

Otara Crime Prevention Project, Crosspower Ministries, Otara

Background

Project Need

Under the 1997 Crime Prevention Package, Otara was been identified as a location of significant youth offending. Otara is located in Manukau, a city of 254,277 people, 20.5 percent of whom identify their ethnic group as Pacific Island and 16.8 percent of whom identify themselves as Māori (Statistics New Zealand, 1997). Almost half of Manukau's population (42.8%) are aged under 25 years.

Otara lies within the electoral area of Manukau East. The usually resident population of this area is 59,247 (Statistics New Zealand, 1998). Of these residents, 29.9 percent identify their ethnic group as Pacific Island and 16 percent as Māori. Young people under the age of 25 make up 43.4 percent of Manukau East's population.

Stakeholders and Consultation

Prior to establishing the project, public consultation meetings were undertaken by the Department of Internal Affairs Community Advisor. These attracted a range of representatives from various community groups and organisations, as well as interested individuals. The meetings were particularly well attended by Pacific Island peoples.

During consultation, the community expressed concern over increased drug and alcohol use, petty criminal offences, school truancy, gang formation and violence, youth suicide, graffiti, vandalism and teenage pregnancies.

These issues were indicated as resulting from a number of factors including:

- hopelessness
- loneliness
- need to escape or find a way out
- lack of family support
- need to feel part of a family, having strength in numbers and a sense of belonging/acceptance
- expressions of resentment, frustration, rebellion
- feelings of shame
- lack of social acceptance
- lack of education, advice and cultural awareness

It was also suggested that the current education system was not adequately developing the life skills needed by the community's youth. In 1998, only 12 percent of the (approximately) 3,000 secondary school aged students residing in the area left school with the qualifications required to enter any form of tertiary education. Furthermore, each month, between 50 and 80 students were reported as being permanently absent from school. Community consultation suggests that there was little, if any, follow up regarding these truanancies.

The implications of these problems are significant. At the time of the project being introduced, 9.7 percent of Otara residents aged over 18 years were unemployed. Otara residents had significant health problems e.g. the highest reported rate of tuberculosis in New Zealand and the highest number of children suffering from respiratory diseases such as asthma.

Agency History and Status

During the first year of operation, the project was administered by a committee formed specifically for the purpose of project administration. This committee was based at Crosspower Ministries, and operated under its legal status. The committee was made up of individuals identified as local Pacific Island and Māori community leaders, including representatives from various social service providers and community groups.

Input was also received from an interagency group convened by the Safer Manukau co-ordinator. At the time, this interagency group met regularly as a network of workers from projects funded by the Crime Prevention Unit including the Police, Wraparound Service, Schools' Project and Safer Streets.

It was intended that the committee would meet monthly to manage the activities of a CPWS youth worker. Unfortunately, there were a number of difficulties with this arrangement. Most notably, the majority of the committee members demonstrated a lack of commitment towards attending meetings. Furthermore, when they did attend, many of the committee members brought very specific agendas to the meetings and showed little willingness to work co-operatively with other members of the committee.

As a result of these difficulties, responsibility for administering the project was left with a few individuals, including the agency chairperson, the DIA Community Advisor and representatives from the umbrella group Crosspower Ministries. It was proposed that responsibility for administering the project be handed to Crosspower ministries at the end of the first year. The remaining members of the management committee were in agreement and the transaction was completed in June 1999.

Crosspower Ministries is a Charitable Trust incorporated under the Act in 1994. It provides a number of activities and projects for youth, many in conjunction with local schools and some as a means of alternative education. It also provides a place for youth to hang out, work out with gym equipment, and socialise.

CPWS Worker

The CPWS worker is a male of Māori/Pakeha ethnic identity, who speaks Māori and Samoan. He is Otago born and bred and possesses significant personal experience with drugs, alcohol and gangs, having spent approximately eight years involved in that "scene". His wife is Cook Island Māori.

In 1990, at the age of 26, the CPWS worker became a Christian and he and his wife attended Fowley Lodge Bible College (in the Auckland region) for one year, acting as house parents during that time. They were then offered positions working with youth on the Makah Indian Reservation, in Neah Bay, Washington, USA, where they remained for four years. The CPWS worker's activities during that time included both structured and unstructured interaction with youth, providing them with a safe place to hang out, positive role models, and opportunities to participate in new experiences and develop life skills.

Management

Initially, the Otago United Crime Prevention Project committee was responsible for managing the CPWS worker. This occurred through monthly meetings between the CPWS worker and the management committee during which time the youth worker provided updates of his activities and expenditure.

In addition to their involvement on the management committee, members of Crosspower Ministries Trust were also involved in supporting the CPWS worker's personal and professional development, and facilitating networking between the CPWS worker and other community groups and agencies.

Following the disbandment of the Otago United Crime Prevention Project committee, Crosspower Ministries Trust took over managing the CPWS worker. In addition to day to day contact, the CPWS

worker meets formally with the Crosspower manager at least once a week. During these meetings, the CPWS worker and manager set goals and review those which were set the previous week. They also identify barriers to achieving goals and means of accessing support and resources to overcome these. The manager monitors the CPWS worker by visiting him in the field and providing ongoing supervision.

In addition, the CPWS worker receives monthly personal and professional supervision from one of Crosspower's trustees and from the director of Houhanga Rongo Ministries. Houhanga Rongo Ministries provides a literacy and numeracy project and programmes for under 13 year olds.

As part of the supervision process the CPWS worker maintains a personal diary and provides monthly reports on the progress of the project. The Crosspower Trust administration team also provides assistance with formal reporting procedures.

Responsiveness to Māori

During the development of the project, consultation with the Otago Māori community was limited. Those attending the public community meetings were mainly Pacific Island representatives and this was reflected in their involvement on the management committee. Nevertheless, the youth worker has actively undertaken a range of activities to ensure that the project is responsive to Māori. These include:

- regular cultural supervision of the worker by a Māori advisor
- identification of Māori organisations as referral agencies
- consultation with key Māori stakeholders on a regular basis

Responsiveness to Pacific Island Peoples

During the development of the project, extensive consultation was undertaken by Pacific Island community workers in Otago. As a result of this process, the project was largely driven by Pacific Island committee members, with a strong commitment to ensuring an effective and appropriate service for Pacific Island youth. Crosspower Ministries is also strongly influenced by Pacific Island culture and therefore the project continues to respond to Pacific Island youth. However, the project does not specifically address cultural issues relevant to any particular Pacific Island community.

Evaluation Methods

The information about the Otago Crime Prevention project was obtained from four main sources: the annual evaluation reports completed by the CPWS worker and agency, contact between the CPWS worker, agency and the local DIA community advisor, visits by a DIA research analyst, and project and administration records including project proposals and application information.

Annual Evaluation Reports

The Otago CPWS worker completed two annual evaluation reports for the Otago Crime Prevention project. These provided information for the periods between 1 June 1998 and 31 May 1999, and 1 June 1999 and 30 April 2000, respectively. Data for these reports was collected from a range of sources including:

- Case studies from client records, updated on each occasion the CPWS worker worked with the client
- CPWS worker monthly reports indicating participant profiles, activities and long term plans for participants, and community contact and networking, seminars and training, problems, administration time, supervision outcomes, and general comments.
- CPWS worker diary of work and activities
- Client feedback, including written testimonials and a series of five videotaped interviews

- Written feedback provided by representatives with whom the CPWS worker and project participants have had contact (Houhanga Rongo Ministries and Literacy Project, Manukau City Council Community Advisory Services, Crosspower Ministries)

Department of Internal Affairs Visits

Throughout the duration of the CPWS project, the Otago CPWS worker maintained ongoing contact with his local DIA community advisor. In addition, the community advisor provided input into the data collection and administration of the annual evaluation reports. She also provided feedback to the department regarding the CPWS worker's progress towards meeting Otago Crime Prevention project objectives.

In addition, a research analyst from the Department of Internal Affairs visited the Otago Crime Prevention project annually. On the 3rd and 4th of May, 1999 the researcher used this visit to access additional information for the project evaluations by meeting with various members of the CPWS worker's management committee, including:

- CPWS project co-ordinator/manager Crosspower Ministries
- Crosspower Ministries Trustees

The researcher spent a day with the CPWS worker, following his activities as he engaged with young people and supervised the Youth Embassy. She also met with:

- Volunteer youth workers
- Team Leader of Manukau City Council Community Development Services.

During her meetings with the CPWS worker, management committee members and Otago Crime Prevention Project stakeholders, the researcher asked questions regarding the project's contribution to meeting each of the outcomes identified under the Crime Prevention Package. Obstacles, difficulties and process issues were also reviewed.

The CPWS Project

The original project proposal did not specify geographical area, ethnic or gender groups associated with the project. Neither did it specify the exact nature of the project worker's roles and responsibilities.

At the time of accepting the proposal, DIA and CPU acknowledged that by keeping these criteria flexible, the project provided the opportunity for the worker to "get out there on his own", identify needs, specify the client group and develop projects accordingly.

However, the proposal did identify aims for the project worker to work towards. These included:

- encouraging and nurturing the well-being and self esteem of young people in a manner that is acceptable and non threatening to them
- inspiring and supporting youth to make informed choices about their lifestyles and the environment in which they live

The proposal also indicated means (objectives) for the CPWS worker to work towards in order to meet these aims:

- identifying and working with young people, to develop their strengths, resources and self reliance and to divert them away from offending
- building relationships with individuals and providing support that is ongoing
- facilitating better utilisation of services available to young people and assisting with the co-ordination of youth services in Otago
- providing a follow up system for young people coming out of corrective institutions

The project intended to target 14-20 year olds who were at risk of offending, or who had already committed minor offences. Those considered to be most at risk of offending included those with

behaviour problems (destructive or detached) as well as victims of violence/conflict, abuse (physical, sexual and substance), neglect and/or isolation. The project aimed to work intensively with 6-8 young people per year.

Nature of the Project

Project outline and content

The project was established in 1998, with funding identified for three years, to 2001.

Young people are identified, and referred to the project, either through a community referral process, a self referral process or as a result of participation in other activities common to the CPWS worker. A needs assessment is then conducted and a personal management plan developed with the young person. The needs assessment includes identification of cultural background, education and training, employment, and previous offences.

The CPWS worker engages with each young person on a one to one basis, and the nature of this interaction varies accordingly. However, in each case the CPWS worker focuses on the personal development of each young person, including:

- leadership skills
- personal motivation
- literacy/numeracy
- time management
- an understanding of self
- personal communication and presentation
- problem solving
- working in a team

As the young person develops skills relevant to each of these components, they are encouraged to practice them in increasingly social settings. They are also encouraged to assist with the development of other locally relevant project components to ensure the project addresses real opportunities for the young people.

In addition to working with individual young people, the youth worker is responsible for networking with community groups, local business people, and government agencies; helping to establish and coordinate reduced offending projects for 14-20 year olds; facilitating community discussion of the above; organising, encouraging, and making the vision (overall aims of the project) a reality.

Number of participants and source of referral

Between the 1st of June 1998 and the 31st of May 1999, 111 young people came in contact with the CPWS youth worker. Of these, 27 became actively involved with the CPWS worker (i.e. significant contact on a number of occasions - at least weekly for a minimum period of one month).

Almost all of youth referred themselves to the CPWS project. These self referrals commonly became acquainted with the CPWS worker through other community projects in which he and/or Crosspower was involved, or as a result of the CPWS worker canvassing places where youth were known to "hang out". In addition, one youth was referred by youth justice and one by DCYFS.

Between 1 June 1999 and 30 April 2000, eighty-five (85) young people came in contact with the CPWS worker. Of these, eighteen (18) had frequent, significant contact with him. Once again, the majority of these were self referrals.

None of the young people with whom the youth worker was actively engaged were referred for follow-up after spending time in a corrective institution.

Age, ethnicity and gender

Between June 1998 and May 1999, the project worker collected age data for seventy-one (71) young people, information regarding gender for fifty-five (55) young people and ethnicity statistics for sixty-three (63) young people.

This data suggested that the majority of young people with whom the project worker had intensive contact between the June 1998 and May 1999, were male (44), aged 14-16 years (38) and of Pacific Island ethnicity (49). In addition, eleven (11) of the young people were female, twenty-five (25) were aged between 11 and 13 years, eight (8) were aged 17-20 years, thirteen (13) were of Māori ethnicity, and one (1) was Pākehā (Table 10).

Table 10: Otago crime prevention project age, ethnicity and gender of participants, June 1998-May 1999

Gender	June 1998-May 1999
Male	44
Female	11
<i>Total</i>	55

Ethnicity	June 1998-May 1999
Māori	13
Pacific Island	49
Pakeha	1
<i>Total</i>	63

Age	June 1998-May 1999
11-13	25
14-16	38
17-20	8
<i>Total</i>	71

Between June 1999 and April 2000, gender and ethnicity data was collected from eighty-five (85) young people, and age data was collected from eighteen (18) young people.

This data indicated that the majority of young people with whom the project worker had intensive contact between June 1999 and April 2000, were male (78), aged 11-13 (8) and of Pacific Island ethnicity (70). In addition, seven (7) of the young people were female, six (6) were aged 14-16 years, four (4) were aged 17-20 years, and fifteen (15) were of Māori ethnicity (Table 11).

Table 11: Otago crime prevention project age, ethnicity and gender of participants, June 1999-April 2000

Gender	June 1999-April 2000
Male	78
Female	7
<i>Total</i>	85

Ethnicity	June 1999-April 2000
Māori	8
Pacific Island	6
Pakeha	4
<i>Total</i>	18

Age	June 1999-April 2000
11-13	15

14-16	70
17-20	0
<i>Total</i>	85

Presenting issues

Between June 1998 and May 1999, data regarding the presenting issues of young people who came in contact with the CPWS worker was limited. However, the CPWS worker estimated that the largest proportion of these young people presented with issues of drug and alcohol abuse and/or truancy. In addition, most were involved in sexually unsafe behaviour, and were disengaged and/or alienated from whānau.

Table 12 shows presenting issues for all eighty-five (85) young people who came in contact with the CPWS worker between June 1999 and April 2000. Overall, the most common issue was truancy, followed by minor offending and drug and alcohol abuse.

Table 12: Otago crime prevention project participant's presenting issues, June 1999-April 2000

Presenting issues	Male (N=78)	Female (N=7)
Truancy	78	7
Committing minor offences	67	7
Drug and alcohol abuse	67	7
Disengaged and alienated from whānau	67	5
Involvement with gangs	25	5
Committing serious offences	23	2
Violent or threatening behaviour	14	2
Unsafe sexual behaviour	Most	Most

Case studies

Case study data was collected for twelve (12) of the twenty-seven (27) young people with whom the CPWS worker was intensively involved between June 1998 and May 1999. The latter is presented below, together with data from six (6) of the eighteen (18) young people with whom he worked intensively between June 1999 and April 2000. Of the six (6) cases identified between June 1999 and April 2000, three (3) first came in contact with the case worker between June 1998 and May 1999 and were also identified in the cases presented for that period.

Age

Nine (9) of the young people identified in the case studies undertaken between June 1998 and May 1999 were aged between 14 and 16 years. The remaining three (3) were aged between 17 and 20 years.

Between June 1999 and April 2000, two (2) of the six (6) young people identified in case studies were aged 11-13 years, and four (4) were aged between 14 and 16 years old.

Gender

Of the 12 young people for whom case study data was collected between June 1998 and May 1999, ten (10) were male and two (2) were female. Between June 1999 and April 2000, half (3) of the six (6) young people identified in the case studies were male and half (3) were female.

Ethnic identity

Between June 1998 and May 1999, slightly more of those young people for whom case study data was collected identified themselves as Pacific Island (7) than New Zealand Māori (5). Of the former, four

(4) indicated their ethnic identity as Cook Island Māori, one (1) as Samoan, one (1) as Niuean, and one (1) as Cook Island Māori/Samoan.

Of the six (6) case studies of those young people who worked intensively with the CPWS worker between June 1999 and April 2000, two (2) identified their ethnic group as New Zealand Māori, two (2) as Cook Island Māori, and two (2) as Cook Island Māori/New Zealand Māori.

Background information and presenting issues

Table 13 shows the main presenting issues of the twelve (12) young people identified in the case study data between June 1998 and May 1999. Identification of these issues was based on case notes. As such, committing offences was defined as any activity prosecutable by law and any actual contact with the law was coded separately. Furthermore, some issues, such as unsafe sexual practice, were not usually identified in the case notes unless they resulted in pregnancy or disease.

More than half (7) of the twelve (12) young people identified in the case studies had been, or were, the subject of legal proceedings or charges, and the same number (7) were involved in drug and alcohol abuse.

Five (5) of the young people had either left or been expelled from school and an additional two (2) identified themselves as unemployed. Three (3) of the young people demonstrated numeracy and/or literacy problems.

The home environment of four (4) young people was considered particularly dysfunctional, including influences from parental gang involvement, drug use, physical and psychological abuse (including encouraging the young people to participate in illegal activity such as selling drugs).

Table 13: Otara crime prevention project case study's presenting issues, June 1998-May 1999

Presenting Issues	Male	Female
	1998-1999	1998-1999
• Court involvement/charges/family group conferences	7	0
• Drug and alcohol abuse	5	2
• Dropped out of school/left school/being expelled from school / chronic truancy	3	2
• Family violence/disruption/abuse (Unhappy, dysfunctional home environment/ Disengaged or alienated from family)	2	2
• Committing interpersonal offences i.e. assault/physical, psychological, sexual abuse including threatening behaviour (Committing serious offences/ Violent or threatening behaviour)	4	0
• Committing property related offences including car conversion, theft, robbery and aggravated robbery (Committing minor offences/Lack of respect for other people's property)	2	1
• Behaviour, motivation, attention problems	2	1
• Literacy/numeracy problems	2	1
• Unemployed	2	0
• Involvement with gangs	1	0
• Grief/loss	1	0
• Hygiene	0	1

Table 14 shows the main presenting issues for the six (6) young people identified in case studies between June 1999 and April 2000. Overall, drug and alcohol abuse was the most common issue, followed by involvement with justice agencies, committing property related offences, disengagement/alienation from family, and non attendance at school.

Table 14: Otago crime prevention project case study's presenting issues, June 1999-April 2000

Presenting Issues	Male 1999-2000	Female 1999-2000
• Drug and alcohol abuse	2	3
• Court involvement/charges/family group conferences	1	1
• Committing property related offences including car conversion, theft, robbery and aggravated robbery (Committing minor offences/Lack of respect for other people's property)	2	1
• Family violence/disruption/abuse (Unhappy, dysfunctional home environment/ Disengaged or alienated from family)	1	2
• Dropped out of school/left school/being expelled from school / chronic truancy	1	2
• Depression/suicidal thoughts	0	1
• Unsafe sexual behaviour	1	1
• Committing interpersonal offences i.e. assault/physical, psychological, sexual abuse including threatening behaviour (Committing serious offences/ Violent or threatening behaviour)	1	0
• Literacy/numeracy problems	1	0
• Involvement with gangs	1	0
• Hygiene	0	1

Participation

Of the 12 case studies collected between June 1998 and May 1999, all had regular (at least weekly) contact with the youth worker over different periods of time. Of these, youth worker involvement with four of them is ongoing, and three have moved on to participate in other activities (including a TOPS course in cobblestoning, a music course and drug and alcohol counselling, and a KAATS course aimed at preparing individuals to enter employment) but remain in contact with the youth worker who is monitoring their progress.

Five of the twelve (12) young people identified in the case studies have lost contact with the youth worker. Of these, two have gone to prison (both were facing charges at the time of meeting the youth worker) and one has been placed on the Whakapakiri project for three months and will then proceed to spend three months at the Tarawera drug and alcohol rehabilitation centre. In addition, one has been sentenced to 200 hours community service and will complete this at a location determined by DCYFS, while another was arrested for car conversion during his involvement with the CPWS worker and has since ceased this contact.

Between June 1999 and April 2000, one of the other cases from the previous year resumed frequent contact with the CPWS worker. None of the young people identified in the case studies for the June 1999 and April 2000 period terminated their involvement with the CPWS worker.

Process

The project activities depended largely on the specific needs and level of responsiveness of the youth involved. Furthermore, stakeholders indicate that Otara is a very insular community and that Otara youth operate according to established boundaries concerning hierarchy, territory and ethnic diversity. In order to cross through these boundaries and develop the credibility to be effective on the street, the CPWS worker spent the first two months of the project developing relationships with individual youth, whānau and community organisations.

In particular, the CPWS worker established regular contact with a group of young people involved in the Crosspower “Back to Learning” project. This project is a collaborative effort between Hillary College and Crosspower to provide an alternative learning environment. The CPWS worker engaged with these youth outside of the learning times, providing them with support and monitoring their interactions in the community. He also assisted the “Back to Learning” teacher by liaising with the young peoples’ whānau.

As the CPWS worker became recognised and acknowledged as a community resource, he began working with other community groups (especially Christian organisations) to assist whānau to cope with, and manage their young peoples’ behaviour. He also provided assistance to community groups, including two days of support work to the Houhanga Rongo Ministries Literacy Project (between 1998 and 1999).

In addition, the youth worker continued to get alongside the young people. This process frequently involved physical activities such as weight training and working out together.

As the young people began to open up, the CPWS worker encouraged them to participate in more social forms of exercise such as the Unisex basketball team, established and registered in a local competition. This was instrumental in fostering team spirit and team work. He also encouraged them to participate in weekly youth group sessions held in his home.

During the process of getting close to the young people, the CPWS worker attempted to identify specific issues of concern to each of them, as well as interests and possible goals. Once trust had been established, the CPWS worker was able to propose possible means of working through issues or selecting and working towards goals. These frequently included assistance in developing numeracy and literacy skills.

In addition, young people were provided with support and assistance identifying and applying for courses and projects to meet their goals. They were also encouraged to participate in activities which facilitated public acknowledgement of their specific skills, knowledge, ideas and talents (such as singing, cooking, organising) including youth forums, workshops and drama. Furthermore, the CPWS worker organised opportunities for youth to participate in activities that may otherwise have been unavailable to them. These included weekend retreats and camps at Whanaki and Ponui Island, and yacht trips.

In cases where specific issues arose, the CPWS worker used various techniques to refocus individuals. These included guided imaging and facilitating access to specific services and community groups.

The CPWS worker also worked with other community groups, assisting them to monitor youth whom they identified as being at risk. Monitoring took place both at school and in the community and the CPWS worker also visited the young people at their homes. This monitoring role sometimes extended to activities more reflective of police intervention. Specifically, with the CPWS worker frequently witnessing fights, vandalism and other such transgressions, he was often in a position where he felt compelled to intervene. When asked whether he believed that such intervention was his role, the CPWS worker indicated that it was a good way to get kids to talk to him. He believed that most of the time neither party wanted the risk of losing face which comes with a fight and therefore the required intervention was often minimal.

In terms of vandalism, the CPWS worker approached perpetrators with options ranging from family involvement to cleaning things up. Although they considered it embarrassing, most of the offenders opted to clean up rather than have the CPWS worker approach their families.

During the first year of operation, the project was managed by a committee specifically established for the purpose. Unfortunately, this did not function as intended. With the exception of the committee secretary and chair person, few of the committee members demonstrated an active commitment to their role. Therefore, most of the support came from either of these two people, or the DIA community advisor, who not only attended committee meetings, but also met with the CPWS worker on a monthly basis, and with the chairperson on a bi-monthly basis.

The DIA community advisor, together with the secretary, assisted the CPWS worker to develop methods and skills in both administration and evaluation. The advisor's report for that year is evidence of the implicit knowledge that she had of the project and issues affecting it. In addition, one member of the Crosspower team met with the youth worker on a weekly basis to discuss progress and issues relating to his work with youth.

Six months into the project, the DIA Community Advisor was joined by the Manukau City Council Community Advisor and they worked with the committee chairperson to plan ways of up-skilling the committee members. It was intended that the committee would become more responsive, both to their roles and responsibilities, and to the CPWS worker. This did not happen and at the end of the year of operation, the chairperson moved that the committee be dissolved and responsibility for the project be handed over to Crosspower Ministries, the umbrella group. This decision was approved and passed into action in June 1999.

During the first year of operation, the CPWS worker experienced some difficulties working with various members of the management committee, many of whom represented specific stakeholder groups. In particular, the CPWS worker identified difficulties in resolving the interests of representatives from different Pacific Island Groups.

From the CPWS worker's point of view, many of the committee members approached the project with their own agendas. As such, he felt that they expected him to serve each of their own ethnic groups individually, rather than the community as a whole. Once committee members realised that his role was to focus more widely, they ceased to volunteer their time to support him or act as his employer. The youth worker also indicated that there were communication problems, with the spoken English of some committee members being difficult to understand.

Nevertheless, the umbrella group (Crosspower Ministries), with whom the youth worker maintained the closest contact and from whom he received supervision, assisted to reduce the difficulties resulting from the management committee. This group is well known within the Otara Community and was able to encourage the youth worker's relationship with Stakeholder groups by way of its own networks.

Since dissolution of the Otara United Management Committee, the CPWS worker has worked to develop the drop in centre at the Otara Youth Embassy. The Otara Youth Embassy was established by Crosspower as an after school resource based at the Alternative Education Centre. It was intended to provide a safe place for youth to "hang out". It also provided the CPWS worker with increased access to young people and therefore, from 1999, he took on a supervisory role at the Embassy.

Developing the drop in centre has been a slow process due to a lack of voluntary staff able to help with the supervision of the 25-50 young people who turn up most nights. At the time of producing the second evaluation report (April 2000), the CPWS worker had accessed three volunteers to assist him.

Given the large numbers of young people per staff/volunteer attending the drop in centre, this facility has primarily been used as a means of monitoring the young people, encouraging them to check in and make contact with the CPWS worker. The CPWS worker has expressed the desire for a more structured programme at the youth embassy, rather than simply providing a drop in centre. The envisaged programme would emphasise the value of specific processes with young people learning

through hands on activities. Unfortunately, without sufficient human resources, especially female supervisors, this cannot be achieved.

Therefore, for individual and small group mentoring, young people have hung out with the CPWS worker at the gym facilities of Crosspower, and visited him at his home after hours. Often these visits involved sharing food. In addition, young people put in his care through youth justice, and a number of those who have been “kicked out” of home, have resided with the CPWS worker. This activity was not identified in the CPWS project proposal and is recognised by DIA workers as problematic.

In a letter supporting the CPWS worker’s activities, HT Chapman, the Director of Houhanga Rongo Ministries, indicates that by welcoming young people into his home, the CPWS worker and his wife have created a “place of belonging, a safe and secure place to be, a place where young people can feel loved and valued and a place where they can come to and call home”. Certainly, this capacity for positive reinforcement and unconditional regard is evident in videos produced by the CPWS worker.

However, HT Chapman also indicates that the CPWS worker has paid for the young peoples’ food and expenses associated with accommodation out of his own pocket. Furthermore, given the worker’s limited resources, and his family commitment, HT Chapman expressed concern regarding the long term sustainability of this intensive involvement.

Achievement of Project Objectives

Identifying and working with young people, aged 14-20 years who are at risk of offending or have already committed minor offences, to develop their strength, resources and self reliance and divert them away from offending

Between June 1998 and May 1999, the project worker identified and worked with twenty-seven (27) youth at risk of offending. These youth conformed to the target population in that they demonstrated behaviour problems and/or were victims of violence, conflict, abuse, neglect and/or isolation. Similarly, between June 1999 and April 2000, eighteen (18) at risk young people regularly engaged with the project worker.

As such, the project worker consistently exceeded the number of youth originally indicated in the project proposal (6-8). The majority of young people made contact with the project worker through informal or community networks, or via the monitoring of local “hang out” places. Several young people were not otherwise involved in mainstream activities or agencies, and so were unlikely to access any alternative form of assistance or intervention. Furthermore, this access to young people was increased by moving the project base from Crosspower to the Otara Youth Embassy (an after school resource based at the Alternative Education Centre).

It is difficult to say whether the CPWS worker involvement has helped to develop the young peoples’ strengths, resources and self reliance and/or diverted them away from offending. Of those young people identified in the CPWS worker’s case studies, three (3) were awaiting court proceedings at the time of coming in contact with the CPWS worker. Of these, two were sentenced to prison, and one to the corrective facility on Great Barrier Island. Of the remainder, three (3) were legally identified as committing offences during their involvement with the CPWS worker. As such, nine (9) were identified as not offending during their involvement with the worker (of these, 4 of the cases identified the young people as having been previously involved with the law).

Where involvement with the CPWS worker was coupled with regular in school monitoring, supervision, or residence in the CPWS worker’s home, this influence appears to be greatest. As indicated by one of the young people who resided with the CPWS worker during the course of her involvement:

I’m safe. I don’t go out and be naughty like I did when I was living with my Dad. I got the guidelines. I never got them before, and I follow them. It’s good. (At the time of

making this statement the young person reported having been “straight” from drugs and alcohol for two weeks).

To build relationships with individuals and provide support that is ongoing

The case studies indicate that the project worker managed to build relationships with, and provide ongoing support to, at least seven (7) of the young people with whom he worked between June 1998 and May 1999, and six (6) of those with whom he worked between June 1999 and April 2000. Furthermore, of the six (6) young people identified in the 1999/2000 case studies, three (3) continued their involvement from the preceding year.

Ongoing support included: spending time together, talking, engaging in motivational activities, fostering literacy and numeracy skills, engaging the youth in sports and fitness activities. The CPWS worker also assisted young people to apply for education and training courses, work placements, and financial support. Where these applications were not successful, he worked with them to identify alternative areas of interest and/or means of gaining the experience to support their applications.

As part of the development of individual relationships, the CPWS worker introduced a number of the young people to the weight training facilities at Crosspower. He was then able to talk with them while they worked out.

In addition to providing the project worker with a captive audience, the weight training activities provided the young people with intrinsic benefits. Young people indicated that during the weight training sessions they were able to personally control what they did, and were supported by the project worker to set and work towards individual goals. Furthermore, they were easily able to measure their progress and as well as creating strength, exercise is known to be an effective form of stress management.

To facilitate better utilisation of services available to young people and assist with the co-ordination of youth services in Otara

During the first year of the project, the CPWS worker actively participated in the Otara Community Forum. Through this involvement, he was able to identify the different social service providers in Otara and network with them. The CPWS worker referred young people to these services as and when he considered it necessary.

In particular, the CPWS worker referred young people to educational and training courses, including TOPS, Manukau Polytechnic, Houhanga Rongo Literacy project and Tangaroa College Alternative Education Programme. However, there is little evidence that youth were referred to other services such as medical, counselling, therapy and/or welfare agencies.

Although the project worker has become increasingly involved in a range of services associated with Crosspower (Tangaroa College Alternative Education programme, Otara Youth Embassy etc.), he does not appear to have become involved in co-ordinating youth services in Otara. Rather, his role has been much more hands on, including supervising and monitoring students, one to one mentoring, etc.

To provide a follow up system when young people come out of corrective institutions

None of the youth were referred from corrective institutions. However, between 1998 and 1999, the project worker established relationships with three (3) young people who subsequently entered Prison or Juvenile facilities. It was anticipated that contact with these individuals would resume after their release. However, it is not clear whether this has happened.

The CPWS worker has attended court appearances and family group conferences for young people. In some cases, this involvement has resulted in the CPWS worker agreeing to supervise the young

people. Although, beneficial in ensuring the young persons' participation in work and education, the CPWS worker indicates that the supervision process often requires a dramatic change in the perception of the young person. At the time of the CPWS worker being accepted as a supervisor, he is generally perceived by the young person as a friend. In order for the supervisory relationship to work, this perception has had to be altered to accommodate the power differential between the two parties and the statutory requirements of each.

Outcomes

Achievement of CPWS Outcomes

In addition to the objectives set for the project, each CP-CPWS project was also required to contribute to the CPWS outcomes identified in the 1997 Youth at Risk Crime Prevention Package (pp. 11-12). These outcomes were designed to address the needs of both individual participants and communities.

Individual outcomes included:

Increased positive participation in their communities

The case studies describe some of the personal goals achieved by the young people since becoming involved with the youth worker. These include increased participation in education and training programmes.

Specifically, five (5) young people, who had ceased attending school, returned to education via the "Back to learning Project" run by Crosspower and Tangaroa College

In addition, four (4) young people attended one or more training courses, including:

- a TOPS course and is making steady progress towards becoming a paving professional.
- a TOPS course learning Te Reo Māori and carving
- a training course in CV preparation, presentation, and performing in job interviews
- a car grooming course
- KAAT trust music courses

These young people demonstrated good attendance records and commitment to the goals and processes of the courses. Indeed, one young man wrote a letter supporting the CPWS worker's involvement with him. In the letter he stated that "I am enjoying the course so far. I actually like going out on sight (sic) and doing construction work".

One (1) of the young people with whom the CPWS worker was involved has undertaken a number of work experience placements, including time as a kitchen hand, a store-person and a labourer. Unfortunately, despite adequately fulfilling his tasks and duties during these placements, he was not able to obtain a permanent position with any of the employers involved. As a result, the young person indicated that he felt like no-one wanted him and he was back where he began. However, after a brief period on the streets, this young person returned to the CPWS worker and at the time of the second evaluation report (April 2000) was working out on a regular basis and assisting the CPWS worker with his activities.

Unfortunately, the feeling that they are "not wanted" appears to be common amongst the young people with whom the CPWS worker has been involved. As indicated by one young woman, there is a perception that even if they try, they will not be able to obtain employment:

If you're Māori or if you're brown and you walk into a shop they think you are going to steal something....they don't trust you...If you ask if they have any vacancy, like for a job, they say no straight away. They just look at you, they don't know who I am but

they still judge me as soon as they see me. They're pretty stink because they don't give me a chance.

Therefore, being able to assist the CPWS worker, even on a voluntary basis, provides young people with positive reinforcement of their ability to contribute within their community. In addition to the young man identified earlier, at the time of the second evaluation (April 2000), two (2) other young people were also regularly assisting the CPWS worker with his role co-ordinating and supervising the drop in centre at the Otara Youth Embassy.

At least half (8) of the young people identified in the case studies became involved in some form of sporting or fitness activity during their involvement with the youth worker. Two (2) of the young people have participated as members in a competitive unisex basketball team. As such, they demonstrated commitment to the other players, consistently turning up for training and performing well in competitions. They learned to support each other and to work as a team, both to achieve goals and to manage their relationships in times of poor performance.

Similarly, four (4) of the young people have become regular patrons of the Christian youth group held weekly at the CPWS workers home. One of them has obtained a part time job (on top of his educational activities) with the aim of saving enough money to attend the Indigenous Nations Christian Conference.

Finally, three (3) young people were supported to participate in community forums, including the:

- Otara Youth forum,
- Otara Community Board Meetings
- Auckland Regional Growth Forums

These young people spoke about issues of concern to them, assisted with food preparation, cleaning, organising, and contributed to drama, music and role playing activities.

As indicated by one forum participant:

I went to lots of adult meetings where, as a youth, I could have my say,....that was really choice because not much adults give me my own say...we don't get a say in anything

Increased personal strength and self reliance and positive behaviour changes

Evidence of increased personal strength, self reliance and positive behaviour changes include observations of:

- improvement in personal hygiene and young people (especially females) taking more pride in their appearance.
- reduction in drug and alcohol use and abuse (observed for 4 young people, including one young woman who has stopped selling drugs for her family)
- increased stability of mood and temperament
- commitment to activities (demonstrated in regular participation)
- increased willingness to take and meet responsibility
- individuals making decisions regarding their future and taking steps to follow through with them (i.e. becoming a hairdresser, getting in touch with Tikanga Māori and learning Te Reo, getting married, getting a driver's licence, finding a job).
- increased willingness to open up, identify and discuss personal issues.

It is also of note that the young people's relationship with the CPWS worker is largely self determined. As such, at least two (2) of the young people have ceased contact with the CPWS worker, returned to the streets and life from which they came, and then turned up again when they needed assistance, support or guidance. Although this sort of relationship may appear less than conducive to reinforcing changes in behavioural patterns, the fact that the young people are motivated and able to ask for assistance is often a major change. As indicated by the CPWS worker, through their

experience on the streets these young people learn not to trust anyone and not to show weakness by asking anyone for help.

Although the CPWS worker acknowledges that some young people take what they can and then leave, he indicates that this process is essential in order to build the trust needed for them to feel that they can return. The CPWS worker states that if they haven't received assistance before they hit the teenage years (at about 13 years old), most of the young people will take several years before they are ready to accept it again. They leave when they don't want anymore help and they return when they are ready for more. The CPWS worker believes his role is to be there for them when they are ready, and to let them know that he is.

The changes and progress made as clients worked to address their presenting issues is evident in the following case notes:

Case File No.1

[Originally, client blamed his] father for his problems. [He] Was ... expelled from [name of school]....for assaulting two students. Things started going down hill for client after he had been assaulted at home by his father. I [youth worker] spent six weeks with client getting to know him through weights and playing basketball together. By using those tools I was able to establish a short-term relationship with client. We were able to use a process calledEvaluation for Transformation [E.F.T] where we were able to use simple drawings as a tool to look at client perception of what the ideal father might look like. The first drawing was one of a happy time he could remember having with his father as a young boy. The second drawing was an unhappy event he could remember having with his father as a young boy. Then he drew a picture of what life would look like if those problems were not there and, what was needed to be put in place...to make them happen.

Case File No. 6

Client has been given 120 hours of community service for aggravated robbery (x2) and theft.

[Client originally said that the reason] he goes out and does the things he does..[is] because in his family environment he has been subject to negative messages. [These].. led him to think he is dumb and of no worth or value to his family. The types of negative reinforcement he has been subject to are ... his sisters telling him he is stupid, emotional and physical abuse as a child from his parents.

....Client has literacy problems ...assessed to have the reading level of an eight year old. This is something we will be working on 2 days a week, as well as math skills and spelling skills. We will also be utilising the computer learning centre for computer and typing skills. Through consultation with the client we... set some ... goals.

The first goal [was] to improve on my client's reading skills. The objective ..was to read five books by the end of the month..[and] to work through different levels on the typing tutor programme.

[After the first month the] client showed great improvement in his reading level, especially in terms of [retention] and being able to decode words. Client completed the 5 books we set out to read, and felt he had really achieved something. He thanked me for helping him to build his confidence ..in the area of his reading ability.

Client spent one week on a yacht with me and 15 other kids of his age group. [He] learnt basics of sailing and kayaking. Client has got to see a different outlook on life through nature, camping, tramping and motivational talks. Client has gone onto a music course and extensive drug and alcohol counselling.

Indeed, as indicated above, the CPWS worker significantly contributed to providing a safe environment for young people to identify and work through numeracy and literacy problems. There can be little debate that literacy and numeracy significantly influence the personal and professional power of an individual. Not being able to read, write and/or add, subtract and multiply are often seen as a grounds for shame, with young people being loathe to admit these perceived weaknesses.

Of those young people identified in the case studies, three (3) had problems with basic literacy and numeracy, and worked with the youth worker to obtain skills in these areas. All of these committed themselves to spending two days each week working with the CPWS worker and all made significant progress using phonics to gain decoding and reading comprehension skills.

Community outcomes included:

Improved co-ordination between groups involved with youth at risk of offending

One of the aims of establishing the project committee was to foster interactions and community networks, both between the different community groups concerned with youth at risk, and between the youth worker and these community groups. Unfortunately, these processes did not proceed as planned.

Nevertheless, the youth worker did work closely with some of the groups represented on the management committee. In particular, Crosspower Ministries Trust, where the CPU-CPWS project was initially based. As a result of this interaction, the project worker became involved with Tangaroa College, and the back to learning project which it offers in partnership with Crosspower. This project provides an alternative educational environment for youth who have ceased to participate in mainstream education. As such, the CPWS worker was able to refer youth to the project and support those already in attendance.

Another Crosspower initiative with which the CPWS worker became involved was the Otarā Youth Embassy. The Otarā Youth Embassy was established to provide a safe place for youth to “hang out”. The potential for increased access to young people resulted in the CPU-CPWS project moving base from the Crosspower Ministries headquarters to the Youth Embassy, where the CPWS worker acted as a supervisor three times a week for three hours each time.

In addition, the CPWS worker maintained established networks, primarily with Christian organisations and projects. These included the Houhanga Rongo Literacy project run by Houhanga Rongo Ministries, which received two days of assistance from the CPWS worker each week during the 1998/1999 year. For young people with literacy and numeracy problems, the experience and connections gained by the CPWS worker during his direct involvement with the literacy project provided a means by which to facilitate their own learning processes.

Young people with whom the CPWS worker has been involved have also benefited through his networks with local schools, Waipareira Trust, and KAAT Trust, all of whom have assisted the youth to access educational and training activities.

During the first year of operation the CPWS worker established a relationship with the Manukau City Council Community Advisor, and subsequently, participated in a number of associated community projects and organisations such as the Otarā Community Board, the Manukau and Otarā Youth Forums, and the Auckland Regional Growth Forum. He is a member of the Manukau Community Organisation Grant Scheme (COGS) committee and the Otarā Youth Embassy Management Committee and has regularly networked and liaised with Manukau Safer Community Council, Safer Streets Project, Otarā Celebrates Christmas and the Inter-agency Crime Prevention Forum.

In a letter of recommendation written by Tony Kake, Acting Team Leader of Manukau City Council Community Development Services, 2000, Mr Kake observed that the CPWS worker:

[The CPWS worker]..will go the extra mile with his customers and applies himself wholeheartedly to the issues, needs and aspirations of each individual. [The CPWS worker] is a person that quickly establishes a rapport with people and can be trusted to deliver.

The CPWS worker has had more limited contact with government agencies and those regulating youth at risk, such as Youth Justice, DCYFS, and the Moko Truancy project.

Indeed, in the first annual evaluation report (1999), the DIA advisor recommended that networks between Crown Agencies and Community groups be established in order to increase the effectiveness of projects for the Otago community. In particular, she indicated the need for protocols to encourage and support youth workers accessing these agencies and groups, so that available funding and resources are effectively used.

From discussions between the CPWS worker, Crosspower representatives, and a DIA research analyst, held in May 2000, it appears that this need is still evident. Neither Crosspower, nor the CPWS worker, indicated any direct relationships with statutory agencies. Indeed, the CPWS worker stated that “we are lucky if we get a youth justice referral”. At the same time, both parties appeared somewhat reluctant to refer young people to such agencies, especially where there is a chance that young people might be taken away from their family or community. These ties were identified as being very important to the Crosspower representatives and the CPWS worker.

The first line of intervention occurs most frequently via the family. In particular, the manager of Crosspower invests a significant amount of time working with the families of young people and referring them to appropriate community based agencies (for issues such as drug and alcohol counselling). The CPWS worker also makes a point of getting to know the families of young people with whom he is working (many of whom he grew up with) and where possible, involving them in activities with their young people.

Although contact with most government agencies was limited, the CPWS worker has identified a more salient relationship with local police. Indeed, it is envisaged that development of the Youth Embassy will proceed in collaboration with the police, and that plain clothes police officers will engage with the young people there.

Increased community capacity to effectively deliver programmes and projects targeted to at-risk young people

Young people involved with the project participated in various information sharing exercises including the Auckland Regional Growth Strategy and the Manukau and Otago Youth Forums. As such, the youth were invited to identify issues and outcomes which they considered important in terms of local development. These issues frequently referred to personal and public safety and means of preventing and addressing crime within the community. As such, they contributed to knowledge within the community about how to effectively target and manage at risk behaviour.

As indicated by Tony Kake, Acting Team Leader of Manukau City Council Community Development Services, 2000:

[The CPWS worker] has been involved in a number of Otago initiatives where he has enabled young people to have an opportunity to gain exposure to activities and issues impacting on their lives as young people.

In addition, the project worker regularly participated as a member of the Otago Community Forum, networking with various local service providers and sharing skills and knowledge, as well as assisting with community problem solving. His involvement in monitoring students who were on the periphery of criminal activity, both at school and in the community, enabled the schools and community groups (i.e. Crosspower) access to information which they would otherwise not have had. Similarly, the CPWS workers involvement in the home life of these students opened up avenues of communication that had not previously been available.

Involvement with whānau included assisting parents to access help and resources to develop their relationships with their children, including management of their children's behaviour. In particular, the CPWS worker encouraged them to participate in the activities of local Christian organisations in order to obtain support.

Indirectly, the project also resulted in the development of management skills and unity between the different community representatives. This occurred in response to the difficulties experienced by the management committee and was facilitated by the DIA and Manukau City Council community advisors. Unfortunately, the intervention came too late to rectify the situation which had developed amongst management committee members. However, the training and information which they received may have benefited the wider community and the organisations to which they returned after leaving the management committee.

Conclusions

The CPWS worker met and exceeded the original project proposal in terms of the number of young people to whom he provided intensive support and one on one mentoring. This support was paralleled by a number of positive outcomes for the young people involved, including increased participation in educational and training activities.

Almost all of the youth identified in the case studies had left or been expelled from the school system without any qualifications and often in the absence of basic numeracy and literacy skills. Most were unemployed and few were actively seeking work. All were, or had been, involved in criminal or anti-social activities, and several had had some contact with the legal system. Few came from stable home environments and many were, or had been, subject of familial abuse (physical, emotional or sexual).

As such, project participants were alienated from mainstream institutions, their outlook was bleak and most did not have the skills or knowledge to envisage or work towards a future involving positive community participation. A significant achievement of the CPWS worker was to assist the youth to identify goals and to show them how to take the first steps towards achieving them. Whether it be accessing application forms for a course, or assisting with numeracy and literacy skills, the youth worker's involvement reinforced the message that these young people could achieve positive personal outcomes.

In some cases, processes did not go according to plan. Individuals did not get into the courses that they wanted, and addictions detracted from activities. Nevertheless, the fact that these youth were able to set new goals to replace those that didn't work out, and pursue them, clearly demonstrates that the message had carried through. In addition, the CPWS worker's role in modelling positive behaviours and liaising between young people, their families and local schools and organisations, is in line with activities which have been shown to contribute positively towards crime prevention.

The project did not work miracles. Two young people went to prison for crimes that they had committed prior to their contact with the youth worker. One was arrested for car conversion during his involvement with the project and later disappeared without giving a reason. Yet another was "sentenced" to 3 months on the Whakapakiri project and another three months in alcohol and drug rehabilitation. Nevertheless, the fact that they engaged with the CPWS worker week after week of their own accord suggests that they found some value in the experience. This conclusion was reinforced by comments made by the young people themselves.

In terms of developing community capacity, one of the most powerful aspects of the project was increasing the young people's involvement in various community consultation and planning forums. Encouraging youth to share information and ideas not only resulted in an increased local knowledge base but this form of intervention has been shown to foster a sense of ownership and enhance community responsibility. Furthermore, it gave the young people the sense that what they say does matter and, as such, may have increased the likelihood of future participation, as well as self confidence and self worth.

Nevertheless, there was at least one objective that the CPWS worker did not meet. Specifically, his lack of involvement in facilitating better utilisation of services available to young people and assisting with the co-ordination of youth services in Otago. Also, there was a dearth of interaction between the CPWS worker and government agencies working with at risk youth.

Furthermore, a number of factors contributed to difficulties in managing the project. From the beginning the nature of the project and the roles and responsibilities attached were ill defined. In their proposal, the Otago United Crime Prevention Unit Committee was reluctant to specify geographical area, ethnic or gender groups associated with the project.

At the time of accepting the proposal, DIA and CPU acknowledged that in keeping these criteria flexible, the project provided the opportunity for the worker to “get out there on his own” and find out the needs, specify the client group and develop projects accordingly. However, such variables were never completely specified and identification tended to occur on an ad hoc basis. To compound this problem, record keeping also occurred in an unstructured manner.

It was intended that the involvement of the committee members would open a pathway for committee members to have their own groups utilise the worker’s skills. The latter was not achieved. With the exception of Crosspower and Houhanga Rongo Ministries, the CPWS worker did not appear to make his skills available to the groups represented by committee members, and the committee members did not specifically identify how he could do so.

As such, an opportunity to build community capacity was missed. Furthermore, given all of the time and energy put into the development of the management committee, very little was left to up-skill and/or provide training and personal development opportunities for the youth worker, let alone adequate supervision.

The establishment of a management committee which was representative of various ethnic and community groups was intended to facilitate co-operative relationships between the youth worker and these groups. This did not happen.

Rather the youth worker became increasingly involved in the activities of Crosspower, to the exclusion of the others. This focus developed naturally from the fact that the youth worker was based at the Crosspower premises, and because the other committee members did not have as much contact with him, or provide as much support to him.

Recommendations

1. Facilitate active engagement between the CPWS worker and statutory agencies working with at risk youth, and development of protocols for interaction and referral.
2. Establish greater definition between the responsive nature of the CPWS worker’s activities and his role as a community facilitator. Specifically, the CPWS worker should be encouraged to pursue the development of a more structured programme of interactive learning activities provided at the Youth Embassy. The value of such interventions in reducing crime (as opposed to drop in facilities) is identified in relevant literature. However, in order to achieve this, the CPWS worker would require greater support, both in terms of acquiring human resources, and the information and training necessary to develop such a programme.
3. Assist the CPWS worker to define the boundaries between his personal and professional life. Although his willingness to accept young people into his home appears to have contributed to the positive outcomes identified in this report, the potential for negative outcomes following such intensive involvement has not been measured. The CPWS worker currently receives supervision from a number of different people and agencies, but does not have peers with which he can share his work load, nor does he have the financial resources to provide a residential service which distinguishes his responsibilities to the youth from those to himself and his family. Whether such

assistance can be provided in terms of financial, material and/or human resources, or in terms of clearly defined limits to his role, needs to be explored further.

4. Specify conditions for young people who spend time with the CPWS worker as part of court ordered supervision. Prior to agreeing to such arrangements, the CPWS worker must make it clear that, in this case, his role is not one of “a friend”, but rather as a supervisor of the young persons court ordered activities. As such, he must identify his expectations of the young person, and the statutory requirements of his role.
5. Develop an accurate recording system for obtaining evaluation data from all project participants, including community wide processes for monitoring progress both during and after involvement with the CPWS worker.