



20 JUL 2016

Dear

On 8 April 2016 we received your letter to the Ministry requesting, under the Official Information Act 1982, information relating to the Military-Style Activity Camp (MAC) Programme.

Note that the MAC Programme is run out of Te Puna Wai o Tuhinapo Youth Justice Residence in Christchurch.

For your convenience, I will list each question verbatim and provide you with a response below each one.

1. *I request all MSD reports, evaluations, feedback on the Military-Style Activity Camp – (MAC) Programme operated in New Zealand for the past three years.*

Two documents have been identified as within scope of your request.

- The first document, 'Evaluation Report for the Military-style Activity Camp (MAC) Programme', dated September 2013, is publicly available on the Ministry's website at: <https://www.msd.govt.nz/about-msd-and-our-work/publications-resources/evaluation/military-style-activity-camp/index.html>
  - The second document (including the title) has been withheld in full under section 9(2)(g)(i) of the Official Information Act as it contains free and frank advice. I believe the greater public interest is in the ability of individuals to express opinions in the course of their duty.
  - I have enclosed one further document, 'MAC 2014', which you will find helpful. This is an information booklet designed for internal use to assist Child, Youth and Family social workers who may be working with youth offenders and their families. It contains information about the MAC Programme, including schedules, attendance criteria, programme objectives and frequently asked questions. This is the latest available version of the booklet, and the information it contains equally applies in 2016.
2. *How many students have attended this programme and where do they come from?*

A total of 33 young people attended the MAC Programme in the 2012/13 financial year; 32 attended in 2013/14; and 21 attended in 2014/15.

*3. How many students from Kingslea School, and similar schools, have attended programmes over the past three years?*

Kingslea School does not send young people to the MAC programme. All young people who are on the MAC programme will attend education classes provided by Kingslea School during their placement at Te Puna Wai o Tuhinapo.

Details regarding the education history of MAC Programme attendees is held on individual files, and those details may include the names of schools the young people have attended. Due to the very small number of attendees in the MAC Programme, if the names of schools were to be collated and provided to you this may result in the attendees being identifiable. As such, your request for this information is refused under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

*4. What is the legal basis of their attendance – please very clear and site the statue or regulation. Is there attendance voluntary?*

A young person will attend the MAC Programme only when a Youth Court Judge makes a supervision with residence order placing that young person in the custody of the Chief Executive under section 311 of the Children, Young Persons, and Their Families Act 1989. This can be for a period of three to six months.

This type of order will be made when a young person has offended in a serious or persistent manner and all community options are deemed unsuitable by the Youth Court. Before the Court makes its decision, a young person will attend a Family Group Conference (FGC) with whānau, Police, the victims of the offence, and Child, Youth and Family staff. Other people may be invited to attend the FGC either to support the young person, or the victim, or to give information. At the FGC they may discuss the benefits of going on the MAC Programme while on the supervision with residence order.

A young person can decline participation in the MAC Programme, as attendance is voluntary; however, if a young person declines to attend, the Judge has the option to order the young person to enter a placement at a Youth Justice Residence under section 307 of the Children, Young Persons, and Their Families Act 1989.

*5. Please provide all student or participant feedback on the courses over the past three years?*

Due to the very small number of attendees in the MAC Programme, releasing attendee feedback may result in the attendees being identifiable. As such, your request for this information is refused under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

However, I refer you to a media article in which attendees have expressed their thoughts about the MAC Programme at: <http://www.stuff.co.nz/national/education/77318989/Youth-justice-school-gives-kids-a-boost>

*6. What topics are delivered to participants?*

I refer you to the schedule and frequently asked questions included in the 'MAC 2014' information booklet, enclosed with this response. Topics and activities delivered to participants include education classes (such as mathematics, science and english), community service, and New Zealand Defence Force adventure-based learning activities.

- 7. What evidence exists that the programme generates or develops 'develop self-discipline, self-confidence and positive attitudes to enhance their employment opportunities'?*

I refer you to the 'Evaluation Report for the Military-style Activity Camp (MAC) Programme', dated September 2013, which contains evidential data showing that reoffending reduced as a result of attending the MAC Programme, as well as showing that the MAC Programme contributes to educational and vocational achievement. The report is publicly available on the Ministry's website at: <https://www.msd.govt.nz/about-msd-and-our-work/publications-resources/evaluation/military-style-activity-camp/index.html>

- 8. What complaint procedures exist for students to complain about any aspect of the course including complainants about staff and training/course activities? Please identify what complaints have been received and how they have been resolved.*

All children and young people who have been placed in a Care and Protection or Youth Justice Residence have the right to make a complaint about their time in residence. This is done through the Grievance Process. Further information on making a complaint to the Grievance Panel is available online: <http://www.cyf.govt.nz/info-for-teenagers/your-rights.html#Ifyouarestayingnbnspinareidence4>

I have provided you with information relating to the number and type of complaints (grievances), including an analysis of the outcomes, at Te Puna Wai o Tuhinapo in my response to your request for information dated 24 June 2016, and I refer you to the 'Annual Thematic Review of Grievances in Youth Justice Residences', enclosed with that response.

- 9. Please provide details of the daily or weekly food budget for each participant?*

The average budgeted cost per day for food, across all four Youth Justice Residences, in 2012/13, 2013/14 and 2014/15 is \$2,044.

- 10. Please provide copies of the standard food menus per site?*

Please find enclosed a sample of the four-weekly menu provided to young people on the MAC Programme.

Food provided to young people on the MAC Programme meets the recommendations made by nutritionists who are engaged every two years to provide advice on the preparation of meals in Youth Justice Residences.

*11. What are the costs per student per night or per course?*

Child, Youth and Family does not report on the cost per night of placing a child or young person in a Youth Justice Residence, as Child, Youth and Family's appropriation is based on the services it is required to deliver by Government. This is not allocated on a per client basis as services vary according to a youth's needs and circumstances. Therefore, the request for this information is refused under section 18(e) of the Official Information Act, as this information does not exist.

I can, however, advise that the average budgeted amount per young person, per night, in Youth Justice Residences for 2012/13, 2013/14 and 2014/15 is \$618. Furthermore, the maximum budgeted cost of a placement on the MAC Programme is \$36,000 per young person. The budgeted cost of a placement on the substantive MAC programme now remains the same as the costs during the two MAC trials in 2009 and 2010. Actual costs will vary depending on the particular needs of each young person, for example, if there are particular health-related costs. Young people attending the MAC Programme may receive remission of one third of their sentence for appropriate behaviour, hence the exact amount spent on each young person can vary with \$36,000 being the maximum.

*12. What efforts are put into transition for all participants post the programme?*

The Ministry has clear guidelines around transitioning young people who complete the MAC Programme, and these guidelines are followed for all young people who in Youth Justice Residences. These comprehensive guidelines can be found on the Child, Youth and Family Practice Centre website at: <http://www.practicecentre.cyf.govt.nz/policy/youth-court-processes/key-information/transitions-for-children-and-young-people-who-offend-actively-planning-for-success.html>

To ensure successful outcomes for each young person, the transitioning procedure includes:

- Holding a pre-release meeting no later than two weeks prior to the early release hearing date, to make a decision to support or oppose early release; to discuss the conditions of the proposed supervision order if necessary; and to finalise the arrangements for a key person from the community or family/whānau to build a working rapport with the young person.
- Developing a plan under section 355 of the Children, Young Persons, and Their Families Act 1989, for each young person that outlines where the young person will live; what education, training or employment they will enter; counselling treatment requirements; how criminogenic risks can be minimised; and the support required for the young person, parents and/or caregivers to enable the young person to complete their plan.
- Holding a post-release review meeting two weeks after the young person has been released, to check that the plan is on track and risk factors are being managed.

*13. Do students repeat the programme and if so under what circumstances?*

Very few young people attend the MAC programme more than once. In the rare instances where this has happened, it is because the young person, after release,

has re-offended. If they are still under the age of 17, the judge may decide to send them back into custody for another Supervision with Residence Order. Repeating the MAC programme may be considered. Sometimes the young person failed to complete the MAC Programme first time around and will be given another chance to complete it.

*14. What outside agencies review the programme to ensure participants are safe both physically and emotionally?*

The Office of the Children's Commissioner is an independent body that monitors Child, Youth and Family to ensure, among other things, that young people in care are physically and emotionally safe. Monitoring visits are carried out at all Youth Justice Residences, including Te Puna Wai o Tuhinapo where the MAC Programme is held.

The latest 'State of Care 2016', report, which outlines the findings, is available on the Office of the Children's Commissioner's website at <http://www.occ.org.nz/assets/Publications/OCC-State-of-Care-2016FINAL.pdf>

Further, internal auditor reports on the care provided at Care and Protection and Youth Justices Residences are available on the Ministry's website at <https://www.msd.govt.nz/about-msd-and-our-work/publications-resources/monitoring/residential-care-inspection-report/index.html>

*15. Do participants have access to fire arms, and/or training – if so what is the purpose of such training?*

MAC Programme attendees do not have access to firearms. Your request for the purpose of firearm training is refused under section 18(e) of the Official Information Act as this information does not exist.

*16. What feedback has been received from referring other agencies including Kingslea School [and other schools] – how is this solicited and collated?*

Recent feedback about the MAC Programme includes Judge Becroft's comments in the 'Public Sector Journal, Volume 39:1', dated April 2016. Page 9 of the Journal states:

What is being achieved with these courses has seriously impressed Principal Youth Court Judge Andrew Becroft. At first he was concerned, in particular about the proposed Military-style Activity Camps for serious young offenders, when they were initially described as 'boot camps'. As it turns out, Judge Becroft says the 'boot camp' label was a misnomer. *"The New Zealand model does have some military focus and is highly challenging but the substance is much wider. They have a holistic life approach; they are about team building, problem-solving, facing the stresses of life and they can be a good environment to think about moral and spiritual issues. We're talking about our top-end young offenders – they are tough and demanding and the camps have built a platform for significant changes in their lives".*

Feedback from individuals, agencies or other organisations may appear in various forms and mediums, and the Ministry does not collate all feedback about the MAC Programme. Some comments and feedback, such as Judge Becroft's above, will be available online, and may be found with the help of a search engine. As such, I

refuse your request for feedback from agencies under section 18(d) of the Official Information Act, as this information is publicly available.

Furthermore, if feedback not already appearing online as publicly available information was to be collated, I would refuse the request under section 9(2)(a) of the Act in order to protect the privacy of the natural persons giving that feedback. The need to protect the privacy of these individuals outweighs any public interest in this information.

*17. What is the cost per day of each participant?*

I refer you to my response above regarding the average budgeted amount per young person, per night, in Youth Justice Residences and the maximum budgeted cost of a placement on the MAC Programme. The "cost per day" and the "cost per night" are considered the same thing for budgeting purposes.

*18. Management physical and mental health risks of youth?*

Each Youth Justice Residence has access to community-based District Health Board services, such as mental health services. The Memorandum of Understanding between the Ministry of Health and Ministry of Social Development states that all children and young people placed in a Care and Protection or Youth Justice Residence will have access to the local health specialist services, including Child and Adolescent Mental Health Services. All four Youth Justice Residences have Regional Youth Forensic Service teams which provide mental health assessment and treatment services for children and young people. This includes access to a psychiatrist, psychologist, and mental health nurse.

*19. Please list all guests and the agencies they are from, including politicians who have visited the programme?*

The MAC Programme has been running since 2010 and in the last three years there have been 11 graduation ceremonies. Each graduation ceremony is attended by guests and dignitaries as well as whānau of the young people graduating, and local kaumatua. This group from time to time will include local and visiting politicians and some overseas visitors. Past attendees have included the Prime Minister, Chester Burrows and senior military personnel.

*20. What training and professional development is provided to staff?*

Child, Youth and Family offer a wide range of professional development opportunities and support for staff who work in a residential setting. These include induction programmes, on-the-job training, coaching and performance support and, where appropriate, support towards gaining qualifications.

As part of their induction, new staff receive site orientation so they become familiar and confident with the Residence that they are working in. As part of this residential induction, six core workshops are provided: Strengthening Engagement; Non Violent Crisis Intervention; Operational Practice Part One; Operational Practice Part Two; Structured Day; SOSHI Report Writing.

Furthermore Child, Youth and Family provides extensive on-going training and development programmes based on the specific needs of individual staff and teams.

New Zealand Defence Force and Child Youth and Family also do orientation together before each MAC programme.

*21. What are the pay rates of all staff involved in the programme – please identify each role and rank highest to lowest pay rates?*

I refer you to the list of the positions within Youth Justice Residences and the remuneration ranges for these positions for the past three financial years, which was provided to you in my response to your request for information dated 24 June 2016.

*22. What in the volume of incidents have occurred on each site over past three years – please specific the nature of each incident and how each incident changed practice.*

I have provided you with information relating to the number and type of complaints (grievances), including an analysis of the outcomes, at Te Puna Wai o Tuhinapo in my response to your request for information dated 24 June 2016, and I refer you to the 'Annual Thematic Review of Grievances in Youth Justice Residences' enclosed with that response.

*23. All reports, evaluations and research on the operation of the programme, including reports made which has drawn on material provided by NZ Defence?*

I refer you to the 'Evaluation Report for the Military-style Activity Camp (MAC) Programme', dated September 2013.

*24. What are the annual costs of running these programmes (please provide breakdowns for all sites)?*

As stated above, the average budgeted amount per young person, per night, in Youth Justice Residences for 2012/13, 2013/14 and 2014/15 is \$618. Furthermore, the maximum budgeted cost of a placement on the MAC Programme is \$36,000 per young person. Actual costs will vary depending on the particular needs of each young person, for example, if there are particular health-related costs. Young people attending the MAC Programme may receive remission of one third of their sentence for appropriate behaviour hence the exact amount spent on each young person can vary with \$36,000 being the maximum.

*25. What agencies refer and provide accountability of the programme – please provide copies of all reports on the review of operations of the programme?*

Referrals to the MAC programme are solely made through the Youth Court. Child, Youth and Family, in partnership with the New Zealand Defence Force, is responsible and therefore accountable for operating the MAC Programme. Kingslea School provides education classes for MAC Programme attendees, and is therefore responsible and accountable for those services. We also have regular programmes provided by non-government organisations (NGOs).

In regards to your request for copies of reports on the review of operations, I refer you to the 'Evaluation Report for the Military-style Activity Camp (MAC) Programme', dated September 2013.

*26. What other jurisdictions operate similar programmes and what features are drawn upon on the New Zealand programmes?*

Before establishing the MAC Programme in 2009, the Ministry extensively researched international experiences with using military-style programmes for young offenders. We learned that most of these, generally called "Boot Camps", failed because the programmes were too harsh, punitive and didn't address the underlying problems of the young people, or build on the strengths of military discipline. The Ministry liaised with Australian states, such as Queensland, over their models as part of developing the MAC programme. Consequently the MAC Programme is unique in its strengths-based, youth development approach.

A full analysis of international programmes that informed the establishment of the MAC Programme is included in the *Evaluation Report for the Military-style Activity Camp (MAC) Programme*, dated September 2013.

*27. How are the religious needs met of students on the programme?*

When a young person enters a Residence, information about their religious beliefs are captured during the admission process. From there, an individual care plan is developed within seven days of this admission. The plan sets out a young person's objectives while in the Residence; the services, assistance and programmes to be provided to them; contact arrangements with their family/whānau; and details about the young person's education, health, culture and religious beliefs. The plan ensures their religious needs are met.

More information regarding the admission process and individual care plans is available on Child, Youth and Family's Practice Centre website at: [www.practicecentre.cyf.govt.nz/policy/working-with-children-and-young-people-in-residences/index.html#Engagementassessmentandplanning2](http://www.practicecentre.cyf.govt.nz/policy/working-with-children-and-young-people-in-residences/index.html#Engagementassessmentandplanning2)

*28. Please provide details of each course – i.e. timetables of each week/day – with activities included?*

I refer you to the schedule and frequently asked questions included in the 'MAC 2014' information booklet, enclosed with this response.

*29. Please identify the number of time the Police have been called to the programme to deal with incidents – please outline the nature of the incidents and when they occurred?*

Child, Youth and Family has sound practices for dealing with incidents that may occur at Residences, and these practices apply equally to the MAC Programme.

It should be noted that being in a residence does not mean young people are allowed to offend. In any event where a young person or young persons are alleged to have offended or are in the act of offending, the Police are the appropriate agency to take action. Residences are entitled to the supports and protections afforded by the Police in the same way as other community based agencies.

In some cases, police and emergency services may be contacted. Incidents are logged as part of Child, Youth and Family's incident reporting processes, but information relating to police and ambulance call outs is held in case notes and

logbooks held at individual Residences. Therefore, your request for the number of police and ambulance call outs each year is refused under section 18(f) of the Official Information Act, as to provide this information would require substantial collation.

Further details can be found on the Child, Youth and Family Practice Centre website at: <http://www.practicecentre.cyf.govt.nz/policy/working-with-children-and-young-people-in-residences/>

*30. How is the programme funded?*

The MAC Programme is funded by Child, Youth and Family's budget, the latest details of which can be found on Treasury's website at: <http://www.treasury.govt.nz/budget/2016>

I refer you to my responses above regarding the budgeted amounts per MAC Programme attendee.

*31. How are birthdays of participants celebrated on the programme?*

All birthdays are celebrated at Youth Justice Residences. An allowance is included in Residence budgets to use for birthday celebrations for the young person.

*32. Please provide a schedule of tutors and visitors outside the employment of NZ Defence who assist in the course – and explain what they do?*

As stated above, Kingslea School provides education classes for MAC Programme attendees, and health specialists provide services through the Ministry's Memorandum of Understanding with the Ministry of Health.

*33. Please provide details of the arrangements for friends and family visiting the participants on the programme?*

The Ministry strongly encourages and provides support for families to attend the march out ceremonies. Information about family visits is publicly available on Child, Youth and Family's Practice Centre website at: <http://www.practicecentre.cyf.govt.nz/policy/caring-for-children-and-young-people/key-information/maintaining-family-relationships.html>

*34. Please provide copies of all press coverage and media releases relating to the programme.*

Media publicity and press statements exist in the public domain, and as such your request for this information is refused under section 18(d) of the Official Information Act as this information is freely publicly available. Media publicity and press statements may be readily found through online search engines.

*35. Please provide copies of all participant feedback on the program?*

I refer you to my response to your request for student and participant feedback above.

*36. How many students have dropped out of the programme and for what reasons?*

Of the 86 MAC Programme attendees over the last three years, 14 were removed without completing it. These young people either asked to be removed, as the MAC Programme is voluntary, or were taken off following discussions between all MAC Programme staff regarding conduct on the programme.

*37. What is the ethnic and gender break down of participants?*

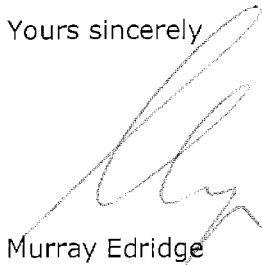
Of the 86 young men who attended from 2012/13 to 2014/15, 56 were Māori, 11 were of Pacific Island descent, and 19 were NZ European.

In the three years from 2012/13 to 2014/15, no young women participated in the MAC Programme as the original policy was designed for young men. However, in the 2015/16 financial year, the MAC Programme has piloted the inclusion of young women. This is a trial with an interim safety plan in place. If proven successful, Child, Youth and Family will update the policy to include women and men in the same intake.

I hope you find this information helpful. You have the right to seek an investigation and review of my response by the Ombudsman, whose address for contact purposes is:

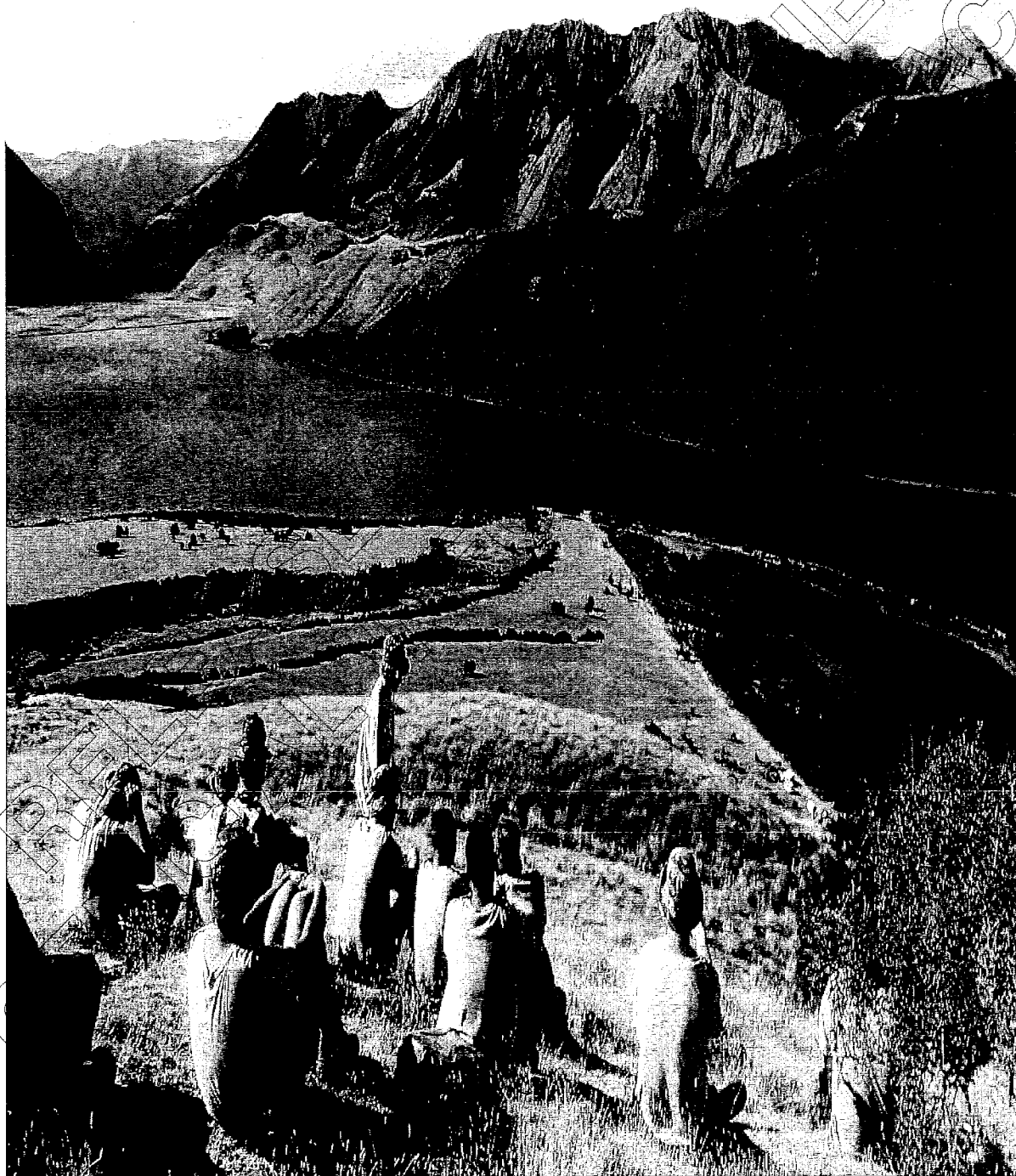
The Ombudsman  
Office of the Ombudsman  
PO Box 10-152  
WELLINGTON 6143

Yours sincerely



Murray Edridge  
**Deputy Chief Executive**  
**Child, Youth and Family**

**MAC 2014**



# MAC CO- ORDINATOR

Welcome to MAC 2014.

This is my first Mac as coordinator. What a challenging position very different to being an escort on site. Learning lots 'all day, everyday'. I've come off the escort team here at Te Puna Wai o Tuhinapo so unless I was filling in for our administrator who organises movements of young people on/off site I'm flying or driving around the country with your young people.

Our first Mac for the year has every bed taken. All the boys seem to get along, and although we do have the usual hiccups with the boys there has been nothing major. They have had a visit from Brendon Crompton from the Prosper Programme (information included in booklet) with him spending time informing the boys on what's involved in this programme, then one on one time with each lad. Brendon comes in twice each Mac Camp.

We have a very close relationship with the NZDF and work alongside them with the boys. I think after each MAC we become stronger and present a united front for the boys.

This booklet is going to give you a lot of information with regards to the programme. If there are any questions, please don't hesitate to contact me. Our main aim here is to try and get the word out to the field, and to show how positive the programme can be for our young people.

There are a few things that I would like to draw to the attention of our field social workers when drafting up a supervision with residence order for MAC. The young person should have their S314 **after graduation**, due to them being released on this day if they have complied with their S311 order.

At the completion of Mac the young person is transferred back to the residence closest to home.

Also if the young person is removed from the MAC they transfer to the residence closest to home. This way they can connect back in with their whanau.

Below are the dates for 2014 MAC camps;

**MAC 15** 17 Feb – 17 April

**MAC 16** 5 May – 7 July

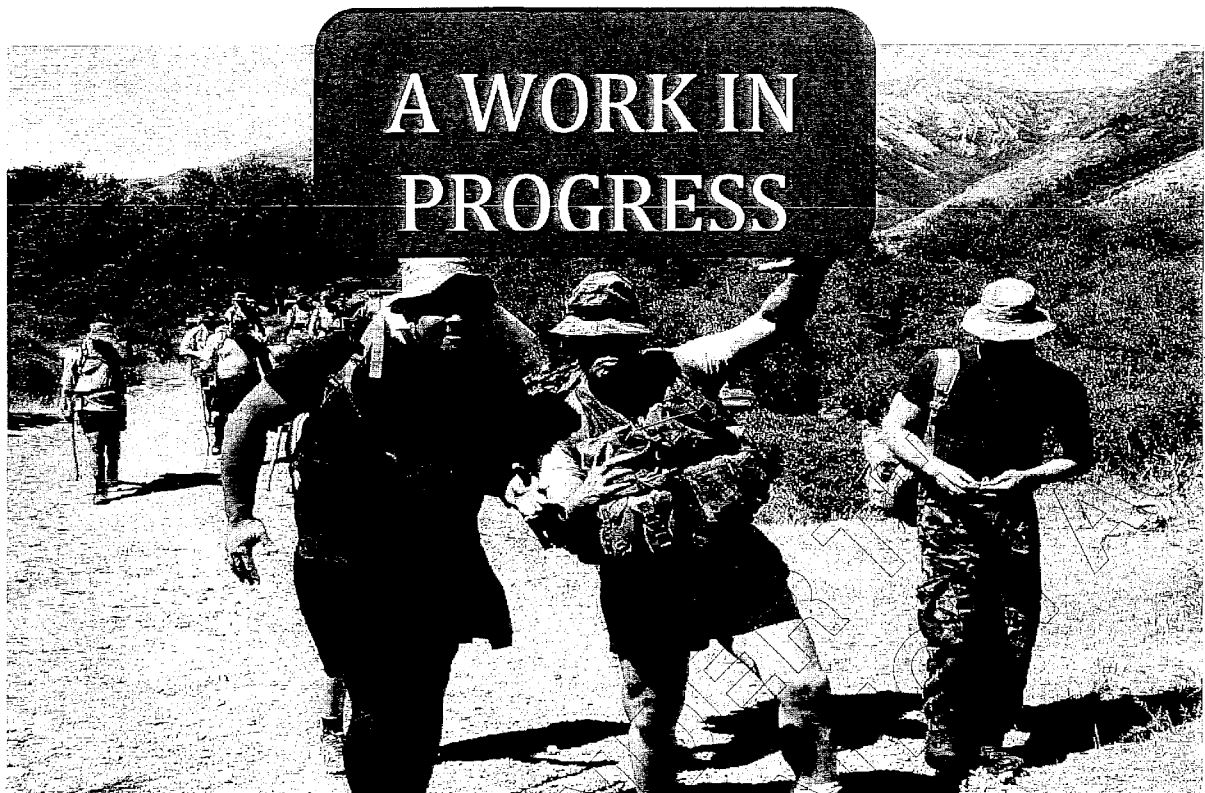
**MAC 17** 28 July – 29 Sept

**MAC 18** 20 Oct – 22 Dec

Ginny Hoyland

MAC Co-ordinator





My name is Erin and I am the Case Leader for the young men on the MAC programme. I believe my role has two important parts; the first is to help and support each young person to discover their potential and to achieve their goals so that each young man can successfully complete the MAC programme. The second part is to work closely with the people that will continue to help and support the young person when they return home to their community. This includes whanau/families, caregivers, mentors, the Field Social Worker and other support providers.

While the young men are away from their community supports MAC staff take on this responsibility and are often encouraging and guiding each young man to be the very best they can be. Part of my role is to support my MAC colleagues by providing helpful information and sharing knowledge on how best to encourage and inspire each young man to take up the opportunities that MAC has to offer. The ultimate goal of each staff member is to see each young person 'Graduate' from MAC and to return to their communities capable, confident and prepared to continue on the change journey to a new beginning and a different way of living.

We know that some of these challenges will be tough. To help prepare each young person I will meet with them and talk through some of the things that may be holding them back and then look at different strategies that the young person believes may be helpful. Together we will continue to try new ways to help support change that works for the young person and then we will let others know what is helpful so that the supports around the young person have the same knowledge.

The best part of my job is working with all the people that care deeply about the young people in our care. The happiest part of my job is when I see the young men standing proudly tall, shoulders back, head up, eyes shining and then all of a sudden that bright and beautiful smile that tells us all – 'Here is the Man'!

So as you can see I have the best job in the world

Arohanui

Erin Brodie

MAC Case Leader

# SCHEDULE

- 06:30** Early Morning Activities – physical training to get the brain working and body moving
- 06:55** Showers and room checks – your dress will also be checked to ensure it is up to standard
- 07:30** Breakfast
- 08:00** Duties
- 08:30** Drill
- 08:45** On weekdays, you will attend school. Weekends are made up of activities such as caving, wananga, high ropes and tramping.
- 12:00** Lunch
- 13:05** Back into school
- 15:00** Weekday afternoons consist of NZDF and CYF staff programmes, in addition to offsite activities like waka ama and community service. Criminogenics is also run during this time.
- 17:00** Dinner
- 17:30** Duties
- 18:00** News programme
- 18:30** YP Time – downtime in rooms
- 19:00** Showers and room checks
- 20:00** Red level bed
- 20:30** Green level bed
- 21:00** Gold level bed



# CRITERIA

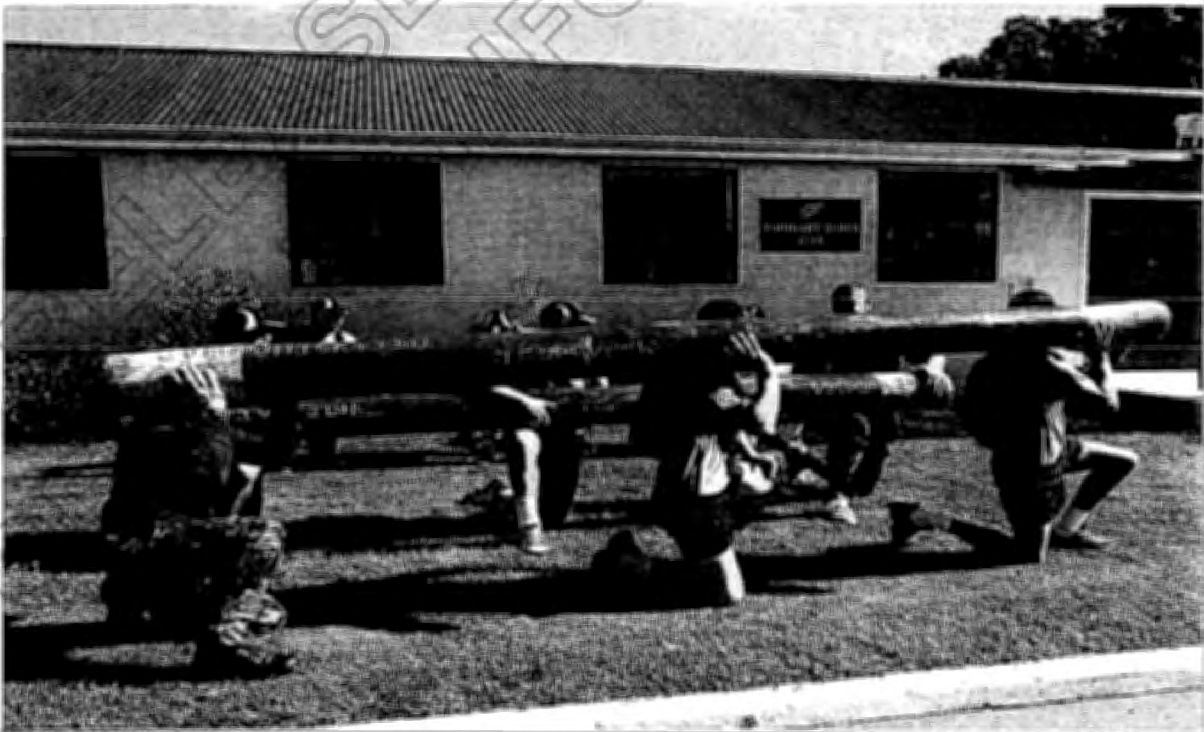
Suitable candidate will have the following characteristics:

- they will be male
- they will be at least 15.5 years of age
- they will be motivated to participate
- they will have a long history of offending. We are seeking young men whose history indicates that they are at risk of life course persistent offending (started offending at an early age, have a high number of other risk factors, have served a Supervision with Activity or Supervision with Residence Order before, are facing District Court, etc)
- they enjoy good health and will be able to have this certified by a GP
- they are motivated to take part in physical activities and challenges
- they are motivated to participate in a structured therapeutic intervention that addresses their offending needs
- their family is supportive of this intervention
- they are willing to be transferred to Te Puna Wai o Tuhinapo in Christchurch for the duration of the programme



# AIMS

- To help you develop and practice the skills, knowledge, motivation and confidence to not reoffend and live a positive life
- To support your family so they can help you not to reoffend
- To help you learn a range of skills so you can look after yourself and your loved ones in the future
- To help you get involved in employment, training or education
- To help you learn about routines, structure, boundaries, and consequences
- To improve your general health and wellbeing
- To challenge anti-social beliefs, attitudes, behaviours and lifestyles
- To promote victim empathy
- To show you can achieve your goals through hard work and determination
- To help you learn respect and tolerance for other cultures
- To help you instil pride in yourself



# NZDF

Kia ora! As a member of the New Zealand Defence force on the MAC, I've had the opportunity to provide you with an insight of what we do.

Many think that this is a 'Boot Camp' or something like that. Well, sorry it's not – this is a programme that the Ministry of Social Development (MSD) and New Zealand Defence Force (NZDF) have created and developed.

The MAC mission is to enhance and develop motivation, pro-social core values and life skills. We also aim to increase young people's sense of self efficacy, team work and vocational skills. This is to assist our youth to confidently and successfully establish their place within and contribute to New Zealand society.

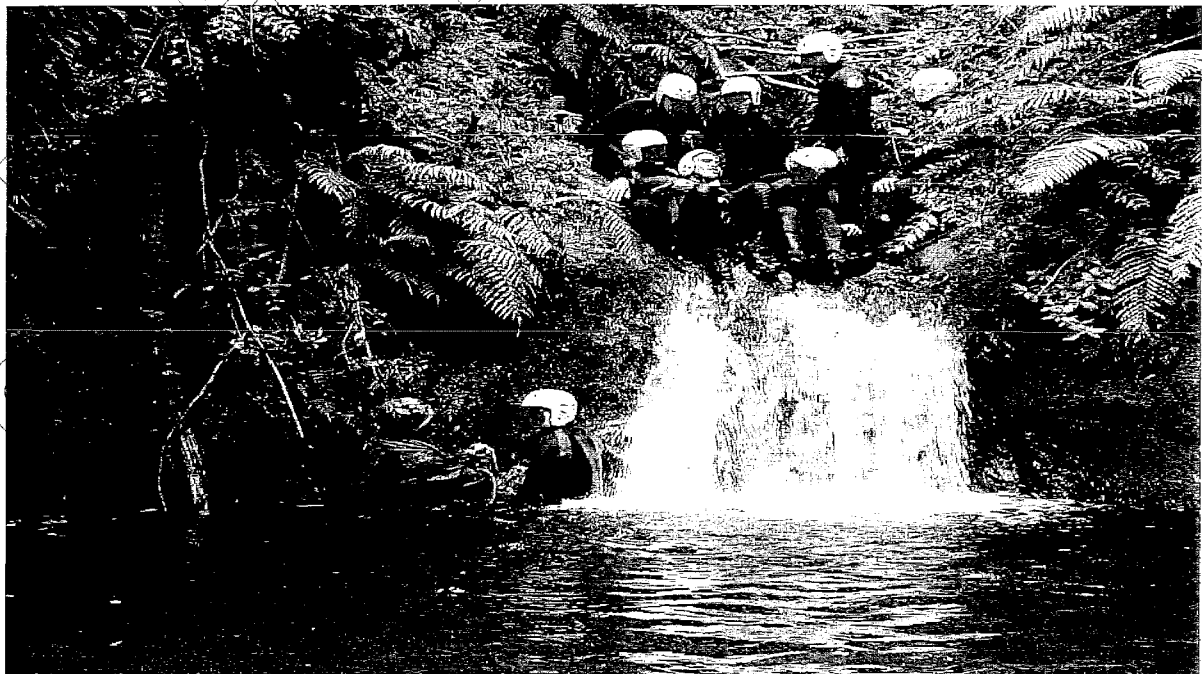
We achieve this by providing training for youth that is complimentary to their wider individual development and growth, within a structured environment that is safe. Such skills and development are transferable and interconnected with existing community resources.

The MAC is a nine week programme and provides the youth with the opportunity to conduct activities that they may not have done before. These include Wilderness Camp, High ropes, Caving, Military Confidence Course, Tramping, Community Work, Waka Ama (Canoeing) and Wananga (Cultural activities). We also introduce fitness testing, drill, discipline and team based activities to get them to work together.

The partnership between the MSD and NZDF has been excellent. The main focus of the MAC is to develop the youth to strive for a better life after residence and contribute to society. This can only be good for them, us and the nation.

Wilson Ruki

NZDF



# LEARNING FOR LIFE

Kingslea is not like any other state school in New Zealand. It is a special, composite, decile one school delivering education within Child Youth and Family residences throughout New Zealand. It is a sanctuary specifically geared toward continuous learning, where students can rediscover the magic of learning and achieve their potential.

At Kingslea, we believe education is vital for future success. That is why we place such a strong emphasis on teaching and learning. For some of our students, Kingslea School may be the first time back at school after years of being out of the mainstream schooling system. A few have never taken the opportunity to attend a secondary school at all. Most of our students have had negative schooling experiences and have no idea how able they really are.

The Rakaia unit (home to the MAC boys) includes a spacious classroom that can comfortably hold up to ten students.

Two homeroom teachers teach the core curriculum to the MAC boys in the Rakaia unit. There is a focus on literacy and numeracy. Teachers for Art, Hard Technology, Maori Carving, Careers, and Physical Education have their own specialist classrooms.

Within the first week of the MAC programme, reading, writing and numeracy levels are assessed and individual learning plans are developed. From this point on, the teachers deliver learning programmes designed to cater to the individual needs of each of the MAC students. It is our goal that students transition successfully to mainstream schooling, vocational training and/or employment.

We look forward to working alongside our CYF and NZDF colleagues to facilitate the best possible outcome for each student.

Rachel Maitland

Assistant Principal

# CRIMINOGENICS

Hi my name is Geoff and I am one of the criminogenics programme facilitators.

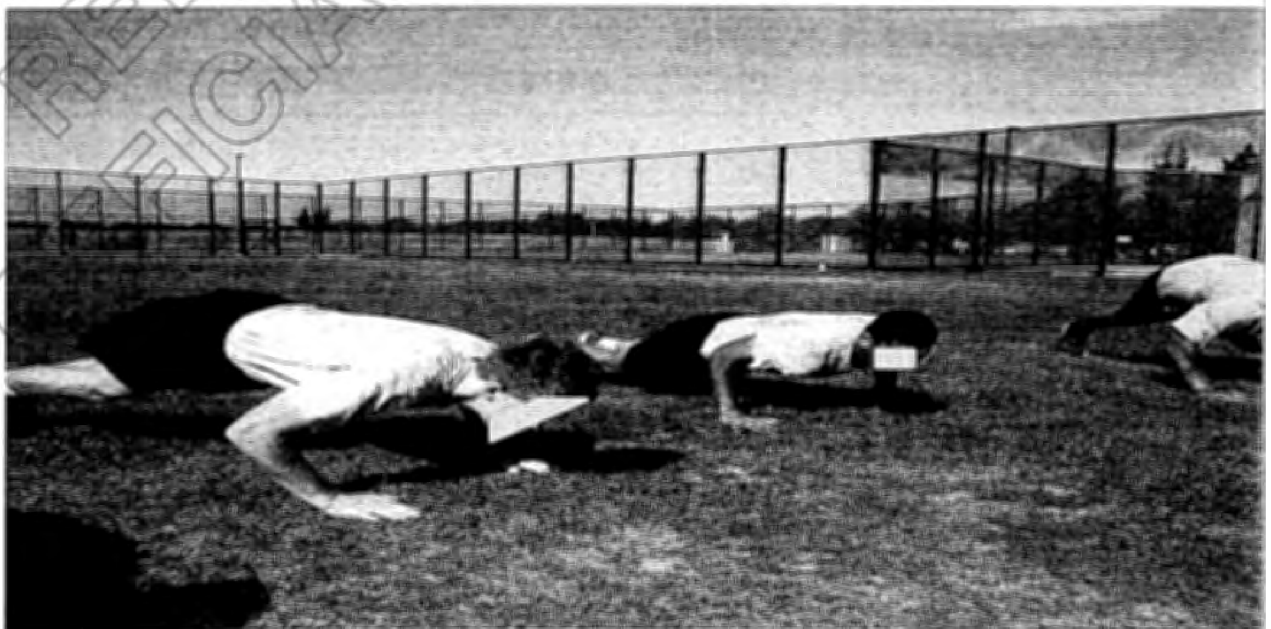
Criminogenics is a broad term that covers a range of interventions designed to challenge thinking and behaviours that lead to offending while identifying and exploring positive alternatives and future goals.

Topics such as identity, values, hopes and dreams, alcohol and drugs, how we effect those around us and managing peer pressure are all initially presented and discussed in general terms in a group setting then further explored in individual counselling as they apply to each young man's specific situation.

What I find most rewarding is journeying alongside these young men as they explore what really matters to them – things like family, getting a job they enjoy and reaching their potential. When you really start to be honest about what matters, it often becomes clear what gets in the way and stuffs things up – drugs, alcohol, anger and crime for example. This is often the point where 'the penny drops' and they begin to see what their real options are, what steps they need to take to achieve changes and work towards a life free of crime and destructive behaviours.

Geoff Howard

Branch Manager | Drug-ARM Christchurch



# REALITY CHECK

From the outside, MAC can seem like an easy ride for a young person. Young people go through nine weeks of getting to do activities like high ropes and caving, while working with a dedicated team of CYF and NZDF staff. However, there is no escaping the fact that these youth have committed crimes, that they must be held accountable for their actions. There is no exit from the course: regardless of how young people feel towards the staff or facility, they have been sentenced to the programme and are expected to finish it or face further consequences.

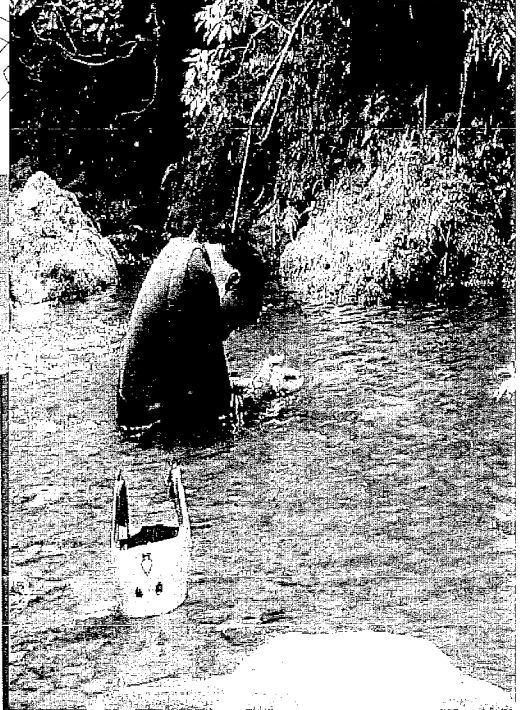
While on MAC, young people are to meet extremely high expectations. Participants are expected to present themselves and their living spaces immaculately, down to tucking in their shirts and ensuring their socks are facing the right way on their shelves. The idea of 'the team' is crucial: if one mucks-up, the group will suffer, either through physical activity or loss of offsite time. This is to get young people thinking of those other than themselves - for some youth, there is nothing worse than watching your mates being punished for your actions. Besides the basics - three meals a day, clothes, shoes - everything must be earned. Nothing is given freely without the young person displaying the required standard of behaviour in areas like staff interaction, participation and chores. Even the privilege of being able to use things such as felts or sports equipment is based on this principle.

There is also the personal cost to a young person of being in residence. Basic freedoms are restricted. You must ask before you can leave your room, even to go to the toilet, which is locked at all times. Phone calls are brief and only within certain times. You eat at set times, within tight timeframes - ten minutes late for breakfast? That time must be made up - less time to eat.

The reality of MAC is that it can be tough and demanding. The young people grapple with strict military discipline, learning how to control their reactions and manage themselves as young men. In addition to this, they must deal with CYF staff constantly challenging them on every action. While they struggle with this, each and every challenge put forward by all staff is to achieve the goal of positive, lasting change.



Trust in your team



# FAQs

## **Where is MAC and how long does it run for?**

MAC is a nine week programme run at Te Puna Wai oTuhinapo Youth Justice Residence 15 minutes south of Christchurch. There is a separate unit for MAC called Rakaia.

## **How many young people will be on MAC?**

Up to ten young males.

## **Can anyone do MAC?**

No. Only selected young men who have been sentenced to a supervision with Residence Order. There are no girls on MAC.

## **Who runs MAC?**

Staff from the New Zealand Defence Force and Child, Youth and Family

## **Will I get my own bedroom?**

Each young person has their own designated bedroom, which they are expected to ensure meets MAC standards. The young people are shown these standards when the programme commences.

## **Do I have to get my hair cut?**

We would like you to think about this. It is your choice.

## **Can I wear my own clothes?**

You will be provided with a MAC uniform. This is to ensure you will always have appropriate clothing for MAC activities.

## **Do I have to go to school?**

Yes, but you will not spend as much time at school as non MAC young people.

## **Can I have visitors and contact my whanau and friends?**

Yes, once they have been approved by your social worker.

# FAQs

## **Do I need to be fit?**

No. Your fitness will increase over the course of the programme.

## **What happens during the bush camp?**

During the first week of the programme you will go with staff to a camp in the bush. You will sleep in tents and cook food on BBQ's. The aim of the camp is to help build group cooperation, respect for others, routines, boundaries and confidence.

## **What's community service about?**

During the MAC you will go out and do some work in the community for a few hours at a time. This might involve weeding, landscaping, storm damage clean up or planting trees etc. This will help with your hours for the PROSPER programme as well as helping you to learn some vocational skills and gives something back to our communities.

## **What happens if there is an activity that I don't want to do?**

Talk to the staff about it.

## **What happens if I don't like the MAC?**

You are expected to complete the programme. Talk to staff about any worries you might have. They will support you.

## **Will the MAC help me get a job?**

During the MAC we will help you work out where you might want to work in the future.

## **What happens after the MAC?**

You will attend a meeting four weeks before your discharge that will help develop a plan for your Supervision Order. This plan will help you settle back into your placement in the community and get you involved in activities that will be helpful for your future.



## PROSPER

# Post release offender support program to encourage re-integration

### RATIONALE

The primary purpose of this program is to support the young people released from custody and having completed the MAC program in successful reintegration back into their communities.

The MAC program has shown to deliver the following positive outcomes during its 3 month period

- Attitude change.
- Behaviour change including developing a lifestyle appropriate pattern of behaviour appropriate for future employment or education.
- Change of perspective on life through success through the program and understanding the personal challenges they will have upon release.
- Intensely emotional graduations for young people and their parents.

### Limitations:

- Parents are not prepared for the change in their young people and therefore the transition back is difficult.
- Young people don't have an on-going program to focus on post release following the intenseness of the MAC program and therefore positive gains can be quickly lost.

### International research:

Juvenile Justice in the United States has done a wide ranging research assessment on the delivery of programs for youth offenders post release based around the IAP (intensive aftercare program) model.

They highlight the following five elements of a case management system that are proven to assist successful transition.

- 1- Risk assessment and classification- Use of a valid risk screening instrument to accurately identify high-risk youth, (this has already occurred in this case as they are in residence).

- 2- Individualized case planning that incorporates family and community perspectives- This will occur in this case by a partnership with the Blue Light mentor and through the District Social workers discharge plan and implementation strategy. Blue Lights role is to provide the continuity of a program through the transition period keeping the young person engaged with a program that supports the positives of the MAC program. This includes continued fitness, (could involve linking them with into a fitness club or sports club) as well as community service where they can be seen by the community to be giving back for the wrongs they have committed resulting in a softening of opinions towards the young person by community members.
- 3- A mix of intensive surveillance and services- The PROSPER program is a service delivered to the young person. For the program to work there also needs to be a commitment to, at the same time, by CYFs to provide supervision, services and treatment including where appropriate health care, further education and training.
- 4- A balance of graduated incentives and consequences- The IAP model requires the use of sanctions to punish inappropriate behaviour and rewards to encourage compliance and mark progress. The PROSPER program will not provide sanctions or punishment as this is the role of CYFs or the Police. This program will provide a reward based incentive for them to complete the program.
- 5- Links with community resources and social networks- To be successful interventions need to include a focus on family, school peers and the community. PROSPER will help with this integration into the community.

#### Limitations:

The University of Sydney when assessing the range of post release programs for youth in Australia indicated the following:

- That programs need to be individualised to be successful.
- That programs need to be culturally appropriate.
- That each stakeholder in this case the Blue Light mentor and District Social worker need clear definitions of their role.
- Limitations of funding to provide the client with appropriate and timely services limits success.
- That despite intense support in some cases a young person's offending is so entrenched it will continue regardless.

#### **PROSPER – Post release offender support program to encourage re-integration.**

The following gives a proposed guideline to how the program would be delivered in 3 stages:

#### **FGC**

- 1- Agreement to do the PROSPER program post MAC course
- 2- Introduction to the local mentor organised through Blue Light at FGC or other suitable location prior to MAC course beginning.

## MAC

- 1- Enrolled in Duke of Edinburgh program
- 2- Presentation to young men about what the program entails both in residence and outside of residence by Blue Light
- 3- During MAC they begin on their required skill and physical activity component of their award program, (refer Maori focussed program example).
- 4- During MAC defence staff deliver the pre-expedition training to the young people as part of their normal program.
- 5- Local mentor has contact via skype / email / telephone during MAC course to maintain rapport.
- 6- Local mentor agrees with client the plan for physical activity and community service post release.

## PROSPER

- Prosper is a proposed 12 week program post release managed from the National Office of Blue Light.
- Mentor will make contact with appropriate local CYFs staff and Police to advise what the program will look like and to engender support for the program.
- Upon release local mentor makes contact immediately and works with the young person to develop a plan to continue their physical training with intention of keeping fit for the upcoming expedition. This could be 1 on 1 training through t support to join a gym, fitness class or sports club.
- Mentor where required can work with the family to assist with transition issues however their role is not to take the place of the CYFS district social worker assigned to the client but to compliment and pass on issues that arrive and may require intervention by CYFs of other agencies.
- Mentor organises local community service work as part of the award program prior to release of the client and then works with them on its completion giving the mentor the opportunity to work in a positive manner with the young person over a sustained period of time.
- Mentor spends a minimum of 5 hours per week with the young person.
- At conclusion of week 10 of the program the young person travels to Auckland with the mentor to complete their final expedition with the police search and rescue team over a 2 day period.
- Week 12- local graduation with award presentation to young person and their whanau / family organised with assistance of mentor.

It is envisaged that the local mentor will be already employed in the local area as a youth or social worker and this work will be additional to their current case load.

All mentors will be vetted and approved by Blue Light National Office.

## THE DUKE OF EDINBURGH PROGRAM

The Duke of Edinburgh program runs over the course of 6-9 months and involves young people committing to learn a new skill, undertake physical activity, complete a number of community service hours and to be involved in an overnight tramping expedition in the New

Zealand bush. It builds teamwork, responsibility, leadership and introduces young people to the concept and value of community service.

The PROSPER program will link with the 4 parts of the Duke of Edinburgh Bronze Award. Note that the young people must be over the age of 14 years to participate and the minimum timeframe for completion is 3 months.

The program is divided into 4 sections:

- 1- Learning a new skill
- 2- Doing physical activity
- 3- Community service
- 4- Outdoor expedition

**Example of a Maori focused program:**

Marae based with a mix of selected Police Staff / Mentors and qualified Maori providers. I have spoken with the Manger of DOE nationally and run the program past him and he thinks it is a GREAT idea.

Young people chosen from Alt Ed, Marae based court system, as part of a supervision order, out of another FGC process, or local Maori identified as disengaged from work or education, ( a would still suggest some form of personal meeting an assessment prior to be placement on the course to identify suitability and motivation).

**Section 1 and 2** - Week 1-10- where the young people engage on a weekly basis for a number of hours to learn Kapa Haka, Tikanga Maori and Mau Raukau. Their hours are recorded in the DOE log book provided and signed off by the tutor.

**Section 3** - week 12-14 would involve facilitating 2 full days of community service provided by the young people, (we tend to do ours on Saturdays and have included doing old peoples gardens, graffiti removal, planting, weed removal etc) but should be related to the Marae or local Iwi needs- could be a community garden project at the Marae?

**Section 4** - week 15-17- outdoor expedition training overnight at the Marae, (teaching bush survival skills, tent erection, ration packs etc). Excellent support has been received from Police AR for this part of the program in the past.

Final part of section 4 is the overnight expedition. We normally go little Huia to Piha again supported by SAR as the lead group. I would suggest a Maori mentor travels with the group pointing out medicinal and everyday use of plants in the bush etc.

**Graduation**

We make a big deal of our graduations so would suggest it occurs on the Marae with invited family and guests followed up by a communal kai.

**Brendon Crompton- National Manager NZ Blue Light**

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