



Case study

Springboard





THE NEED

Rodney, the northernmost territory of greater Auckland, has the fastest-growing youth population in New Zealand.

Of its 10,230 people aged 12 to 19 years, 10% are considered vulnerable. CYF's Orewa office, which covers Rodney, had the second highest number of substantiated claims of abuse and neglect in New Zealand in 2012.

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Why Foundation North decided to fund Springboard

Springboard was identified as an effective, well-regarded organisation having an impact on its local community.

The investment plan presented to Foundation North included some compelling outcomes from Springboard's work. Police in the Rodney area, for example, saw Springboard's work as the primary contributor to the significant reduction of youth crime in Rodney in recent years. A significant decrease in Youth Justice referrals in North Rodney from 336 in 2008-2009 to 134 in 2012-2013 was attributed by Child, Youth and Family directly to Springboard's intervention programmes

The decision to invest in Springboard through the Foundation's Catalysts for Change programme was driven by the potential for its model to be strengthened and made available to other communities in the region to support youth at risk.

The approach

Springboard's holistic and integrated approach employs the proven components of effective interventions: multi-dimensional family and community-based programmes that fully encompass the needs of at-risk youth and the swift deployment of these to head off 'risk factors'.

Using multi-systemic interventions, the Springboard Model places the young person at the centre of a web of supportive family and community members, targeting their entire social eco-system.



The practice

Springboard uses a comprehensive range of interventions that provide a holistic, wrap-around service that engages the community in delivery.

The Springboard toolkit of interventions includes:

- alternative education
- an intervention programme for youth offenders
- work transition initiatives to help young people gain employment
- family support services including parenting courses, counselling and practical support
- an intensive preventative mentoring programme
- community engagement initiatives
- anti-graffiti programme



Springboard *and the Centre for Social Impact*

The focus we share with Springboard

Springboard is a year into a shared journey of co-creation and innovation with the Centre for Social Impact, exploring how to sustain catalytic change throughout their sphere of influence and through their strong values-based practice.

The Centre for Social Impact has been able to engage Springboard from its values base allowing for the development of a strong relationship where affirmation, challenge and co-creation of solutions have been the backbone of developing its organisational intent and capacity to deliver.

How we are supporting Springboard

The Centre for Social Impact has been the primary sounding board for Springboard innovation. Through listening, observing and developing understanding of Springboard's organisational and operational needs and wants, a range of services have been co-created and designed. This support has included leadership development, governance support, operational capacity development, and the creation of frameworks and tools.

The outcomes we are seeing emerge

The Centre for Social Impact has observed Springboard becoming more robust, reflective and agile in its operations and innovation. The development of reflective practice and a growing internal understanding and use of business acumen and tools has helped Springboard adapt its programme to meet changes in its operating environment and respond to the emerging needs of its local youth.

Springboard's reflection on the competencies that help them achieve great results for their youth, families and community and evolving service models are positioning it to maximise its value and impact in its work with other youth and community not-for-profit organisations.

This has helped it secure additional funding, to supplement the funding provided by Foundation North, from the Vodafone development fund.



Springboard

The client experience

Gary Diprose, CEO
Springboard lead

CSI are bringing our heads up and causing us to get a helicopter view. So it is not just looking at our impact operationally with what is happening with our kids, but it is constantly bringing us to ‘What is the bigger picture? What are you bringing in as systematic change?’ So that is where I feel is a big change. If you’ve got a bigger picture in mind it changes the way you do your day-to-day work.

We have been doing leadership courses with CSI’s Louise Marra, which have been really good. These are a chance to stop a fast train, take time to evaluate, take time to get good practices in place. I think long term it takes a while to change habits and default seems to live pretty close.

When things get really hectic I am just like, ‘Oh Louise, you are not going to be very happy with me right now, I am reverting back...’ because of the busyness. But we’re learning that when we get overwhelmed we need to push back and take a breath.

CSI is also helping us develop our governance. That is really cool, because what it is doing is it is bringing the board chair and us to an understanding which is vital because we are talking about a big vision.

I think this is going to be a dynamic partnership with CSI helping us and bringing understanding of where we’re looking at doing.