

YOUTH ONE STOP SHOPS IN NEW ZEALAND: A FRAMEWORK FOR RECOMMENDED PRACTICE

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NORMAL (ACCEPTED), **HAPPY**, SAFE, **AT HOME**,
SAFE, CALM, **GOOD**, SAFE, CARED FOR, RESPECTE
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WELCOME, **LISTENED TO**, WELCOME, CARED ABOUT
DERSTOOD, HAPPY, SAFE, **COOL**, SAFE, ENERGIZ

Illustration: How Youth One Stop Shops in New Zealand make young people feel
(based on feedback from young people who have used the service).

APRIL 2017: THE FOLLOWING ARE THE NAMES AND LOCATIONS OF THE ELEVEN YOUTH ONE STOP SHOPS (YOSS) WHO HAVE CONTRIBUTED TO THIS DOCUMENT, AND ARE IDENTIFIED IN THE NETWORK OF YOUTH ONE STOP SHOPS (NYOSS) TERMS OF REFERENCE.

- *Number 10: Invercargill*
- *298: Christchurch*
- *Evolve: Wellington*
- *Vibe: Hutt Valley*
- *KYS: Kapiti Youth Support*
- *YOSS: Palmerston North*
- *Directions: Hastings*
- *Anamata CAFE: Taupo*
- *Rotovegas: Rotorua*
- *Youth Service Trust: Whanganui*
- *Whangarei Youth Support: Whangarei*

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APRIL 2017

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INTRODUCTION

The Network of Youth One Stop Shops (NYOSS) is an umbrella organisation for eleven Youth One Stop Shops (YOSS) across New Zealand, as identified in the NYOSS Terms of Reference.

The Terms of Reference state NYOSS collective mission as: “To enhance the health, development and wellbeing, of young people in New Zealand”. YOSS provide free and confidential health and wellbeing services to young people; these services are youth-specific, strength-based and take a positive youth development approach. YOSS believe in the self-determination and agency of young people and work to support them within their whānau, family, peer, school and community environments with the outcome of thriving young people in nourishing communities.

This framework draws on material from the eleven YOSS currently (as of February 2017) identified within the NYOSS Terms of Reference. These are situated in Rotorua, Hastings, Invercargill, Christchurch, Palmerston North, Whangarei, Taupo, Kapiti Coast, Whanganui, Hutt Valley and Wellington. Each YOSS has been formed within its community to address the unique health and wellbeing interests of their young people. Respectively, the eleven YOSS reflect the needs, strengths and aspirations of their young people; they cater for them in all of their service delivery and are constantly adapting and striving to meet their needs. While there are strong threads of similarities woven between the YOSS, each is a mirror of its community and is responsive to the individual strengths and needs of its young people.

Photo: YOSS Young Person



This framework of a YOSS was created to define what a YOSS is, for existing YOSS to use it as a recommended practice and quality improvement tool, and for emerging YOSS to use it as a guide for development. Prior to this framework, there have been many documents that have contributed to a shared understanding of what a YOSS is, such as the Communio Report (2009), Under One Roof (1998) and the Youth Development Strategy Aotearoa (2002). While there is a shared understanding of what a YOSS in New Zealand is, there has been no formal definition or structure. The work YOSS are doing is continuing to be acknowledged as an effective tool to support youth health and wellbeing across New Zealand. For this reason, NYOSS contracted this framework to define the similarities of YOSS and establish the skeleton of how YOSS are built and maintained.

OUTCOMES FOR YOUNG PEOPLE

All YOSS work towards achieving positive outcomes with young people and their families/whānau as aligned with the eight domains illustrated below. The following eight domains are part of The Outcomes measurement Model (TOMM); this can be found in 'How we know what we're doing works: measuring youth outcomes at Kapiti Youth Support Impact evaluation - summary report 2013'.

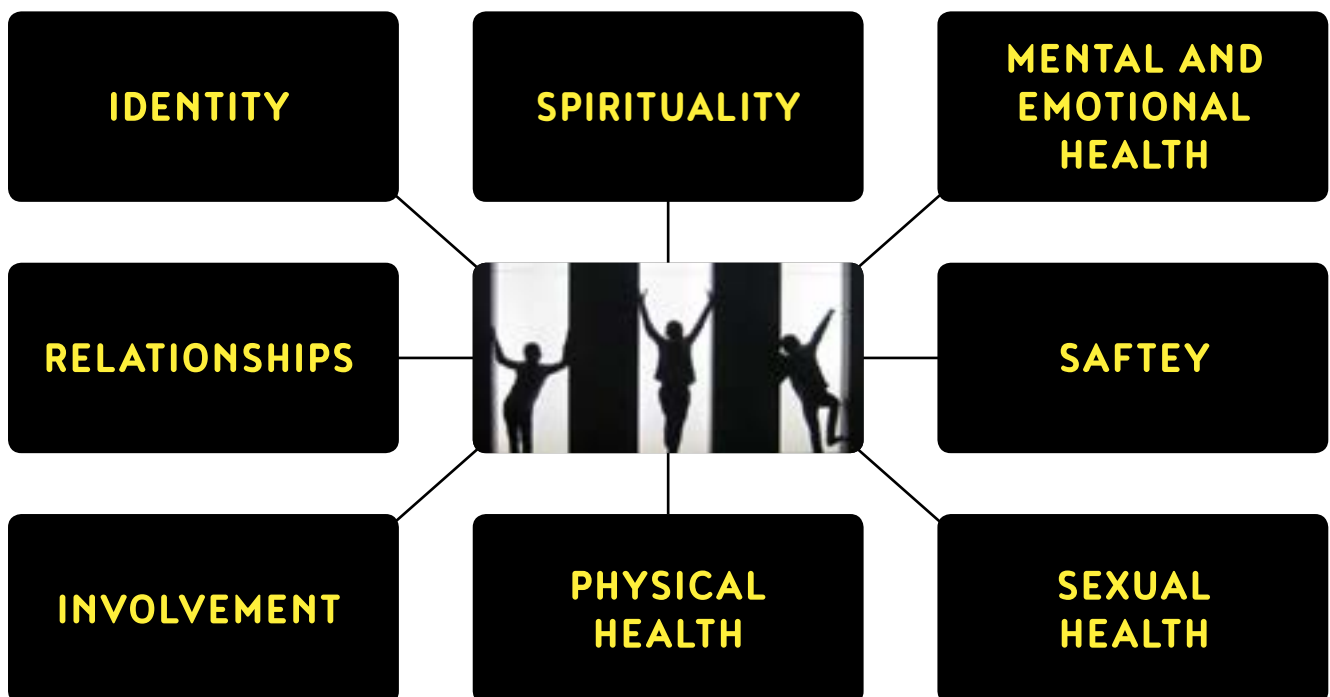


Illustration: KYS youth outcomes model and measures

THE YOSS FRAMEWORK

The definition of a framework in the Cambridge dictionary is: a system of rules, ideas, or beliefs that is used to plan or decide something. It is also a supporting structure around which something can be built.

The purpose of this framework is to define what a YOSS is, and for existing and emerging YOSS to use it as a guide for recommended practice and quality improvement. It is not intended as a compliance or measurement tool; this list is neither exhaustive nor unchanging.

This framework has identified the common threads of eleven YOSS to form the skeleton of the structure and includes identifying features, practice, theory and management. It identifies 14 principles as basic values and then suggests recommended practice approaches for each principle. Each principle is obligatory, with the recommended practice points being optional and aspirational. Example boxes are then used to illustrate how different YOSS have implemented the principle to cater for the unique nature of their community, demonstrating that each YOSS is connected in theory even if the application is unique.

SUPPORTING MATERIAL

Each principle has a corresponding folder of supporting material, holding related documents that support the implementation and application of the principle and recommended practice points. These documents are available to the NYOSS and may be available upon request. Please contact yossnetwork@gmail.com for more information.

LEGAL REQUIREMENTS

The following principles and suggested recommended practice points are in addition to individual contract requirements; and legal requirements of organisations with Charitable status operating in the health and social services sector within New Zealand.

ACKNOWLEDGEMENTS

The following principles, recommended practice points and 'voice boxes' are derived from the eleven YOSS managers, their staff, and their young people. Their time, knowledge and resources have heavily influenced the framework and the supporting material.

Thank you to friends and colleagues for their invaluable advice to me when writing this Framework.

Thank you to Working Together More for their funding - without their support this project would not have been possible.

PRINCIPLES

The following principles are the obligatory elements of the framework. To be recognised as a YOSS, all fourteen principles must be achieved in unison. Each principle is connected to the others, and no principle should be implemented in isolation or omitted. Although the principles and corresponding practice points are numbered, this is for ease of use for YOSS; there is no order or prioritisation of principles or practice points. Each principle is as important as the next; they strengthen each other and, when combined, they equal organisations striving to support young people to become thriving, resilient and happy.

PRINCIPLE ONE: HOLISTIC SERVICES

YOSS enhance the health, development and wellbeing of young people, by providing services that support them to thrive physically, mentally, socially and spiritually. Services support young people to build their resilience and strength.

PRINCIPLE TWO: EQUAL OUTCOMES FOR RANGATAHI

YOSS recognise Māori as tangata whenua and their right to equitable health care and outcomes. YOSS have specific policies, plans and procedures to support the health and wellbeing of Māori.

PRINCIPLE THREE: INCREASING ACCESS

YOSS deliver services in a way that increases access and reduces barriers. Services are free of charge, provided under one roof, youth appropriate and accessible.

PRINCIPLE FOUR: FOR YOUNG PEOPLE

YOSS services are designed and delivered specifically for the youth age range. YOSS recognise that young people have specific health needs and requirements that differ from the wider population.

PRINCIPLE FIVE: RESPECTING CONFIDENTIALITY

YOSS respect young people's right to privacy and for their information to be kept confidential. The YOSS confidentiality policy is clearly and regularly explained to young people and it is ensured that it has been understood.

PRINCIPLE SIX: HOLISTIC ASSESSMENTS

YOSS use holistic assessments to understand the young person in their entire context. Assessments use non-judgemental, strengths-based and youth-appropriate language.

PRINCIPLE SEVEN: KAUPAPA, THEORY AND IDEOLOGY

Kaupapa, theory and ideology embrace youth-focused, youth-centred and strengths-based practice. They are integrated into all areas and levels of the organisation, and they drive all decision making and interaction with young people.

PRINCIPLE EIGHT: YOUTH PARTICIPATION

YOSS integrate youth participation as an essential and valuable contribution to the functioning and effectiveness of the YOSS. Youth participation leads decision making within the YOSS.

PRINCIPLE NINE: ROBUST GOVERNANCE

The governing body of the YOSS steers the organisation and ensures robust governance policies and procedures throughout.

PRINCIPLE TEN: ROBUST BUSINESS PRACTICE

YOSS have robust business policies, plans and procedures, and are working to achieve their vision.

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Photo: YOSS Young People



PRINCIPLE ELEVEN: ROBUST FINANCIAL PRACTICE

YOSS have robust financial practices that are transparent and working towards financial sustainability.

PRINCIPLE TWELVE: ROBUST WORKFORCE DEVELOPMENT

YOSS have robust workforce development policies and processes that attain and maintain effective and happy staff who are passionate about working with young people.

PRINCIPLE THIRTEEN: ROBUST ADMINISTRATION PRACTICE

YOSS have robust administration practices leading to cohesive systems and services for young people.

PRINCIPLE FOURTEEN: BIGGER PICTURE

YOSS contribute to the bigger picture of the health and wellbeing of young people in New Zealand.

FRAMEWORK OF YOUTH ONE STOP SHOPS IN NEW ZEALAND: PRINCIPLES & RECOMMENDED PRACTICE

Principle 1: Holistic Services

YOSS enhance the health, development and wellbeing of young people, by providing services that support them to thrive physically, mentally, socially and spiritually. Services support young people to build their resilience and strength.

RECOMMENDED PRACTICE:

1.1 Young people understand they can discuss any of their wellbeing needs within the YOSS and know they will be linked with appropriate services and staff.

1.2 Young people feel their wellbeing is empowered by building on their resilience and strengths and by having access to services that support all areas of their wellbeing.

1.3 YOSS deliver services that support physical, mental, social and spiritual wellbeing with an emphasis on fostering resilience and supporting young people to make positive decisions.

1.4 YOSS identify wellbeing as interlinked spheres between physical, mental, social and spiritual domains; they provide services that support all areas of wellbeing with a minimum of one service within each branch of:

- Health services
- Social services
- Positive youth development programmes.

1.5 YOSS actively work with young people to emphasise the importance of connections to their communities, families, schools and peers; and work with the young person to make positive connections within these areas of life.

1.6 All services are provided within the organisation. If this is not possible, YOSS deliver services in collaboration with other organisations, with an associated memorandum of understanding (MOU), and ensuring delivery is not in conflict with the YOSS's values.

1.7 Staff actively discuss other services offered within the YOSS with young people and community.

1.8 Staff actively network within the community and purposefully build relationships with people and organisations that support youth health, development and wellbeing.

(See 'Supporting material' for more information)

YOUTH VOICE: AT VIBE, THERE ARE MANY DIFFERENT SERVICES UNDER ONE ROOF; IS THIS GOOD OR BAD? WHY?

Good, a lot of people have multiple needs.

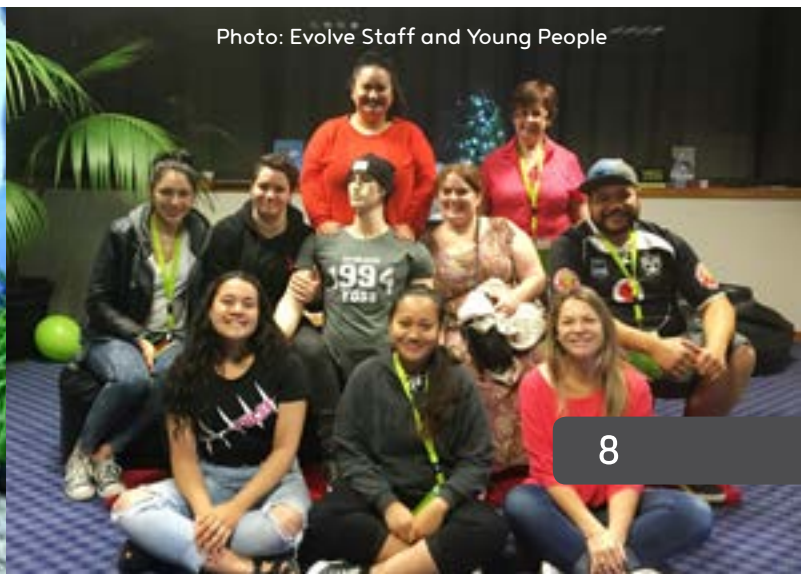
YOUTH VOICE: AT EVOLVE, THERE ARE MANY DIFFERENT SERVICES UNDER ONE ROOF; IS THIS GOOD OR BAD? WHY?

Good. Youth are far more comfortable with wrap around than being shuttled between services and lost in the cracks.

Photo: YOSS Youth Development Group



Photo: Evolve Staff and Young People



**YOUTH VOICE: AT ANAMATA CAFE, THERE ARE
MANY DIFFERENT SERVICES UNDER ONE ROOF;
IS THIS GOOD OR BAD? WHY?**

*Good, people might come for just one service and
may see something else they need help with.*

STAFF VOICE: DIRECTIONS ON WHY SERVICES UNDER ONE ROOF WORKS

- *The young person only has to tell their story once, rather than continually having to tell their story to different organisations.*
- *The organisation is able to provide a confidential environment involving the different professionals within the organisation.*
- *Able to hold a Multi-Disciplinary Meeting (MDT) with different professionals.*
- *Able to provide holistic care.*
- *There is accountability with internal referrals, rather than referring outside of the organisation where often you don't know whether the referral has been picked up or followed through.*
- *Able to engage with young people in a youth-friendly environment.*
- *Saves time for professionals making referrals.*
- *Able to introduce another professional to a young person in a timely manner.*
- *We can be responsive to young people within their time frame where life is fast.*

Principle 2: Equal Outcomes for Rangatahi

YOSS recognise Māori as tangata whenua and their right to equitable health care and outcomes. YOSS have specific policies, plans and procedures to support the health and wellbeing of Māori.

RECOMMENDED PRACTICE:

- 2.1 Māori young people have equitable access to services and feel their culture and heritage is celebrated and incorporated into their healthcare.
- 2.2 YOSS show a commitment to the Treaty of Waitangi as a founding document of Aotearoa New Zealand; this commitment is incorporated into practice throughout the YOSS.
- 2.3 Indigenous people's policy and strategy supports Māori youth health and wellbeing within their cultural context.
- 2.4 Māori staff and knowledge are valued within the YOSS and contribute at all levels of the organisation.
- 2.5 Karakia, mihi, waiata and Māori cultural training are part of induction plans and on-going training.
- 2.6 The YOSS has access to kuia, kaumātua, mana whenua and cultural supervision, and mentoring is available.
- 2.7 Te Reo is commonplace within the YOSS and is supported and encouraged.
(See 'Supporting material' for more information)

Photo: YOSS Young People at a Youth Development Programme



STAFF VOICE: DIRECTIONS ON HOW THEY RESPECT TE TIRITI IN PRACTICE

- *Waiata as a team - being able to respond with waiata when necessary at relevant cultural events and with respective whānau.*
- *Karakia open and close hui appropriately.*
- *Provide kai for hui/meetings, and providing koha appropriately for clients/families/whānau.*
- *Directions staff are encouraged to use and kōrero in Māori when appropriate.*
- *Access iwi leaders as appropriate for education, training and cultural leadership/guidance.*
- *Directions staff will whānau hui with clients, family, and other professionals as and when necessary.*
- *Work with clients to connect to their cultural roots via their whakapapa, marae, and elders.*
- *Offer Directions clients the opportunity to have support with them when meeting with Directions staff.*
- *Ensure Directions staff can access cultural supervision.*
- *Ensure Directions staff receive cultural training regarding tikanga.*

STAFF VOICE: ROTOVEGAS ON HOW THEY RESPECT TE TIRITI IN PRACTICE

All staff attend regular cultural competency trainings. We all use te Reo as much as possible, and especially make an effort to pronounce youth names and place names properly. We try to take cultural settings and whānau into account in making problem plans with young people, e.g. using a kaumātua if relevant, arranging for blessings and karakia when young people want this. We have appropriate ceremonies e.g. whakatau, when new staff start or when a new big project is beginning.

Principle 3: Increasing Access

YOSS deliver services in a way that increases access and reduces barriers. Services are free of charge, provided under one roof, youth appropriate and accessible.

RECOMMENDED PRACTICE:

3.1 Young people feel safe, respected, comfortable and accepted in the YOSS, and these reasons contribute to them actively using the YOSS to support their wellbeing needs.

3.2 YOSS are not-for-profit and provide services that are free of charge, with limited exceptions, such as flu vaccinations and non-resident fees. Income generated from YOSS business will be directed back into the YOSS to support service delivery.

3.3 A YOSS has a minimum of one main site where all services are delivered, of which they are the sole occupier and/or manager. They may also have optional partial or mobile sites where they share occupancy and deliver selected services.

3.4 YOSS locations are youth appropriate in their location of the building, engagement of staff and style of resources. Young people are involved in the decision making for what a YOSS looks like.

3.5 YOSS sites are easy for young people to access.

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Photo: Evolve Youth Development Group



3.6 Youth participation is used as a tool to increase access for young people. This is demonstrated through their voice being heard on location, service provision, resources and more.

3.7 YOSS have strategies to work with specific demographic groups that are part of the wider group of young people who use the service, for example, Māori and Pacific people and gender diverse people. These ensure their unique needs are supported and visible.

(See 'Supporting material' for more information)

YOUTH VOICE: WHAT DO YOU LIKE ABOUT ROTOVEGAS?

Friendly and non-judgemental staff and feels like a safe environment.

YOUTH VOICE: WHAT DO YOU LIKE MOST ABOUT THE WAY ANAMATA CAFE LOOKS?

Posters! Posters! Posters! Feels like a teenager's room. Makes you feel at home, comfortable, keeps the nerves down reading positive things.

YOUTH VOICE: WHY DO YOU USE NUMBER 10 OVER OTHER PLACES, LIKE A GP?

I love being able to text to book an appointment, etc., because calling is so scary; it's not made into a big deal and it's free.

Photo: 298 waiting room



Photo: Number 10's waiting room



Principle 4: For Young People

YOSS services are designed and delivered specifically for the youth age range. YOSS recognise that young people have specific health needs and requirements that differ from the wider population.

RECOMMENDED PRACTICE:

4.1 YOSS serve a group that falls within a definition of a young person (for example: United Nations, 15–24 years; New Zealand, 12–24 years; UNICEF, 10–24; UN Habitat youth fund, 15–32). The majority of YOSS work with young people starting at age 10 or 12 and up to their 25th birthday.

4.2 Young people have a sense of belonging and ownership towards the YOSS; they feel represented and valued.

4.3 Staff are recruited with youth engagement in mind. Young people are able to connect and build relationships with staff; staff are compassionate towards young people and have skill or experience working with this demographic.

4.4 Resources, such as information or tools that staff use, are designed for youth engagement.

4.5 Young people feel comfortable and free from judgement at the YOSS. Youth cultures, art, language and stages of development are celebrated and reflected in the YOSS.

(See 'Supporting material' for more information)

Photo: Spoken Word at 298



STAFF VOICE: 298 ON WHY YOUTH-SPECIFIC SERVICES WORK

A youth-specific service works well, as we can accommodate the needs of young people who are still developing, to participate well and respond appropriately to adult services.

Being youth-specific means that staff who work here particularly like working with young people and that is reflected in their youth-friendly practice.

For us being youth-friendly means that our services are free - removing any financial barriers, our staff are professional yet friendly and casual, our appointment times are longer - taking into account the extra time needed to explain things, be with a young person in times of crisis and explore issues more deeply.

We allow greater flexibility than general practice for clients being late or not turning up multiple times.

Providing a wraparound service, where the young person can get many of their needs met (youth work, counselling and social services, as well as medical care) under one roof is an integral part of the service.

Our building is welcoming, and our clients tell us that us being able to offer the use of our kitchen and shower is really meaningful to them in times of need.

While providing greater flexibility than adult services, we do also put in firm boundaries and increase expectations in line with clients' ability to meet them. Our aim is to have young people leave our service being able to manage the expectations that adult services have.



Photo: Anamata CAFE Health Promotion

YOUTH VOICE: WHAT DO YOU LIKE ABOUT THE WAY ANAMATA CAFE STAFF SPEAK AND INTERACT WITH YOU?
They talk to me like a friend and make sure that we are on the same level. I never feel like I am being judged or told off.

YOUTH VOICE: ROTOVEGAS ONLY WORKS WITH YOUTH; IS THIS IMPORTANT TO YOU? WHY?
During teen years there's a million issues; it's nice to have some free help.

Photo: Number 10 Young People



Principle 5: Respecting Confidentiality

YOSS respect young people's right to privacy and for their information to be kept confidential. The YOSS confidentiality policy is clearly and regularly explained to young people and it is ensured that it has been understood.

RECOMMENDED PRACTICE:

5.1 Young people's information is kept confidential from their family, friends, schools, community and other organisations, unless specifically outlined in legislation or policy and explained to the young person.

5.2 Confidentiality is explained to the young person at several points of their engagement with the YOSS, including:

- Registration
- Verbally when engaging with a new service within the YOSS
- Verbally before a staff member breaks confidentiality.

5.3 The confidentiality policy is displayed in writing in public spaces throughout the YOSS in a youth-appropriate and engaging manner.

5.4 When confidentiality is explained, the staff member gives examples of how this could apply to the young person's situation and ensures they understand.

5.5 YOSS have policy in place that outlines when confidentiality will be broken when the safety of the young person, other people and children are at risk, and procedures relating to this.

5.6 YOSS understand that personal details are for the young person to share and that by keeping confidentiality, staff are supporting self-determination as well as building trust and a relationship with young people.

5.7 YOSS have working knowledge of New Zealand legislation that applies to confidentiality rights and when this can be broken.

(See 'Supporting material' for more information)

YOUTH VOICE: IS CONFIDENTIALITY AT ROTOVEGAS IMPORTANT TO YOU? WHY?

Yes, it shows me a sense of respect for my own health.

YOUTH VOICE: AT ROTOVEGAS, HOW IS CONFIDENTIALITY EXPLAINED TO YOU?

It was explained very thoroughly. I felt well informed and comfortable.

STAFF VOICE: YOSS ON WHY CONFIDENTIALITY IS IMPORTANT WHEN WORKING WITH YOUNG PEOPLE

Confidentiality is so important for a YOSS because young people trust us with their life stories. As a team member, my responsibility is to promote and protect their confidentiality and privacy, but also have acute awareness and respect for managing harm and the law, especially around what legal right their parent/care-giver has to their information.

Photo: Vibe's Confidentiality Poster



Photo: Vibe Displaying Confidentiality and Privacy Posters



Principle 6: Holistic Assessments

YOSS use holistic assessments to understand the young person in their entire context.

Assessments use non-judgemental, strengths-based and youth-appropriate language.

RECOMMENDED PRACTICE:

6.1 Assessments used in YOSS are holistic and view the young person in their big-picture context alongside their whānau and family, peers and community.

6.2 A staff member may use a collection of assessments and tools to build the picture and may use them in different forms depending on the discipline and need.

6.3 Assessments and tools are chosen for their youth appropriateness and need; and are used in a strengths-based and non-judgemental manner.

6.4 HEEADSSSSS is a psychosocial engagement tool that is used by YOSS in some form. The sections are Home; Education; Employment; Eating; Activities; Drugs and alcohol; Sexuality and gender; Strengths; Spirituality and culture; Suicide and mental illness; and Safety. It is versatile and is used briefly or in depth by all disciplines.

6.5 Holistic assessments lead to intervention plans that manage all areas of need and support all areas of strength.

6.6 Staff use holistic and strengths-based assessments that reflect the young person's culture.

(See 'Supporting material' for more information)

**YOUTH VOICE: WHAT DO YOU LIKE ABOUT THE WAY
VIBE STAFF SPEAK AND INTERACT WITH YOU?**
Welcoming, give you that belonging feeling.

STAFF VOICE: ANAMATA CAFE ON THE BENEFIT OF HOLISTIC ASSESSMENTS

We don't just see the young person for what they come in for; we see their whole lives and what is working well and what is not. We build on the working well bits and many times the rest will flow on. We are able to provide support for other areas in their lives which affect their physical and mental health.

Photo: Photo: Number 10 Activity



Principle 7: Kaupapa, Theory and Ideology

Kaupapa, theory and ideology embrace youth-focused, youth-centred and strengths-based practice. They are integrated into all areas and levels of the organisation, and they drive all decision making and interaction with young people.

RECOMMENDED PRACTICE:

7.1 Positive Youth Development (PYD) is an integral part of a YOSS. It is a term that focuses on positive outcomes for youth; it upholds the notion that young people have agency over their lives to make choices to learn from, and that contribute to their peers, family and community.

7.2 YOSS are strengths-based in theory and practice; there are many perspectives of being strengths-based, including the young person, staff and organisation perspective.

7.3 YOSS have organisation values, vision and purpose that guide strategic direction for YOSS. These guide and support governance and staff, and underpin the work they do.

7.4 Principles of the Treaty of Waitangi are upheld and incorporated into the functioning of the YOSS.

7.5 All staff are provided with regular training on key kaupapa and are able to discuss the key elements of how this is incorporated into their practice.

7.6 YOSS abide by international declarations. These are treaties or conventions that New Zealand is a signatory party to, including (but not limited to): the Declaration of the Rights of the Child; the Universal Declaration of Human Rights; the Declaration on the Rights of Disabled Persons; the Declaration on the Rights of Indigenous Peoples; the Declaration on Sexual Orientation and Gender Identity; and the Convention on the Elimination of all forms of Discrimination Against Women.

(See 'Supporting material' for more information)

MANAGER VOICE: 298 ON HOW THEY PUT THEIR ORGANISATION VALUES INTO PRACTICE

My role as the manager is pivotal for the day-to-day operational infrastructure and business management. To provide leadership and direction for the team including delegation and oversight.

- *Employ staff who have a passion for working with young people.*
- *Employ staff who are professional and have qualifications, skills and experience to work in the role they are employed in.*
- *Work in a collaborative manner as a cohesive team of professionals.*
- *Create a safe environment in which young people are respected, accepted and contribute to their own wellbeing and are connected to whānau.*
- *Effective strong communication processes.*
- *Work with an integrated model of care that provides a general medical, mental health and social wraparound service.*
- *Promote physical, emotional, spiritual and social health to our young people.*
- *Practise continuous quality improvement by implementing recommended practice systems and processes in our day to day work.*
- *Commitment to supporting professional development for the staff employed at 298 YHC.*
- *Work in partnership and foster relationships with other services and agencies in the community.*
- *Our philosophy is for young people to 'access the right door at the right time in the right place'.*

YOUTH VOICE: WHAT DO YOU LIKE ABOUT EVOLVE?

The friendly, understanding staff. Everyone is empathetic; no one has ever baulked at my lifestyle or quirks, but done their best to help me. The lack of pressure, and trust that I know my own mind. The breadth of services available and willingness to help and offer additional services.

**YOUTH VOICE: WHAT DO YOU LIKE ABOUT THE WAY THE
298 STAFF SPEAK AND INTERACT WITH YOU?**

*It's more casual than most places which makes discussing
personal issues sometimes easier.*

**STAFF VOICE: ROTOVEGAS ON HOW THEY PUT THE STRENGTHS-BASED
APPROACH INTO PRACTICE**

*For all young people seen, we look at the reasons they came in, and also find out
about their interests/skills/strengths. Knowing strengths gives us tools to work with
when developing a plan with the young person.*

Photo: YOSS Young People



Principle 8: Youth Participation

YOSS integrate youth participation as an essential and valuable contribution to the functioning and effectiveness of the YOSS. Youth participation leads decision making within the YOSS.

RECOMMENDED PRACTICE:

8.1 Young people feel listened to at the YOSS and are aware of opportunities to participate.

8.2 YOSS ensure governance and staff understand and value youth participation and support them to operate between rungs six and eight of Hart's Ladder (a youth participation model, which consist of eight rungs) in their work.

8.3 There are young people represented on the governance structure with meaningful ways to contribute to the governance and decision making of the YOSS.

8.4 There are young people on staff who are valued and contribute to the decision-making and functioning of the organisation and the achievement of goals.

8.5 There is a group of diverse young people who meet regularly or who are frequently accessed to give opinions on organisation matters such as co-design, service delivery and evaluation.

8.6 Rangatahi Māori are included in all youth participation within the YOSS.

8.7 A YOSS contributes to its youth participation with named or anonymous feedback in the form of surveys, texts and Facebook posts.

(See 'Supporting material' for more information)

Photo: Evolve Young People



MANAGER VOICE: VIBE ON HOW THEY PUT YOUTH PARTICIPATION INTO PRACTICE

Vibe are committed to ensuring effective youth participation by creating opportunities for young people to be involved in influencing, shaping, designing and contributing to policy and the development of services and programmes. The following are a couple of examples of Vibe's commitment to youth participation.

Vibe's current Youth Advisory Group is made up of 14 young people. These young people meet on a fortnightly basis to share young people's opinions and ideas on Vibe's service delivery as well as representing a youth voice in the Hutt Valley.

A number of Vibe staff completed an internal youth participation workshop recently. It was identified that youth participation is a topic we would like to socialise more in the wider Vibe staff and up skills for staff and young people on what youth participation means in Vibe; to strengthen and build on the different models of youth participation; and review the theories which underpin our practice in youth participation.

Photo: Evolve Young People Painting



Principle 9: Robust Governance

The governing body of the YOSS steers the organisation and ensures robust governance policies and procedures throughout.

RECOMMENDED PRACTICE:

- 9.1 A YOSS is a Charitable Trust or has Charitable Trust status.
- 9.2 A YOSS is founded by community out of need and genuine interest in the health and wellbeing of young people. It is not established by Government or private interests.
- 9.3 The YOSS governing board hold clear roles with accompanying job descriptions and standards they uphold.
- 9.4 The governing body ensures there is an effective staff structure in place, with clear lines of accountability leading to the governing body.
- 9.5 There are governance policies and procedures in place and followed.
- 9.6 The governing body leads the YOSS towards its vision and acts in the best interests of the organisation, young people and communities.
- 9.7 The governing body values youth participation and adheres to Hart's Ladder (a youth participation model, which consists of eight rungs) from six and above.

(See 'Supporting material' for more information)

TRUSTEE VOICE: YOSS VICE CHAIRPERSON ON THE IMPORTANCE OF AN ENGAGED GOVERNING BOARD

Governance guides the purpose, direction, priorities and compliance of a YOSS. A strong governance board or team will actively engage with stakeholders, including young people, mana whenua, and employees, and uphold the organisational values and leadership. It's a tough ask to expect this of volunteers who sometimes aren't 'in the business'; however, good governance will provide a massive return on investment.

MANAGER VOICE: NUMBER 10 ON THE IMPORTANCE OF A GOOD GOVERNING TEAM AND SYSTEM

A strong governance team is a key component to the success of a YOSS. A group of engaged volunteers who bring a range of professional skills to their governance tasks can set the strategic direction for the organisation and shepherd the organisation towards reaching its goals.

For governance to work well, both the governance and management teams need to understand the boundaries of their respective roles and operate within them. By performing governance tasks (i.e. strategic planning, establishment of policies, supervision of the Director/Manager, financial oversight, health and safety, etc.), the governance team sets up a supportive structure under which staff can operate effectively.

By performing management tasks (i.e. programme development, people and money management, establishment of procedures, quality improvement and reporting, etc.), the management team put the will of the board into action and provides it with the information it needs to make good decisions. A solid partnership between governance and management allows a YOSS to flourish.

Photo: Rotovegas Staff and the 'Yeah' 'Nah' Campaign



Photo: Anamata CAFE Staff with Harold



Principle 10: Robust Business Practice

YOSS have robust business policies, plans and procedures and are working to achieve their vision.

RECOMMENDED PRACTICE:

10.1 The YOSS has a strategic plan, which establishes priorities and organisational goals and the steps and resources needed to achieve these. The strategic plan drives the YOSS towards its purpose and vision and incorporates its values.

10.2 There are business policies and procedures in place.

10.3 There is a risk management plan in place.

10.4 The YOSS has an annual plan, which stems from the strategic plan and outlines the year goals and strategies, and how these will be monitored, reported and achieved.

10.5 The YOSS has a business plan, which is the background document to the strategic and annual plan. It identifies direction and what, where, who, how and when these strategies will happen.

10.6 The YOSS has a quality plan; this addresses all areas of the YOSS and plans quality improvement across the YOSS.

10.7 A YOSS has an environmental policy and plan in place to reduce consumption, to re-use where possible and to always recycle. A YOSS protects the land their youth and community will use for years to come.

10.8 A YOSS has health and safety policies, plans and procedures.

(See 'Supporting material' for more information)

YOUTH VOICE: WHY DO YOU USE EVOLVE OVER OTHER PLACES, LIKE A GP?

It's more casual than most places which makes discussing personal issues sometimes easier.

MANAGER VOICE: VIBE ON THE BENEFIT OF A BUSINESS PLAN

In general, a business plan describes the business, the environment/sector/market you're in, your organisation's goals/objectives, and the strategies you have/are putting in place to achieve the objectives.

In developing our business plan, Vibe has been intentional in looking objectively and realistically at ourselves – our goals, our past and future direction. The business plan is a reference point when exploring opportunities and reviewing business operations, and allows us to plan for the future. Other benefits of having a business plan are to assist with identifying resource requirements, and communicating with staff, stakeholders, funders, etc. Our business plan is a living document providing Vibe with the flexibility to be responsive to the changing needs of the community.

Photo: Anamata CAFE Bus



Principle 11: Robust Financial Practice

YOSS have robust financial practices that are transparent and working towards financial sustainability.

RECOMMENDED PRACTICE:

- 11.1 Financial auditing is required under the Charities Commission.
- 11.2 YOSS are not-for-profit and do not charge for their services, with limited contractual exceptions.
- 11.3 Profit that is made from additional business is redirected back into the YOSS to benefit young people.
- 11.4 A YOSS has a financial plan and policies in place.
- 11.5 YOSS are transparent with their finances and financial processes, and actively reduce the possibility of fraud or other financial misconduct.
- 11.6 A YOSS has a sustainability plan, which incorporates a range of income sources and minimises reliance on any one income source.
- 11.7 Salary pay scales are established and implemented for all employees. These provide guidance and structure to salaries and align experience, qualifications and salary.
- 11.8 A financial calculation is used when considering running a new service to see if it is viable. For example: cost of staff hours plus 8% (annual leave, Kiwisaver, etc.), plus 30% (administration, professional development, rent, insurance, IT, etc.).

(See 'Supporting material' for more information)

MANAGER VOICE: NUMBER 10 ON THE IMPORTANCE OF A GOOD AND ROBUST FINANCIAL SYSTEM FOR YOSS

A robust financial system serves a variety of purposes within a YOSS. It allows donors, board members, staff and the community at large to have confidence that precious charitable dollars are invested to result in the greatest impact. Reporting at the granular level of financial details allows management to know the actual costs of specific activities and provides the information necessary to weigh the monetary cost of various programmatic options.

Clear division of labour and checks and balances leaves little room for fraud or waste. Forecasting and budgeting allow both governance and management to manage financial risks. When financial systems are weak, the results can be catastrophic. When they're strong, they help a YOSS move forward decisively and confidently.

MANAGER VOICE: YOSS ON THE IMPORTANCE OF A GOOD AND ROBUST FINANCIAL SYSTEM

A good financial policy will provide accountability to funders and stakeholders, including young people. It ensures the maximisation of efficient and effective use of income and expenditure, outlines the systems and processes that enable you to have accurate information to make decisions and create a platform for sustainability and solid foundation for a YOSS. We talk about 'making the money work for young people'.

Photo: Evolve Hang Out Space



Principle 12: Robust Workforce Development

YOSS have robust workforce development policies and processes that attain and maintain effective and happy staff who are passionate about working with young people.

RECOMMENDED PRACTICE:

12.1 Staff who are employed by YOSS are qualified and skilful in working with young people, they are passionate about youth health, development and wellbeing, and enjoy working with young people.

12.2 Employment agreement and position descriptions are signed before staff start at the YOSS. These outline exactly what the position is, qualifications required and any limitations.

12.3 Internal and external supervision for staff interacting with young people is offered. Internal supervision includes regular case management and note auditing by an experienced staff member in the same or similar professional field or a professional supervisor.

12.4 Staff are encouraged and supported to attend professional development that will advance their professional knowledge. Staff are allocated with a budget and time to complete professional development.

12.5 Staff are encouraged and supported to develop their knowledge of tikanga Māori.

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Photo: 298 Staff and Young Person



12.6 Each staff member is held professionally accountable by someone senior to them. Regular meetings and performance reviews are held to discuss employee performance.

12.7 Staff follow a Code of Ethics (COE). If a staff member's profession has a specific COE, they will adhere to this, otherwise to the Youth Workers' Code of Ethics Aotearoa or the YOSS COE.

12.8 A YOSS has a Code of Conduct for employees to follow; this is included in the new staff induction plan.

12.9 When recruiting new staff, the YOSS needs to consider the needs of young people, the organisation and the team. There is procedure outlining advertising, interviewing, appointing and inducting new staff.

12.10 YOSS acknowledge this field places stress and emotional strain on employees and puts specific policies and strategies into place to alleviate this.

12.11 Communication strategies outline how and when formal communication occurs within the YOSS. These strategies support communication to be easy, efficient, effective and transparent.

12.12 Employees in formal positions of leadership are offered training and support, and given regular time to develop their leadership within the YOSS.

12.13 Induction plans train new staff in their job, organisation, values and theories, and community.

12.14 There is a police vetting process followed for all new staff and volunteers.

(See 'Supporting material' for more information)

MANAGER VOICE: YOSS ON THE IMPORTANCE OF GOOD WORKFORCE DEVELOPMENT PROCESSES

Staff are the biggest asset of a YOSS and having a strong human resource policy and process is vital to ensure that you recruit, select and employ the staff with the competence (skills and knowledge), confidence and values/attitude to work, with and for, young people and their whānau.

The basis of this is a strong youth development framework for workforce development. The human resource systems also need to support robust professional and clinical supervision, staff and team training packages, performance planning and reviews, and health and safety systems with a specific focus on managing stress and burn-out. We also resource team development with team-building days and systems that support team communication. You can teach and grow skills and knowledge, but you can't train someone to love young people; you can't train passion – you need to recruit, retain and share it.

Photo: Evolve Staff at Their 10th Birthday Party



Principle 13: Robust Administration Practice

YOSS have robust administration practices leading to cohesive systems and services for young people.

RECOMMENDED PRACTICE:

13.1 Policy, processes, procedures and forms coordinate multiple people and goals and support the organisation to run efficiently. These administrative practices exist to support effectiveness at all stages in YOSS.

13.2 YOSS report on all contractual agreements. This can include contractual agreements to funders, including qualitative and quantitative data; financial reporting under the charities commission; or reporting between line management on goal achievement and effectiveness.

13.3 YOSS will monitor and evaluate its work to understand the impact it has on its youth community and to improve its services. Evaluation and monitoring occur throughout the organisation (governance, management, staff, young people and community), and includes reports, surveys, statistical analysis, TOMM and more. Monitoring and evaluation inform service provision.

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Photo: Anamata CAFE Reception



13.4 Policy and procedure regulate situations, and outline conduct and actions. These administrative functions outline how and when to take steps for particular areas. Policies and procedures exist for all areas that need to be regulated within a YOSS; a formal process exists to review policies and procedures.

13.5 Administrative tasks are staffed appropriately.

13.6 The YOSS has an efficient IT system that securely stores data and information.
(See 'Supporting material' for more information)

Principle 14: Bigger Picture

YOSS contribute to the bigger picture of the health and wellbeing of young people in New Zealand.

RECOMMENDED PRACTICE:

14.1 YOSS are active members in the Network of Youth One Stop Shops (NYOSS). YOSS attend NYOSS meetings and contribute to network discussions and projects.

14.2 YOSS contribute to national data on youth health and wellbeing. YOSS will contribute to NYOSS data collection projects and contribute to statistics within their region.

14.3 YOSS contribute to the discussion on youth health and wellbeing in Government and community forums, in the form of contributing knowledge or lobbying.

14.4 Emerging YOSS are mentored by existing YOSS. This is a relationship that is established by NYOSS with the detail of how, what, when and where decided by the YOSS involved.

14.5 YOSS are supported by NYOSS during periods of transition. Individual YOSS will reach out when they require support, with NYOSS members volunteering support where possible.

14.6 YOSS advocate for equitable health outcomes for Māori young people.

14.7 YOSS identify injustice facing youth in New Zealand and advocate for youth rights at a local, national and international level.

(See 'Supporting material' for more information)

CONCLUSION

The fourteen principles and recommended practice points have been drawn from the experiences of eleven Youth One Stop Shops across New Zealand, their staff and their young people.

The YOSS format has been supporting young people's health, development and wellbeing for over twenty years; this framework reflects work that is already being done and is being aspired to. Young people thrive within YOSS because everything that is done within YOSS is for them and their wellbeing.

NON-JUDGEMENTAL AND FRIENDLY ATTITUDE OF STAFF - ABOVE AND BEYOND - MANY THINGS IN ONE BUILDING - A LOT OF PEOPLE HAVE MULTIPLE NEEDS - IT'S REALLY EMPOWERING - FUN PLACE TO BE - NO BAD VIBES - IT'S DIFFERENT - FREE AND I'M SUPER BROKE - LOTS OF DIFFERENT SUPPORT IN THE SAME AREA - I CAN COME HERE FOR ALL TYPES OF HELP - FEEL AT HOME - OPEN TO ALTERNATIVE LIFESTYLES - SERVICES ARE FREE - EASY TO GET TO - KIND, FRIENDLY AND APPROACHABLE - THEY TALKED TO ME LIKE A FRIEND - IT SHOWS ME RESPECT FOR MY HEALTH - I CAN TALK ABOUT ANYTHING AND I DON'T FEEL JUDGED - I CAN BE OPEN - FRIENDLY AND SUPPORTIVE - RESPECTFUL, GENUINE, NON-JUDGEMENTAL - GIVE ME HOPE - POLITE AND ASK PRONOUNS - FRIENDLY, WELCOMING, RESPECTFUL AND NOT FORMAL - TREAT US LIKE EQUALS - GIVE YOU THAT BELONGING FEELING - MORE CASUAL THAN MOST PLACES - EVERYONE IS EMPATHETIC - NO PRESSURE

Illustration: comments from young people on youth one stop shops

This framework is to support the work YOSS are doing, and to support emerging YOSS.

The fourteen principles are requirements of a YOSS and are to be used in unison, while the recommended practice points are suggested, with some being aspirational. When YOSS operate effectively through all fourteen principles, they are supporting their young people and communities to be healthy, well and thriving.

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