



YOUTH STRATEGY 2010 – 2012

Who better to identify root causes of behaviour, solutions, the best way of communicating with young people and the likely responses by young people than young people themselves.

Empowering young people and giving them ownership of solutions is the best means of maintaining their participation and cooperation in programs and enhancing or restoring their connection with community.

Judge Denis Reynolds
President, Children's Court of Western Australia
Judge of the District Court of Western Australia

[Endorsed by Council on 14 December 2009 (C44/12/09)]

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1. INTRODUCTION

The City of Armadale has a significant population of young people who, as with the general population, have widely differing interests, aspirations, strengths and needs. Young people in the City of Armadale have a right to participate fully in community life and help create the future in which they will have such a significant stake.

This Youth Strategy provides a broad framework to guide the City's efforts in engaging and supporting young people over the period 2010 - 2012. While there are some specific projects outlined, such as the City's role in the development of the Youth Activity Area, many strategies require a community-based approach in which the City's role will vary depending on the capacity of external agencies to respond. In essence, the Strategy sets out a mechanism where by:

- Issues are clearly identified;
- Community-wide responses are developed ;
- The City's role in those responses is clearly defined.

Consistent with the City's approach as the service provider of last resort, officers will always look to capacity in the community for responses before considering taking on direct service delivery. There are many benefits in this 'Maximum Outcome with Minimum Intervention' approach including:

- Building capacity in local organisations;
- Creating an environment of collaboration between stakeholders;
- Engendering ownership of issues and solutions;
- Far greater pool of expertise to consider issues and responses;
- Significant advocacy power to other levels of government.

Most significantly, this approach works towards creating a stronger, more resilient and sustainable community.

2. CONSULTATION

Information from the following consultative initiatives has informed this Strategy:

- Youth Recreation Needs Survey (2001);
- Armadale Youth Precinct Study (July 2007);
- City of Armadale Youth Survey, 2,045 responses (December 2008);
- Mission Australia Youth Survey (2007)
http://acys.info/youth_facts_and_stats/attitudes/attitudes2007/mission_australia_survey2007
- United Nations Declaration of Intent on Young People;
- Internal consultation between City Departments;
- Discussion with the Public Transport Authority;
- Discussion with the Department of Sport and Recreation;
- Ongoing dialogue with local youth-focused organisations and agencies;

3. GLOBAL CONTEXT

The United Nations Declaration of intent on Youth articulates very well the responsibility that society has towards young people. The Declaration of Intent applies equally to young people in the City of Armadale as anywhere else in the world and underpins the strategy proposed in this report.

*RESOLUTION ADOPTED BY THE GENERAL ASSEMBLY
[without reference to a Main Committee (A/50/728)]
50/81. World Programme of Action for Youth to the
Year 2000 and Beyond*

UNITED NATIONS DECLARATION OF INTENT ON YOUTH:

The States Members of the United Nations have agreed to work towards achievement of the purposes and principles of the Charter of the United Nations, inter alia, the promotion of higher standards of living, full employment and conditions of economic and social progress and development. Young people in all parts of the world, living in countries at different stages of development and in different socio-economic situations, aspire to full participation in the life of society, as provided in the Charter, including:

- (a) Attainment of an educational level commensurate with their aspirations;*
- (b) Access to employment opportunities equal to their abilities;*
- (c) Food and nutrition adequate for full participation in the life of society;*
- (d) A physical and social environment that promotes good health, offers protection from disease and addiction and is free from all types of violence;*
- (e) Human rights and fundamental freedoms without distinction as to race, sex, language, religion or any other forms of discrimination;*
- (f) Participation in decision-making processes;*
- (g) Places and facilities for cultural, recreational and sports activities to improve the living standards of young people in both rural and urban areas.*

4. LOCAL CONTEXT

Local Governments in Western Australia are not required to have a Youth Plan, unlike the requirement to have a Disability Access and Inclusion Plan or a Community Safety and Crime Prevention Plan. However, like most local governments, the City sees the benefits in considering how to best engage with young people and how the City can assist in implementing initiatives that result in good outcomes for young people, and to articulate this thinking in a youth-focussed plan.

The City's first Youth Plan was developed in 1998 and reviewed in 2003. In 2007, a major *Youth Precinct Study* was undertaken, commissioned by the City of Armadale and jointly funded with the Department of Transport and Regional Services. In addition to providing strong direction in the area of Youth Development, the *Youth Precinct Study* incorporated the consultation and research from which the *Youth Activity Area* initiative was generated.

It is important to note that 'Youth' is a generic term and relates to an age cohort (12 – 25) which, as with any age group, comprises people with a very broad range of interests, aspirations, strengths and needs. This particular age range also covers the most dynamic period of personal development during which young people are subject to many influences (positive and negative) and require a great number of specific support programs to help meet needs and develop potential. Determining priorities for the City's involvement in the wide ranging concept of 'youth development' will ensure that the City's role complements efforts in the broader community and the best outcomes can be achieved.

There are many ways that young people are supported, starting of course with family and friends. The importance of family and friends is reinforced in the most recent Australia-wide Mission Australia Youth survey (2009) in which young people were asked what was most important to them. The most frequent responses were:

- Family and friendships are the most important things in the lives of most young people.
- The most significant areas of concern for young people are Drugs, Suicide and Body Image.
- Young people turn to friends, parents, family friends/relatives for advice and support.

As part of the survey, young people were also asked to nominate what they thought were key emerging issues. The most frequent responses were:

- Family Conflict;
- Drugs;
- Mental Health;
- Financial Issues;
- Personal Safety.

Following family, many organisations influence and support young people. These include schools, sporting clubs, churches, interest groups, service clubs, not-for-profit organisations and the various levels of government. The City of Armadale is well served in having a number of not-for-profit service providers, local churches and community groups that provide excellent services and programs for young people. Examples include the many local junior sporting clubs, Armadale Youth Resources Armadale PCYC and Champion Lakes Christian Church.

The City's Youth Portfolio sits in the Community Services area which tends to be the focus of its youth-related initiatives; however there are many other aspects of the City's core business activities that impact young people. These include:

- Planning for, and providing public open space;

- Support for junior sporting activity including the provision of grounds and facilities for organised sport;
- Provision of facilities such as skate parks, libraries, Armadale Arena, Aquatic Centre and the Champion Centre;
- Direct funding of youth-focussed organisations including Armadale Youth Resources, Drug Arm, PCYC, School Chaplaincies, school P&Cs, various churches and other organisations that provide youth services;
- Coordinating youth-focused events and activities such as youth activities as aspects of the Minnawarra Festival, the ‘Outside the Frame’ Art Awards for year 11 and 12 students and the Banners in the Terrace project;
- Coordination of the Armadale/Gosnells Landcare Group;
- Individual financial support for young people representing the State or country and financial support for young people from Armadale who are studying at the Australian Technical College;
- Coordinating the Richard Sheppard Memorial Student awards for year 11 and 12 Aboriginal Students;
- Coordinating youth-focused programs at the Arena, Champion Centre and the City’s libraries;
- Support for externally coordinated youth-focused activities such as the Slingshot event held at the Aquatic Centre and the Head of the River at Champion Lakes.

The meaningful involvement of young people in decision-making processes is vital to the success of any Youth Strategy. Judge Denis Reynolds, President of the Children’s Court of Western Australia recently made the following comments on this issue:

“Who better to identify root causes of behaviour, solutions, the best way of communicating with young people and the likely responses by young people than young people themselves.

Empowering young people and giving them ownership of solutions is the best means of maintaining their participation and cooperation in programs and enhancing or restoring their connection with community.”

As effective youth engagement is fundamental to the success of any Youth Strategy it is clear that the City needs to consider very carefully new and innovative engagement models in order to facilitate a meaningful dialogue with young people.

5. KEY FOCUS AREAS

This Youth Strategy takes an holistic community-wide approach incorporating the issues previously described in a framework with four key focus areas:

- **involving young people** in decision-making processes;
- **strengthening networks** that link the community effort focused on young people;
- **identifying priority issues** for young people in the City of Armadale;

- **identifying the City’s role** as one of a number of stakeholders in addressing youth issues

As with many community development activities, measuring the success of youth development initiatives is sometimes difficult using traditional quantitative key performance measures. For example; as a matter of course, the City seeks funding for many projects including youth projects and so the level of grant funding received could be seen as an appropriate indicator and maximising funding revenue as a target.

However, it may be that the most effective programs are not particularly expensive, or that the City has assisted to a greater or lesser degree, an external group to access funding rather than seeking grants directly. In fact, consistent with philosophy of the City as ‘service provider of last resort’, officers will always try to build capacity in external groups to take on additional initiatives before considering the City as a lead agency for new projects. While it is very important to have effective review mechanisms and performance measures in place, these need to be geared towards the broader community outcomes and may at times be more qualitative in nature.

6. PRIORITIES

While there are many areas in which the City will continue to support young people, there will be a need to focus significant resources, including staff time, on the following emerging issues:

- The proposal to develop a Youth Activity Area in the CBD. The management of the YAA including; scheduling of events and activities, the involvement of youth-focused agencies and the participation of young people, working in collaboration with other stakeholders, will be crucial to the success of this facility.
- Increased focus on young people using the Armadale Train Line. Some criminal and anti social behaviour by a small number of people, including some young people, is adversely affecting the perception the broader community has towards young people and could damage the reputation of Armadale as a public transport destination.
- Increasing levels of obesity in children and related health and self esteem issues
- Determining how best to support young people as the demographics in the area change. It is expected that there will be a ‘bulge’ in the proportion of young people in the general population as the large numbers of young children moving into the area, or being born here, age. Support will also be required for specific demographic groups of young people, such as those moving into the area from other parts of the world.

7. STRATEGIC PLAN LINKS

The City's Strategic Plan is essentially a road map for development and delivery of a range of services and facilities designed to meet the current and future needs of the community in an efficient and effective manner.

The City's Vision is to be:

- Strong in Opportunity
- Clean, green and prosperous
- A strategic Regional Centre
- A place combining city living with a beautiful bushland setting
- A where change is welcomed
- A great place to raise children and grow old with dignity

The City of Armadale community aims to be recognised for:

- A tradition of innovation, readily embracing new people and new ideas
- A strong sense of hospitality and tolerance
- Pride in the City

Elements of the City's Strategic Plan relevant to this Youth Strategy are:

- Developing and implementing Community Plans for specific services including youth
- Optimising the use of community buildings, facilities and reserves
- Encouraging equity of access to community health programs for all sectors of the community
- Revitalising Armadale City Centre

CITY OF ARMADALE YOUTH STRATEGY 2010 - 2012

Focus Area 1 INVOLVING YOUNG PEOPLE

Aim

The input of young people is heard, valued and acted on when developing and managing relevant projects.

Strategies

- Work with schools and youth organisations to identify opportunities to gain feedback on important issues using their existing programs.
- Engage with young people on ‘their turf’ such as skateparks, schools and sporting organisations to gather feedback on relevant issues.
- Develop consultative processes as part of youth-based initiatives such as school holiday programs, community art projects or through the young women’s group operating from the Champion Centre.
- Convene special issues or project-based forums with young people that have a clear purpose and develop clear and achievable goals.
- Form a working group that includes young people to advise on the development and management of the Youth Activity Area.

Key Success Factors

- A broad range of young people engage in dialogue with the City.
- Direct and positive feedback is received from young people who have participated in consultative initiatives.
- Projects identified by young people are undertaken in a timely manner.
- Consultative initiatives have a clear purpose, develop specific objectives and have successful outcomes.

Focus Area 2 STRENGTHENING NETWORKS

Aim

Free flowing communications between youth-focused organisations and agencies to ensure a shared understanding of issues; identify opportunities for collaboration and advocate key messages to decision makers.

Strategies

- Maintain an active involvement in sector forums such as SERVIA (South East Regional Inter Agency network), LYGON (Local Government Youth Officers Network) and YACWA (Youth Affairs Council of Western Australia).
- Convene regular management group forums of agencies operating from the Champion Centre.
- Maintain strong links with schools through joint development of initiatives such as breakfast clubs, community art projects and the Outside the Frame art award, and ensure that school chaplains are engaged in consultative processes.

- Ensure youth-focused organisations have a profile at the regular contact lunches held for community groups, agencies and service providers.
- Liaise regularly with junior sporting clubs through the City's Club Development Officer.
- Maintain an active involvement in SERRAG (South Eastern Regional Recreational Advisory Group)
- Develop and maintain strong links with Polytechnic West (previously Swan TAFE) and the Australian Technical College.
- Develop and maintain strong links with service clubs and the business sector to identify opportunities for their involvement in training, leadership development and employment opportunities for young people.
- Convene special forums to discuss and workshop specific issues.

Key Success Factors

- High attendance at forums indicating interest, relevance and motivation.
- Partnerships and joint initiatives are developed as a result of the networking effort.
- The main focus of the City's role in youth development is in facilitating outcomes rather than directly coordinating projects.

Focus Area 3 IDENTIFYING PRIORITY ISSUES

Aim

The community-wide effort on youth development is being directed where it is needed most.

Strategies

In addition to ongoing programs and activities, a strong community-wide focus is required on the following priority issues during the life of the Youth Strategy:

- Construction of the Youth Activity Area and development of related management plans, activities and outreach programs, educational strategies and design changes to skater 'hotspots' in the CBD.
- Encourage greater participation by young people in sport and recreational activities.
- Work with stakeholders to develop and implement initiatives that encourage responsible use of public transport.
- Develop further, initiatives that engender community participation, support civic development and the leadership aspirations of young people.
- Engage with agencies and other levels of government to ensure that emerging and future trends in the profile of the youth demographic are identified in order to anticipate appropriate service delivery and support options.

Key Success Factors

- Effective management plans, outreach services and educational initiatives are implemented for the Youth Activity Area.
- Activities at the Youth Activity Area include elements of broader community events which attract a wide range of community members.

- Greater numbers of young people participate in sporting and recreational activities, particularly young people from groups who are less inclined to be involved in physical activity.
- Young people engage in initiatives that encourage community participation, support civic development and leadership aspirations.
- Programs and support services relevant to specific demographic groups are anticipated and implemented in a timely manner.

Focus Area 4 THE CITY'S ROLE

Aim

The best community outcomes are achieved with minimal intervention by the City.

Strategies

As one of many stakeholders with a focus on youth development the City can:

- help build capacity in local service providers and youth-focused organisations to develop and implement programs.
- facilitate partnerships between external organisations to develop initiatives.
- provide support to youth-focused organisations commensurate with their capacities to enable outcomes to be achieved.
- enter partnerships with community groups to jointly develop initiatives.
- where no other options exist, consider the role of lead agency, particularly in relation to initiatives addressing priority issues.
- take a leading role in developing partnerships that support the activation of the Youth Activity Area.
- facilitate a stakeholder group that includes young people to develop management plans and advise on activities and services associated with the Youth Activity Area.
- work with the Public Transport Authority, Department of Sport and Recreation, and local youth organisations to develop initiatives that encourage more responsible use of the public transport system by young people.
- continue the development of the Champion Centre as a 'one stop shop' for the effective delivery of services to Aboriginal people including young Aboriginal people.
- continue its ongoing youth-focused initiatives including:
 - direct funding to youth-focused organisations and projects through the community grants and annual contributions programs.
 - individual financial support for young people representing the State or country and financial support for young people from Armadale who are studying at the Australian Technical College.
 - continued support for junior sporting activity including planning for adequate quality open space for organised sport in the City's growth areas.
 - coordinate youth-focused events such as elements of festivals, art awards, banners in the Terrace, school holiday programs, community art projects and Armadale/Gosnells Landcare group activities.
 - youth-focussed activities and programs at the Armadale Arena, Aquatic Centre and the City's libraries.

- coordinating the annual Richard Sheppard Memorial Student awards for year 11 and 12 Aboriginal Students.
- support for externally coordinated youth-focused activities such as the Slingshot event held at the Aquatic Centre and the Head of the River at Champion Lakes.
- Assisting external youth-based organisations to promote their services, programs and events to young people and in the broader community.

Key Success Factors

- Significant progress is made towards the objectives of the Youth Activity Area.
- Development of the Champion Centre as a one-stop shop for the delivery of services for Aboriginal people.
- The City takes a leading role in bringing stakeholders together to address specific issues as they arise.
- The City proactively engages with agencies and other levels of government to forecast potential changes to the demographics of young people and related services.
- The City's program of ongoing youth initiatives is successfully implemented.

Accountability

MONITORING, REPORTING AND REVIEWING

The City's Community Development Department is the custodian of the Youth Strategy and is responsible for monitoring its progress. The effectiveness of the strategies in achieving outcomes will be tested using the key success factors and reported on a six monthly basis to stakeholders. The Youth Strategy will be reviewed in the second half of 2012 to ensure that it remains relevant beyond that period.

(a) Financial Implications

The Youth Strategy, as proposed in this report, is designed to direct current resources to priority areas rather than to generate new unfunded initiatives. Any projects that may be brought forward over and above those outlined in the proposed Strategy and that require additional resources, would be considered as part of the City's normal budgeting process.

8. PROGRESS REPORTING

Focus Area 1 – INVOLVING YOUNG PEOPLE

Aim

The input of Young People is heard, valued and acted on when developing and managing relevant projects

Strategies	To:	Progress to Strategies	Progress to Key Success Factors
<ul style="list-style-type: none"> • Work with schools and youth organisations to identify opportunities to gain feedback on important issues using their existing programs. • Engage with young people on ‘their turf’ such as skateparks, schools and sporting organisations to gather feedback on relevant issues. • Develop consultative processes as part of youth-based initiatives such as school holiday programs, community art projects or through the young women’s group operating from the Champion Centre. • Convene special issues or project-based forums with young people that 	<p>Jun 2010</p>	<ul style="list-style-type: none"> • Engaged Murdoch University to make Youth Opportunities Program (YOP) film and MK to support to enter into AIFF • Youth to Identify, explore, choose, visit and promote local opportunities and devise questions on local area around issue of concern to youth • Consultative process in film making strategy including local groups and organisations and utilise as a platform for youth to provide feedback • Schools engaged to promote and participate in MB tournament 	<ul style="list-style-type: none"> • YP direct and lead all aspects of YOP film • YP engaged after MB 1st tournament in detailed consultation includes informing workshops for following tournaments and provide feedback on positive aspects and improvements •

Focus Area 1 – INVOLVING YOUNG PEOPLE

Aim

The input of Young People is heard, valued and acted on when developing and managing relevant projects

<p>have a clear purpose and develop clear and achievable goals.</p> <ul style="list-style-type: none"> Form a working group that includes young people to advise on the development and management of the Youth Activity Area. <p>Key Success Factors</p> <ul style="list-style-type: none"> A broad range of young people engage in dialogue with the City. Direct and positive feedback is received from young people who have participated in consultative initiatives. Projects identified by young people are undertaken in a timely manner. Consultative initiatives have a clear purpose, develop specific objectives and have successful outcomes. 	<p>Dec 2010</p>	<ul style="list-style-type: none"> Attended local Youth Expo's YOP Thursday nights exploring opportunities for 'on their turf' 10 weeks starting June. Film completed showcasing Museum, Champion Centre, skate parks, Upcoming YAA, MB, AYR. Consult direct with youth through YOP/ and youth service providers through SERZIA Engaged Polytechnic West students in designing NYW poster and SERZIA logo Youth engaged to submit names for new YAA with voucher prize for winning name chosen Outside Frame art award 4 Skate workshops Jull Street December Off Beatz music Program Jull street running 10 weeks from November engaging wide and diverse rang of 	<ul style="list-style-type: none"> School expo attended ASHS and youth engaged/ showcase COA award presented to city for support Broad range of YP engaged in filming and in direct consultative process YOP screened at Champion Centre Expo and Murdoch Law Centre November direct positive feedback received by participants 3 tournaments concluded for MB engaging wide range of youth from diverse backgrounds and majority from at risk target group Consultation on name for YAA resulted in successful outcome Outside the Frame art award conducted August Community Art Project completed with Roleystone DHS as a part of Highland gathering Summer Cinema films screened
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Focus Area 1 – INVOLVING YOUNG PEOPLE

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The input of Young People is heard, valued and acted on when developing and managing relevant projects

		<p>youth and stakeholders</p> <ul style="list-style-type: none"> • Carey Baptist Youth engaged in Banner in the terrace • Local Schools performed at Champion Centre Expo • RDHS engaged in Community Art project as part of Highland gathering 	<ul style="list-style-type: none"> • Banners in the terrace with Carey Baptist College completed and displayed in local government week • Youth engaged in depth Binge drinking consultation through MB • Detailed consultation undertaken at the end of each MB tournament outcomes directly informing further project development
	Jun 2011	<ul style="list-style-type: none"> • SERZIA meetings attended and chaired by CDO – Youth (consisting of non-government agencies, government departments, including schools) • Comprehensive consultation with young people through the SERZIA network regarding the naming of the Youth Activity Area (YAA). Process of naming the space ongoing. 	<ul style="list-style-type: none"> • Youth issues raised and discussed on the basis of feedback from young people linked to the agencies • Young people actively involved in choosing a name for the YAA

Focus Area 1 – INVOLVING YOUNG PEOPLE

Aim

The input of Young People is heard, valued and acted on when developing and managing relevant projects

	Dec 2011		
	Jun 2012		
	Dec 2012		

Focus Area 2 – STRENGTHENING NETWORKS

Aim

Free flowing communications between youth-focused organisations and agencies to ensure a shared understanding of issues; indentify opportunities for collaboration and advocate key messages to decision makers.

Strategies	To:	Progress to Strategies	Progress to Key Success Factors
<ul style="list-style-type: none"> • Maintain an active involvement in sector forums such as SERZIA (South East Regional Inter Agency network), LYGN (Local Government Youth Officers Network) and YACWA (Youth Affairs Council of Western Australia). • Convene regular management group forums of agencies operating from the Champion Centre. • Maintain strong links with schools through joint development of initiatives such as breakfast clubs, community art projects and the Outside the Frame art award, and ensure that school chaplains are engaged in consultative processes. 	<p>Jun 2010</p>	<ul style="list-style-type: none"> • Developed strong link with local ARBA to support local youth through providing PO as venue for YOP • Broad consultation with Youth organisations to identify aspirations for SERZIA meetings to increase organisations attending • Support SERZIA to develop effective networking and information sharing to strengthen strategies and achieve KPI's • Engaged local service providers in YOP film making including AYR, Schools, Drug Arm, job network providers 	<ul style="list-style-type: none"> • Youth agencies meetings amalgamated into SERZIA. Information sharing website Stakeholder participation increase 400% • Closer links with schools through SERZIA/ MB/ YOP

Focus Area 2 – STRENGTHENING NETWORKS

Aim

Free flowing communications between youth-focused organisations and agencies to ensure a shared understanding of issues; identify opportunities for collaboration and advocate key messages to decision makers.

<ul style="list-style-type: none"> • Ensure youth-focused organisations have a profile at the regular contact lunches held for community groups, agencies and service providers. • Liaise regularly with junior sporting clubs through the City’s Club Development Officer. • Maintain an active involvement in SERRAG (South Eastern Regional Recreational Advisory Group) • Develop and maintain strong links with Polytechnic West (previously Swan TAFE) and the Australian Technical College. • Develop and maintain strong links with service clubs and the business sector to identify opportunities for their involvement in training, leadership development and employment opportunities for young people. 	<p>Dec 2010</p>	<ul style="list-style-type: none"> • Promote programs through club development officer • Developed closer links with schools, through chaplains, ALO’s and nurses particularly • Developed closer links with other councils. 4 new south East corridor councils SERZIA members • Close working with Poly West engaging students in MB/SERYIA/ YOP/ NYW • Working with local businesses to support youth programs • Close work with local service providers in particular Centrelink • Working with Birtwistle history library, champion centre, and range of community service officers to develop activities for 	<ul style="list-style-type: none"> • Club development officer promoting MB for volunteers • SERZIA site live November. Membership over 40 including diverse range of schools, youth service providers and councils. Members starting to actively engage with site posting information and news • Joint initiative with library for NYW ‘loud in library’. • Developing joint initiatives with AYR, Drug Arm, JJ, Centrelink and Centrecare to provide staffing and workshops for MB • Strong partnership with PCYC and MB with PCYC taking lead role
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Focus Area 2 – STRENGTHENING NETWORKS

Aim

Free flowing communications between youth-focused organisations and agencies to ensure a shared understanding of issues; identify opportunities for collaboration and advocate key messages to decision makers.

<ul style="list-style-type: none"> • Convene special forums to discuss and workshop specific issues. 		<p>YAA. Birtwistle library included YOP film in collection</p>	
<p>Key Success Factors</p> <ul style="list-style-type: none"> • High attendance at forums indicating interest, relevance and motivation. • Partnerships and joint initiatives are developed as a result of the networking effort. • The main focus of the City’s role in youth development is in facilitating outcomes rather than directly coordinating projects. 	<p>Jun 2011</p>	<ul style="list-style-type: none"> • CDO – Youth facilitates SERZIA on an ongoing basis – meetings include dissemination of information about youth programs and events and guest speakers showcasing their initiatives. Development of SERZIA website. • Champion Centre Management Group (DIA, WA Police, Dept of Health, Dept of Education, DCP, Dept of Housing) meets regularly to discuss issues arising within the Champion 	<ul style="list-style-type: none"> • 5 x meetings held from January – June with partnerships facilitated resulting in joint programs and events such as with Armadale Youth Resources and the Battle of the Bands. • Majority of agencies involved in Champion Centre Management group involved in events held at the Champion Centre including NAIDOC. • Red Cross Cadets retained as long standing volunteers at the City’s events • 7 x local high-needs schools are supported through the City’s Nutrition

Focus Area 2 – STRENGTHENING NETWORKS

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	<p>Centre.</p> <ul style="list-style-type: none"> • Red Cross Cadets from Armadale Christian College recruited in volunteer capacity to assist with various events including Minnowarra Festival. • Breakfast Clubs at local schools have been supported by the City on an ongoing basis via the Nutrition in Schools program involving a direct contribution to the school P & C. Facilitated by the City, the Rotary Club of Armadale is assisting one school on a long term basis. • Drug Arm and Communicare have hosted the City-supported contact lunches during April and June. • Junior Sporting Clubs number over 32 with regular 	<p>in Schools program with over 500 children being served breakfast weekly. Gwynne Park Primary School has been adopted by the Rotary Club of Armadale and benefits from ongoing financial support.</p> <ul style="list-style-type: none"> • Contact lunches well attended by various agencies and service providers with discussion revolving around youth services. • Junior Clubs have a point of contact within the City which assists them to meet the increased demand for places in the various clubs, indicating that young people are benefitting by the partnership between the City and the local Clubs.
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Focus Area 2 – STRENGTHENING NETWORKS

Aim

Free flowing communications between youth-focused organisations and agencies to ensure a shared understanding of issues; identify opportunities for collaboration and advocate key messages to decision makers.

		<p>correspondence facilitated by the Club Development Officer.</p> <ul style="list-style-type: none"> • Polytechnic West has continued to offer support to the City through graphic design work for flyers for Midnight Basketball and National Youth Week events in Armadale. 	
	Dec 2011		

Focus Area 2 – STRENGTHENING NETWORKS

Aim

Free flowing communications between youth-focused organisations and agencies to ensure a shared understanding of issues; identify opportunities for collaboration and advocate key messages to decision makers.

	Jun 2012		
	Dec 2012		

Focus Area 3 – IDENTIFYING PRIORITY ISSUES

Aim

The community-wide effort on youth development is being directed where it is needed most.

Strategies	To:	Progress to Strategies	Progress to Key Success Factors
<p>In addition to ongoing programs and activities, a strong community-wide focus is required on the following priority issues during the life of the Youth Strategy:</p> <ul style="list-style-type: none"> • Construction of the Youth Activity Area and development of related management plans, activities and outreach programs, educational strategies and design changes to skater ‘hotspots’ in the CBD. • Encourage greater participation by young people in sport and recreational activities. • Work with stakeholders to develop and implement initiatives that encourage responsible use of public transport. • Develop further, initiatives that engender community participation, 	Jun 2010	<ul style="list-style-type: none"> • YAA commence activation engaging YP in making skate park film including new YAA area through YOP • Greater youth participation in sport through MB 	<ul style="list-style-type: none"> • First MB tournament staged May running for 8 weeks • YOP to included work with PTA Northbridge youth engagement project and close work between youth and transit guards
	Dec 2010	<ul style="list-style-type: none"> • Linking with all service providers to promote use of YAA including outreach programs, educational strategies • YOP film showcasing many activities to be shown at YAA and promote local sport and recreation • PTA directly involved in YOP and MB to encourage responsible use of public transport including transit guard 	<ul style="list-style-type: none"> • Participation in MB doubled since commencement • YOP area filming complete engaging local skate YP and commencing activation and awareness of YAA • MB linked to crime reduction of 30% and greater engagement of PPO’s in the community. Older players in MB supported to take leadership roles • MB to continue in 2011 funding secured and continued improvements to include promotion of older youth

Focus Area 3 – IDENTIFYING PRIORITY ISSUES

Aim

The community-wide effort on youth development is being directed where it is needed most.

<p>support civic development and the leadership aspirations of young people.</p> <ul style="list-style-type: none"> Engage with agencies and other levels of government to ensure that emerging and future trends in the profile of the youth demographic are indentified in order to anticipate appropriate service delivery and support options. 		<p>attending YOP and MB</p> <ul style="list-style-type: none"> Developing new initiative with Library and variety of stakeholders to engage community and provide mentoring and educational opportunities to youth Engagement with gov agencies to follow trends and changes in demographics and collate statistics 	<p>into leadership positions</p>
<p>Key Success Factors</p> <ul style="list-style-type: none"> Effective management plans, outreach services and educational initiatives are implemented for the Youth Activity Area. Activities at the Youth Activity Area include elements of broader community events which attract a wide range of community members. Greater numbers of young people participate in sporting and 	<p>Jun 2011</p>	<ul style="list-style-type: none"> Youth Activity Area construction in progress, preparation for official Launch of space in progress. Junior Clubs continue to experience demand for places; increase supported by the City's Club Development Officer through advice and facilitating training workshops. Midnight Basketball program – 	<ul style="list-style-type: none"> Greater youth participation and support from external agencies – Armadale Midnight Basketball program noted as one of the nation's most successful MB programs.

Focus Area 3 – IDENTIFYING PRIORITY ISSUES

Aim

The community-wide effort on youth development is being directed where it is needed most.

<p>recreational activities, particularly young people from groups who are less inclined to be involved in physical activity.</p> <ul style="list-style-type: none"> • Young people engage in initiatives that encourage community participation, support civic development and leadership aspirations. • Programs and support services relevant to specific demographic groups are anticipated and implemented in a timely manner. 		<p>fourth tournament held. A wide number of agencies involved.</p>	
	<p>Dec 2011</p>		

Focus Area 3 – IDENTIFYING PRIORITY ISSUES

Aim

The community-wide effort on youth development is being directed where it is needed most.

	Jun 2012		
	Dec 2012		

Focus Area 4 – THE CITY’S ROLE

Aim

The best community outcomes are achieved with minimal intervention by the City.

Strategies	To:	Progress to Strategies	Progress to Key Success Factors
<p>As one of many stakeholders with a focus on youth development the City can:</p> <ul style="list-style-type: none"> • help build capacity in local service providers and youth-focused organisations to develop and implement programs. • facilitate partnerships between external organisations to develop initiatives. • provide support to youth-focused organisations commensurate with their capacities to enable outcomes to be achieved. • enter partnerships with community groups to jointly develop initiatives. • where no other options exist, consider 	<p>Jun 2010</p>	<ul style="list-style-type: none"> • Develop YOP initiative and act as lead agency in absence of other options • Support PCYC to implement MB and build partnerships with committee members to take active roles • Support develop and set up information sharing site for SERYIA group to assist in information management and networking and support partnerships, consultation, identification of gaps and project development 	<ul style="list-style-type: none"> • 3 Community grants funding to Sporting and youth focused groups • Identified key areas to improve partnerships, develop initiatives and improve interagency collaboration •

Focus Area 4 – THE CITY’S ROLE

Aim

The best community outcomes are achieved with minimal intervention by the City.

<p>the role of lead agency, particularly in relation to initiatives addressing priority issues.</p> <ul style="list-style-type: none"> • take a leading role in developing partnerships that support the activation of the Youth Activity Area. • facilitate a stakeholder group that includes young people to develop management plans and advise on activities and services associated with the Youth Activity Area. • work with the Public Transport Authority, Department of Sport and Recreation, and local youth organisations to develop initiatives that encourage more responsible use of the public transport system by young people. • continue the development of the Champion Centre as a ‘one stop shop’ for the effective delivery of services to Aboriginal people including young 	<p>Dec 2010</p>	<ul style="list-style-type: none"> • AYR engaged over duration of YOP and now active as lead agency with Binge drinking project • Working through SERZIA to provide effective grant information, reduce duplication, facilitate interagency partnerships and build youth service capacity including Schools, job networks, NGO’s • Utilize SERZIA to engage partnerships in activation of YAA and MB • Strong interagency partnerships developed through MB including PTA, DSR, Police, DCP, OCP, PTA. • Acting as lead agency for MB working to build community capacity for effective transfer • Promote changes in 	<ul style="list-style-type: none"> • SERZIA group actively engaged • SERZIA website live November • 3 successful MB tournaments resulting in reduction in crime figures and Northbridge curfew figures • PCYC taking greater role as lead agency for MB • Youth agencies engaging in discussion to activate YAA and MB • Stakeholder’s actively engaging city to attend meetings and discuss partnerships including jobs networks • Ongoing work with Champion Centre to promote involvement of Aboriginal youth in programs and promotion of centre as ‘One Stop Shop’ • 4 Community grants funding to Sporting and youth focused groups • YAA building commenced • Support provided through SERZIA for youth organisations to promote events by providing targeted advertising for
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Focus Area 4 – THE CITY’S ROLE

Aim

The best community outcomes are achieved with minimal intervention by the City.

<p>Aboriginal people.</p> <ul style="list-style-type: none"> • continue its ongoing youth-focused initiatives including: <ul style="list-style-type: none"> ○ direct funding to youth-focused organisations and projects through the community grants and annual contributions programs. ○ individual financial support for young people representing the State or country and financial support for young people from Armadale who are studying at the Australian Technical College. ○ continued support for junior sporting activity including planning for adequate quality open space for organised sport in the City’s growth areas. ○ coordinate youth-focused events such as elements of festivals, art awards, banners in the Terrace, school holiday programs, 		<p>demographics to stakeholders for forward planning</p>	<p>events such as NYW, SHP</p>
	<p>Jun 2011</p>	<ul style="list-style-type: none"> • Continue to support PCYC to implement Midnight Basketball and facilitate partnerships with committee members to take active roles • Support continued implementation of the Indigenous Driver Training Program at the Champion Centre, a partnership between the WA Police and the City. • Continue to work with and through SERVIA to build partnerships, disseminate information and to consult with 	<ul style="list-style-type: none"> • Increasing numbers attending the Indigenous Driver Training Program • National Youth Week Loud in Library workshops well attended and young people requested to attend workshops weekly.

Focus Area 4 – THE CITY’S ROLE

Aim

The best community outcomes are achieved with minimal intervention by the City.

<p>community art projects and Armadale/Gosnells Landcare group activities.</p> <ul style="list-style-type: none"> ○ youth-focussed activities and programs at the Armadale Arena, Aquatic Centre and the City’s libraries. ○ coordinating the annual Richard Sheppard Memorial Student awards for year 11 and 12 Aboriginal Students. ○ support for externally coordinated youth-focused activities such as the Slingshot event held at the Aquatic Centre and the Head of the River at Champion Lakes. 		<p>young people.</p> <ul style="list-style-type: none"> ● Support Armadale Youth Resources to implement the Activate Armadale program ● ‘Loud in Library’ initiative for National Youth Week successful – two workshops held. ● Discussion with Polytechnic West regarding partnership with them to develop content for the Youth Activity Area’s media screens. 	
<ul style="list-style-type: none"> ○ Assisting external youth-based organisations to promote their services, programs and events to young people and in the broader community. 	<p>Dec 2011</p>		

Focus Area 4 – THE CITY’S ROLE

Aim

The best community outcomes are achieved with minimal intervention by the City.

Key Success Factors

- Significant progress is made towards the objectives of the Youth Activity Area.
- Development of the Champion Centre as a one-stop shop for the delivery of services for Aboriginal people.
- The City takes a leading role in bringing stakeholders together to address specific issues as they arise.
- The City proactively engages with agencies and other levels of government to forecast potential changes to the demographics of young people and related services.
- The City’s program of ongoing youth initiatives is successfully implemented.

Jun
2012

Dec
2012