



*from welfare  
to well-being*

*mai i te toko i te  
ora ki te oranga*

# STRENGTHENING FAMILIES



## FOR WELL-BEING



5th edition 1998

**STRENGTHENING** *families*  
Whakakaha Whānau

# Foreword

## The Minister of Social Services, Work and Income



Social issues continue to feature strongly in the minds of most New Zealanders as they reflect on the hopes and concerns surrounding the future. While there is considerable debate about the health, welfare and education issues facing the nation, the goal of moving people from welfare to well-being strikes a harmonious chord with virtually everyone in the community.

If we take the numbers of working age people on benefits as an important measure of progress towards achieving this goal it is clear that the challenge before us remains very large.

Through the Benefit Reform and Employment strategies developed over the course of the last year, the Government has moved to initiate changes which aim to ensure that everyone who can work will look for work. Instead of starting the benefit entitlement process from the proposition of an individual's incapacity to work, the new and more positive approach will be to look at how much a person can work and ways in which the system can help them move into the paid work force. This does not undermine the essential concept of the welfare safety net and, where individuals are unable to fend for themselves and their families, taxpayer assistance will continue to be readily available.

In this fifth edition of "From Welfare to Well-being" the Department of Social Welfare maintains its commitment to clearly identify its major milestones for the year ahead and to report progress on the milestones for the year just past. The major theme of this year's publication relates to "Strengthening Families".

"Strengthening Families" is a multi-sector approach to providing coordinated services to the most at risk children, young people and their families. It recognises that in excess of 20,000 families have multiple problems which require the support of more than one Government agency to be dealt with.

This year we launched the Family Start pilot programme, under the Strengthening Families Strategy. Family Start is an intensive home visiting programme designed to help 850 families with the greatest difficulties from the time their children are born right up to the day they start school. By walking alongside these families, Family Start will make sure they have access to all the community services they need to make their family stronger and give their children the best start to life.

In the year since concerted action was taken to promote the strengthening families local coordination model in the Health, Welfare and Education sectors very good progress has been made, so much so that shortly all the country will be covered, almost a year ahead of schedule. Find out more about "Strengthening Families" in the pages that follow.

I would urge every reader, no matter what sector of the economy you may be from, to go further than informing yourself about this and other exciting welfare initiatives and think how you might become involved. Social issues demand creative solutions and the involvement of every individual, every family, every community, central and local government and every business if we are to turn around benefit growth trends which have built up over the last three decades.

A stylized, handwritten signature of Roger Sowry in dark ink.

Roger Sowry  
Minister of Social Services, Work and Income



# Introduction

## The Director-General of Social Welfare



Four years ago, in the first edition of "From Welfare to Well-being", I indicated that the strategy had been developed as part of a broad and coordinated approach to better inform New Zealanders regarding the Department's activities and to set a course that would ensure the Department anticipates and addresses the challenges of the future.

Over the last four years, these two goals have certainly been achieved. There can be few New Zealanders who do not now know the size and extent of the welfare challenges facing this country. Over the years, we have also worked progressively to develop individual but linked strategies to tackle the issues. These strategies include income support and social services, mobilising communities, strengthening families and encouragement of the participation of older people in society.

In Income Support, huge strides have been made to create an organisation delivering one to one customised service. All working age beneficiaries now have a single customer services officer with whom they can work to ensure they are receiving the appropriate entitlements and have access to other services to help them plan their way towards independence. Some 169,000 customers already have action plans to help point them in practical ways towards self-reliance.

In social services, CYPFS has refined its risk assessment and operating practices to ensure that services are making optimum use of the available resources. NZCFA has completed the approval process with fifteen iwi social services and has established a number of specialist services for people with challenging behaviours. A comprehensive Departmental residential services strategy has been developed to cater for the needs of a small number of people who need 24 hour specialised residential care.

Local communities continue to come up with exciting projects aimed at meeting the needs of their particular population. With the help of mayors throughout the country, strengthening families coordinating committees are also rapidly gathering momentum, ensuring the development of seamless social services for "at risk" children and young people from 0 to 17.

Strengthening Families is the way of the future. Just as the "From Welfare to Well-being" vision helped galvanise the various business units of the Department of Social Welfare into action under a common banner four years ago, so too "Strengthening Families" is inspiring government's social service agencies and other sector agencies to work more closely together at the front-line. It aims for the provision of a seamless service with a lead agency for all at risk families. This means a better deal for the customer and for the taxpayer.

The customer wins from having one significant point of contact, someone who has the overview of their needs and who has the contacts to cut through the red tape and focus the resources of the various supporting agencies. The taxpayer wins because

there is a reduction in duplication of services and a more efficient use of scarce resources.

At the programme level, Family Start is a prime example of a very well thought out programme which will help break the cycle of disadvantage for some of New Zealand's most at risk families. With three of central Government's principal social service funders (NZCFA, HFA and Early Childhood) working together it will really demonstrate the strategy in action. A voluntary programme, "Family Start" will reach families at the time of the birth of a new child, providing early intervention and support.

It should be no surprise, therefore, that Strengthening Families emerged as the natural theme for this year's "From Welfare to Well-being".

The Strengthening Families strategy is rapidly spreading beyond the three originating sectors of Health, Education and Welfare, to the Labour, Justice and Housing sectors of government. The strategy will particularly get a boost with the establishment of the new Work and Income Agency in October. Income Support have been integral members of the strengthening families local coordination committees. Their involvement will be even stronger through the new department. Not only will customers of the agency retain the benefits of customised service but the integration of the Employment Service, Community Employment Group and local employment coordinating committees into the one organisation will provide a really powerful support base for people moving through the process of developing work readiness, seeking and obtaining work.

While the "work first" focus is really coming to the fore in Government policy making, none of us should forget that the compelling reason behind all these strategies is to provide a better future for families and in particular the nation's children.

Last year's "From Welfare to Well-being" theme centred on children and young people. For all our problems and difficulties, New Zealanders really do cherish children and will pull out all the stops to help children in need. By strengthening our families we really have the best chance of building a safer, more secure and prosperous future for us all.

Let's remember that fully functioning families encompass people of all ages, including older people. Nineteen-ninety-nine will be the International Year of Older Persons. This provides us with a wonderful opportunity to advance Positive Ageing strategies. The year will be one not only of celebration of the valuable contribution of older people but of displaying role models of how our seniors can continue to live rich and fulfilling lives and so enrich our family life.

Noho ora mai

A handwritten signature in dark ink, appearing to read "Margaret Bazley".

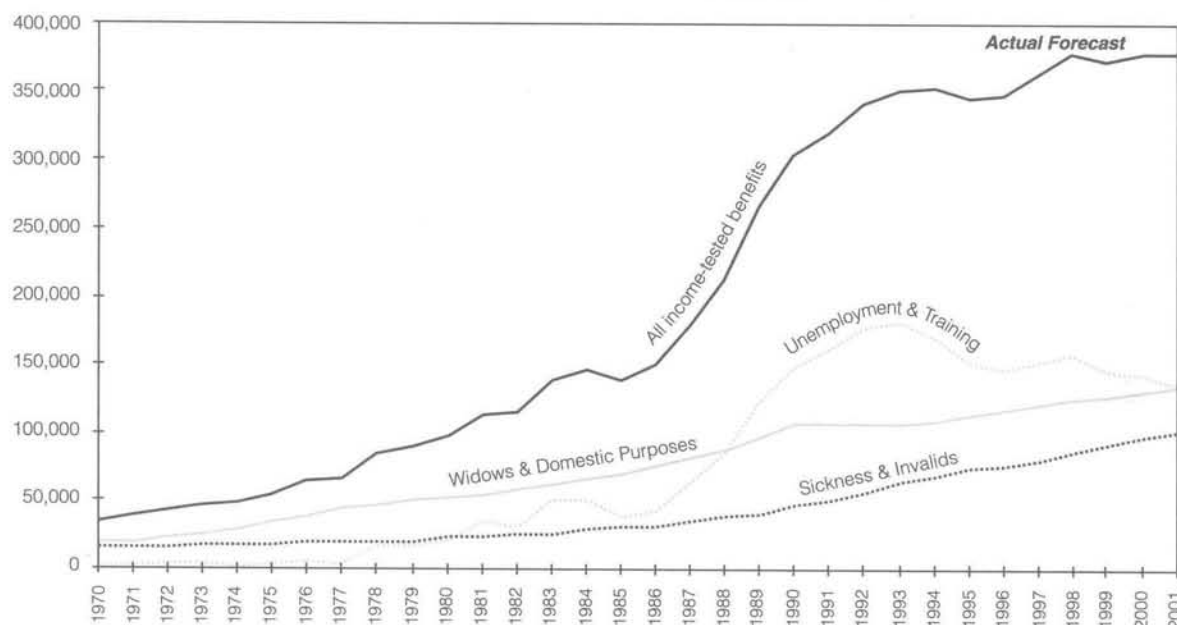
Margaret Bazley  
Director-General

# The well-being challenge

## For families

- One in 20 families in New Zealand (25,000) is highly at risk of poor outcomes for its children.
- Twenty two percent of women recently separated have experienced 10 or more acts of physical or sexual abuse.
- 24% of all dependent children are living in sole parent families. The likelihood of living with just one parent is higher for Maori children (41%) and for Pacific Islands children (29%).
- 18% of custodial and 15% of non-custodial parents report that their children have no contact with the non-custodial parent six months after separation.
- In 1996 27% of families with children under five (54,000 families) had no parent in paid work. 72% of such families were sole parent families and 28% were two parent families.
- Youth suicide rates almost doubled for males between 1984 and 1994 and the female rate increased 73% over the same period.

**Actual and Forecast Benefit Numbers 1970 to 2001**



# Strengthening Families

## The path forward

### Overview

The Strengthening Families strategy operates on several levels. At its heart is the local coordination initiative whereby local management groups are pushing forward with the case management model to increase the level of service targeted at the most at risk. Secondly, policy makers and funders are constantly scrutinising existing programmes and services to see how they might be adapted or changed to provide better forms of remedial intervention, early intervention and prevention.

A third stream of work is aimed at improving family and parental responsibility. This work is linked with work on the possibility of a Code of Family and Social Responsibility.

Strengthening Families is overseen by the Ministers of Health, Education and Social Services, Work and Income. At an officials level it is driven by a Steering Committee of the Chief Executives of Social Welfare, Health and Education. Policy work is managed by a team of policy analysts from the three organisations and other central government agencies. A dedicated unit has also been established within Social Welfare, Health and Education to help oversee and implement the local coordination model.

### Local coordination

Local implementation committees have been established throughout the country. The committees comprise representatives of the local management of the health, welfare and education agencies. In some parts of the country they also include representatives from the voluntary, labour, justice and housing sectors.

The committees are charged with developing local protocols to ensure coordination of services to children and young people at risk. This usually involves assigning a lead case worker to cases. The inter-agency committee devises a broad plan that the lead agency worker implements and is responsible for monitoring input from all the agencies involved.

As a concept local coordination is extremely simple. In practical terms, the last decade's emphasis on service delivery through narrowly defined outputs has diminished the ability of organisations to think laterally and to work over jurisdictional boundaries. Strengthening Families aims to retain the efficiency gains made through the output approach while improving the effectiveness of outcomes. Everyone will win from the process - social services workers will see faster results with their clients, families will get a streamlined service free of bureaucratic hassles and the taxpayer will get value for money.

### Extending sector involvement

Originally focussed on health, education and welfare - strengthening families is now acquiring an increasingly long list of stakeholders keen to participate. Virtually any agency which has a social service focus is a potential member of the Strengthening Families programme. Justice, housing, the

voluntary sector, Maori and cultural groups are now coming on board. At local level, Safer Community Councils are working increasingly closer with the strengthening families coordinating committees. Obviously, stronger families will have a positive impact on crime levels in communities so it is in the interests of these two groups to be working together.

### The Integrated Agency

From 1 October Work and Income New Zealand comes into being. The new Department is a most important organisation in the Strengthening Families team in the sense that it is the agency with the largest customer base. Already, Income Support has been an important lead agency for some of the families coming under the strengthening families umbrella.

The Government's Purchase Agreement and the Chief Executive's Performance Agreement will both stress Strengthening Families as an important strategy to be incorporated into the work plan of the new department.

Regional Employment Commissioners will be put in place with funding at their disposal to tailor employment development initiatives in their areas. The synergies to be gained from the Commissioners working alongside the Strengthening Families coordination committees are potentially huge.

### Family Start

Family Start is the first national initiative to be rolled out under the Strengthening Families banner. Prototypes will be developed in West Auckland, Whangarei and Rotorua over the next five years. Christchurch's "Early Start" programme will also be part of the extended programme.



The new service will identify high risk families at the time of childbirth and provide a family worker to assist where social and family circumstances may put at risk good health, education and welfare outcomes for children. A family worker will undertake a thorough needs assessment, provide support to the family, teach parenting skills and link families with services as required so they can develop the skills needed to take responsibility for helping themselves and their families.

The programme is voluntary. Potential participants will be referred to the programme by health professionals. It is expected that the programme will cover about 15% of families with new born infants.

The Health Funding Agency, NZCFA and Early Childhood Development are working together to develop contracts with providers. The programme will commence in October.



# Local initiatives

## Show-case

Senior managers of the Department of Social Welfare continue to be surprised and amazed at the variety of innovative programmes which continue to be developed at local level throughout the country. These are programmes which are contributing positively to the lives of the people attending them. The following are but a few which join other programmes highlighted in previous editions of "From Welfare to Well-being" as making a real difference to the people they involve (note: the programmes listed below do not necessarily form part of the official "Strengthening Families" strategy):

### Handbrake Turn

Developed by the Masterton Safer Communities Council and CYPFS for Wairarapa at risk youth. The programme is designed to:

- retain the young person within their own community
- strengthen and promote their development (self esteem, skills and education)
- assist them to develop positive relationships and take responsibility for their actions.

A modular programme over three months, it is overseen by a wide range of government and voluntary agencies in the Wairarapa.

### Fieldworkers in Schools

The Christchurch City Council is providing funding to operate a Fieldworkers in Schools programme.

The programme engages fieldworkers to work with a cluster of primary schools, one within each ward. Their role is to work in liaison with schools, government agencies and community groups to coordinate the provision of services to meet the needs of "at risk" and "fringe at risk" school children.

The school clusters make a financial contribution to the programme.

### Caring for our youth

In Invercargill, Income Support's agreements with beneficiaries have been expanded, with the consent of parents, to cover children over the age of 13 years. Under the scheme Income Support draws up an agreement with the young person based on "unemployment not being an option". The agreement establishes what the young person will meet over a period. If these goals are met the service then arranges introduction to work options and maintains an oversight of the young person's progress through periodical conversations with the individual, their parents and if appropriate, the school.

### Otago Wellness Centre

Essentially a case management and mentoring service with referrals based on truancy. The Centre provides young people at risk with the help and support necessary to solve problems and work towards personal goals and achievements. To date the centre has had more than 300 referrals. Paid fieldworkers are supported by 35 volunteers.

### Waitara-Methanex Community Career Management Programme

A three day course fully sponsored by Methanex NZ Ltd. Ten IS and NZES customers given career management training by Methanex's career contractors. Participants given opportunity to apply for up to three months work experience. An excellent opportunity for those out of work and returning to the workforce to gain an appreciation of what employers are looking for.

### Timaru "Wanna Be" programme

Targets final year primary school students to get them thinking about their future and looking at job options. Visits to local newspaper, the Police, Radio Station and Golf Club. Students complete goal setting agreements.

### E Mafai "Can Do" programme

A joint venture programme involving the Ministry of Pacific Island Affairs and Income Support in South Auckland, E Mafai comprises a three week half day targeted course for Pacific sole parents providing information and practical experience of a number of areas including: applying for jobs, interviewing skills and other job search techniques all designed to assist with the move into employment.

### Te Ara Tinana "Step by Step"

Manurewa and Clendon combined have the highest number of sole parents in the country. 41% of Maori sole parents have been receiving the domestic purposes benefit for five years or longer. Income Support and the Education, Training and Support Agency run a twelve week course for Maori sole parents. The programme, developed and run by the Salvation Army Training and Employment programmes covers computing, job search techniques, presentation skills, fundamental life skills and will be widened shortly to include work experience placements.

# 1998/99 Milestones

The following milestones reflect the work the Department of Social Welfare has agreed with the Government to carry out in 1998/99. They are significant areas of activity which aim to contribute to the "From Welfare to Well-being" vision. They do not, however, represent the totality of the Department's work - there are many core "business as usual" activities which contribute significantly to fulfillment of the welfare to well-being vision.

| Well-being outcome            | Milestones                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>strengthening families</b> | <p data-bbox="526 618 1403 680">Coordinate the work of the interdepartmental "strengthening families" strategy to strengthen and support family cohesion, ongoing</p> <p data-bbox="526 703 1403 766">Implement the "Family Start" programme in collaboration with Health, Education, Health Funding Agency and Early Childhood Development, by June 1999.</p> <p data-bbox="526 788 1403 851">Review collaboration arrangements with related sectors to improve service access and effectiveness for children, young people and families in need, by June 1999.</p> <p data-bbox="526 873 1403 981">Identify and implement a set of intermediate and measurable outcome based performance measures for social service activities (CYPFS &amp; NZCFA) to improve the effectiveness of social service interventions in ensuring families meet their care, control and support responsibilities, by June 1999.</p> <p data-bbox="526 1014 1403 1106">Develop a "lead social worker model" with a focus on well-being for children to ensure clients have a designated worker throughout the period when they require services from CYPFS and other service providers, by June 1999.</p> <p data-bbox="526 1128 1403 1236">Evaluate, and if appropriate, extend the Call Centre concept piloted in Auckland to speed up and standardise responses to families in need, by providing timely, helpful, good quality advice for CYPFS services to delivery services to Maori children and young people, by June 1999.</p> <p data-bbox="526 1270 1403 1332">Approve and contract with up to 30 Iwi Social Services to deliver services to Maori children and young persons, by June 1999.</p> <p data-bbox="526 1355 1403 1417">Enter into contractual arrangements with 2 Pacific Island providers to deliver services to Pacific Island children and young persons, by June 1999.</p> <p data-bbox="526 1440 1403 1525">Promote the development of intergenerational programmes in schools by launching LinkAge guidelines and providing copies to every primary and secondary school in New Zealand, by June 1999.</p> <p data-bbox="526 1559 1403 1621">Develop and extend the range of community-based services for young people who sexually abuse others, and for those who are diagnosed as conduct disordered, by June 1999.</p> <p data-bbox="526 1666 1403 1729">Implement the Residential Services Strategy to improve residential services and to increase the number of available beds, from 1 July 1998.</p> <p data-bbox="526 1751 1403 1814">Implement systems and services to deliver inter-country adoptions as required by the Hague Convention, by June 1999.</p> |
| <b>mobilising communities</b> | <p data-bbox="526 1839 1403 1933">Provide the Government with advice on the outcome of the public discussion phase, on whether a further discussion phase is warranted, and on the scope, content and status of any proposed Code of Social and Family Responsibility, by September 1998.</p> <p data-bbox="526 1951 1403 2029">Complete an exercise to identify the key elements of effective community/government partnerships aimed at strengthening families and reducing benefit dependency, by June 1999.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

| Well-being outcome                              | Milestones                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>income support</b>                           | <p data-bbox="534 432 1419 521">Identify and implement a set of intermediate and measurable outcome-based performance measures to improve the effectiveness of income support services in providing correct income support entitlements and in promoting self reliance for clients, by June 1999.</p> <p data-bbox="534 548 1192 573">Implement the community wage legislation, from 1 October 1999.</p> <p data-bbox="534 600 1419 680">Implement the Domestic Purposes Benefit Reform legislation to extend reciprocal obligations, enhance existing facilitative measures and address barriers to child care, from 1 February 1999.</p> <p data-bbox="534 712 1419 799">Conduct the Community Wage (sickness related)/Invalids Benefit Work Capacity trial to determine appropriateness and cost effectiveness of the work capacity assessment and associated processes, from 1 November 1998.</p> |
| <b>participation of older people in society</b> | <p data-bbox="534 828 1419 884">Identify and implement a set of intermediate and measurable outcome based performance measures which can be applied to positive ageing, by June 1999.</p> <p data-bbox="534 911 1419 967">Actively work with NZ Police and NZ Fire Service to promote the Confident Living Programme as part of a community safety programme for older people, from 1 July 1998.</p> <p data-bbox="534 994 1419 1050">Develop and coordinate the implementation of the national strategy for International Year of Older Persons in 1999, from 1 July 1998.</p>                                                                                                                                                                                                                                                                                                                       |
| <b>crime prevention</b>                         | <p data-bbox="534 1079 1349 1104">Implement Phase 4 of the Breaking the Cycle Campaign relating to child neglect.</p> <p data-bbox="534 1131 1393 1187">Develop a pro-active interdepartmental youth justice media/communications strategy, by June 1999.</p> <p data-bbox="534 1214 1409 1303">Develop and implement a revised model of social work practice for young persons, including improved responses to their offending and/or care and protection needs, and alternative care needs where family-based care is inappropriate, by June 1999.</p>                                                                                                                                                                                                                                                                                                                                             |





# How did we do

## Report on 1997/98 milestones

| Outcome                       | Milestone                                                                                                                                                                                                                                                                                        | Results                                                                                                                                                                                                                                                                                   |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>strengthening families</b> | Develop and implement a best practice model within Waitakere City to ensure the coordination of Government agencies and community services to at risk families and youth to reduce overlaps and gaps in service provision, by December 1997, as part of Strengthening Families Stream 1          | Effective Practice Protocol published and being operated in partnership with government and voluntary agencies. Protocol and Practice Model has served as a framework for introduction of strengthening families across the rest of the country.                                          |
|                               | Complete a review of policies and services for families at risk by December 1997 and make recommendations to improve the overall cost effectiveness, coordination and accountability.                                                                                                            | Review of targeted services to families at risk with 0-5 year old children was completed. Recommendations were made for an intensive, early intervention service which resulted in the Family Start programme.                                                                            |
|                               | Report by December 1997 on new initiatives which might be taken to support and encourage parents to fulfill their responsibilities to their children                                                                                                                                             | Policy work development done, and following government decision, included in the matters for public discussion phase of the proposed Code of Social and Family Responsibility.                                                                                                            |
|                               | Completion of research project identifying the creative practices of youth justice practitioners by June 1998.                                                                                                                                                                                   | Research completed by SPA in liaison with CYPFS. Results published in Social Work Now in December 1997 and also in Offender Programs Report, an American publication.                                                                                                                     |
|                               | Develop a plan and progressively implement local coordination initiatives as part of the Strengthening Families Strategy, by June 1998.                                                                                                                                                          | As at 30 June 1998 local coordination was established in 60 local authority areas representing 80% of the population. Management implementation groups are now in various stages of development.                                                                                          |
|                               | Actively work with high priority iwi to prepare them for iwi social service responsibilities, obtain the necessary approvals and enter into contractual arrangements with 12 iwi to deliver services to Maori children and young persons, by June 1998.                                          | There are now 13 iwi approved as Iwi Social Services as at 30 June 1998. Twelve of those Iwi Social Services have negotiated contracts or the delivery of services to Maori clients.                                                                                                      |
|                               | Actively work with Pacific Island communities to develop Pacific Island Cultural Service options, obtain the necessary approvals and enter into contractual arrangements with 2 Pacific Island Cultural Services to deliver services to Pacific Island children and young persons, by June 1998. | An implementation manager was appointed to develop a project plan; package identifying critical criteria for selection of appropriate entities for approval; package specifying critical criteria for development framework and approval criteria. Approvals will commence in Fiscal '99. |
|                               | Implement the Wraparound initiative contracts for service delivery by 31 December 1997.                                                                                                                                                                                                          | Wraparound initiative was successfully implemented with the selection and contracting of the Waiparera Trust to deliver programmes for Maori children and young people.                                                                                                                   |
|                               | 75% of the 10% sample survey of families with children in NZCFA supported residential care confirm the service has strengthened their family and enhanced their ability to care, protect and control their children and young people.                                                            | Results of this measure were not available at the time of writing. The report on NDOC outcomes will be published September 1998.                                                                                                                                                          |

| Outcome                       | Milestone                                                                                                                                                                                                                                     | Results                                                                                                                                                                                                                                                 |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>strengthening families</b> | 75% of the 10% sample survey of women receiving refuge home based support services consider they are better able to deal effectively with family living and relationships and have an enhanced ability to keep themselves safe.               | Results of this measure were not available at the time of writing. The report on NDOC outcomes will be published September 1998.                                                                                                                        |
|                               | Investigate 24000 notifications of child abuse, neglect or harmful behaviours of children and young persons.                                                                                                                                  | CYPFS investigated 23,981 notifications in the 1997/98 year.                                                                                                                                                                                            |
|                               | Undertake 3000 reports to Family and Youth Courts with reports available at least two working days before hearing.                                                                                                                            | 3499 reports were provided to the Family and Youth Courts. 91% (the standard is 90%) were available at least two working days before the hearing.                                                                                                       |
|                               | Accept 9,800 referrals for Family Group Conferences with 75% of FGCs reaching agreement.                                                                                                                                                      | 9213 referrals were accepted for FGCs, within 7% of the projected volume. 87% of FGCs reached agreement.                                                                                                                                                |
|                               | Negotiate 2500 Family/Whanau agreements where 75% result in no further action required.                                                                                                                                                       | A trend of reduction in the level of informal Family/Whanau Agreements continued. 1924 were negotiated (cf 2212 for 1996/97). 62% required no further action after three months.                                                                        |
|                               | CYPFS to undertake 2000 liaison visits to schools and other groups.                                                                                                                                                                           | 2277 liaison visits were made.                                                                                                                                                                                                                          |
|                               | CYPFS to continue promoting the "Breaking the Cycle" campaign.                                                                                                                                                                                | Breaking the Cycle continued with a focus on emotional abuse.<br>Evaluation indicated an 80% awareness of child abuse issues and a 10% change in behaviour and attitudes toward child abuse amongst target groups.                                      |
|                               | Conduct "less stress" Christmas campaign in conjunction with Relationship Services, Citizens Advice Bureaux and other key community groups.                                                                                                   | "Stress Less" campaign delivered with Relationship Services, NZ Citizens Advice Bureaux and other community services providers.                                                                                                                         |
| <b>mobilising communities</b> | Commit departmental resources to the analysis of community mobilisation models that are effective in improving well-being outcomes, and set up networks to ensure that communities are made aware of best practice initiatives, by June 1998. | Literature review commenced and study underway on the processes used in implementing the Effective Practice model.                                                                                                                                      |
|                               | NZCFA to complete a services planning round to prioritise needs and coordinate funding to local initiatives.                                                                                                                                  | The services planning and funding plans were completed ahead of schedule and enabled the contracting round to commence in June for the Fiscal '99 programmes.                                                                                           |
|                               | Continuing policy development work which contributes to promoting Iwi Social Services.                                                                                                                                                        | Service specification finalised for Iwi Social Service development funding and Fiscal '99 contracting strategy developed.                                                                                                                               |
|                               | Develop strategies for violence prevention in families and communities, by June 1998.                                                                                                                                                         | Initiated work, in conjunction with Te Puni Kokiri, on scoping project for the development of family violence agenda for Maori; co-sponsored 1997 Family Violence Symposium; and contributed to evaluation of the 1996 Budget Crime Prevention Package. |

| Outcome                                         | Milestone                                                                                                                                                | Results                                                                                                                            |
|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| <b>income support</b>                           | Implement the Youth Income Support legislation that encourages young people to remain longer in the education system, by December 1997.                  | The Youth Income Support legislation was successfully introduced in January 1998.                                                  |
|                                                 | Review sickness/invalid benefit to improve policy effectiveness and programme management and to promote self-reliance to the greatest possible extent.   | SB/IB benefits reviewed as part of reform policy work undertaken in lead up to the 1998 budget.                                    |
|                                                 | Introduce Compass as a fully integrated active assistance programme by August 1997.                                                                      | Compass was successfully introduced by August 1997 with a high demand for places on this programme.                                |
|                                                 | Conduct no less than 4 benefit awareness promotional campaigns.                                                                                          | Four benefit awareness campaigns were run in F98 as well as a major benefit crime campaign.                                        |
| <b>participation of older people in society</b> | Develop a plan for the implementation of government decisions arising from the Task Force on Positive Ageing by June 1998.                               | Proposals developed and considered as part of the Budget 98 new initiatives round.                                                 |
|                                                 | Develop guidelines for the establishment of intergenerational programmes by June 1998.                                                                   | LinkAge guidelines completed and copies for every primary and secondary school printed.                                            |
|                                                 | Develop a strategy for the national observance of International Year of Older People.                                                                    | Broad strategy developed and agreed by Cabinet in June 1998.                                                                       |
| <b>crime prevention</b>                         | Establish an inter-departmental Working group to carry out a review of the youth justice provisions of the CYPF Act 1989 in respect of repeat offenders. | Interdepartmental working group established, reviewed provisions relating to repeat offenders and reported to Government.          |
|                                                 | Evaluation of elder abuse and neglect services by November 1997.                                                                                         | Evaluation completed. Information on benefits to Government used to support Budget 98 proposal for additional services.            |
|                                                 | Investigate 40,000 potential benefit crime cases.                                                                                                        | 49,060 investigations were performed in the F98 year resulting in \$4.54 in benefit crime debt established for every dollar spent. |
|                                                 | Conduct 50,000 investigations resulting from information matching with other government agencies.                                                        | 56,815 investigations were conducted as a result of data matching with other agencies.                                             |



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