



YOT GUIDE

COMMUNITY ACTION PLANNING

Youth Offending Teams guide



YCAP

Youth crime action plan
2013–2023





E TŪ KAHIKATEA, HEI WHAKAPAE URUROA

FROM A WAIATA COMPOSED BY HĪRINI MELBOURNE

Kahikatea trees thrive in groups and are rarely seen growing by themselves: their shallow root base means the strength of the individual tree depends on the strength of the collective.

The same is true in our own communities, where each young person's potential depends on the environment that nurtures them.

Youth Offending Teams are about working with the community to harness this collective strength.



Introduction

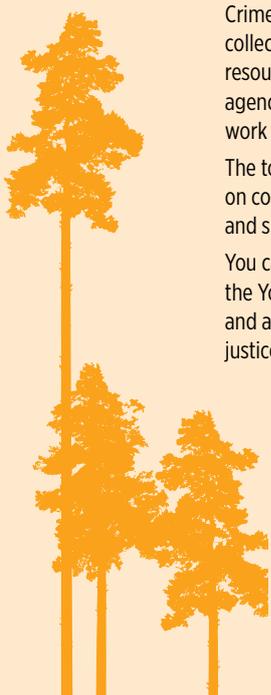
One of the best ways we can reduce youth crime in New Zealand is for communities and government agencies to work together. While many of the challenges facing youth are similar across New Zealand, communities will have youth justice issues that need local solutions. That's why creating local partnerships is one of the three strategies at the heart of the Youth Crime Action Plan (YCAP), the 10-year plan to reduce crime by children and young people, and to help children and young people who do offend to turn their lives around.

Research shows local people and professionals can successfully tackle complex issues in their communities by working together and focusing their efforts on a community action plan. A Youth Offending Team (YOT) made up of government agency staff and others based in the community can help local communities develop and implement this plan.

This guide aims to:

- help YOT members make the most of their team
- make sure all members understand their YOT's purpose, role and function
- make sure the YOT is working with other cross-agency groups.

This document isn't a manual that tells you what you have to do. It is a starting point to guide how your YOT can best work.



This guide is part of the Youth Crime Action Plan toolkit, a collection of how-to guides and resources to help government agencies and communities to work well together.

The toolkit also includes guides on community action planning and sharing information safely.

You can find out more about the Youth Crime Action Plan, and access the toolkit, at justice.govt.nz/ycap

The background Te kaupapa

What is a Youth Offending Team (YOT)?

YOTs were created in 2002 to help the four core youth justice agencies (Police, Child, Youth and Family – CYF; Health and Education) to share information and solve problems together. They often include other members of the youth justice community, such as local councils, non-government organisations (NGOs), local iwi and hapū, and schools.

YOTs are about having the right people connected and involved. YOT members share their different perspectives and expectations, and address specific issues or service failures between or within member agencies.

REPORTING REQUIREMENTS UNDER YCAP

Government agency staff report on their work on local YOTs to their manager. The YOT as a whole doesn't have to make any official reports, although groups are encouraged to be in regular contact with the Youth Justice Steering Group through the YCAP feedback loop or by emailing YCAPideas@justice.govt.nz

The steering group will answer any questions you have and wants to hear your feedback about how things are going. The steering group can also provide guidance and help to get your community action planning going, or put you in touch with the right people to attend your meetings.

YOTs under the Youth Crime Action Plan

- YOTs can play a big part in delivering YCAP. In turn, YCAP can help YOTs be more focused and effective, and provide real leadership with their community.
- YOTs will benefit from renewed energy and commitment from agency management, as well as from the support offered by the YCAP Governance Group and Steering Group in Wellington.
- YOTs can find renewed purpose and direction by uniting their vision around the strategies and approaches outlined in the YCAP report, which can be found at justice.govt.nz/ycap
- YOTs are expected to meaningfully involve and take on board the perspectives of the wider community they serve, both in their regular business and during the action planning process.

NOT EVERY COMMUNITY WILL HAVE A YOT

Each community needs to have a cross-agency group of some kind that meets regularly and takes responsibility for working together and with the community on youth justice issues. In most communities this will be a YOT, but it could also be another group, such as a Better Public Services forum or a Social Sector Trial.

Aim to have just one plan to reduce youth crime in your community. To avoid doubling up on work, connect with other groups in your area and look into ways to plan and set goals together.

CASE STUDY

A YOT sits in an area where a Social Sector Trial (SST) operates. When the SST plan is refreshed, the YOT works with the trial lead to come up with a list of actions to achieve the youth offending goals.

What are the benefits of being in a YOT?

By being part of a YOT, you can have a much bigger impact in your community than if you are working alone.

You can:

- make a positive difference to youth: YOT members can break down 'silos' and tap into the combined knowledge, energy, innovation and problem-solving ability of other people in the community who care about youth justice. You can use that energy to inspire real and long-lasting positive change
- use resources effectively: as a group, you can identify how to best use funding and other resources, and you will have more chance of influencing how funding is allocated
- network: make links and develop relationships with other professionals and organisations who can have a real benefit in your work
- share information: find out what is happening in your community, and share information on programmes, initiatives, challenges and issues so that everyone can work more efficiently and effectively.

YOTs ARE STRATEGIC, RATHER THAN OPERATIONAL

Although individual members of the YOT may be responsible for service or programme delivery as part of their agency role, as an entity YOTs are not generally responsible for the day-to-day operational management or delivery of services and programmes.

What does a YOT do?

Your YOT should take a lead in the implementation of YCAP. YOTs should:

- coordinate cross-agency responses, working together in the most effective way to reduce youth crime and turn young lives around
- keep an eye on local youth justice issues, access and share local and regional data on young people at risk of offending, and share knowledge about youth justice initiatives in the community. You can use information to develop targeted joint responses to issues that come up
- be strategic and develop long-lasting solutions to address youth justice issues in your community – as a group, you have the combined strength to identify problems and mobilise support to address those problems in a coordinated way. Tap into your group's collective knowledge, resources, enthusiasm and influence. You can make positive changes in a way that an individual group or agency can't
- lead the development and implementation of a community action plan – developing an action plan can get the community more engaged and strengthen public trust, improve transparency, enhance local capacity and create more sustainable solutions.

ACTION PLANS

An action plan is like a road map for addressing youth crime in your community – it shows where your community is now, where it wants to go, and what steps need to be taken to get there. The *YCAP Community action planning guide* has more information on how to develop an action plan with your YOT.

Youth Offending Teams are not the right place for case coordination.

YOTs shouldn't use their meetings to focus on individual young offenders.

- Firstly, YOTs may include a range of organisations, so there may be privacy issues if you discuss individual cases.
- Secondly, the YOT should mostly focus on the bigger picture, rather than on what is happening with individuals. YOTs need to make sure they're working on long-lasting change that will benefit all young offenders.

This is not to say that there is not great value in government agency staff (and sometimes NGOs) meeting together to discuss individual cases. Working together you can better coordinate and streamline efforts to ensure the best outcomes for individual young people. However, these discussions should take place outside of the full YOT meeting, with a smaller group and with careful reference to the Privacy Act. The *YCAP Information-sharing guide* has more information about this.

Where are YOTs located?

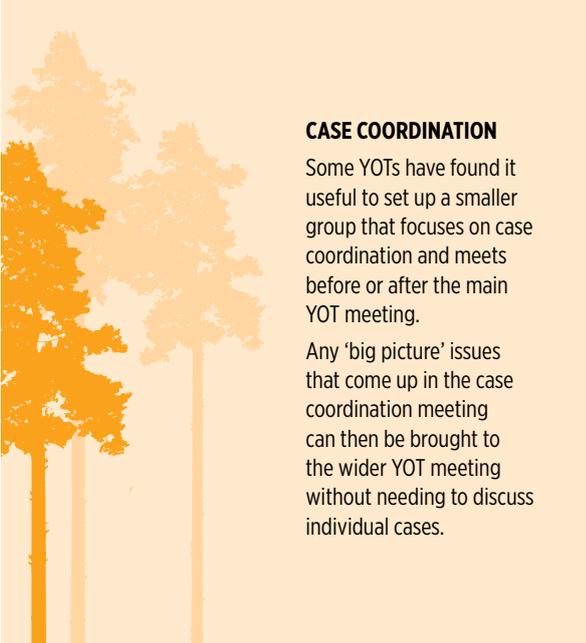
There are around 30 YOTs spread throughout New Zealand. YOTs were initially set up to align with Youth Court areas, though all communities are encouraged to set one up if needed.

YOTs can choose where their boundaries are, and review them from time to time. Take into account the capacity of government services that support the YOT, the character of a particular community and current offending trends.

YOTs may look into starting up 'mini-YOTs' to focus on particular communities within their wider geographical boundaries. Or they might want to split or merge with other YOTs if this looks like it would get better results.

CASE STUDY

The Blenheim, Nelson and West Coast YOTs meet separately, but because of the way government agencies often group these areas together into one region, they also meet together as a 'Super YOT'. The Super YOT guides and influences youth justice strategies for the whole region.



CASE COORDINATION

Some YOTs have found it useful to set up a smaller group that focuses on case coordination and meets before or after the main YOT meeting.

Any 'big picture' issues that come up in the case coordination meeting can then be brought to the wider YOT meeting without needing to discuss individual cases.

How can YOTs get funding?

A YOT is not a legal entity and cannot hold a bank account or apply for funding. As YCAP does not have a specific fund to support YOTs or community projects initiated under YCAP, a YOT generally won't have a budget to work with.

General administrative costs, such as hosting meetings and photocopying, should be shared by the agencies on the YOT. If local agencies think the group needs a dedicated coordinator, they will need to work together to fund the role.

Improvements initiated by the YOT don't have to cost money. You could focus on improving the way agencies work together, or on getting the community to take action on an issue. As a strategic group, your YOT can add real value by highlighting gaps in services in the community and finding better ways to prioritise the community's existing resources.

Sometimes a YOT might need money to support a piece of work (for example, to hold a hui or to run a consultation process with local youth). If the agencies on the YOT can't cover the costs, they may be able to identify other ways to fund projects, such as through small grants that an individual group member or individual agency can apply for.

CommunityNet Aotearoa (community.net.nz) has great information about community funding. Their resources and data (Fund View, Break Out and Corporate Citizens) are available by subscription or free in public libraries and council offices.



Secrets of a successful YOT Te iho o te mahi

Your YOT will work best if you:

- have a shared vision of what the group is trying to achieve and agree how you'll measure success
- have the right people on board (pages 6-10)
- have clear roles, so everyone knows what they are supposed to be doing (page 11)
- run meetings with an agenda and a clear purpose (page 12-13).

Have a shared vision and agree how to measure success

All the members of the YOT should know what the group's purpose is and be committed to achieving its aims. If not, time will be wasted in meetings as members keep debating what they are supposed to be doing as a group, and this will discourage people from meeting and participating.

A 'terms of reference' can help members be clear about the group's purpose and what should and should not be talked about in meetings. At the back, you'll find a template you can adapt to suit your YOT.

One of the best ways to create a shared vision and keep up the group's momentum is to create an action plan that all group members sign up to and that the group then implements and monitors. Your action plan should include measurable goals and your group should regularly check on your progress towards these goals.

Make sure the right people sit on your YOT

YCAP is about working with the community to come up with joint solutions to problems that we haven't been able to fix working alone or in 'silos'. To achieve this, YOTs need to work as inclusively as possible, with a wide range of stakeholders.

Be conscious of the number of people that are part of your YOT. Involving lots of people risks your group becoming large and unwieldy, which could slow your progress and lead to frustration for all. So aim for a number that is manageable. You need to find a way to tap into the collective impact that can come from a wide range of people working together, without losing focus, drive and leadership in your YOT.

One way to make sure this doesn't happen is to focus on creating a keen, lean 'core YOT' that includes only key youth justice participants, all of whom are committed to attending regularly. Try to aim for no more than 10 to 12 people (preferably fewer). This group can then work closely with the 'wider YOT'. The wider YOT can include a range of youth justice stakeholders who don't have to attend all meetings.

The core YOT should include people from Police, CYF, Education, Health, Te Puni Kōkiri, Work and Income, and your local council. The ideal agency member will understand strategic planning, have the authority to make decisions, have influence over funding decisions or know how to feed into their agency's funding processes, while still understanding operational issues. This means they'll probably be in middle-management, such as a Youth Justice Manager (CYF) or Area Commander (Police).

Some examples are set up on 2 next pages of who you might want to include in the core group and in the wider group. Adapt the list to suit your local circumstances. In smaller communities, for example, you may not need to separate into a core and wider YOT, although you may still want to make sure that government agency staff have separate meetings from time to time to address any issues about how the agencies work together.

MORE INFORMATION For a more detailed version of the following table refer to 'Your community: who to involve and why' on page 36 of the YCAP Community action planning guide.

During the action planning process, you may need to change the membership of your group and how it works

We suggest that you:

- have a focused and consistent core group who are able to meet regularly (as often as weekly); the four core government agencies should be included in these meetings
- talk to wider youth justice stakeholders who can feed ideas and suggestions into the action planning group, preferably through regular meetings of the wider YOT
- find a way to meaningfully engage with the wider community and the public, whether through hui, focus groups, interviews or similar
- make sure the wider community is involved in the development and implementation of your community action plan – consider setting up subgroups around specific subject areas and inviting stakeholders with a particular subject interest to attend these meetings and share their knowledge.

WHEN PROBLEMS OCCUR

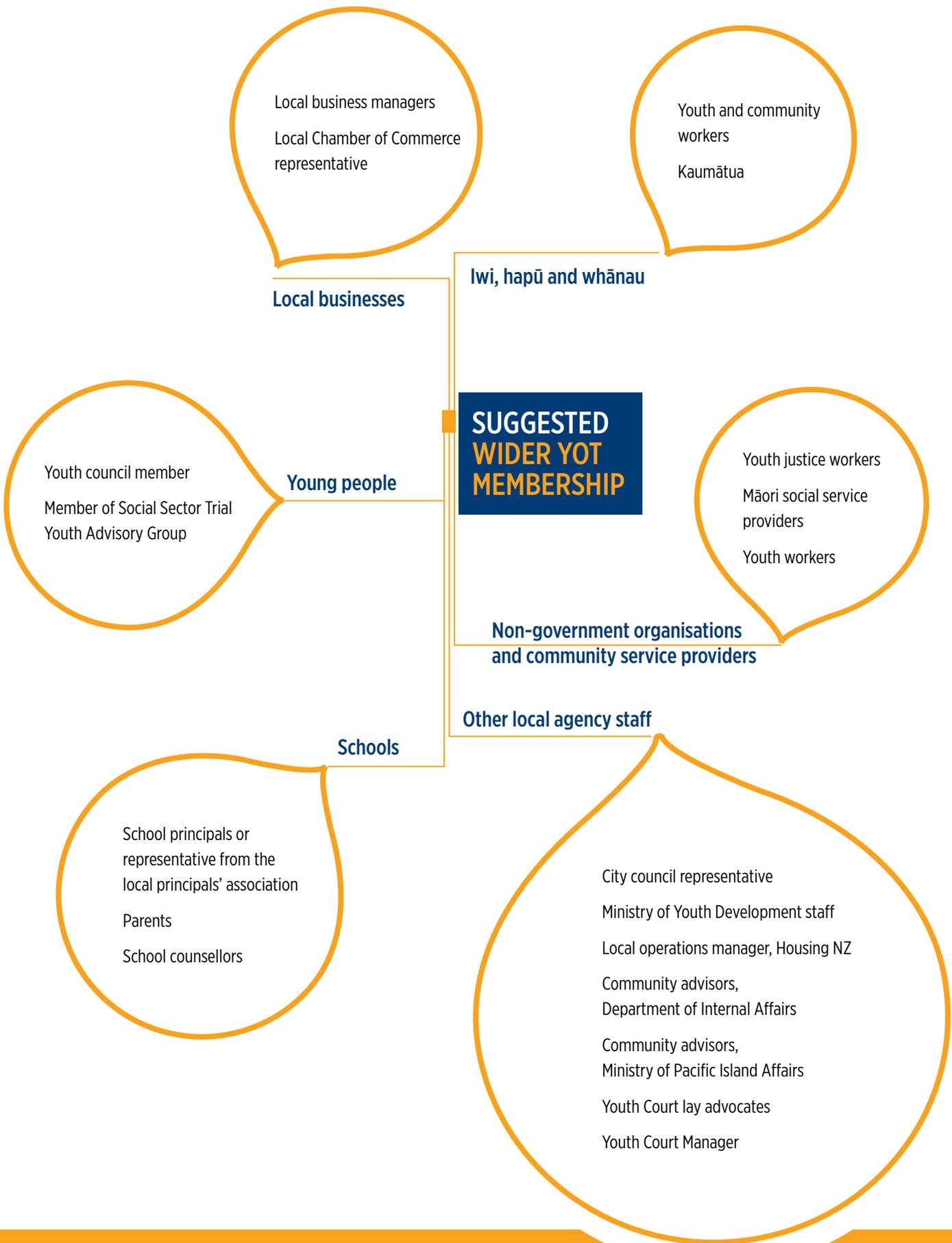
If you follow the suggestions given here you will hopefully find that your YOT gains momentum and makes real progress towards improving youth justice outcomes in your community. However, you may find that it is not always plain sailing and it can take time and effort to create a shared vision between a range of people from different environments.

Keep your manager up to date with how your YOT is progressing and tell them when things are not going to plan. Make sure your manager knows how much time and effort is involved in a YOT, and that it is a significant part of your work. YOTs are a key strategy for developing and improving youth justice outcomes in your community – your membership is not just an 'add-on' to your work programme. Dedication from each agency is needed to achieve cross-agency collaboration and success.

If your manager is unable to resolve issues arising in your YOT, the national office staff working on YCAP may be able to help. You can contact us via the feedback loop or through YCAPideas@justice.govt.nz







Examples of how YOTs organise themselves



CASE STUDY – YOT A

YOT A has a core group of youth justice agency staff who meet once a month to check on progress under the community action plan and to sort out any issues that come up.

It also has a wider YOT, including iwi, Māori service providers, youth justice NGOs and others, that meets straight after the core YOT. This wider group monitors the action plan and feeds in ideas for new actions and approaches, and highlights any issues that need to be addressed.

YOT A also has a subgroup that is responsible for monitoring and implementing one of the more challenging actions under their community action plan and reporting back to the core group. This subgroup includes both agency staff and other people from the community.

Every 18 months, YOT A drafts a new action plan with the community. While drafting the plan, the core group and some keen members from the wider group meet once a week and engage with the wider community through meetings, interviews and focus groups.



CASE STUDY – YOT B

YOT B has a wider membership than YOT A, including some NGOs and iwi representation, but it is still a relatively small group with consistent attendance at meetings. The group meets once a month to check on the implementation of the action plan.

The core government agencies have a separate meeting to discuss case coordination issues that sometimes come up.

Every two years, YOT B leads the community in developing an action plan. It invites local organisations and key individuals along to a workshop, and takes the ideas back to its regular YOT meeting. The YOT then comes up with a draft plan which it then takes out to consultation with the wider community



CASE STUDY – YOT C

YOT C is made up of a small group of core government agencies, but regularly includes others in its meetings to keep ideas circulating and make sure the YOT does not get out of touch.

YOT C is based in an area with a Social Sector Trial (SST) in operation. The SST has a good range of community stakeholders. YOT C feeds into the development and implementation of the SST plan by adding a youth justice focus and suggesting actions. It leads the implementation of some of these actions, in cooperation with the SST trial lead.

Ensure clear role allocation

Your YOT will function more smoothly if you appoint a chairperson and a secretary. It can also be helpful to have someone responsible for coordinating the information and statistics available for your group. It helps if brief written role descriptions for all members are agreed at the beginning. The examples below can be adapted to suit your YOT.

YOT ROLE Chair

YOT chairs are usually from one of the core YOT agencies (Police, CYF, Health, Education), although this doesn't have to be the case. The chair should be someone who has the commitment to lead and is able to give the YOT the time needed to do this.

In the absence of a strong candidate from elsewhere, Police or CYF should provide the chair.

RESPONSIBILITIES

- Plan and chair meetings
- Provide leadership and make sure the YOT operates effectively
- Make sure that decisions are implemented
- Push action planning and action plan implementation ahead
- If there are problems within your group, use local links and local management structures to resolve concerns. Where local efforts are unsuccessful, alert the Youth Justice Steering Group (YJSG) – for example in relation to securing members' attendance at meetings
- Act as a spokesperson for the YOT
- Share action plans with YJSG and other communities around New Zealand through the feedback loop
- Ensure group members follow privacy guidelines (refer to the YCAP Information-sharing guide for help)

YOT ROLE Secretary or YOT coordinator

The secretary or YOT coordinator may be any member of the YOT. Some chairs delegate this role to their own administration assistant, if they have one.

In some YOTs, each agency contributes money so someone can fill this role.

RESPONSIBILITIES

- Prepare agenda for meetings in consultation with the chair
- Organise meetings and follow up with attendees where necessary
- Take and distribute minutes
- Support the chair, as needed

YOT ROLE Statistics coordinator

Each member of the YOT should gather information and statistics on youth justice in their own area of expertise, and share this with the group.

RESPONSIBILITIES

- Ideally, one of the group members will coordinate and analyse the information gathered so this analysis can inform the action planning process and review. Coordinate the collection of information and statistics about youth justice issues in the community from YOT members
- Analyse and distribute the findings to YOT members
- Make sure the information is kept up to date

Run meetings with an agenda and a clear purpose

It may help your YOT if the members agree on an outline of what your meetings will cover, and what will be in or out of scope. This will help to increase productivity and will bring new YOT members quickly onto the same page. You can adapt the examples below to suit your YOT.

MEETING Regular meetings of the core YOT

- **PURPOSE** Strategic governance and leadership.
- **FREQUENCY** Monthly.
- **ATTENDANCE** Core YOT members (may be by audio-visual link or phone, as appropriate).

TASKS

- Coordinate cross-agency responses to youth offending with a focus on 10–16 year olds, in line with the strategies and approaches set out in YCAP. In particular, work to improve outcomes for young Māori in the youth justice system.
- Keep up to date on issues affecting the youth justice community. Collate information and monitor data about local offending and reoffending trends.
- At a strategic level, monitor how agency staff are working together to help individuals and problem-shoot any issues that come up.
- Work together to identify issues and solve problems.
- Make decisions as a collective group.
- Take a strategic governance and leadership role.
- Make sure decisions are implemented in the YOT member's organisation or agency.
- Advise senior managers in the member's agency of issues highlighted at YOT meetings, and of any decisions.
- Engage and involve local stakeholders (such as non-government organisations and iwi groups) in work to reduce youth crime in the community.

- In consultation with the wider community, take responsibility for creating and implementing a community action plan aimed at reducing youth crime.
- Review and update the action plan regularly (see step 7 of the *YCAP Community action planning guide*) at justice.govt.nz/ycap

MEETING Regular meetings of the wider YOT

- **PURPOSE** Community leadership.
- **FREQUENCY** Every 2 months.
- **ATTENDANCE** Core and wider YOT members.

TASKS

- Keep up to date on issues affecting the youth justice community. All members should collect and share statistics and information in own area of expertise.
- Work together to identify issues and solve problems.
- Make decisions as a collective group.
- Take a community leadership role in the area of youth justice.
- Help the core YOT create and implement a community action plan aimed at reducing youth crime.
- As a group, review and update the action plan regularly (see step 7 of the *YCAP Community action planning guide*) at justice.govt.nz/ycap

MEETING Action planning meetings

- **PURPOSE** Develop a community action plan.
- **FREQUENCY** Every 1 or 2 years (will involve a number of meetings during a short period of time).
- **ATTENDANCE** Action planning group, usually led and driven by the core YOT but including input from the wider YOT and from the wider community through a consultation process.

TASKS

- Follow the 7-step process in the *YCAP Community action planning guide* at justice.govt.nz/ycap, to agree:
 - which issues the action plan will focus on
 - what the goals will be
 - what actions will be taken to achieve those goals.
- Agree how the plan will be monitored.
- Share the action plan with the YJSG and other communities around New Zealand through the feedback loop.

MEETING Action planning subgroup meetings

- **PURPOSE** Develop goals and actions for the community action plan around a specific subject matter or focused on a target geographical area.
- **FREQUENCY** As often as weekly during the action planning process. The subgroup may then keep meeting to monitor implementation, if needed.
- **ATTENDANCE** People on the core and wider YOT who have an interest in and knowledge of the subject matter. Will usually include core government agency staff as well as other members of the wider community who have a knowledge of or stake in the subject matter.

TASKS

- Address the issue the subgroup has been tasked to focus on by following the process in the *YCAP Community action planning guide*.
- Agree on what the goals will be and what actions will be taken to achieve the goals.
- Agree how progress will be monitored.
- Where agreed, continue to meet regularly as a subgroup to monitor and evaluate the success of the actions taken to achieve the goals.
- Review and update the goals and actions when required.
- Report back regularly to the YOT or the action planning group on progress.

MEETING Case coordination subgroup

- **PURPOSE** Discuss individual cases when more than one agency is involved or where potential risks may arise.
- **FREQUENCY** As often as weekly in a large city, but less often in a small town with a lower case volume.
- **ATTENDANCE** CYF, Police, Health, Education and others as required.

TASKS

- Coordinate cases where more than 1 agency is involved. Bring up potential issues or risks for the agencies involved in cases.
- Ensure that multi-agency responses to individuals support the overarching goal of preventing offending and reoffending.

MEETING Special purpose

- **PURPOSE** As required.
- **FREQUENCY** As required.
- **ATTENDANCE** As required.

TASKS

- For example, joint training or workshop solutions to a particular issue.

GOOD LUCK

Experience tells us that keeping a YOT functioning well in the long term comes with its challenges. But we also know that the pay-offs, when a YOT pulls together around a strategic plan, more than outweigh the effort involved.

If you follow the guidelines here, you should see real improvements in your community – good luck!

The Youth Crime Action Plan (YCAP) introduced a new governance structure to coordinate cross-agency efforts to improve the way we work on youth justice issues in New Zealand.

The diagram below gives an overview of the YCAP governance structure, and how YOTs fit within it.



Governance structure

YJGG – Youth Justice Governance Group

The Youth Justice Governance Group reports to the Minister of Justice and makes sure agencies work together to deliver and resource YCAP.

It has representatives from:

- Ministry of Justice (chair)
- Ministry of Social Development/
Child, Youth and Family
- Ministry of Health
- Ministry of Education
- Te Puni Kōkiri
- New Zealand Police
- Department of Corrections.

YJSG – Youth Justice Steering Group

The Youth Justice Steering Group coordinates the YJGG's work programme and monitors and facilitates the implementation and effective delivery of YCAP.

The group has an overview of youth justice activity around the country, and supports YOTs directly or through YCAP working groups such as the Partnering with Communities group.

Justice Sector Leadership Board

The Justice Sector Leadership Board leads crime reduction by ensuring the justice services of New Zealand Police, Ministry of Justice, and the Department of Corrections are connected. The board makes sure that Better Public Services (BPS) targets are met and delivers any other sector-wide priorities set by ministers. YCAP supports the BPS target of reducing youth crime by 25% from June 2011 to June 2017.

YCAP Advisory Group

The YCAP Advisory Group is an independent group of youth justice experts who provide advice to ministers to support the implementation of YCAP. They meet regularly with the YJGG and the Minister of Justice.

Feedback loop

For YCAP to succeed it's very important that we maintain a feedback loop between central government and communities. Keeping ideas and information flowing will ensure that we all continue to pull in the same direction.

Central government can provide tools, updates, support and guidance – and communities can share information about what is and isn't working to reduce youth crime at a local level.

SHARE YOUR WORK *Please share your community action plans, as well as your challenges, frustrations and innovative ideas on the feedback loop by emailing YCAPideas@justice.govt.nz*

The following document is a sample 'terms of reference' that your YOT can use as a template and adapt to suit your local circumstances. You can download the template as a Word document at justice.govt.nz/ycap. Signing up to a terms of reference can improve the effectiveness of meetings by ensuring that all group members are clear about the role of the group and what is in and out of scope.

Terms of reference for _____

YOT

Purpose

For example:

The purpose of this Youth Offending Team (YOT) is to coordinate cross-agency responses to youth offending with a focus on 10–16 year olds, in line with the strategies and approaches set out in the Youth Crime Action Plan (YCAP) and, in particular, to work to improve outcomes for young Māori in the youth justice system.

Key focus and deliverables

For example:

The YOT will:

- keep up to date on issues affecting the youth justice community
- collate information and monitor data about local offending and reoffending trends
- at a strategic level, monitor how agency staff are working together to help individuals and sort out any issues that come up
- work together to identify community youth justice issues and solve problems
- make decisions as a collective group
- take a strategic governance and leadership role for the youth justice community
- make sure decisions are implemented within the YOT members' organisations or agencies
- advise senior managers within the member agencies of issues highlighted at YOT meetings, and of any decisions
- engage and involve local stakeholders such as non-government organisations and iwi groups in work to reduce youth crime in our community
- in consultation with the wider community, take responsibility for creating and implementing a community action plan aimed at reducing youth crime
- review and update the action plan regularly
(see step 7 of the *YCAP Community action planning guide*) at justice.govt.nz/ycap

Scope

For example:

- The YOT is a strategic rather than an operational group.
- As a strategic group, the YOT is responsible for making sure that cases of individual young offenders are managed effectively between the government agencies by checking that:
 - recurring issues are highlighted and dealt with
 - systems are in place to help agencies work together well.
- The YOT will not undertake individual case coordination as part of the regular strategic meetings.
- The YOT may identify the need for a service/programme and then enable, coordinate or facilitate the introduction of that service. However, as a group, the YOT will not deliver services or programmes.

Membership

The core YOT has representatives from:

List of agencies and organisations

The wider YOT has representatives from:

List of agencies and organisations

Roles and responsibilities

For example:

The chair will be decided by agreement and will rotate each year. If there are no volunteers, representatives from the Police and CYF will alternate the role. There will be a secretary and a statistics coordinator, to be decided by agreement.

Expected contribution

For example:

The YOT members will:

- attend all YOT meetings or send a suitable replacement
- engage with local constituents and iwi on youth crime issues and action planning
- support the YOT by acting on subgroups where needed
- in the case of government agency staff, report to their managers on the progress of the YOT and any issues in the functioning of the YOT.

Meeting arrangements

The core YOT will meet _____
(for example, monthly)

The wider YOT will meet _____
(for example, monthly or straight after the meeting of the core YOT)

Subgroups will meet as needed and as arranged between members.

Case coordination meetings will take place _____ (for example, weekly)

and will include the following YOT members and other YOT members _____

_____ as needed.

Confidentiality

- The YOT members will keep confidential all information shared at meetings, and any documents given to the YOT. Unless members have been given consent to share, they should not discuss or show any information that has been shared at the YOT meetings to external parties outside of the YOT.
- YOT members will comply with the Official Information Act 1982 and the Privacy Act 1993 (the Acts) in YOT discussions. The chair will be responsible for making sure members are aware of the provisions in the Acts, and for explaining to new YOT members the extent to which written materials from meetings are 'discoverable' under the Official Information Act.

Conflicts of interest

- Members will perform their functions in good faith, with honesty and impartiality, and will avoid situations that may compromise their integrity, or otherwise lead to conflicts of interest.
- Members of the YOT who face potential conflicts of interest, or perception of a conflict, will tell the chair as they come up. The chair will make sure each conflict is managed appropriately.

Review

The terms of reference will be reviewed in _____ (month and year), if not before.

Signed and agreed on _____ (date)

CHAIR'S SIGNATURE





**THIS ARTWORK WAS CREATED BY
YOUNG PEOPLE STAYING AT
CHILD, YOUTH AND FAMILY RESIDENCES**





For more
information, go to
justice.govt.nz/ycap

YCAPideas@justice.govt.nz

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