

**Government Department Information
Government Department Interviews and Focus
Groups**

Introduction

Summary of Regional Services Summary of Regional Funding (appendix one)

In 2003, a series of interviews was undertaken with local managers of government agencies as part of the Community Mapping Project. The purpose of the interviews was to identify local service provision; outcomes sought, target group for services and the capacity for regional responsiveness. The purpose of the interviews was also to identify indirect provision of funding in to the local community through contract/grant funding to external agencies; outcomes sought, target group and capacity for regional responsiveness in terms of these funding arrangements.

Summary of Perceptions of Trends and Issues (appendix two)

In 2003, a series of focus groups was also undertaken with local staff of government agencies as part of the Community Mapping Project. The purpose of the focus groups was to identify perceptions of trends, issues, local positive outcomes and the value of collaborations.

Managers interviewed included:

- Canterbury District Health Board- Karleen Edwards
- Child, Adolescent and Family Mental Health Services -Kaye Johnson
- Community and Public Health -Evon Currie
- Child, Youth and Family Services, Department of- Paula Attrill
- Commissioner For Children- website
- Community Probation - Bernie Marra
- Courts, Department of -Stuart White
- Education, Ministry of -Sheila McBreen-Kerr
- Group Special Education, Murray Roberts- John Coffey
- Ethnic Affairs, Office Of- website
- Housing New Zealand Corporation - David Griffiths
- Internal Affairs, Department of
- Community Development Group - Morag Osborne

- Pacific Island Affairs, Ministry of - Michelle Oberg
- Police, New Zealand -Malcolm Burgess
- Social Development, Ministry of
- Work and Income New Zealand- John Henderson
- Te Puni Kokiri - website
- Youth Affairs, Ministry Of- website

DISCLAIMER:

While every effort has been made to ensure the accuracy of information represented in this report, neither the Community Mapping Project Team nor individual members of this team take responsibility for the accuracy or not of the information contained herein.

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Accident Compensation Corporation

Website www.acc.org.nz

Manages Accident Claims & Care
Help with making a claim for injury & getting assistance with your recovery
discussion document know-how

Provides education and information about injury prevention
Resources to help keep yourself, your family and your workplace injury free
e.g. media advertising, brochures

Provides information and products to employers and employees
ACC Cover information. Levy details for employers and self-employed
forms
publications
library assistance

Provides information and products to health related service providers -
documentation Helping Health Professionals work with ACC

Canterbury District Health Board

Services delivered

Services delivered	Target groups
Funding of mental health, Maori health and personal & family health services in Canterbury.	All eligible people in Canterbury
Run Canterbury's 14 public hospitals and provide mental health, disability support, alcohol and drug and community health services.	All eligible people in Canterbury
Promote community health and well-being through population health programmes such as health promotion and protection.	Population of Canterbury
Encourage all health and disability support providers in Canterbury to work together to streamline health care and make care more efficient and effective.	All health and disability support providers in Canterbury

CDHB health priorities

Child and youth health

Primary health

Maori health

Mental health

Disease prevention and management of:

Cardiovascular (heart) disease

Diabetes

Cancer

Outcomes sought from the services delivered

The overall outcome of the Canterbury District Health Board is to improve the health and wellbeing of people living in Canterbury.

National Funding Formula

National funding formula used to set funding allocations for services to this region
Until now the funding has been allocated on a historical basis. From July 2003 funding will be population based.

Scope for regional responsiveness in the planning of services for this region

For the first time DHBs can be locally responsive as they will control all funding except funding for disability services and public health. When making prioritisation decisions about what services to provide and at what level, the

CDHB considers the following principles:

Effectiveness

The extent to which health and disability services improve (benefit) quality of life such as, reduction in pain, the maintenance of current activities (lifestyle), the promotion of independence, the prevention of premature death.

Cost

The total costs of services are compared to the effectiveness of those services.

Equity

The effectiveness of the service in improving the health of disadvantaged groups of people is considered. Disadvantaged groups include those on low incomes, Maori, pacific peoples, and refugee communities.

Maori Health

The CDHB encourages Maori participation in providing and using services.

Acceptability

The CDHB will consider the expectations and values of new Zealanders when making prioritisation decisions.

The CDHB has also completed a health needs assessment for the population of Canterbury which will feed into decisions in relation to the future funding of services.

Indirect provision through contract/grant funding to external agencies

National Funding

National funding formula to set allocations for contract/grants to this region
The devolved funding for contracts is largely historically based. There is a national service framework that identifies prices and specifications for services funded.

Services funded

The CDHB has both internal and external contracts totalling \$800 million dollars approximately. There are approximately 700 external contracts. When Older Person's Health funding is devolved in May 2003, a further 250 contracts approximately will be transferred.

Primary and community health are supported under the following categories:

- Mental health.
- Personal health services direct to the individual, for example, GP, home help, and pharmacy services, as well as specialist hospital services
- Some public health (population based) services.

Administration/distribution of funds for another agency

Yes. The CDHB is the conduit for Ministry of Health funding for Maori and Pacific people's health funding. The CDHB also receives funding from agencies such as ACC and the Ministry of Health for services provided.

Funding streams

See above.

Criteria / priorities

See above.

Outcomes sought

See services specifications for outcomes.
Contracts are specific to each provider and list outcomes expected.

Quality assurance processes

Regular reporting on contracts. Reporting is on an individual contract basis and ranges from monthly reporting to annual reporting. Reporting requirements can include outputs delivered, inputs required, outcomes achieved, and identification of relevant issues.

Audits of programmes and project are carried out. Some audits are internal and some utilise external auditors. Some audits are regular and planned, and others are random. Issue based audits are carried out as a result of a complaint or concern about the service involved.

All services must meet health and disability standards by October 2004.

Scope for regional responsiveness of funding allocations to external agencies

Existing contracts can only be changed by agreement, therefore the opportunities for regional responsiveness are limited by that and timeframe for contracts. The CDHB has a prioritisation policy. See question 1.9 above. The CDHB has a strategic investment pool of 2 million dollars for new initiatives that will make a difference in the priority health areas.

Canterbury District Health Board Child, Adolescent and Family Mental Health Services

Services Provided

The Child Adolescent and Family Mental Health Service provides specialist community, day and inpatient psychiatric services, including assessment, treatment and education for individuals and their families. It also provides consultation and liaison for GPs, schools and key allied health and social service agencies.

All services are direct funded, except for respite care, therefore there is no section two in this report.

1.1 Services delivered	Target groups
Child & Family Specialty Service – Whakatata House.	Children at primary or intermediate school with moderate to severe mental health problems, and severe emotional or behavioural problems
Child & Family Unit – Block C Princess Margaret Hospital.	A regional South island Unit for children and adolescents under 16 years of age who have severe psychiatric, emotional behavioural or developmental disorders requiring hospitalisation
Family Mental Health Service – Papanui.	Children, adolescents, adults and families with moderate to severe mental health problems and life event issues.
Youth Inpatient Unit – Princess Margaret.	A regional South island Unit for Youth 16 – 18 (or older is still at school) who have a psychiatric disorder and cannot be managed or effectively treated in other mental health or youth services and require hospitalisation
Youth Day Programme.	Young people aged 13 – 17 with moderate to severe mental disorders who have not benefited from appropriate outpatient interventions.
Intensive Case Management Team.	Children & adolescents up to the age of 17 who are active and current clients of the Child, Adolescent and Family Mental Health Service who require intensive individualised wrap-around care.
Ward C Princess Margaret Hospital.	Patients who have an Eating Disorder (from the South Island) who require hospitalisation, or primary caregivers of a baby (or beyond second trimester pregnancy) who have a mental illness requiring hospitalisation.
Mothers and Babies Service	Specialist service providing psychiatric treatment for pregnant women and parents with babies up to

	12 months old.
Eating Disorders Service.	Patients , 13 years and over, with a diagnosis of “Eating Disorder”, (including anorexia nervosa, bulimia nervosa)
Totara House – Bealey Ave.	A specialist treatment service for young people (18 – 30) experiencing a first presentation of psychosis.

Outcomes sought from the services delivered

A positive reduction in the suicide rate.

Reduction in the level of impairment, improved functioning and achieving one’s potential through treatment and management.

National funding formula

National funding formula used to set funding allocations for services to this region
The Child, Adolescent & Family Service is funded by the CDHB on the basis of full time equivalents of qualified staff (FTE) and capacity bed days for inpatient units.

Canterbury District Health Board
Child, Adolescent and Family Mental Health Services

The Child Adolescent and Family Mental Health Service provides specialist community, day and inpatient psychiatric services, including assessment, treatment and education for individuals and their families. It also provides consultation and liaison for GPs, schools and key allied health and social service agencies.

All services are direct funded, except for respite care, therefore there is no summary of indirect provision through contract/grant funding to external agencies

Canterbury District Health Board Community and Public Health

Services Provided

Services provided	Target groups
<p>Promoting Health Drug & alcohol awareness. Smokefree & 'quit smoking' promotion. Public health advocacy and community development. 'Sun smart' awareness & melanoma prevention. Unintentional injury prevention. Pacific Island Health promotion. Health promoting schools. Sexual health promotion. Nutrition promotion & training. Public health information.</p>	<p>Public health services are health promoting activities that are concerned with whole populations (unless otherwise stated).</p> <p>Pacific peoples.</p>
<p>Huora Matauraka – Maori Health Promotion. Alcohol awareness. Public health advocacy Smokefree promotion & cessations services. Mental health promotion & destigmatisation. Community/outreach services. Unintentional injury prevention. Sexual health promotion. Healthy lifestyle. Nutrition promotion.</p>	<p>Maori community.</p>
<p>Protecting Health Communicable disease control and surveillance. Environmental health protection –including resource management, water supplies, hazardous substances.</p>	<p>Protecting Health services are concerned with whole populations (unless otherwise stated).</p>

<p>Food Safety – monitoring food quality and promoting food safety. Services to industry on environmental and public health matters. Health risk assessment and review service.</p>	
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Outcomes sought from the services delivered

All services delivered have separate outcomes, but all contribute to promoting healthy choices and environments. Reducing inequalities in health is important in the health promotion area. Each area has a staff development workplan. Health promotion projects are evaluated annually using an “equity lens”. The Ministry of Health has provided a set of questions to be used in conjunction with the Ministry of Health’s Intervention Framework to determine priority intervention points. The questions include:

What health issue is the policy/programme trying to address?

What inequalities exist in this health area?

Who is the most disadvantaged and how?

How did this inequality occur?

What are the determinants of this inequality?

Where/how will you intervene to tackle this issues?

How will you address the Treaty of Waitangi? How will you ensure governance by, self determination by, and equity for Maori?

Who will benefit most?

What might the unintended consequences be?

What will you do to make sure it does reduce/eliminate inequalities?

Who will you know if inequalities have been reduced/eliminated?

National funding formula

National funding formula used to set funding allocations for services to this region
Community and Public Health has a direct contract with the Ministry of Health.
Funding levels are negotiated annually on the basis of service plans. The CDHB also allocates some funding to Public Health.

Scope for regional responsiveness in the planning of services for this region

The General Manager of Community and Public Health stated that the scope for regional responsiveness is excellent. She cited an example of an issue identified on the West Coast (part of this region) where the incidence of teenage

pregnancy was very high. Additional resources were allocated to that area for education, contraception advice, referral and support systems. Within two years the incidence of teenage pregnancies was greatly reduced and the additional resources have now been withdrawn.

Indirect provision through contract/grant funding to external agencies

National Funding

National funding formula to set allocations for contract/grants to this region

Services funded

Community and Public Health has two major contracts in this region.
 Diabetes prevention: the whole population is targeted by this contract which aims to promote healthy life-styles and encourage the early detection of diabetes.
 Public Health Nurses in Schools: The contract placing Public Health Nurses in schools addresses both personal and public health of children and young persons. Public Health Nurses working in schools are in the position to access resources of the community, Community and Public Health resource people, for example in sexual health, nutrition, drug & alcohol awareness. The project of establishing and supporting Health Promoting Schools is an example of the way that Community and Public Health works developmentally to create self-sustaining projects that do not foster dependency.
 Small grants for community projects

Administration/distribution of funds for another agency

No

Funding streams	\$	Criteria / priorities	Target groups
Small grants	60,000 approx	Varies each year – in 2002 money was for housing issues	In 2002 projects in housing area

Outcomes sought

All contract and grant funding contributes to promoting healthy choices and environments. Specifically, diabetes funding is directed at reducing the incidence of, and early detection of, diabetes. Public Nurses in Schools aim to improve the

health and well-being of children and young people. Grant funding to the housing area was targeted at improving health outcomes of people with few resources.

Quality assurance processes

Contracts and small grants have evaluation and reporting systems. A reporting template is provided to recipients of contracts of grants.

Scope for regional responsiveness of funding allocations to external agencies

The small grants scheme is totally responsive to need as prioritised by local staff members.

Child, Youth and Family, Department of

Services Delivered:

- *Policy Advice and Ministerial Servicing:* The objective of achieving and/or maintaining the well-being and safety of children and young people is addressed in all strategic and operational policies and procedures.
- *Development and Funding of Community Services:* Communities are strong and able to support the safety and well-being of children, young people, and their families, through strategies to support and fund local programmes and service which enhance the lives of children young people and their families.
- *Prevention Services:* All New Zealanders are aware of their responsibility to act to keep children and young people safe.
- *Care and Protection Services:* Reducing the incidence and recurrence of harm, and assisting families to achieve well-being.
- *Youth Justice Services:* Reducing the rate and severity of re-offending by children and young people.
- *Adoption Services:* Adoption decisions are fully informed and ensure the wellbeing of adopted people and their families.

Services delivered	Target groups	Criteria for entry/admission
Care & Protection	Children & youth up to 17 years old, or up to 20 under Guardianship Act.	Referrals from public or other agencies.
Youth Justice	Children & youth up to 17 years old, who have committed an offence.	Court or Police referrals.
Psychological service	Children, young people and heir families.	CYF social worker referred.

Outcomes sought from the services delivered

Child, Youth & Family has historically worked to an outputs framework and has recently introduced an Outcomes Framework. The outcomes are defined by legislation in the Children, Young Persons and Their Families Act 1989. The principles of the Act can be summarized as involving the achievement of wellbeing and improved outcomes for children, young people and their families, in the following six 'domains' or areas:

Domain	Definition
Wellbeing	Achievement of positive life outcomes in most or all of following: Education or employment Physical health Mental health Emotional wellbeing Cultural & spiritual identity Attitudes Social interactions & peer relationships Community involvement.
Safety	Protection from physical, emotional or cultural harm – ensuring that conditions are present for the physical, emotional & cultural development of the child. Youth justice – also reducing the risk of harm to the community, and the need for young offenders to be accountable for their actions.
Family functioning	Environment in which children & young people can thrive and contribute positively to their community. This includes Attachment between parents & children Ability to provide material, emotional, cultural, & spiritual nurturing Ability to exercise appropriate authority & control.
Cultural and spiritual identity	Ensuring the child is aware of his/her culture and spiritual identity.
Permanence and stability	Ensuring that continuity is created.
Client satisfaction	As far as possible the wishes of the child are respected, and family/whanau is satisfied with their level of participation in decision making.

National Funding Formula

National funding formula used to set funding allocations for services to this region
The annual appropriation from Government is divided up regionally based on a number of criteria: work volumes, number of children in care, number of youth justice interventions, the under 17 population, and the number of staff.
Negotiation occurs at a number of different levels, but similar criteria are used at each stage.

Scope for regional responsiveness in the planning of services for this region

Regional responsiveness is limited financially in that the budget allocated to the regional manager is fixed, and once the priorities are set by planning at the beginning of the year, there is little flexibility.

In terms of ideas and ways of working there is considerable flexibility (but always within the constraints of the Act and the policies and procedures).

Child, Youth & Family's involvement with other agencies and stakeholders in the planning of services is the objective of Local Services Mapping Process. In Christchurch the Community Mapping project, as part of the CYF local services mapping process is an example of regional responsiveness and flexibility.

Indirect provision through contract/grant funding to external agencies

National Funding

National funding formula used to set funding allocations contracts/grants to this region

Nearly 10 years ago a national consultancy firm developed a national funding allocation that factored in both population and need. This formula has not been revisited, and there are examples of specific project funding being given to a particular region that has eventually become absorbed in to baseline funding at the conclusion of the project. Therefore the original funding allocation model is no longer pure. The agency is reviewing the funding formula at the moment and there is some consideration been given to applying the BERLE model, a population based model.

Services funded by contracting/grants to external agencies

NDOC Output Class 01 – Information and Advice

Securing the supply of advice and information services than can increase the skills and strengthen the resources of individuals and families to meet their own social and welfare needs.

- **NDOC Output Class 02 – Education and Prevention Services**

Securing the supply of education and prevention programmes and initiatives that aim to provide skills to children, young people and families who are at risk of harm or abuse, that will help them reduce the risk of harm or abuse.

NDOC Output Class 03 – Family Wellbeing Services

Securing the supply of services targeted towards improving the life outcomes for children, young people and families through support of development programmes, and programmes that will prevent any future harm or abuse for children, young people and their families.

NDOC Output Class 04 – Counselling and Rehabilitation Services

Securing the supply of services, including family counselling services and other post-crisis interventions that restore the wellbeing of children, young persons and their families who have suffered harm and abuse, or other forms of family breakdown, and for perpetrators of harm and abuse.

Administration/distribution of funds for another agency.

No. Child Youth and Family does administer the quality assurance process for OSCAR services (this means that WINZ will only pay parents a subsidy if their child attends a CYF approved OSCAR service)

Funding streams.

Funding streams are categorised above.

Funding for these categories:

NDOC 1	\$104,253
NDOC 2	\$674,349
NDOC 3	\$2,377,690
NDOC 4	\$699,913
NDOC 5	\$17,275

Note: this above funding does not include funding received into the region through the following four pools of money:

Nationally contracted providers (eg Relationship Services)

Govt Budget Initiatives (eg Capacity Building for Maori providers)

Services purchased by the Social Work side of CYF with DOC funding, for services providing a service directly to CYF clients (eg Richmond Fellowship)

Nationally prescribed services tendered for regionally (eg Social Workers In Schools)

What are the funding criteria/priorities for each?

A regional Community response Plan is produced annually which identifies regional priorities in the different categories of funding.

What are the target groups?

Children, Young People, Families

Outcomes

Refer to Outcomes Framework in CYF directly delivered services' section. Outcomes sought as above.

Quality assurance processes

An Approval process that has both an audit and a development component.

An Approval Assessor will audit a provider and ensure that their policies, procedures, working documents and practice comply with all the legislation relevant to a community organisation (CYPF Act, ERA, OSH, EEO etc) and monitor these providers regularly. The Approval Assessors also make assessments relating to how the organisation achieves its outcomes, evaluates its service etc. No service can be funded without CYF approval.

Scope for regional responsiveness in the planning of funding allocation to external agencies

Ability to be regionally responsive has been significantly increased in the last 2-3 years in the funding of community providers, with changes to nationally determined funding categories etc.

Local Services Mapping as the planning process for the future is the application of a community based planning model for all CYF services (directly delivered and funded). Each community will have ability to define its own priorities, needs etc and to inform funding decisions and service provision of CYF.

CYF is funding a number of SCAF sites throughout New Zealand (Strengthening Communities Action Fund), one SCAF is now in Aranui. This is intended as a trial in community-based decisionmaking, with a strong community development component.

Commissioner for Children

Website: www.occ.org.nz

Established under the Children Young Persons and Their Families Act 1989 to:
Monitor and review policy and practice under the Children Young Persons and Their Families Act 1989
Promote the welfare of children and young people and ensure that their rights are recognised.

Activities:

Produces a Children's newsletter
Receives and investigates complaints that involve children, and makes recommendations
Produces a number of publications
Brochures, posters, speeches, reports, books
Information on resources for children

Community Probation

Services delivered

Note: The Department of Corrections has three output classes: Public Prisons, Community Probation Service, Psychological Service. This report focuses on the Community Probation Service. See Appendices for information about the Psychological Service (Appendix 1) and the Public Prisons Service (Appendix 2).

Services delivered	Numbers (CHCH)	Criteria for entry/admission
Contribute to Safe communities Provision of information to judges to inform sentencing process. Ensure appropriate compliance in the administration of the sentence and orders. The safe secure and humane management of offenders.	Approx 1000 reports per year. Approx 1500 on community based sentences or parole.	Court orders
Reduce Re-offending Provision of rehabilitative programmes to offenders that	Approx 1500 on community based	Court order

address the causes of their criminal offending. Provision of reintegrative services to prepare offenders for their release back into the community.	sentences or parole.	
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Outcomes sought from the services delivered

All services of the Community Probation Service (and the Public Prisons Service, and Psychological Service) focus on the following two outcomes:

- Reduce re-offending
- Contribute to safe communities

National funding formula

National funding formula used to set funding allocations for services to this region
Funding is based on output figures for the previous year, for example number of Court Reports, numbers of offenders under supervision.

Scope for regional responsiveness in the planning of services for this region

There is very little scope for regional responsiveness, as outputs and budget are set at a national level. In the regions there is limited scope as to how the services will be implemented.

Indirect provision through contract/grant funding to external agencies

National Funding

National funding formula to set allocations for contract/grants to this region
Indirect funding for purchase of services is set at a national level in terms of amount and type of service.

Services funded

All services must meet the criminogenic needs of the offenders. Services contracted include services for:

- Stopping violence
- Sexual offending
- Drug and alcohol

Administration/distribution of funds for another agency

No

<p>2.4 Funding streams Stopping violence. Sexual offending. Drug and Alcohol.</p>	<p>\$ \$220,000 includes all streams.</p>	<p>2.5 Criteria / priorities Organisations with capacity to provide required programmes.</p>	<p>2.6 Target groups Offenders ordered by Court.</p>
<p>Individuals sent to specialist groups to meet criminogenic needs.</p>	<p>Daily rate assigned per offender.</p>	<p>Specific needs of individual.</p>	<p>Offenders can taken by groups such as PI Evaluation, PILLARS, Bridge programme.</p>

Outcomes sought

Reduced reoffending.

Quality assurance processes

Payments are made on receipt of monthly invoice detailing course and numbers with court orders attending. No system for judging outcomes from contracted agencies.

Scope for regional responsiveness of funding allocations to external agencies

Priorities are set at a national level and funding is provided to regions on the basis of workloads.

Courts, Department of

Services Delivered

1.1 Services delivered	Target groups	1.2 Numbers (CHCH)
Court hearings Criminal Civil Family	Crown & individuals Between individuals Between family members	
Tribunals Disputes Tenancy	Between individuals Between landlords and tenants	

Outcomes sought from the services delivered

Vision: Contributing to a free, fair and equitable society by facilitating access to justice.

National funding formula

National funding formula used to set funding allocations for services to this region
The Department for Courts is funded on a historical budget allocation, based on costs rather than outputs, or outcomes.

Scope for regional responsiveness in the planning of services for this region

The work is governed by statute., but there is reasonable scope for seeing the Court System as the hub of activity around Justice. There are opportunities for working with other Departments such as Child Youth and Family, Education, the NZ Police. However, the requirement that the Department for the Courts be seen to maintain its independence, and issues of privacy, limit the possibilities of collaboration or working closely with other agencies.

Indirect provision through contract/grant funding to external agencies

National Funding

National funding formula to set allocations for contract/grants to this region
Contracts are funded on the basis of demand.

Services funded

Domestic violence programmes
Specialist court report writing
Relationship counselling

Administration/distribution of funds for another agency

No

Funding streams	Criteria / priorities	Target groups
Domestic violence programmes	Court orders for offenders, optional for family members	People who are violent to their partners/children. Other family members.
Relationship counselling	Self referred – couples entitled to 6 sessions free	Any couple experiencing relationship difficulties
Specialist court report writing	Ordered by Judge	Offenders an/or family members

Outcomes sought

Domestic violence programmes seek to change the behaviour of the offenders so that they no longer perpetrate violence in the home.

Relationship counselling seeks to work in a preventative manner so that couples do not end up in Court.

Specialist court report writing aims to provide information to enable the judges to make good decisions.

Quality assurance processes

Domestic violence programmes are evaluated on an annual basis. The Department for Courts is moving towards introducing an outcomes evaluation for domestic violence programmes.

Relationship counselling and specialist court report writing services are not subject to evaluation. In the past year the Department for Courts has introduced a more formal set of criteria for inclusion on the 'approved counsellor' and 'approved counsel for the child' lists, which are to be reviewed on a three yearly basis.

Scope for regional responsiveness of funding allocations to external agencies

Services contracted are demand driven.

Education, Ministry of

Services Delivered

Services delivered	Target groups
Policy information and advice	Government
Policy implementation – introducing new policy implementation to schools	Schools & early childhood education facilities
Regulatory functions – roll returns, staffing, funding, Home schooling applications, schools charters, school plans.	Schools & early childhood education.
Support to schools, BOTs.	Schools & early childhood education.
School support for schools with an identified need for improvement or schools that self-identify and want to lift their achievement.	Schools & early childhood education.
Suspensions & exclusions – direct service of placing students.	Children, young people who have been excluded from

	schools.
Managing the network of schools – determining the type of schools for region.	School communities.

*Note special education services are detailed in another report.

Outcomes sought from the services delivered

The overarching outcome sought by the Ministry of Education is raising achievement and reducing disparity. Every child is encouraged and supported to acquire the foundational skills for living and learning. Children leave school with the knowledge, skills and attitudes to succeed in work and citizenship in a rapidly changing world. People are enthusiastic for continuing development to enhance their lives, improve their employability and develop skills and enterprise needed for a successful country. The Ministry of Education has identified the following priorities.

Priority 1: More NZers gaining strong learning foundations.

Higher overall levels of achievement in literacy and numeracy.

Higher levels of foundation skills for adults.

Increased participation in quality early childhood education especially of Maori in both English and Maori language settings, Pacific peoples, and children with special needs.

Priority 2: More students participating and achieving through education.

Higher levels of student achievement and qualifications.

Behavioural and social indicators show a more positive learning environment in schools.

Increased levels of students' participation in schools.

Improved participation in tertiary education especially for underrepresented groups.

Better integrated specialist support for students.

Priority 3: Families and communities more fully engaged in education

Learners, their families and communities place greater value on the importance of education.

Learners, their families and communities have better information about student progress/achievement and the performance of education providers.

Learners, their families and communities have better information on learning and career options and pathways.

Families and communities have increased engagement in student's learning and have strong links with education providers.

Families and communities are supported through better co-ordinated services.

Priority 4: Better schools and early childhood providers.

All students have access to a safe quality education in an efficient adequately resourced and collaborative network of schools and early childhood education providers.

Schools and early childhood education providers have effective management and governance supported by effective regulatory framework and high quality information.

Schools and early childhood education providers create cultures which promote learning and achievement for all students and are responsive to and reflective of their communities.

Priority 5: Higher quality teaching

Teachers have a high and increasing capability to work effectively with diverse groups of students.

Teachers have a high and increasing capability in subject knowledge, pedagogy and assessment practices.

All teachers have access to a range of high quality teaching resources.

Teaching is seen as an attractive and rewarding career.

Priority 6: A stronger and more responsive tertiary sector.

Learners have access to a coherent and interconnected network of quality tertiary organizations that are responsive to the needs of industry and their communities.

Learners have a wide range of pathways into tertiary education that better reflect their individual needs.

Tertiary education research is of excellent quality, well connected globally and aligned to national economic and social priorities and goals.

Tertiary providers have effective management and governance supported by effective regulatory framework and high quality information.

National funding formula

A number of factors are considered: population, number of schools, decile of schools, the number of Maori and Pacific Island students. Additional staffing and resources come with specific initiatives.

Scope for regional responsiveness in the planning of services for this region

The regional Ministry of Education can decide its priorities within the national plan. However, the regulatory legislative tasks are not negotiable and are driven from Wellington. With other services the outcome is set, but there is regional responsiveness in term of *how* the outcomes are achieved.

Indirect provision through contract/grant funding to external agencies

National Funding

National funding formula to set allocations for contract/grants to this region

Services funded

A number of services are funding through contract with the Ministry. These may be negotiated at the national or local levels. See 2.4 of this report for specific projects.

Administration/distribution of funds for another agency

No

Funding streams	Criteria / priorities	Target groups
Resource Teachers Learning & Behavior	Funded nationally, but decision on placement made locally.	Schools with students with severe behaviour problems
Resource Teachers Literacy	Funded nationally, but decision on placement made locally	Lower decile schools with low literacy levels of students.
Bilingual & support workers for refugees	Schools with refugee populations	Non English speaking refugees.
Alternative education	Contracted schools sub-contract providers to deliver service.	Alienated at-risk students aged between 13.5 – 15.5.
Innovations grants	Schools accessing this funding must evaluate their project and make results available to other schools.	Funding available to schools who want to try something new and innovative.
Holiday programmes for refugees		

Outcomes sought

Contracted services also contribute to the overarching outcome sought by the Ministry of Education of raising achievement and reducing disparity. Every child is encouraged and supported to acquire the foundational skills for living and learning. Children leave school with the knowledge, skills and attitudes to succeed in work and citizenship in a rapidly changing world. People are enthusiastic for continuing development to enhance their lives, improve their employability and develop skills and enterprise needed for a successful country

Specific outcomes sought from contracted services include:
Responsive, effective, innovative special education services.
Strong leadership on professional issues.
A strong stable, skilled workforce
Excellent relationships with external stakeholders.

Quality assurance processes

Milestone reporting usually incorporates a 'user satisfaction' component. Contract contain outcomes measures that must be met. The Ministry has regular contact including visits with contracted providers.

Scope for regional responsiveness of funding allocations to external agencies

Budget is set, but considerable local discretion of allocating contracts.

Education, Ministry of. Group Special Education

Services Delivered

Group Special Education within the Ministry of Education (MOE) is focused on providing services directly and indirectly to children and young people with special educational needs

Services delivered	Target groups	1.2 Numbers (Canterbury)
a)Provision of specialist services		
Severe Behaviour initiative.	School students with special education needs.	Up to 6,000

Speech language initiative.	School students with significant speech-language difficulties.	5,500-7,000
Early intervention services.	Children in the early childhood sector.	11,000-12,000
Support for children with moderate special educational needs	Children in the early childhood sector	
Support for students with moderate physical difficulties	Students with moderate physical difficulties	300-500
Support for students with moderate hearing impairment.	Students with moderate hearing impairment.	1,000-2,000
Assessment of eligibility for ORRS students.		250-350
b)Provision of specialist services and/or Resourcing for students receiving individually targeted funds.		
Assessment, programme development, delivery, evaluation, review, reporting.	Children with disabilities	ORRS verified students 4000 - 5000 receive
Allocation of funding to schools to employ para-professional support.		School high Health Needs fund (SHHNF) up to 300
Assistance in transition planning for students transitioning from school in their last year of schooling.	Early childhood to school.	Up to 1500
	School to post-compulsory setting	Up to 350
c) Support for parents, family/whanau	Parents, family/whanau of child with disability	
d) Training and support for educators and others.	Educators and others who work with children and young people with special education needs.	

Outcomes sought from the services delivered

To maximise the opportunities for children and young people to be included in their local schools and communities.

To support families and schools to support these special needs children.

To work more effectively with other agencies so that no overlaps/underlaps occur in the services offered.

National funding formula

A range of different factors are taken in to account.

Special Education grant to schools is based on the population of children.

Early intervention is based on population of children 0 – 4 years.

RTLB is based on population of children 5 – 14 years.

Speech and Language Therapy is based on population of children 5 – 14 years

ORS High Needs: Goes with individual child who has been assessed into this category.

Other work is funded on a population basis.

Scope for regional responsiveness in the planning of services for this region

GSE has previously been structured with national purchase agreements, but is becoming more flexible. The Southern Regional Manager believes that within the next two years GSE will be able to work directly with the community to define desired outcomes and fund them.

Indirect provision through contract/grant funding to external agencies

National Funding

National funding formula to set allocations for contract/grants to this region

Funding is based on needs of identified individual children.

Services funded

Other organisations are contracted to provide early intervention services, for example, CCS, and the Champion Centre.

Allocation of teacher-aide funding to schools.

Administration/distribution of funds for another agency

No

Funding streams	Target groups
Early intervention programmes	Preschool children with disabilities.
Teacher aide allocations	Children with moderate needs.
Enhanced Programme fund	Magnet school supporting children with moderate needs, to assist with technology

Outcomes sought

To maximise the opportunities for children and young people to be included in their local schools and communities.

To support families and schools support these special needs children.

Quality assurance processes

Reporting to National Office built into contracts. Local staff make reports to National Office.

Teacher Aides must be present at regular Individual Plan meetings where the support for the child is planned and assessed.

Scope for regional responsiveness of funding allocations to external agencies

In the past none, but moving towards community consultation model for granting contracts.

The following sums go directly to schools in the Canterbury district.

Funding streams	\$
Behaviour support	335,000
Verified students	2,600,000
Very high health needs	80,000
Operating grant – verified students	124,000
Alternate service providers – early intervention	380,000
Grants for services to other providers, eg foundation for the blind.	72,000
Services to other fund holders (schools)	90,000

Ethnic Affairs, The Office Of

Website: www.ethnicaffairs.govt.nz

A referral and information service for ethnic communities.

A policy adviser to the New Zealand government.

Activities include:

Language Line

2001 Census statistics on ethnicity

Ethnic perspectives on policy

Housing New Zealand Corporation

Services delivered

Services delivered	Target groups	1.2 Numbers (CHCH)	Criteria for entry/admission
Identification and matching of housing need.	People with greatest need for housing. Tenants and prospective tenants wanting information on housing options including private sector		Social allocation system – must be NZ citizen or lawfully in NZ, rent based on 25% of income up to \$238 single & \$367 family new weekly. Then 50% of net weekly income, up to market rent.
Customer and tenancy support.	Case management of high needs tenants, loan recipient support, subsidy administration.		Eligibility for HZNC rental property
State asset management.			
Fostering of strong healthy communities	Aranui renewal project is a pilot.		
Social Housing sector development.	Substandard housing; Community Group Housing; housing for intellectually disabled people		Social service organisations; individuals with disabilities.

Outcomes sought from the services delivered

“New Zealand Corporation (HNZC) provides access to decent homes, helping New Zealanders manage their own circumstances and contribute to community life” – Mission Statement.

The strategic outcomes of HNZC are:

Appropriate housing assistance programmes.

Strong healthy communities.

Adequate and acceptable standards of housing.

A developed and increased involvement of the social housing sector

National funding formula

Funding is based on demand. HNZC has a fixed budget nationally. Funds go to the area of highest need (Auckland) first then to other areas of need of which Christchurch is one.

Funding for the Aranui Community Renewal pilot project is funded separately

Scope for regional responsiveness in the planning of services for this region

Once the funds are allocated to the region, working within the national guidelines the Area Manager Christchurch has scope to deliver services that meet the local need. Local need is partly determined by what comes in the door, but also through a close working relationship with the Christchurch City Council Housing unit which is the second largest landlord after HNZC.

Internal Affairs, Department of . Community Development Group

Services delivered

Services delivered	Target groups	Numbers (CHCH)
Administration of grants. Assistance to applicants & advice to committees on the distribution of Lottery, Trust and Fellowship funds (See section 2 of this report).	(See section 2 of this report)	(See section 2 of this report)
Community advisory services. Provision of information and services to organisations, whanau/hapu/iwi & communities.	Community groups	
Community policy is advice provided to Government and funding communities with a community development perspective.		

Outcomes sought from the services delivered

CDG promotes the building of strong communities through the provision of policy advice to government, development services to local communities and administration of a range of community grant schemes.

The overall outcome of the department is to “ensure active citizenship, democracy and community life are supported by enabling and encouraging participation in our society and communities, and by providing access to information, funding and services”.

The outcomes from the Crown funding schemes are youth focussed: building strong communities for youth development.

The outcomes for the COGS scheme are under review and will move away for providing essential social services to more community building.

National funding formula

National funding formula used to set funding allocations for services to this region
Population based/needs based.

Scope for regional responsiveness in the planning of services for this region

There is scope for regional responsiveness in the planning of services for this region

Indirect provision through contract/grant funding to external agencies

National Funding

National funding formula to set allocations for contract/grants to this region
Population/need

Administration/distribution of funds for another agency

Yes

Funding streams	\$ (nationally)	Criteria / priorities	Target groups
Lottery Lottery Community	9.44 million	This committee is now disestablished	
Lottery Environment & Heritage	6.63 million	Projects which promote, protect and conserve NZ's natural, physical & cultural heritage	Environmental & heritage projects.
Lottery General	10.02 million	One-off grants to project of national or regional importance	Not-for-profit organisations with legal status.
Year of the Volunteer	250,000	Projects that recognise volunteering	Not-for profit organisations with legal status.
Lottery General Pacific	500,000		Pacific peoples.

Islander provider development			
Lottery Health Research	2.31 million	Grants for health research, shared equipment, and PhD scholarships	Individual and organisations.
Lottery Marae Heritage and Facilities	4.99 million	Applicants must raise at least 33.3% of total cost	Whanau, hapu, iwi.
Lottery Seniors	3.12 million	Projects that improve the physical, mental & social well-being of older people. Maintain & encourage older people's independence.	Not-for-profit groups where 50% or more of their clients/membership is aged over 60.
Lottery Welfare	11.08 million	Organisational costs. Community resource networks. Iwi structural and developmental initiatives. Initiatives encouraging community participation	Not-for-profit agencies that provide welfare services in the community. Priority to low income communities.
Lottery Welfare individuals & disabilities	3.2 million	Mobility and communication aids which help people achieve independence and access to the community.	People with disabilities
Lottery youth	5.22 million	Projects that: Develop young people to reach their potential. Meet at-risk/disadvantaged youth needs. Develop young people's awareness of their cultural	Not-for-profit agencies that provide youth services, projects, activities in the community

		identity.	
Crown funding schemes Community project worker scheme – social entrepreneur approach, Community project worker scheme – crime prevention approach, Community based youth development fund, Maori community development worker, Community internship programme, Youth worker training fund. The Community Organisation Grants Scheme (COGS) funds the direct provision of community & social services	Groups in CHCH received \$1.23 million from COGS		Areas of highest deprivation, most acute need and reducing inequalities for Maori and Pacific peoples.
Truſts & ſcholarſhips Norman Kirk Truſt Winston Churchill Truſt Pacific Development & Conservation Truſt Peace & Diſarmament Truſt Norm Kirk Waimate ſcholarſhip	60,500 323,970 121,137		

Outcomes ſought

Each Lottery funding committee has individual outcomes

Lottery Community Facilities	Opportunities for increased access to community ſporting, recreational and arts faculties.
Lottery Environment & Heritage	Foſtering of the conſervation, preſervation and promotion of NZs natural, physical and cultural heritage.
Lottery General	NZers achieving their national and community goals.
Lottery General Pacific	Improved organiſational capacity of groups

Islands provider development	providing social services primarily to Pacific peoples.
Lottery Health Research	Improved health status of NZers.
Lottery Marae Heritage & Facilities	Development and conservation of marae facilities.
Lottery Seniors	Enhanced well-being of older people.
Lottery Welfare	Enhanced well-being of NZers and their communities.
Lottery Welfare individuals & disabilities	Enhanced quality of life of individuals with a disability.
Lottery Youth	Young people reaching their potential.
Winston Churchill Trust	Individual contribution to advancement of any occupation, calling, trade, business or profession in NZ.
Pacific Development & Conservation	Conservation of environment in South Pacific.
Peace & Disarmament trust	Promotion of international peace, disarmament and arms control.

Quality assurance processes

The groups provide the application and the Community Development Group Advisors prepare a report on each one looking at specific criteria, for example, their financial position, whether they are a new group etc, and this may also include a visit. Once grants are made the group must prepare an accountability report which states that the funds were spent for the purpose granted. CDG also has an audit process whereby a percentage of grants are audited.

Scope for regional responsiveness of funding allocations to external agencies

Crown Funding Schemes: The trend for national allocation decisions has been to concentrate on areas of highest deprivation, most acute needs and reducing inequalities for Maori and Pacific peoples.

Currently 90% of the allocation to the committees is based on a formula that considers two factors – population base and the proportion of beneficiary base. The remaining 10% is a discretionary fund distributed by the national committee for special purposes/needs.

Pacific Island Affairs, Ministry of

Services delivered

Services delivered	Target groups
Policy Advice	Government & Government Departments/Agencies
Capacity Building	Government Departments/Agencies
Monitoring	Government Departments/Agencies
Innovative Projects	Partnership with other Government Departments/Agencies
Communications	Pacific Peoples, Government Departments/Agencies

Outcomes sought from the services delivered

All services contribute to the outcome of the development of Pacific peoples in New Zealand by improving services delivered to Pacific Peoples by Government Departments and Agencies.

National funding formula

National funding formula used to set funding allocations for services to this region. The manager of MPIA stated that the staffing levels and resources are driven by the interests and philosophies of particular Ministers. Staff levels in the Christchurch office have fluctuated from 9, 5, 1, 6, depending on whether the Minister at the time saw a regional presence as a priority.

Scope for regional responsiveness in the planning of services for this region

There is considerable scope for regional responsiveness within the nationally set framework of services.

Police, New Zealand

Services Delivered

Core functions	Services provided	Target groups
Enhance partner agencies and the community's ability to reduce crime and enhance road safety.	Youth Aid Services. Youth Education. Youth at Risk. Youth Crime. Maori Responsiveness. Pacific Peoples Responsiveness. Asian Responsiveness. Community consultation. Partner ship development.	Young offended/ care & protection. School pupils. "At risk" youth. Young recidivist offenders. Maori Community. Pacific communities. Asian communities. Communities. Govt, Local Authority, community organisations.
Maintain order and preserve the peace.	Maintenance of Public order. National security. VIP and Personal Security Services. Operational management. Patrol activities.	Community. Terrorists/airport staff. At risk visiting dignitaries. Community/public. Community/public.
Assist members of the public when they call for police services.	Primary police response to incidents & emergencies. Provision of specialized capability (eg armed offenders, search and rescue). Initial response to serious crime. Traffic incidents and offences	Member of the public.

	Non-emergency response.	
Prevent and detect crime.	Organised crime. Crime investigations. Community safety. Intelligence. Youth crime. Coronial support. Liaison with Mental health services. Missing persons. Custodial and escort services. Prosecutions. Support for Family Group Conferences. General vetting services. Firearms licensing. Lost & found property.	Members of the public. Young offenders, their families and their victims. Families of missing persons. Young offenders, their families and their victims Community/statutory organisations
Police the roads	Strategic traffic safety. State highway patrol. Traffic crash investigation. Traffic management services.	Members of the public.

Outcomes sought from the services delivered

Enhance partner agencies and the community's ability to reduce crime and enhance road safety:

Improved trust and confidence in the Police.

Community contribution to defining the direction of local policing initiatives.

Building of working partnerships with local government, government agencies, service providers and community groups.

Increased involvement of strategic partner and community organisations in police decision making processes.

Provision of services to the community that enable members of the community to develop and engage in self initiated crime prevention activities.

Development of culturally appropriate strategies, policies and programs for Maori, Pacific, Asian and other ethnic communities.

Increased participation by Mori, pacific people, Asian and other ethnic groups in police decision making processes.

Increased diversity in Police through recruitment of Maori, Pacific peoples, Asian and other ethnic groups.

Reduction of road fatalities and injuries.

Reduction in offending and victimisation.

Formal agreement or MOU between Maori and the Canterbury Police District.

Maintain order and preserve the peace

Successful completion of operations involving VIP and Protected persons.
Maintenance of services at Christchurch Airport which meet agreed standards.
Meet requests for service from overseas agencies in co-operation against international crime and terrorism.
The identification of trends and issues through sound intelligence analysis.
Patrolling activities to be in accordance with current risk targeted patrol plans.
The response to calls for service is within accepted timeframes.
Reduction in criminal offending and victimization.
The enforcement of the Sale of Liquor Act, Local Authority Act and other regulatory statutes that impact upon community order issues.
The maintenance of order.
No sustained complaints concerning police actions at demonstrations and public events.

Assist members of the public when they call for police services

Timely and appropriate responses.
Appropriate staff trained for specialist roles and available.
Customer satisfaction with police response.
Appropriate referrals made.
Specialist District Squads maintained at full strength.
Emergencies and incidents attended as appropriate
Firearms relicensing applications processed correctly.
Problem solving approach used.

Prevent and detect crime

Reduction of the effect of organized crime.
Reduce violence and sexual offending.
Reduce family violence.
Reduce burglaries and increased resolution rate.
Targeting of repeat offenders, victims and locations.
Reduce youth offending.
Reduce Maori, Pacific peoples and Asian offending and victimizations.
Intelligence building of ethnic and youth gangs.
Compliance with requirements and timeframes contained in the Children, Young Persons and Families Act, Coroners Act, Official Information Act and other relevant legislation.

Police the roads

Reduction in the number of deceased drivers over the legal alcohol limit at the time of a crash to below 20%.
Reduction in fatal crashes below the mean average of the past two years.
The maintenance/reduction of mean rural speeds at/from 104 km/h.
A reduction in mean urban speeds to 54.5 km/h.
The maintenance/increase in front restraint wearing by adults at/to 93%.

National funding formula

Funding is populations based.

Scope for regional responsiveness in the planning of services for this region

There is a reasonable degree of district responsiveness when planning services for this region. The Police are constrained to some extent by the demand for reactive enforcement services. The public have an expectations that the core services of preventing and detecting crime, maintaining order and preserving the peace, and assisting members of the public when they call, will be accessible 24 hours a day, seven days a week.

Within each district, the District Commander has the scope to move staff and resources across work units to meet district priorities. This reconfiguration of resources can be authorised by the District Commander, but restructuring of the service must be authorised at the national level.

Social Development, Ministry of
Work and Income New Zealand

Services delivered	Target groups	1.2 Numbers (Canterbury)
Services to provide income support and other assistance to eligible people.	Maori Pacific peoples Youth Families Clients with disabilities Mature clients	42,000 welfare benefits. 57,000 superannuates.
Services to support people moving in to work.	Maori Pacific peoples Youth Families Clients with disabilities Mature clients	11,000 registered unemployed

Outcomes sought from the services delivered

MOSD has three strategic objectives:

To ensure clients receive their full income support entitlement and to provide employment activities that promote sustainable employment outcomes. Priority clients listed in 1.1 above.

To collaborate with other government, non-government, community and iwi organisations in order to increase participation in sustainable employment. Priority areas include: community partnerships and alliances, whole of government approaches, local government, employers and industries, regional training and employment initiatives.

To maximise capacity to deliver quality client focussed services that support a holistic approach to improving individual and community well-being.

National funding formula

National funding formula used to set funding allocations for services to this region. The funding formula is population based on the number of clients using the service. The Work Services allocation is weighted for Maori, Pacific peoples, and long term unemployed.

Scope for regional responsiveness in the planning of services for this region

Scope for regional responsiveness is very high, Within the region all services are purchased on the basis of client need, and fit within the MOSD defined outcomes (see above).

Social Development, Ministry of
Work and Income New Zealand

Indirect provision through contract/grant funding to external agencies

National Funding

National funding formula to set allocations for contract/grants to this region. As for above. MOSD contracting is primarily for unemployment services and for wage subsidies.

Services funded

Placement into employment.

In-work support once the client has started the new position.

Short duration training courses.

Employment programmes and services that help address our clients barriers and move them towards sustainable employment, example Taskforce Green.

Some industry training, for example, bus driving, boning for meat workers.

Administration/distribution of funds for another agency

No

Funding streams	\$
Client development	2,542,318
Assisting clients into work	9,445,724
Training opportunities	8,900,000
Residential training eg LSV	185,000
Specialist vocational services for clients with disabilities	4,700,000

Outcomes sought

People into employment.
Training and skills development

Quality assurance processes

Regular reporting from contractors.
Checks of information against records, for example, the number of placements into work.
Moving to an outcomes model.
Qualitative information from clients
For large projects such as the joint youth project with CDC, the Ministry of Social Development evaluation unit from the social research area is brought in to evaluate.

Scope for regional responsiveness of funding allocations to external agencies

As for above.

Te Puni Kokiri

Website: www.tpk.govt.nz

As the Government's principal adviser on Māori issues, our work aims to improve outcomes for Māori and ensure the quality of government services delivered to Māori.

Community

Strengthening Maori Communities
Regional development
Capacity building
Housing assistance
Funding and scholarships

Business

Funding Sources
Facilitation Service

Government

encouraging participating in Government
legislative reform
governance and appointments
links

Maori in New Zealand

Statistics
News and Events
Presentations
Press Releases

Youth Affairs , Ministry of

website: www.youthaffairs.govt.nz

Provides reports to the United Nations on behalf of the New Zealand government regarding New Zealand progress on the “United Nations Convention On The Rights Of The Child”, 1993

Provides funding to Conservation Corps and Youth Services Corps programmes. These programmes are for young men and women to get involved in conservation or local community projects to learn new skills

Youth Services Corps (projects such as restoring historic buildings or working with community groups). Projects operate in Christchurch.

Conservation Corps (projects like planting native trees, upgrading walking tracks and projects that help the natural environment). Projects operate in Christchurch.

Specialist Youth Services Corp – launched in 2003. Lifeskills programmes for young offenders. One is based in Christchurch

Promotion of Youth Events / Conferences

Production of reports and information about youth (eg health status of youth, employment status of youth)

Produces policy and issues papers (eg 2002 launch of the Youth Development Strategy Aotearoa; a policy paper on how public sector agencies should develop policy advice and initiatives for young people, Educational Achievement of Young Men, Young People’s Sexual and Reproductive Health, Lowering The Drinking Age)

Produces publications (eg A Review of Evidence: In Our Hands, report on evidence that underpins Youth Suicide Prevention Strategy)

