

REVIEW REPORT

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| <i>Agency Reviewed:</i> | The North West Mentoring Trust (Transitioning to Big Brothers Big Sisters of Christchurch) |
| <i>Review completed on:</i> | Thursday the 23 rd March 2007 |
| <i>Review team:</i> | John Harrington |

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Executive Summary

The North West Mentoring Trust (NWMT) operates an office out of St Aidens Anglican Church Bryndwr.. A group of Youth Workers working in the Bryndwr area first had the vision for a mentoring project back in 2003. The development of the NWMT was initially supported by the Christchurch City Council Fendalton Community Adviser and the Community Board. The NWMT provide in school mentoring programmes in two schools Cobham and Breens Intermediate. Both these schools are in the area where they are based. Most of the mentors live locally. The NWMT is currently expanding its mentoring programme to other parts of the city. They have just started engaging with Shirley Intermediate School and Phillipstown Primary School.

The Trust in the past has run just in school based mentoring programmes and is now piloting the delivery of community based mentoring with which new challenges come.

Currently the NWMT are mentoring 31 young people and they have 55 mentors. This will expand as the community based mentoring grows and other new programmes are delivered in other suburbs of the city.

The NWMT is transitioning to becoming Big Brother Big Sister Christchurch. This is an exciting prospect for the NWMT as it will give them higher profile for the mentoring they do and allow them to attract a wider funding base. This however brings some challenges for the current Board as they need to manage the change so they don't lose any of their original core values and objects. The transition also increases their work load as they will need to change their Trust Deed and create new policies, plus the need to create new letterhead etc.

The success of the NWMT is based on the following:

- The positive effects of mentoring are well documented in research that has been carried out here and overseas in particular the United States. Mentoring a young person one on one has been proven to be one of the key resilience factors in a young person getting through from adolescent to adult. The NWMT are implementing a successful programme simply because mentoring works.
- Matt Button the Mentor Co ordinator is a key person for the NWMT. From all our interviews Matt is highly respected and he obviously has the vision and passion that has got the Trust to where it now. Matt is the face and ambassador for the NWMT and has networked very well in the community that Cobham and Breens Intermediate are based. Matt has also developed the training manual and programme including the induction process plus all the procedures for the mentors relating to the way in which they need to practice.
- The mentors are very well supported and trained in their role. The Trust has a professional induction process for the mentors and ongoing support through regular supervision and training.
- Like many youth services in New Zealand the team at NWMT are achieving remarkable results with the young people being mentored on a very limited resource base. Trained, supported and passionate mentors are essential to the Trusts success with the young people they work with.

A key recommendation is that the Board need to manage the transition from NWMT to Big Brother Big Sister with care, they have mentioned they need to make sure they don't compromise any of their core values and objectives. The review Team is confident the Board will make sure this doesn't happen and that the transition will ensure the Trust will be better positioned and have a more robust structure. Also having the name 'Big Brother Big Sister Christchurch' should attract funding from a wider source ie the corporate sector and give the Trust a higher profile.

Another key recommendation is that the Board needs to develop good organisation policies. This is a key to good governance practice. The review team recognises that the Board is intending to carry this out and a policy port folio has been given to one of their members. This needs to be a priority for the Boards development. It is acknowledged that the Trust has excellent procedures around mentoring bar one policy that needs to be written and that is a complaints procedure for the young people, mentors and paid staff. This too needs to be a priority as at present there is no written process for a young person to make a complaint about a mentor or staff.

We also recommend that as the community based mentoring develops that policies and training specific to this mentoring be developed. The community based mentoring needs tighter accountability for the mentors than the mentoring that occurs in school. The policies should include risk management guidelines, Boundaries in the mentoring relationship, Parental consent, and Transport. Training should be given on these policies once developed and first aid training should also be a priority.

The Board need to do some work on financial management. The Review Team acknowledged that there were some good systems in place but there were also some lacking. The area most lacking was the need to have the Boards finance person meet with the Financial Administrator once a month and

check off receipts and invoices against the bank statements and the cheque book and sign these off. This is good accounting practice and the Board can be confident in the knowledge that money is being expended where it should be. The Review Team would also recommend that the yearly budget be adopted by the Board. This needs to be moved, seconded and carried and also that the budget be reviewed six months into the year. It is also recommended that there be better planning and financial forecasting regarding grant making. This needs to be in accordance with the strategic plan.

In our opinion this agency makes an effective contribution to the support of young people in Christchurch, and we would support any increase in resourcing which would enable this organisation to develop and expand their activities.

The Scope Review Team thoroughly enjoyed their time with the NWMT, We appreciated the openness and honesty of the team, and were made to feel very welcome by people at all levels of the organisation.

John Harrington
Review Leader
29th March 2007 (Draft Report)

Summary of evidence sources:

- Interview with the manager
- Interviews with the mentors in group and individually.
- Interview with Deputy Principle of Cobham Intermediate
- Interview with a group of young people and an individual young person who are being mentored
- Interview with a parent and their daughter who is being mentored
- Interview with the Community Adviser from the Fendalton Service Centre of the Christchurch City Council
- Interview with the Board
- Visit to office to review documentation
- Interview with the Financial Administrator
- Interview with the new Mentor Co ordinator

Reviewed Standards

Grading system

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| Not Applicable | This standard does not apply to the agency. |
| Not Met | There is little or no evidence that relevant indicators are being met. |
| Partly Met | Some or most relevant indicators are being met (identify gaps) |
| Met | All relevant indicators are being met. |
| Best Practice | The agency meets all relevant indicators in both systems and practice. Their work in this area is a model for similar agencies and their expertise should be available to other groups. |

| Standard | Outcome | Comments & Recommendations |
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| 1. Young people are safe | Partially met. | <p>The school based mentoring is carried out in a safe and professional manner</p> <p>Community based mentors need to have first aid training. We recommend the organisation gives guide lines on activities and templates of risk management plan forms for low risk activities</p> <p>The organisation needs to develop a process to communicate their complaints procedure to the young people that are mentored. We acknowledge that the whole complaints policy is currently under development, but not in place at the time of the review.</p> <p>We recommend that the log book the Mentors use is not necessary. The less information you keep on the young people the better. If there was an incident that happened in a mentoring session then the mentor should bring this up with the mentor Co ordinator. It is at this meeting that information would be written.</p> |
| 2. Youth workers are safe | Met | <p>The organisation has very good systems in place so the Mentors are safe. This is backed up in practice</p> <p>The paid youth workers are very well supported by the Board. A Board member has been appointed to give pastoral care for the paid workers. The only issue we have re supervision is at present there could be a conflict of interest with Matt Button being Phil Trotters external supervisor and Phil Trotter being Matt Buttons Pastoral Carer in his role as Mentor Co ordinator</p> |
| 3. The agency helps young people to build positive connections within the programme and to other areas of their lives. | Met | This is one of the key long term outcomes of mentoring. This was clearly stated in all components of the review. |
| 4. The agency operates from a strengths based approach | Met | The organisation works from a very strong strengths based approach. We do recommend that included in the training for mentors is training on the Youth development strategy of Aotearoa. |

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| | | This will help consolidate practice into theory |
| 5. Youth workers at the agency connect effectively with young people. | Best practice | <p>This is a major strength of the in school mentoring programme. From the interviews had with the young people all had mentors who engaged and connected with the young person. The words of the young people were that they get on really well with their mentor and they have helped them heaps.</p> <p>To strengthen this further the organisation could hold focus groups with young people being mentored to get feed back on how mentoring is for them.</p> |
| 6. The agency encourages youth participation and self empowerment. | Met | The organisation is very strong on Youth Development. This is evident right through the organisation from Board level to the young person being mentored. In the mentoring relationship the young person is the one who decides activities and where they struggle to come up with ideas the mentor always gives choices. The mentor relationship is very much young person centred. |
| 7. The programme has clear objectives/purpose/ kaupapa and its activities are consistent with these. | Met | The Board and mentors were clear about the objectives and purpose of Mentoring and why it is an effective form of supporting and strengthening a young persons development. |
| 8. Programme content and design is being shaped by feedback and research into local youth needs. | Met | The Christchurch City Council local Community Board carried out a Youth needs analysis and mentoring was a recommended outcome. mentoring has been researched around the world and proven to be instrumental in being a key protective factor for building resilience in young people. |
| 9. The programme is supportive of the other areas of a young person's life. | Met | Mentoring helps build confidence and new skills in the young person being mentored. This flows on into the different worlds the young person lives in. The young people, mentors, school and parents backed this up when being interviewed. The young people interviewed talked about being more confident to get involved in new things, the teachers noticed more confidence in the class room. The parents felt their young person was more settled at home and mentors saw positive change in attitudes and behaviour as the mentoring relationship developed |
| 10. The programme sets fair and consistent boundaries for young people. | Met | We recommend that as community mentoring develops fair and consistent boundaries are established in consultation with the young people being mentored. |
| 11. The programme is adequately resourced. | Met | There will obviously be the need to gain further resources as the programme expands. Up dating and getting new games and activities in the |

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| | | games cupboards in the schools was a request from the young people and the mentors |
| 12. The agency has a clear kaupapa/set of values/purpose that is shared at all levels. | Met | The current core values and objectives are well known across all levels. It will be important that these values and objectives are not lost during the transition into becoming Big Brother Big Sister Christchurch. |
| 13. The governance group has an effective relationship with the management/manager. | Partially Met | <p>The Manager and the Board have a good working relationship. We found that there hasn't been a performance appraisal done with the Manager since 3 months after the Manager starting. There needs to be a policy with procedures for performance appraisal and the Board needs to sit down with the Manager and consult on a time line for review and appraisal.</p> <p>We recommend also that the Managers written monthly report to the Board should be more expansive. The Board should be informed on how the Manager is spending his time in relation to his job description (including meetings and visits.) This allows the Board to be better informed as to his monthly activities. This will encourage better management and governance practice.</p> |
| 14. Systems are in place for planning, accountability and management of finances appropriate to the size of the agency. | Partially Met | <p>The Board stated how the cheque books have to be signed by two Board members. The finance administrator runs MYOB for the day to day running of the accounts. The profit loss statements and cheques presented for that month are included in the monthly financial report to the Board. The Trust has an operational budget and the staff and mentors operate according to this budget</p> <p>This is satisfactory however we recommend a financial management policy be written so all financial procedures are clear for the Board and staff. We also recommend that the finance administrator meets with the appointed Board person who is responsible for the finances once a month so the invoices and receipts are checked against the bank statements and the cheque book(s). The invoices and receipts need to be signed off by the Boards finance person</p> <p>The current draft budget needs to be ratified at the next Board meeting and should be reviewed 6 monthly into the financial year.</p> <p>Better planning and financial forecasting needs to be implemented in accordance to a strategic plan.</p> |

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| <p>15. Systems are in place for the management and support of staff (whether paid or voluntary).</p> | <p>Met</p> | <p>There are good support systems in place for paid staff and volunteers. The mentors we spoke with were full of praise for the way there were inducted, supported and given good supervision. The paid staff also spoke of how well they were supported by the Board. In talking to the Board it was evident they saw it as paramount they support their staff as they had appointed a Board member to give pastoral care to the staff. One staff member said it was one of the most supportive working environments they had worked in.</p> |
| <p>16. The agency has a set of policies and procedures appropriate to the scope of their operation.</p> | <p>Not met</p> | <p>It is acknowledged that The Board is transitioning becoming Big Brother Big Sister Christchurch. The Board has indicated that they are awaiting for direction regarding policy development. Once Big Brother Big Sister NZ clarify policies the Trust requires they will be able to put into place the appropriate policies.</p> <p>The Board has only 3 policies and knows it needs to write policies. We acknowledge that it is the intention of the Board to write the appropriate policies and they have a member who has a policy port folio.</p> <p>We have suggested they talk with similar organisations regarding policies and check the community net web site to get a list of policies that are suggested for non profit organisations</p> <p>The Trust has good procedures for the Mentors around keeping the young people safe ie. health and safety procedures.</p> |
| <p>17. The agency maintains positive connections with stakeholders and the wider community.</p> | <p>Met</p> | <p>The Trust is very well known in the area it is currently operates mentoring. The Manager is the face of the Trust and has a great reputation, he obviously has strengths in building relationships with stakeholders. The schools in particular were very impressed with the communication and contact they had with the Trust through Matt.</p> <p>The Manager attends community network meeting and the Canterbury Youth Workers</p> |
| <p>18. An agency that works with Maori youth involved actively liaises with local iwi and local Maori resource people.</p> | <p>Not met</p> | <p>The Trust has young people that identify as being Maori. The new Mentor support worker is Maori and is very keen to assist the Trust in how to develop relationships with Maori in the local area. We recommend the Trust forms a relationship with Te Ora Hou (a Maori organisation working with young Maori in the Papanui and Aranui area) and talks with Goerge Ehau their Kaumatua and asks for his advice regarding forming a relationship with local Iwi and seek help in</p> |

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| | | <p>developing policy and training for their mentors in Tikanga, Kawa and Te Tiriti o Waitangi. The staff should try to attend the Canterbury Youth Workers Collectives Noho Marae stay in May.</p> |
| <p>19. The agency works cooperatively with other local agencies and schools to support best outcomes for (individuals and groups of) young people who are in need.</p> | <p>Best Practice</p> | <p>This is one of the strengths of the Trust.</p> |