence their peers, whanau and community**.**   *They were there for me when I was younger. Now I can be there for someone else"* *Young person on the Whakapakari leadership programme* *I know there's a need for someone out there like me* *Young person on the Whakapakari leadership programme*
Recommendations:
Conduct termly, 6 monthly or annual evaluations with parents and other stakeholders

Standard 7: The programme has clear kaupapa (objectives, purpose and values) and its activities are consistent with these.
Grade: *This standard was partly met*

Indicators of best practice:

a. The agency has a clear youth development framework that they work from (e.g. 5 C's, Circle of Courage, Maslow, Resilience, YDSA or specific to organisation).

b. The agency's building is consistent with or reflects the kaupapa/purpose of the agency.

c. Work with young people is consistent with the youth development framework they operate from.

d. Youth Development Workers are able to explain what needs their project is aiming to meet, how those needs were identified and how they are aiming to get there.

e. All staff (volunteers and paid) are aware of the purpose/goals

f. The agency has identified a set of outcomes and indicators to help keep them on course toward their goals/purpose.

g. The agency celebrates achievement.

Evidence:
Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews with other stakeholders, interview with board members, interview with manager
Findings:
• Youth workers were clear about the MAIA and the Maui being the foundations from which they worked with and related with young people • Alongside this foundation, a number of frameworks for working with young people was encouraged…COC; Action/Reflection cycle; See/Say/Do; Restorative Approach; Challenge by Choice; ABL • It was acknowledged that the framework used was dependant on what was needed. A youth worker may anchor on one in their work with a particular young person, but draw from others • The Scope team observed a strong and clear culture during all activities

- Leaders and young people were clear about what Clubs was for

"Whanaungatanga is important to us"
Youth worker

"The clubs programme is predominantly for having fun. This programme encourages the youth workers to do some old school youth work."
Youth worker

- Purpose and values were clearly communicated through programmes, discussions, interactions, information on the website, written communication and promotional material

- The youth work that the Scope team observed, was consistent with the organisation's kaupapa

- Interactions between youth workers was consistent with the organisation's kaupapa

- Achievements and special occasions are celebrated with the person being acknowledged being upheld and encouraged and empowered

Recommendations:
• The Scope team acknowledges the work of the Te Ora Hou team as they refine what their Maia and Maui looks like and how this is worked out in everyday youth work practice

Standard 8: Programme content and design is being shaped by feedback and research into local youth needs.
Grade: *This standard was met*

Indicators of best practice:

a. The agency has acted to identify and reduce barriers (physical, cultural, emotional etc...) to the involvement of

   young people in its target group.

b. Opportunities have been created for feedback from young people.

c. Young people report being listened to and consulted.

d. The agency consults (does research in) the wider community about youth needs.

e. Agencies attend local forums to discuss youth needs (e.g. youth workers network).

f. There is a clear link between programme design and feedback received.

Evidence:
Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews with other stakeholders, interview with board members, interview with manager

Findings:
"Te Ora Hou will endeavour to get all programme and activity costs as low as possible so as to not exclude anyone from taking part"   Te Ora Hou Senior Clubs and Programmes KOPPS   • Young people attending clubs are picked up from their home and dropped back at the end of the night   • It was acknowledged that for some young people, having to get their on their own would be a barrier   • A charge of $2 for club night was requested. If young people were unable to pay this, they were still welcome to attend   • At the end of term, young people are asked "what do you want to do this term?"   • A sheet is handed out asking for feedback

- There is a poroporoake process at the end of camps and Noho

- The Green, Orange, Red system is used to ask young people what they like, and don't like and what they would like to see changed

- Leaders and young people debrief weekly and on a bigger scale throughout the year

- The Mana Wahine programme asked the young people what they wanted to learn

- Youth workers stated it was second nature for them to ask "how was that?"

- It was noted that often the measurement tools used to determine impact were ones which had been required by external stakeholders such as funders. With the development of MAIA and values, there was a desire to create an outcome measurement tool which aligned with Te Ora Hou, and which could inform funders and other stakeholders but not be purely measuring what they wanted measured i.e. measuring what's really important to us as an organisation

- Young people are asked for feedback by way of evaluation questions such as "did you have a say?" and "what would you like to see next time?"

- Youth workers reported that Young people's feedback and input has been used in the following:

    - Dusk till Dawn event
    - Polyphony
    - Clubs
    - Tamatu
    - Mana Wahine
    - Te Piri Ora

- The Polyphony event was born from feedback from the CERA wellbeing survey, and enabled youth to have a voice in the rebuild. It became a collaboration between young people and Te Ora Hou. Young people did the photography and the Te Ora Hoe whakapakari group took care of the training and the advertising.

- Club leaders are always getting information informally, and it is part of the culture of Clubs to be able to adapt to feedback from the young people.

- Praxis interns are required to carry out a community profile, including schools, principals, kaumatua, youth and to assess the strengths and the challenges and needs of the community. If the organisation has capacity to do so, it then commits to meeting those needs.

- Some examples of this include the creation of Te Pihi Ora when a gap was identified amongst the intermediate age group, and Rueben's work with young people interested in gaming

- During the school holidays, week 1 is devoted to holiday programmes and week 2 to down time, reflection, telling of good news stories, planning for the following term.

- This reflection and feedback is also used by John for marketing purposes

- A feedback folder is broken divided into programme areas e.g. Clubs, holiday programmes and leaders are mindful of things that need to change

Standard 9: The programme is supportive of the other areas of a young person's life.
Grade: *This standard met best practice*

Indicators of best practice:

a. Where appropriate, Youth Development Workers have informal contact with young people in the community.

b. Where appropriate, Youth Development Workers attend other events in the lives of their young people (sports,
prize giving, tangi, etc)

c. The agency encourages involvement in school, training and work.

d. The agency encourages contact with families/whanau by Youth Development Workers recognising the
Youth Development Workers primary relationship is with the young people.

e. Parents/caregivers feel informed and supported by the agency.

f. Young people in the agency feel their cultural connections are respected and strengthened

Evidence:
Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews with other stakeholders, interview with board members, interview with manager

Findings:
• Youth workers connect with young people's whanau through Whanau nights   • One of the suggestions for youth workers in the "10 tips to connect" a home visit   • Whanau visits were described as ***"intentional but informal" Youth worker***   • There is an expectation that home visits will happen twice per term, but this could be more frequent as needed   • Whanau have a term planner so they know what's happening when   "Participation of whanau will be welcomed within the programme and their knowledge and skills respected. Every opportunity will be taken to include parents, guardians and caregivers in partnerships type relationships with leaders"   Te Ora Hou Senior Clubs and Programmes KOPPS

- Close connections and relationships with local schools mean young people are more likely to be engaged in school

"Te Ora Hou opens doors for us to connect with whanau we may not have the opportunity to, in an appropriate way"
Burnside High School

Standard 10: The programme sets fair and consistent boundaries for young people.
Grade: *This standard met best practice*

Indicators of best practice:

a. Boundaries for acceptable behaviour have been established and are maintained within the context of supportive relationships with Youth Development Workers and consistent with the CoE for youth workers in Aotearoa.

b. Young people have been part of discussing and establishing the boundaries (for example through a contract).

c. Boundaries are consistently maintained among different members of the youth work team.

d. The agency has developed a positive peer culture, in which newcomers are supported and guided into appropriate behaviour by other young people.

e. The boundaries operate from a strengths basis (eg., 'rules' are not only 'don't' – but also 'do'; positive behaviour is celebrated)

Evidence:
Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews with other stakeholders, interview with board members, interview with manager

Findings:
"Behaviour will be managed in a positive way that enhances rangatahi development and self-esteem and rangatahi will be guided towards behaviour that is acceptable" Te Ora Hou Senior Clubs and Programmes KOPPS   "Conflicts will be resolved peacefully and through rangatahi understanding what are acceptable limits" Te Ora Hou Senior Clubs and Programmes KOPPS   "Leaders will manage behaviour in a consistent manner reflecting the rules and procedures of the programme. Leaders will encourage rangatahi by reinforcing appropriate behaviour, making rangatahi aware of what is expected of them, and the consequences of choosing inappropriate behaviour" Te Ora Hou Senior Clubs and Programmes KOPPS

- Young people at club expressed that having the kaupapa at the start of each club night meant:
  - It made them feel welcome
  - It set the boundaries and the rules

- When asked why they thought this happened every time, they said it was to:
  - Refresh their memory
  - Let new people know
  - Help new people understand our kaupapa so they don't do something wrong

- Young people knew that if they did something wrong, they would receive a warning, and depending on 'how wrong' it was, they may be asked to do press ups, or they may be taken home

- Young people stated they thought the rules were fair

- Young people said they were able to give input into the rules

- Te Ora Hou clubs have a clear behaviour management plan

Standard 11: The programme is adequately resourced.
Grade: *This standard met best practice*

Indicators of best practice:

Personnel:

a. There are enough staff to provide adequate supervision of activities and give attention to each young person (ratios for different types of activities are included in risk management planning).

b. The agency is able to provide relief cover to enable Youth Development Workers to have time out, training and/or professional development.

Equipment / facilities

c. The project has premises appropriate to the activities it is undertaking.

d. The project has enough equipment

Administrative support

e. Youth Development Workers have an efficient and comfortable working environment.

f. Wages and expense reimbursements are paid promptly.

g. There is a good working relationship between Youth Development Workers and administrative staff.

Evidence:
Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews with other stakeholders, interview with board members, interview with manager
Findings:
- Te Ora Hou is well resourced with youth workers, volunteer youth leaders, support staff and other services   - One of the strengths of the Te Ora Hou youth work is how well it is supported by other services such as K3, TKW, and the Social work team   - It is also well resourced by way of staff surrounding the youth work team who are able to offer specialist support and guidance e.g Danette and Mr H

- Te Ora Hou is well resourced with vans and other equipment

- There are enough youth workers to allow each to engage in meaningful relationships with young people

- There are enough youth workers to allow for safe youth worker to young person ratios for activities

- Time out, training and professional development were all highly respected within the Te Ora Hou environment, and youth workers were able to take time out as needed

- The Scope team observed good working relationships between the youth work team and other teams at Te Ora Hou

- Youth workers advised that wages and expenses were paid promptly

- The Scope team noted tight working conditions for the youth work team in terms of space but were advised by the youth workers that they liked working so closely together and that even if there was more space they 'wouldn't want it any other way'

- Youth workers are encouraged to have a morning or an afternoon working from home, planning, dreaming, doing some "balcony thinking"

- Youth workers know that if another youth worker has their headphones on, they are asking to be left alone, like a 'closed door'

Standard 12: The agency has a clear kaupapa/values/purpose that is shared at all levels.

Grade: *This standard met best practice*

Indicators of best practice:

a. It is easy to find out about the purpose and values of the agency.

b. The Youth Development Workers and other staff are clear about the purpose and values.

c. The agency evaluates its performance against its purpose and values.

d. The agency's publicity makes its purpose and values clear.

e. The purpose/values are consistent across the agency.

f. The agency has and regularly reviews their kaupapa, values, strategic plan etc... ensuring relevance.

g. The agency evaluated and monitors its capacity and effectiveness.

Evidence:
Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews with other stakeholders, interview with board members, interview with manager

Findings:

- The purpose and values of the organisation were visible throughout the buildings (even in the bathroom) and were known by all staff we spoke with.

- More importantly, the purpose and values of the organisation were lived out by staf

- All Youth workers and other staff were clear about values

- A sense of the values of Te Ora Hou underpinning everything else that happens and of them superseding any of the 'programme' work or anything written or articulated

- An understanding that living the values is what is important

"Values are lived first, not articulated first" Te Ora Hou Board member

"Someone should be able to sit in any context at Te Ora Hou and should be able to feel them" Te Ora Hou Board member

"Less important what is written, than what staff, families, young people experience"

Te Ora Hou Board member

"Our mission is to outwork the Maui i.e. to live our values"
Te Ora Hou Board member

"With Maia and Maui, we are now able to articulate them, but they were there before that"
Te Ora Hou Board member

"We are a bigger NGO now but our size is still less important than the essence of what we do"
Te Ora Hou Board member

"Our model of practice is all about how we live our values"
Te Ora Hou Board member

- Young people at programmes had a good understanding of the kaupapa

- At the beginning of each activity, leaders asked for a young person to outline the kaupapa. Young people knew and were happy to relate for the whole group:
  - One in, all in
  - No electronics. We are here as a whanau and we are all communicating together
  - One person talking at a time
  - No swearing (leaders and young people)
  - No gang colours. We are note representing a gang, we are representing Te Ora Hou. We are whanau together
  - No drugs or alcohol (taken home if this is the case)
  - Have fun
  - No put downs
  - No shame

- Reporting to the Te Ora Hou Board is based on values, ensuring that *"what we talk about and what we do lines up" Te Ora Hou Board member*
- The Te Ora Hou Board regularly reviews the strategic goals and how the organisation is tracking against them

- The Te Ora Hou Board regularly evaluates *"are we living our Maui and our Maia?" Te Ora Hou Board member*

- The Te Ora Hou Board engages in a strategic planning cycle

- The strategic plan is seen as 'chapters' in the life of the organisation.

- Previous chapters have focused on 'strengthening the waka'…policies, becoming a robust organisation, how things are done; and more recently, following the EQ's, on adapting services to meet needs, growing and innovating

- The CEO currently reports to the Trustboard on four main areas…growth, leadership, identity and sustainability

- Funding contracts are evaluated against how they will work with the Maui and the Maia and if it is determined by the TB that there is not a good fit, the funding will not be accepted

"All funding opportunities are put through our Maia sieve. If it doesn't fit, we don't apply"
Youth Work Manager

- There was pride in the fact that Te Ora Hou started as a youth work organisation and although it was evolved into other things, at its core is *"simple, relational youth work" Te Ora Hou Board member*

- Staff coming into Te Ora Hou take on the Maui and the Maia through a formalised induction process and by what is role modelled by others

- Staff performance is linked to the Maui and the Maia

- When the new building was discussed, the example was relayed to us of the staff relaying to the architect that:

"Having whanau-friendly spaces is more important than my comfort"
Youth worker

- One youth worker saw that their work at Te Ora Hou was about wanting young people to know who Jesus is

- Youth workers saw their role with young people as being relationship based

- External stakeholders believed they had a clear understanding of the purpose and values of Te Ora Hou

"Te Ora Hou has a Christian ethos, it's about wanting to serve the community and young people at the cost sometimes to self. It's about self-sacrifice and they see it as a calling"
Burnside High School

"They are faith based and kaupapa Maori. Whanau who we have at this school and who are connected with Te Ora Hou have relayed that they value this highly"
Burnside High School

"They function as Maori which is powerful. They allow students, whanau and staff to engage in this way as well"
Burnside High School

"When engaging with other cultures, it's not about a diluting of their own but an enhancing of both"
Burnside High School

"TE ORA HOU has been quietly part of the transition for us as a school from self-identifying as Pakeha to where we are now"
Burnside High School

"Being kaupapa Maori makes them unique, a valuable resource"
City Council local staff

Standard 13: The governance group has an effective relationship with the management/manager.
Grade: *This standard met best practice*

Indicators of best practice:

a. The agency has a governance group (board) that meets regularly with the manager.

b. The delineation role of the board and manager are clearly defined.

c. The board and manager operate from a shared set of values and goals.

d. The board feels informed by the manager.

e. The manager receives appropriate support and feedback from the board.

f. The board has approved a budget and monitors budget performance.

g. Board members make an effort to keep in touch with the staff and attend the occasional activity.

h. Board members feel their role is important and acknowledged.

i. The board is regularly reported to regarding risk, employment and any other statutory responsibilities.

j. The board will assist and support managers to access qualifications and professional development opportunities.

Evidence:
Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews with other stakeholders, interview with board members, interview with manager
Findings:
• The CEO has regularly formal and informal meetings with the TE ORA HOU Board and will ring them to discuss matters outside of meetings • The TB expressed that they have a high level of trust in Jono *"He's earned our trust"* *Te Ora Hou Board member* • Reports from all areas of the organisation are given to the Trustboard by way of Jono's reports

- The Te Ora Hou Board noted that they were confident that should there be any matter of risk, that Jono would let them as a Trustboard know

- The Trustboard expressed that they value Jono and trust that he feels valued by them

- The Trustboard stated that they felt valued in their role as Board members

- They believed that their role was significant to the organisation

- They expressed that they felt they had an appropriate level of involvement in the organisation's activities

- The Trustboard said they were valued through words of appreciation and encouragement

- Each Board member is allocated to one area of the organisation and regularly connects with the manager of that area

Standard 14: Systems are in place for planning, accountability and management of finances appropriate to the size of the agency.
Grade: *This standard met best practice*

Indicators of best practice:

a. The manager operates from a budget which has been approved by the board.

b. Feedback on budget performance (actual to budget) is reported at regular intervals to the staff responsible and the board.

c. Efficient and accountable systems exist for authorising expenditure.

d. The agency has its accounts audited annually.

e. Financial records are stored safely.

f. The agency has insurance policies appropriate to its assets and activities.

g. Evidence is given of financial procedures/policies (e.g. cheque signatories.

h. Agency has assessed capacity and considered long term sustainability

Evidence:
Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews with other stakeholders, interview with board members, interview with manager
Findings:
• The manager operates from a budget • Feedback on budgets is provided to the Board every month • The operations manager operates efficient and accountable systems for monitoring finances • A clear process is in place for authorising expenditure • Te Ora Hou's accounts are audited annually • Financial records are stored securely

- Te Ora Hou has a long term financial strategy in place

- Financial policies were sighted

Standard 15: Systems are in place for the management and support of staff (paid and voluntary).
Grade: *This standard met best practice*

Indicators of best practice:

a. Volunteers and staff have a job description and set of performance criteria for their role.

b. Paid staff have current employment agreements.

c. The agency has a welcome and orientation process for new staff/volunteers.

d. The agency has a written set policies and procedures. Staff demonstrates a level of familiarity with them

    (appropriate to their level of responsibility); everyone knows how to access a copy.

e. All staff connect regularly with a person for line supervision (individually or in small groups).

f. The agency has a regular performance appraisal and feedback process for all staff.

g. The agency has a policy of rewarding qualifications in youth work through the staff selection process and/or in pay rates.

h. The agency has a policy of assisting Youth Development Workers access qualifications through paid time off for study, and/or assisting with course fees.

i. The agency has a budget for professional development and external supervision.

j. The agency exits staff well.

k. Staff are engaged in the workplace – they are committed to their agency's goals and values, motivated to contribute to the agency's success and are able at the same time to enhance their own sense of wellbeing.

l. Staff are engaged in the agency.

Evidence:
Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews with other stakeholders, interview with board members, interview with manager

Findings:

- All staff and volunteers have a job description, and sample job descriptions were sighted

- All paid staff have current employment agreements

- Te Ora Hou has an induction process for new staff members

- Te Ora Hou has a robust set of policies and procedures

- All staff meet regularly with a staff member for line supervision

- Every year, each member of the youth work team has a 360 team review. They can walk away knowing "these are the things my team values about me"

- A powhiri or a mihi whakatua takes place for each new staff member

- An induction process takes place when a new youth worker starts at Te Ora Hou:
  - Spend time with John Solomon
  - Go over administrative stuff
  - Policy and procedures
  - Model of practice
  - Buddied up with an experienced youth worker and shadow them

- When recruiting for a new youth worker, the things looked at are:
  - Heart
  - Experience
  - How they can fill the gaps in and compliment the team
  - What are their strengths and how can you make our team stronger and better
  - Genuine love for young people
  - Te Ora Hou is upfront about being kaupapa Maori and faith based. Is the youth worker comfortable with that?

- There are ongoing opportunities for youth workers to upskill, and this is factored into budget

- Pay scales were set balancing market rates with what the organisation could afford

- It was acknowledge that most staff haven't been receiving pay rises

- After the EQ's, and in acknowledgement of staff but without being able to afford a financial raise, staff were awarded 5 rather than 4 weeks annual leave

- Management acknowledged they regularly consider what is important in retaining good staff and looking at what the staff value

- Having staff from other disciplines sitting alongside youth work at Te Ora Hou is an asset and something which allows the youth workers to tap into a raft of knowledge which may be outside their own area of expertise or experience e.g. social work team, truancy team, TKW, Danette as cultural consultant and strengths finders coach

- Personnel policy sighted

- Performance management policy sighted

Standard 16: The agency has a set of policies and procedures appropriate to the scope of their operation.

Grade: *This standard was partly met*

Indicators of best practice:

a. The agency is an equal opportunity employer. At all levels of leadership, it   has sought to maintain a gender balance and operate inclusively toward minority cultural groups.

b. The agency has an updated set of Health and Safety policies consistent with new Health and Safety legislation – see checklist below.

c. The agency has policies and procedures for the following situations:

   o Complaints

   o Risk management

   o Personal safety

   o Employment and vetting

   o Financial management.

d. The agency has a child protection policy in place consistent with the Vulnerable Children's Act.

e. There is a clear understanding of who are children's workers (both core and non-core) under the VCA. There is a policy for core worker exemptions.

f. Staff are aware of and have easy access to policies and procedures information.

Evidence:
Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews with other stakeholders, interview with board members, interview with manager

Findings:

• The Scope team noted gender and cultural balances within the staffing team
 	
• Te Ora Hou has, and the Scope team sighted, Health and Safety policies, and an accident and hazards register
 	
• The Scope team noted polices for:
 	
    • Complaints
 	
    • Risk management
 	
    • Child protection
 	
    • Personal safety
 	
    • Employment and vetting
 	
    • Financial management
 	
• Staff we spoke with were aware of policies and knew how to access them
 	
• Te Ora Hou is currently working on its policies to ensure they align with the new Vulnerable Childrens Act and

Recommendations:
• The Scope team commend the work of the Te Ora Hou team, and particularly Rebecca, in completing policies in line with the new Vulnerable Children policies • Once completed, the Scope team looks forward to these being clearly displayed on Te Ora Hou website • The Scope team also notes the work of the team to complete local and National policies

Standard 17: The agency maintains positive connections with stakeholders and the wider community.
Grade: *This standard met best practice*

Indicators of best practice:

a) Whanau are informed and involved in what's happening.

b) The agency has identified key stakeholder groups and has forums in place for:

    o   communicating to them

    o   Consulting with and gaining feedback from them.

c) Youth Development Workers are members of and involved in the Youth Development Workers network.

d) The agency regularly gets local media coverage of events and activities.

e) Information about complaints processes is easy to understand and easily accessible to stakeholders.

Evidence:
Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews with other stakeholders, interview with board members, interview with manager

Findings:
"Participation of whanau will be welcomed within the programme and their knowledge and skills respected. Every opportunity will be taken to include parents, guardians and caregivers in partnerships type relationships with leaders"   Te Ora Hou Senior Clubs and Programmes KOPPS   • When a young person first engages with TE ORA HOU, the first thing the youth worker does is visit the whanau, let them know what they do and ask if they are okay with their young person being involved   *"The biggest thing when engaging with whanau is respect"*   *Youth worker*   • Youth workers are members of CYWC, and this expectation is expressed to youth workers by the agency   See standard 9 and standard 3 for more examples of best practice in this area

Standard 18: An agency that works with Maori youth actively liaises with local iwi, and local Maori resource people.

Grade: *This standard met best practice*

Indicators of best practice:

a. Iwi are represented at all levels of the agency's structure (usually this will be in person, however where this isn't possible

b. The agency has a contact person within the local iwi and local Maori resource people to liaise with.

c. As part of its own review cycle, the agency involves Maori in reviewing the cultural safety and appropriateness of its services with Taiohi and Whanau (clauses 12 and 25 of the Code of Ethics in Youth Work acknowledged)

d. Taiohi and Whanau have the option of access to Maori youth development workers –either through current staff or through co-operative arrangements with other organisations.

e. The agency is committed to supporting people at all levels of the organisation in their own cultural understanding as well as engaging with Tangata Whenua.

f. Any 'by Māori for Māori' initiatives that are associated with the agency are equitably resourced?

Evidence: *Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews with other stakeholders, interview with board members, interview with manager*

Evidence used to substantiate and affirm specific indicators relating to 'Standard 18' have been collated via a range of methods, which include:
- Observations
- Interviews
- Informal and formal conversations
- Review and awareness of key strategic documents, publications, communications and marketing material, online resources, board minutes including the local, national and international collaborative initiatives

The aforementioned engagement methods and review processes were undertaken across a wide range of the organisation's resources including:
- Staff:
  - Administration
  - Support Personnel
  - Tutors

- o Mentors
- o Coordinators
- o Management
- o Board Members
- Stakeholders
  - o Young People
  - o Whānau Members
  - o Community
  - o Iwi, Papatipu Rūnanga/Rūnaka
  - o Hapū and Marae
  - o Kaupapa Māori Agencies and Organisations

Findings:

Te Ora Hou Ōtautahi has an ethos which is underpinned by working within a Māori context and adhering to kaupapa Māori values and principles. These integral concepts are reflected within the organisation's strategic documents and imbedded in its practice. Working from a community and whānau-centric framework, this enables iwi, hapū and whānau to be well informed from the outset of enquiry about its programme provision via the organisation's various publications and marketing material. Following various interviews, Te Ora Hou Ōtautahi is regarded highly and a widely respected organisation locally amongst mana whenua (local iwi) and amid iwi o ngā maata waka (other iwi).

Iwi and Māori are significantly represented at all levels of the organisation's structure, whom each attribute to the vision of Te Ora Hou Ōtautahi including the opportunity for whānau input and influence across the various levels of operation. The high proportion of Māori staff extends across the roles of Case-workers where Young People have access to and are supported throughout this process by key Māori staff.

Te Ora Hou Ōtautahi works within a kaupapa Māori context, primarily targeting Māori and Pasifka Youth. The majority of if not all of the organisation's programme of provision and initiatives are kaupapa Māori and given the high proportion of Māori staff, these are led by Māori for Māori. All resources are equitable however, following observations and collating anecdotal evidence it indicates that Te Ora Hou Ōtautahi provides invaluable resources and initiatives with the minimum of financial resourcing whereby staff and Young People alike have no hesitation to personally contribute financially to ensure a successful outcome. This is indicative of the commitment to the organisations vision and aim:

Vision: to outwork our Mauri collectively and individually for the benefit of serving our community.

Aim: to operate projects that foster, mentor and respect relationships that contribute to the needs, concerns and well-being of our local communities.

The organisation's commitment to working within a kaupapa Māori context was also observed when we as the Scope Review Team were afforded a 'mihi whakatau' as a means of acknowledging our arrival. The level of staff who participated clearly demonstrated the commitment of Te Ora Hou Ōtautahi in terms of staff dedication, professional development and priority to maintain its kaupapa Māori ethos.

Te Ora Hou Ōtautahi has a vast network of key Māori stakeholder groups it accesses regularly, complemented by a significant proportion of the organisation's staff who are Māori and well-connected in the community. Establishing and building sustainable relationships with Māori stakeholders is a core priority for the organisation, which are maintained through meaningful consultation as reflected in its engagement methods supported by its 'kaupapa' (objectives, purpose and values) with stakeholders such as interviewing Young People and their whānau from a 'Te Ao Māori' perspective that's strength-based and culturally responsive.

Engagement by Te Ora Hou Ōtautahi with manawhenua is carried out by the organisation's various staff both informally and formally. The organisation has key contacts within the office of te Rūnanga o Ngāi Tahu and across its various Papatipu Rūnanga/Rūnaka.

Matua Hori 'George' Ehau, a prominent and well respected figure within the Māori community and amongst iwi, who was also the Kaumātua and Board member for Te Ora Hou Ōtautahi, led and upheld the mana of the organisation in terms of its 'tikanga me kawa' (Māori customs and protocols) and guiding the organisation with in Te Ao Māori.

"He whakamihi me maumahara e au i te wehenga me te tini aituā ara ko Matua Hori Ehau. Kua hinga te tōtara o te wao nui a Tāne, e te Matua Hori, haere koe ki ōu mātua tīpuna, ki a rātou e tatari ana mōu ki tua o te arai! Haere ki Hawaiki nui, ki Hawaiki roa, ki Hawaiki pamamao, moemai rā, moenga roa ki roto i te ariki!"

We would like to take this opportunity to acknowledge the recent passing of Matua Hori and his immense contribution to the Youth Work sector.

Standard 19: The agency works co-operatively with other local agencies and schools to support best outcomes for (individuals and groups of) young people who are in need.
Grade: *This standard met best practice*

Indicators of best practice:

a. The agency is a member of the local youth workers network.

b. Each Youth Development Worker at the agency has a list of local resource people (health, counsellors, legal etc.) – people they are known to and can call on in their work.

c. Where appropriate, Youth Development Workers have a good working relationship with school guidance and support teachers, and are regularly invited in to support events and students.

d. Agencies are represented at community meetings and events.

e. The agency shares resources and expertise with other local groups.

f. Staff occasionally attend events and celebrations at other local agencies.

Evidence:
Interviews with staff, interviews with young people, programme visits, reviewing documentation, interviews with other stakeholders, interview with board members, interview with manager

Findings:
• Te Hou Ora is a member of the Canterbury Youth Workers Collective   • Youth workers are encouraged to become individual members of Canterbury Youth Workers Collective   • Youth workers have access to lists of external resource people via an agency folder   • Youth workers have connection with the PCW Partnership Community Health Worker   • Youth workers have access to CYF social workers   • Youth workers have connections with Purupuru Whetu counsellors, whanau ora and Earthquake support (Kaitoko)

- Youth workers attend regular network meetings such as Canterbury Youth Workers Collective; Papanui north West Network; 24/7 clusters; 24/7 wider group

- Te Ora Hou youth workers contribute to the wider youth work network by volunteering at Canterbury Youth Workers Collective Big Events; volunteering at community events; "On the Coach" for other youth groups and schools; spray tattoos at events; helping with sports events

- Te Ora Hou youth workers contribute to the wider community by attending and volunteering at events such as:
  - Dusk till Dawn
  - Big Events
  - School graduations
  - School talent quests
  - School sports days
  - Community Street parties
  - Belfast community events
  - Big Splash

- Te Ora Hou is represented at community meetings and events

- Te Ora Hou are seen by the schools they work closely with (Papanui and Burnside) as a valuable resource

"They are a significant partner for us as a school"
Burnside High School

"They go above and beyond"
Papanui High School

- Both Jade and Jono were acknowledged for the time they gave to the school and with meeting with key staff regularly to talk about the services offered and to discuss individual students as the need arose

"We are blessed to have a positive working relationship"
Papanui High School

- The recent tangi of a student, held at the school was mentioned as an example of the way in which Te Ora Hou is connected with the school, and how the school has come to rely on their expertise and their connections with the students

"I can't speak highly enough of the service and willingness they provide"
Papanui High School

- Youth workers in the school were seen as part of the school

"Rueban and Wirimu are part of the school community"
Burnside High School

"We identify them as part of the wider school network"
Papanui High School

- Te Ora Hou has identified its key stakeholders

- Within its geographical community, it has strived to be a visible and positive influence

"Te Ora Hou are seen as a key organisation in this area"
City Council local staff

"One of their strengths is Jono. He is a leader in the Papanui area"
City Council local staff

"There is trust in the wider community for the work that Te Ora Hou does"
Burnside High School

"Jono is charismatic, welcoming and inclusive"
City Council local staff

"Jono is seen as a leader and somewhere people can go for advice and information"
City Council local staff

"They are prepared to take a lead role in the community"
City Council local staff

"I think about if they weren't there. What would happen…there would be a big hole"
Burnside High School

- Te Ora Hou space is an open space where people from the community walk through from one street to another and are greeted by staff and made to feel welcome

- One neighbour is now teaching martial arts at Te Ora Hou

- Te Ora Hou plans to keep the space between Laidlaw and Te Ora Hou open. It is used for touch rugby games between the two organisations and joint BBQ's

Summary of Recommendations

- We were advised by staff that while there were rules regarding social media and phones, this was a grey area. We recommend some clearer policy and guidelines be put to this area

- The Scope team recommends that the Te Ora Hou team liaises with John Hannam around best practice in Risk Management

- The Scope team noted that there were clear guidelines around girls not pick up boys and vica versa. The team wonders about guidelines around male leaders and male young people and female leaders and female young people when considering pick up and drop off.

- The RAMS form which the Scope team looked at, for the activity we were observing, had a number of mistakes including the date…which led us to query the robustness of the RAMS forms checking process. We recommend that rather than the senior staff member sighting and signing the RAMS from, that a conversation takes place where the leader running the programme is asked questions such as "what is front of your mind about this activity?"

- We were pleased to note the young people taking part in the identification of hazards. We would have liked to have seen them also being involved in discussion about what to do should an incident take place and what actions they could take to mitigate risks

- The Scope team recommends the development of a staff wellbeing policy as we believe this will enhance and endorse the great culture of staff wellbeing that is present at Te Ora Hou

- The Scope team noted a behaviour amongst the leaders and young people which we believed didn't align with the values of TE ORA HOU and which wasn't respectful of all cultures. We pointed this out to a senior youth worker after the activity and were impressed by their acceptance of the observations and their willingness to look at other ways of achieving the same outcome with a different method

- We recommend all practices, even those carried out in a seemingly light hearted way, be looked at through the lens of a young person attending whose culture or background may mean that they find something offensive and hurtful.

- Conduct termly, 6 monthly or annual evaluations with parents and other stakeholders

- The Scope team acknowledges the work of the Te Ora Hou team as they refine what their Maia and Maui looks like and how this is worked out in everyday youth work practice

- The Scope team commend the work of the Te Ora Hou team, and particularly Rebecca, in completing policies in line with the new Vulnerable Children policies

- Once completed, the Scope team looks forward to these being clearly displayed on Te Ora Hou website