



Attachments

Planning and Strategy Committee

Notice is hereby given that an Planning and Strategy Committee of Council will be held at Council Chambers, 1 Belgrave Street, Manly, on:

Monday 1 September 2014

Commencing at 7.30pm for the purpose of considering items included on the Agenda.

Persons in the gallery are advised that the proceedings of the meeting are being taped. However, under the Local Government Act 1993, no other tape recording is permitted without the authority of the Council or Committee. Tape recording includes a video camera and any electronic device capable of recording speech.

Copies of business papers are available at the Customer Service Counters at Manly Council, Manly Library and Seaforth Library and are available on Council's website:

www.manly.nsw.gov.au

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HUMAN SERVICES AND FACILITIES DIVISION

Human Services And Facilities Division Report No. 3
Draft Manly Council Youth Strategy 2014

AT1: Draft Manly Council Youth Strategy 2014 2

***** END OF ATTACHMENTS *****



MANLY COUNCIL YOUTH STRATEGY 2014



Human Services And Facilities Division Report No. 3.DOC - Draft Manly Council Youth Strategy 2014
Draft Manly Council Youth Strategy 2014

FOREWORD

MESSAGE FROM THE MYOR

Young people have always played an integral part in Manly Council's history. The Manly Youth Council for example was the first of its kind in the state, established in 1968. We have hosted live music at Kangaroo Rock since 1974 with some of Australia's most famous bands - from The Cockroaches (who later became The Wiggles) to Midnight Oil and so many more great bands who graced our stage.

Young people make up 13.6 percent of our population, and play a significant role in the community. In 2013 Council resolved to find out what young people needed from their community, so we trained local young people to find out what their peers thought. The response from the community of 12 to 24 years olds was excellent.

The Manly Youth Strategy draws together over 50 years of experience supporting young people in Manly. Now with the feedback from 1,447 young people who live, work, study and play in Manly, this document will guide Council's engagement with young people and direct service provision for the next 5 years.

Jean Hay AM, Mayor



MESSAGE FROM A YOUTH CONSULTANT

I was inspired to join Manly Youth Council (MYC) last year, after attending a fantastic youth music event organised by MYC at a Market Lane Saturdays event for which I was volunteering. I met a couple of Youth Council members and the lovely Youth Development officer, and I was welcomed to attend the very next meeting. Earlier this year, I was lucky enough to join a group of dedicated young people to conduct a huge survey of the youth in the area. Over the course of a couple of months, we surveyed as many local people as we could under the age of 25.

Getting young people to be the consultants for this survey was an interesting and rewarding approach. Although it was initially intimidating to walk up to complete strangers and ask them to fill in surveys, we all gained confidence as we continued. I think it was really important to have young consultants, because we would have appeared to be slightly less intimidating than adults, giving young people the opportunity to respond freely and truthfully about their opinions. This youth strategy has been a great experience for all involved, and we received a better response than we could ever have imagined. More importantly, this strategy has provided the youth in the Manly area with the opportunity to have their voices heard by the council, and hopefully it will instigate some positive changes for the community as a whole.

Georgia Dee, Year 12 student



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EXECUTIVE SUMMARY

The Youth Strategy 2014-2019 provides evidence-based recommendations for Manly Council, along with other service providers and the wider community, to create an inclusive and supportive community for Manly's young people. By using a youth-adult partnership model to design, implement and evaluate the Youth Strategy, Manly Council has put young people at the forefront of the planning process.

YOUTH STRATEGY WILL ADDRESS

Spaces/Places: The most important thing to young people was the capacity of spaces and places to enhance the connections they have in their lives, mostly with friends but also with family, community networks, and the things they like to do. Manly Beach, the Wharf and Manly town centre were rated as the places of highest significance to young people.

Community Engagement: The Manly community offers young people a supportive, caring environment with a range of opportunities for young people to participate in community life evidenced by their high levels of engagement in their local community and general feelings of safety in the area. Young people expressed a desire to promote a positive image of the diverse nature of young people and promote tolerance within the wider community.

Activities and Events: Young people have a diverse range of interests which was reflected in the variety of things they reported they like to do. The capacity of events and activities to enhance their connections and their ability to be involved in the planning and implementation of those events and activities is highly important to young people.

Concerns young people: Overwhelmingly school and interpersonal relationship stress were of greatest concern for young people in our area. Young people identified teachers, family and friends as their primary sources of support. Young people also expressed significant concerns regarding transportation and parking limitations in the area.

Consultation and Involvement in Decision-making

Processes: Young people indicated they want to have input into Council's decisions and plans that impact on their lives. Many young people did not feel comfortable with conventional consultation processes that work with adults and requested youth-friendly techniques were needed to encourage a broader range of young people to be involved.



PRIORITIES FOR COUNCIL

The feedback collected from the youth consultation, focus groups and Council's key staff workshops created a detailed Action Plan within the Youth Strategy document. The Action Plan has been matched to Council's Community Strategic Plan and the Youth Services team will report on the Action Plan annually. Some of the actions that have been prioritised by Council are:

- The creation of an Annual Youth/Councillor's Forum
- Utilising Social Media to promote Youth Activities
- Finding appropriate Youth Spaces in Manly town centre
- Addition of Youth recognition Awards
- Youth-friendly spaces in Manly 2015
- Keirle Park Skate Bowl upgrade
- Investigating options for a Student Parking Scheme
- The creation of a Beachfront entertainment space (for small events)
- Creating a shaded space at Queenscliff beach
- Creating a 'youth engagement procedure' for external groups putting on events in Manly
- Increasing utilisation of Manly Youth Council within Council's activities
- Involving young people in the planning, resourcing, and promotion of Youth Events in Manly

INTRODUCTION

Manly Council (Council) is committed to making Manly a great place to live for all residents and an attractive place to visit. The Youth Strategy provides a clear strategic direction for how Council works with and for young people aged 12 and 24 years who live, work, play and study in Manly. It ensures that Council is actively engaging with Manly's young people, delivering great services and meeting their needs.

The Youth Strategy has been developed using evidence from a comprehensive consultation with young people in Manly and youth stakeholders, and analysis of current services within Council including a review of Council's Youth Services. A detailed Action Plan will direct Council's service delivery, advocacy and engagement with young people. The Youth Strategy is guided by principles that help define how young people are engaged and what actions Council will take.

CONCEPTS

Youth Participation = giving "young people a voice about issues that are important to them, opportunities to influence decisions affecting their lives and improving services so they can be more responsive" (Australian Government, 2010, p8).

Empowerment = "the means by which individuals, groups and/or communities become able to take control of their circumstances and achieve their own goals, thereby being able to work towards helping themselves and others to maximise the quality of their lives" (Adams, 2003, p8).

Social Justice = ensuring there is a fair, equitable allocation of resources, opportunities, obligations, and bargaining power to all members of the community (Wandersman et al, 2005).

Human Rights Perspective = emphasises that all people, young people included, have the right to define their own needs and to be able to act and participate in how those needs are met (Ife & Tesoriero, 2006).

BENEFITS OF THE YOUTH STRATEGY

Benefits for Council

- Council can respond to young people's needs in a comprehensive way, informed by a sound evidence base, across the range of Council services and activities that impact on their lives.
- Local government is a potentially powerful advocate on youth issues to other levels of government; having sound information about young people will strengthen this capacity.
- Council was able to harness the skills of young people in engaging with their peers to ensure a diverse range of young people had the opportunity to have input into its strategic planning processes.
- Development of Action Plans has allowed various areas of Council to incorporate feedback received from young people into their core business.
- Local government is the most accessible level of government to the community, therefore the most accessible level for young people to influence decision makers to meet their needs and allocate resources. Councils have a great potential to impact on the lives of young people because of their relationship with local networks of business, government and community groups.
- Young people are able to see Council as an organisation that has a genuine interest in being responsive to their needs as a section within the community.

INTRODUCTION

Benefits for Young People

- Programs and services Council provides will effectively meet the needs of local young people as their planning will be based on information received directly from young people themselves.
- The Actions identified within the document create pathways for greater inclusion and collaboration between young people and Council.
- Production of a youth-directed and youth-friendly document, through inclusion of young people's feedback regarding the content, language, and layout of the Youth Strategy. This means the information in it is directly relevant to young people and is presented in a way that young people can understand and see how Council is addressing the things that are important to them.
- The Youth-Adult Partnership consultation model provided a skills development opportunity for Youth Consultants to improve their self-confidence through communication, research and interviewing skills.
- Opportunity to express the diversity of issues that young people cared about and their areas of passion.
- Recognise the range of informal ways young people participate in and connect with their community such as sport, arts, music, digital technologies as well as the more formal ways they participate leadership groups, committees, volunteering, and resident groups.

MANLY'S YOUNG PEOPLE

The term 'young people' often refers to individuals aged between 12 and 24 years. However there is a great diversity in this age group in relation to their cultural and linguistic background, sexual preference, abilities and disabilities, home life, education and employment situation, and economic circumstances. The Youth Strategy accounts for similarities and also reflects the differences in young people's needs, interests, and experiences.

There are approximately 5,900 young people in the Manly local government area - 13.6% of the local population (Forecast.id, 2014). The youth population is forecast to grow to 6,307 in the next 10 years, making young people the second largest population growth age group in the area. Majority of the young people 15 to 24 years in Manly were born in Australia (70 %) or English speaking countries. Only one in eight young people speak another language other than English (Australian Bureau of Statistics, 2011).

Manly's population has a relatively low level of socio-economic disadvantage compared to other areas of Sydney (SEIFA, 2011) however, the regional isolation along with transportation issues limits access to higher education and employment opportunities for young people (Warringah Council, 2013).



DEVELOPING A YOUTH STRATEGY

THE POLICY CONTEXT

Government departments at all levels recognise if policies which impact upon young people are to be meaningful, young people need to be included in their development. Thus each level of government has developed strategies in relation to the way they will include young people in their planning processes.



Federal Government

In 2010 the Australian Government released its National Youth Strategy for Young Australians outlining the way the government gives young people a voice and to provide opportunities to influence decisions that affect them. The Strategy guides government policy-making to ensure that young people's needs and perspectives are taken into account in all government business.

State Government

The NSW Government introduced the Advocate for Children and Young People Bill 2014, demonstrating a whole-of-government commitment to addressing the challenges and opportunities facing children and young people in the state.

The new Advocate for Children and Young People will be responsible for preparing a three-year strategic plan for children and young people in 2015 which will guide the Governments' engagement with young people and the communities that support them.

Local Government

Section 402 of the NSW Local Government (General) Regulation Act 2005 requires each Local Government to have a Community Strategic Plan (CSP) that has been developed and endorsed by Council. The CSP is the highest level plan that a Council will prepare. The purpose of the plan is to identify the community's main priorities and aspirations for the future and plan strategies for achieving these goals. (NSW Department of Local Government, 2013, p7).



All Community Strategic Plans are based upon social justice principles "to ensure that all people that councils serve get equal opportunity for access to services and resources, that their rights are recognised, and that they are consulted in appropriate and meaningful ways and otherwise have the opportunity to participate in decision-making that affects their lives" (NSW Department of Local Government, 2012, p. 1).

DEVELOPING A YOUTH STRATEGY

WHOLE-OF-COUNCIL APPROACH

The Youth Strategy is the way Council will consult and plan for the needs of young people within this framework. It is aligned with the CSP through its acknowledgement that young people require specific strategies, beyond those of the mainstream community, to ensure the social justice principles are maintained. It provides an opportunity for young people to express how Manly Council's vision and strategic directions relate to their experiences and how their needs can be incorporated in the achievement of these goals.

Manly Council's current and future vision is: **"Where natural environment and heritage sustain and complement a vibrant cosmopolitan and community lifestyle. In addition, we will work in partnership to deliver enhanced safety, cleanliness, accessibility, connectedness, and sustainability in Manly for current and future generations."** (Community Strategic Plan: Beyond 2024, 2013, pg 11)

The Manly Council's Community Strategic Plan: Beyond 2024 (CSP) is built around four strategic directions:

- A connected, involved, and safe community that cares for its residents and visitors.
- A viable Manly for work, employment, and infrastructure.
- A sustainable, protected, and well-managed natural and built Manly.
- A well governed Manly with transparent and responsible decision making in partnership with the community.

The Youth Strategy also provides an opportunity to develop a coordinated whole-of-Council approach to support young people in the local area. Many other work areas of Council, aside from Youth Services, impact on the lives of young people:

- Council managed facilities and spaces where young people spend time such as pool, parks, reserves, and beaches.
- Community services such as the Library, the Art Gallery, and Community Events.
- Safety initiatives to improve overall community wellbeing.
- Regulatory services such as the Council rangers and public health inspections.
- Environmental services and initiatives to environmental protection.
- Services to residents, of which young people are a group, such as waste removal.
- Council as an employer of young people under 25years.
- Development applications and urban design, especially for public space.

Manly Council offers a range of specific programs and services for young people through its Youth Services section. These include an:

- Adolescent and Family Counselling: a service for young people aged 12 to 18 years and their families.
- Manly Youth Council: an advisory group of young people aged 12 to 24 years who meet on a monthly basis and act as an advocacy group to represent the needs of young people.
- GL@M: a fortnightly social support group for young people of diverse sexes, sexualities, and genders.
- Entertainment and events: regular music, arts and recreation based events and activities for young people.
- Youth development programs: that provide opportunities for young people to actively participate in community projects addressing the personal and skills development needs of their peer group.



DEVELOPING A YOUTH STRATEGY

OUR APPROACH

How Council Views Young People

Council views young people as competent, capable, and active participants who have the capacity to influence community decision-making processes. Young people are an asset to our community whose skills and expertise can be used to identify their own needs and develop solutions in partnership with organisations such as Council (Collin 2007; Edward 2008).

Community Development Approach

The Youth Strategy is underpinned by an Asset-Based Community Development approach which recognises that "significant community development takes place only when local community people are committed to investing themselves and their resources in the effort" (Kretzman & McKnight, 1993, p3). Strategic planning and evaluation processes are more effective when organisations partner with communities to enable them to actively participate in defining their issues, undertake research, and determine recommendations.

Youth-Adult Partnership Model

Youth-Adult Partnerships (Y-AP) is a model that recognises shared partnerships between adults and young people produce the most positive impacts. Adults are able to share their expertise and skills in understanding power structures and systems to support young people in negotiating these, while young people are able to share their knowledge about how to engage and consult with their peer group. Council completed the following steps outlined in a Y-AP model:

1. Understand the Context

- Completed an extensive review of existing academic research, government policy, local government community strategic plans and youth strategies.
- Recruited an experienced external consultant skilled in research and evaluation with young people to facilitate the youth consultant workshops.

2. Prepared For Challenges

- Created an inclusive and flexible process that recognised participants competing priorities of participants to encourage retention.
- Engaged local young people to be Youth Consultants through schools, community organisations and education institutions.
- Provided information sessions to explain decision-making processes within Council to empower the Youth Consultants



3. Youth-Adult Partnership Buy-In

- Project plans for Council management included information regarding the Youth-Adult Partnership model and the importance of the Youth Consultants taking a lead role.
- Youth Consultants constructed questions for consultation that differed from previous drafts, however Council acknowledged expertise of the group. The high number of survey responses and quality of feedback received through the consultations was a direct result of this approach.

4. Supportive Organisational Culture

- Appropriate resourcing was given to the project and coordinated internally by Council's Youth Services.
- Council provided opportunities for Youth Consultants to provide feedback on their experience and learning through the project to Council committees and Councillors.
- Recommendations mirror Council's strategic planning processes and aligned with Manly Council's current and future vision and mission.

5. Evaluate Relevance to Young People

- The Youth Consultants were involved in all sections of the Youth Strategy, ensuring the consultation remained relevant and accessible to young people.
- Manly Youth Council structured future planning of youth activities and events around the recommendations of the Youth Strategy.

Adapted from Zeldin, Bestul, & Powers (2012) Youth-Adult Partnerships in Evaluation (Y-AP/E): A Resource Guide for Translating Research into Practice

DEVELOPING A YOUTH STRATEGY

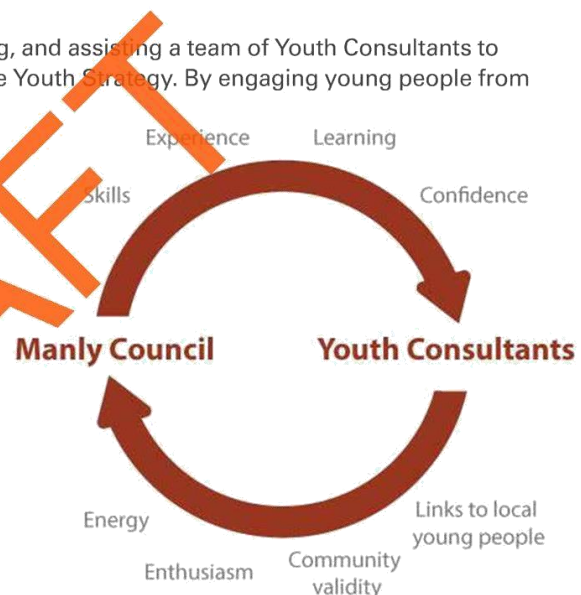
Positive Outcomes of the Youth-Adult Partnership Model

The Youth Consultants process proved to be an extremely effective method of working in partnership with local young people to achieve a series of 'win-win' outcomes which included:

- ✓ The Youth Consultants gained valuable skills, experience, learning and confidence from the process;
- ✓ The Youth Consultants provided valuable links to local young people to widen the scope of the consultation;
- ✓ Young people and other organisations/institutions were more likely to encourage participation in the consultation process, because young people had assisted with its development;
- ✓ Young people were more likely to take the consultation process seriously, as the questions asked were engaging, relevant, and respectful.

The youth consultation process consisted of engaging, training, and assisting a team of Youth Consultants to gather meaningful evidence to support the development of the Youth Strategy. By engaging young people from the beginning of the process, rather than only at the consultation stage, Council achieved:

- ✓ Greater project success: A larger and wider engagement of young people in the consultation phase.
- ✓ Better quality of data: More accurately reflecting the breadth of experience of local young people, as opposed to service-oriented or issue-based consultation.
- ✓ Genuine engagement of young people: Through a process that was more respectful, so that the voices of local young people genuinely shone through, rather than being led to 'business-as-usual' results.

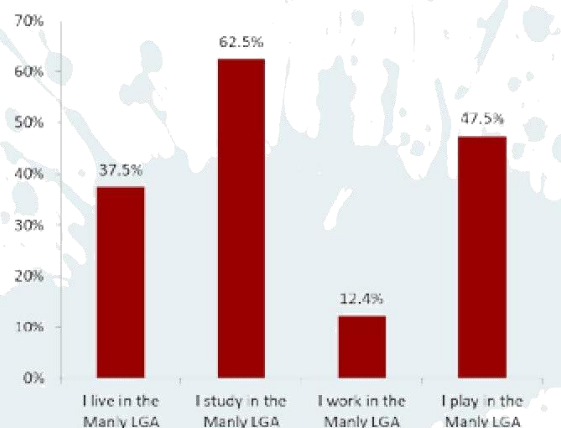


The Youth Consultants identified early in the process that particular groups of young people would not be likely to take part in a larger scale consultation. Therefore in addition to the surveys Council conducted eight focus groups and targeted surveys towards young people with particular needs whose views Council thought might not otherwise be represented. These included young people from:

- Aboriginal and Culturally Diverse Backgrounds.
- Young people in alternative education settings.
- Young people of diverse sexes, sexualities, and genders.
- Young people with intellectual disabilities.

Overall, the Project produced an overwhelming 1,447 complete and valid consultation responses from young people that either live, work, play or study in the Manly LGA – far above the standard response rate to youth consultation and engagement processes.

Do you mainly live, work, study or play in the Manly LGA? (You can choose more than one...)



WHAT YOUNG PEOPLE SAID

Spaces/Places

The most important thing to young people was the capacity of spaces and places to enhance the connections they have in their lives, mostly with friends, but also with family, community networks, and the things they like to do. 'Hanging out with friends' was the most mentioned quality of spaces and places, reflecting the way young people use spaces and places differently to other community groups, often spending extended periods of time in one place with the actual activities undertaken are secondary to just being there with friends. The Beach, Corso, and Wharf played an important role in both the entertainment and socialisation similar to large shopping centres in other areas where young people come to meet up with friends, 'hang out', and be seen.



MANLY BEACH 61%



MANLY CORSO 18%



MANLY WHARF 8.5%

Young people reported use of public places and spaces was higher than other areas of Sydney. Sixtytwo percent reported they were members of sporting teams which reflects the high rates of use of outdoor spaces and their desire for provision or maintenance of existing sporting grounds and outdoor fitness options. Young men were more likely to be interested in spaces and places offering opportunities to be active while young women were more likely to want ones that offered opportunities to socialise. The defining characteristic of these areas was that they offered the capacity for entertainment and recreational activities catering to a broad range of ages, interests and genders as well as accessibility to transport, and other entertainment and recreational services.

Young people identified the following elements of importance for spaces to be youth friendly:

- Centrally located to provide opportunities to casually socialise and drift off to undertake other activities in the nearby area.
- Spaces in which they feel comfortable, safe, can 'hang out', and are able to 'be themselves', providing opportunities for both 'youth only' interaction as well as wider community interaction.
- Well maintained and free from rubbish.
- Outdoor design and provision of protection from the elements where young people spend significant amounts of time.
- Indoor design which allows space for recreational activities such as music, art, IT (access to computers, free WiFi, social media, lockers) as well as spaces for things like study and work support - close to other amenities so young people can wander in and out.



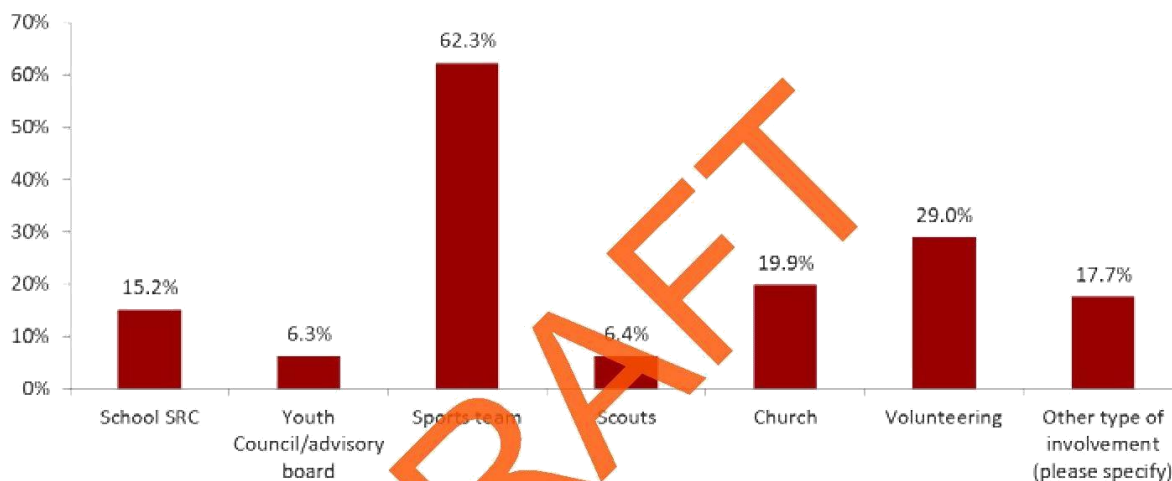
WHAT YOUNG PEOPLE SAID

Community Engagement

Young people reported that the Manly community offers opportunities, resources, and positive relationships for young people, this was evidenced by:

- Significant levels of participation in community life through a broad range of interests such as sport, music, dance, drama, art, church/spiritual interests, environmental interests, and volunteering.

**How are you currently involved in your community?
(You can choose more than one)**



- They generally felt the community's perception of them was a positive one.
- Majority felt safe within the area. Those who reported feeling unsafe said it was generally only on Friday and Saturday evenings, relating to alcohol misuse of the Manly town centre, but that high police and ranger presence at these times made them feel safer.
- Young women had a higher level of engagement with community than young men.

Young people in the focus groups highlighted issues relating to tolerance of difference. Young people from Indigenous, Culturally and Linguistically Diverse (CALD) backgrounds and young people with diverse sexes and sexualities and genders all said that at some stage they had experienced harassment and discrimination because of their backgrounds. They described feeling different to the dominant image of young people on the Northern Beaches and felt people attributed negative stereotypes to them because of their background.

- Young people identified the following aspects that they would like to see in the community:
- Promotion of existing as well as creation of new opportunities to be involved in the local community through participation and volunteering in community projects.
- Development of opportunities to showcase the diversity of young people's skills, talents, and backgrounds to promote a positive image and promote tolerance.
- Opportunities for young people to be supported by adults to run programs and events for themselves, youth-led activities/events

WHAT YOUNG PEOPLE SAID



Activities and Events

Young people have a diverse range of interests which was reflected in the variety of things reported they like to do. Their responses were similar to those relating to spaces and places: the capacity of events and activities to enhance their connections between friends and things they enjoy doing were most important characteristics. They particularly expressed a desire to have opportunity to be involved in the planning and implementation of events and activities.

Young people are a significant consumer group in Manly town centre. They reported spending large amounts of their spare time in this area including spending money on things like food, shopping, and entertainment. Again the social function/use of the space may be more important than the actual goods purchased there, particularly for young women. Having a commercial mix that is attractive to a range of young people is important but it is also critical to ensure that there are spaces, activities and places to meet their social needs.

Young people value the atmosphere created both by the large-scale public events as well as smaller local events held in Manly. They liked the diversity of music, arts, cultural, and sporting events which incorporated public spaces, options for socialisation, and activities such as music festivals and outdoor markets.

The marketing of events and activities was important, with young people identifying social media, word-of-mouth, and appealing advertising as the main ways they find out what is happening. Mission Australia's Youth Survey 2013 found 72% of young people 15 to 24 years said the internet is their main source of information and 21% said they spend greater than 20 hours on social media sites per week with a further 11% saying they spend more than 30 hours per week.

The following were important considerations to young people in the provision of events and activities:

- Events and activities that allow for both socialising and entertainment in central areas where they can come and go freely.
- Opportunity for local young people to be involved in events as performers, contributors, and event managers not simply audience members.
- A range of both larger community events and smaller youth specific initiatives utilising natural hubs such as the Beach, Corso, and Wharf areas or existing Council indoor facilities such as library, youth centre, and art gallery.
- Use of social media to let young people know what is happening.

WHAT YOUNG PEOPLE SAID



Young people's concerns

Overwhelmingly school and interpersonal relationship stress were of greatest concern for young people in our area. This included things such as stress relating to school work, transitions, and interactions amongst peers at school. Thirty-two percent of young people said a mental health issue was something they had sought help for in the past 12 months, with 22% of this group identifying multiple issues. Young people identified teachers, family and friends as their primary sources of support. This demonstrates a need to offer support to young people in school contexts.

Young people also expressed significant concerns regarding transport and parking limitations in the area. Their parking and transport requirements are different to those of other community members. Adults are more likely to take short trips for necessities combined with a small amount of recreation and are also more likely to have the disposable income to pay for parking. Conversely, young people are more likely to use Manly as a hub for school, study, or work as well as several types of recreation across a longer time period. They combine time with friends, shopping, eating together, and after school activity commitments. Current parking restrictions have the potential to disproportionately affect young people. Public transport was also challenging as routes are confusing.

Unemployment was also a concern for young people in Manly. The unemployment rate for young people

in the region is 7.7% which is lower than the NSW rate of 11.8%. However in NSW in 2011, 26% of 17 to 24 year olds were not in full-time work or study after they left high school (Brotherhood of St Laurence, 2014). The high cost of living on the Northern Beaches means many young people need to combine work and studying, predominantly in casual, part-time, or apprenticeship/traineeship positions. Young people in the focus groups conducted at the local alternative school identified local training and work placements as very important to them.

Environmental issues were also raised by some as a concern and the natural environment around Manly is strongly valued. As high users of outdoor spaces, especially natural environments such as the beach, issues such as rubbish and pollution concerned them.

WHAT YOUNG PEOPLE TOLD US



Consultation and Involvement in Decision-making Processes

The young people who responded to the consultation overwhelmingly indicated that they want to have input into Council's decisions and plans that may impact on their lives. Manly Council already consults with the community in various ways. A small number of young people were aware of these but the majority did not. Those who did know about these options commented that the current methods attract a particular group of young people such as those who would be chosen as school representatives.

They said that young people do not always feel comfortable with conventional consultation processes used with adults and suggested more youth-friendly techniques to be utilised to encourage a broader and more diverse range of young people to be involved.

Young people suggested that youth-friendly consultations should involve:

- Talking to young people in their spaces at schools, community groups, youth services, beach, Corso, skate park, at events, or online, rather than expecting young people to come to Council.
- Opportunities for input into Council's decision-making processes in relation to both individual issues impacting upon young people as they arise and on an ongoing basis as part of Council's community engagement processes.
- Providing incentives for young people to be part of consultations eg: food, small-value vouchers in recognition of their input.
- Special forums/presentations for young people in youth-friendly spaces to talk about large area plans with clear instructions about how to provide input when plans are on display.
- Making a special effort to consult with young people who might be marginalised such as the unemployed, early school leavers, homeless young people and those unlikely to participate in traditional forms of consultations.

WHAT COUNCIL WILL DO

The evidence gained from the youth consultation report and feedback from the key staff workshops, was cross referenced with the Council strategies to create a Youth Strategy Action Plan.

Action Plan mirrors Manly Council's CSP strategies for ease of reporting and will provide the wider context across the quadruple bottom line of the work Council undertakes with young people.

Youth Services report on the Action Plan annually, with the time frame for each item accessed on availability of resources and workplans within each area.

The Action Plan shows the work each section of Council is doing with and for young people and will report innovations for young people in our community.

DRAFT

WHAT WE ARE GOING TO DO

The analysis of the youth consultation report and feedback from the key staff workshops was cross referenced with the council strategies to create a Youth Strategy Action Plan. Action Plan mirrors the CSP strategies for ease of reporting and will provide the wider context across the quadruple bottom line of the work Council undertakes with young people. Youth Services report on the Action Plan annually, with the timeframe for each item being dependent on resources and workplans within each area. The Action Plan will credit sections with the work they are doing for young people and report on innovations for young people in our community produced by Council.

A. Social

Goals		Strategy	Responsible Lead Division	Partner Divisions
1	Improve Manly's community safety outcomes in relation to late night Manly's culture.	Actively promote whole-of-community safety initiatives in regard to late night safety in CBD that addresses the needs of young people	Community Safety	Regulatory services Youth Services
		Ensure Council's community safety planning caters to the needs of young people and includes their view through a youth representative on relevant committees	Community Safety	Youth Services
		Identify opportunities for increased funding to develop a program of free, public night-time events in the Corso area focused on alternatives to drinking targeting all ages including: Market Lane, World Food Markets and Saturdays at Sunset	Community Safety	Youth Services
		Explore opportunities for internal and external partnership to develop peer education program to train young people to provide information about safety campaigns to their peers in Manly	Youth Services	Community Safety Events
		Provide a range of all-ages alcohol and smoke-free live music and cultural events for young people through the Manly Youth Council	Youth Services	Community Safety
		Advocate for the design and provision of safe youth-friendly public spaces	Urban Services	Youth Services

ATTACHMENT 1

Human Services And Facilities Division Report No. 3.DOC - Draft Manly Council Youth Strategy 2014

Draft Manly Council Youth Strategy 2014

WHAT WE ARE GOING TO DO

Goals	Strategy	Responsible Lead Division	Partner Divisions
2 Promote healthy and active Manly community.	Provide quality sporting facilities and infrastructure that covers diverse sporting interests allowing for both individual and team usage	Parks and Reserves	
	Consult with young people in regard to youth-friendly design of sport facilities and open spaces to maximise their potential for informal recreation, sporting pursuits	Urban Services	Youth Services
	Explore options for external partnerships to offer a range of recreational and sports-based public events available to young people utilising Council facilities and infrastructure	Events	Youth Services
	Manage and maintain Kangaroo Street Youth Centre as a dedicated music facility for a range of all-ages alcohol and smoke-free live music and cultural events	Youth Services	
	Provide the Community Grants Program to financially support community organisations to develop and sustain a wide range of quality recreation, cultural, social and community support programs that benefit young people	Community Development	
	Maintain partnerships with health promotion organisations to provide youth development programs focusing on informing young people about healthy lifestyle choices covering physical, mental, and sexual health issues	Youth services	
3 Maintain and support connected Manly neighbourhoods & amenities.	Advocate for the design and provision of safe youth-friendly infrastructure in public spaces and Council facilities to activate existing meeting spaces, maximise potential to become both formal and informal community hubs for a diverse range of ages	Urban Services	General Managers Unit Youth Services Cultural and Information Services
	Deliver programs and activities in Council facilities as community hubs to build social connections within the community	Cultural and Information Services	Library Art Gallery Swim Centre
	Explore partnerships that support small scale local community events and activities catering to young people, run on the beachfront, Corso, and Wharf areas	Events	General Managers Unit Youth Services MEC
	Promote range of volunteering and community participation opportunities for young people	Youth Services	Volunteer Coordinator
	Deliver the Manly Youth Council's to support young people to plan and run all ages live music and cultural events in Manly	Youth Services	
	Deliver a range of social and recreation events for young people (including during school holidays) to give young people opportunities to connect with their peers and make new friends	Youth Services	Library
	Explore option to extend free wifi access into spaces utilised by young people	Information Technology	

ATTACHMENT 1

Human Services And Facilities Division Report No. 3.DOC - Draft Manly Council Youth Strategy 2014

Draft Manly Council Youth Strategy 2014

WHAT WE ARE GOING TO DO

Goals	Strategy	Responsible Lead Division	Partner Divisions
4	Create a more culturally vibrant Manly.	Provide community and cultural facilities that cater for diverse range of interests of young people and engage young people as contributors, audiences, and organisers	Cultural and Information Services
	Deliver and promote events which promote community cohesion, harmony and cultural diversity	Events	Mayors office Youth Services
	Explore partnership opportunities with groups to provide larger events which appeal to young people including: Australian Open of Surfing	Events	Youth Services
	Explore options for the use of new technologies and social media tools to market Councils events and programs to young people	Events	Communications Information Technology Youth Services
	Deliver the Manly Youth Council to provide young people with an opportunity to develop and deliver a community projects that meets the needs of young people in Manly	Youth Services	
	Expand the range of opportunities for young people to be involved in relevant art activities	Youth services	Library Art Gallery
	Promote the Australia Day Awards to support nominations for Young Citizen of the Year	Events	Communications Youth Services
	Explore opportunities for creative projects to include young people from diverse backgrounds and abilities in mainstream youth events	Youth Services	Community Development
5	Facilitate services that support the social and welfare needs of the Manly community, neighbourhoods & amenities.	Provide the adolescent and counselling services to support to young people and families	Youth Services
	Provide development programs for a young people in partnership with other stakeholders that cater to a diverse range of needs including: educational, vocational, recreation, and personal development	Youth Services	
	Explore options within Council facilities to provide educational spaces for young people to study including: group study spaces, study support and mentoring programs	Youth Services	
	Undertake regular needs assessment and monitoring and evaluation of youth programs to ensure existing needs and emerging issues are addressed	Youth Services	
	Participate as an active partner in the regional youth networks and projects to improve the co-ordination and accessibility of services to young people in the Northern Beaches	Youth Services	
	Explore options for how Council can identify and address the needs of 8-12 year olds in Manly, including during their transition from primary to secondary school	Youth Services	Library
	Advocate for increased homework / study support programs in Manly, including at Manly Library	Information Technology	

WHAT WE ARE GOING TO DO

Goals	Strategy	Responsible Lead Division	Partner Divisions
	Actively promote Council's services to marginalised young people to encourage and support their inclusion and ensure that the services are accessible to all young people in Manly	Youth Services	Community Development
	Support local schools by providing one off programs or sessions for young people on request that support their health and wellbeing	Youth Services	
	Provide information, support and referral to local young people aged 12-25 years and their families to support young people's emotional wellbeing	Youth Services	
	Investigate the feasibility of developing and delivering Transitions support programs for young people aged 12-25	Youth Services	
	Provide the Community Grants Program to financially support community organisations to develop and sustain a wide range of quality recreation, culture, social and community support programs that benefit young people	Community Development	
	Explore opportunities for intergenerational programs between young people and HACC Social Inclusion and Wellbeing program participants to promote learning opportunities, and to assist in developing positive connections between generations	Community Development	
	Provide social support services for young adults living with a disability	Community Development	



WHAT WE ARE GOING TO DO

B. Economic

Goals		Strategy	Responsible Lead Division	Partner Divisions
1	Facilitate a diversified Manly economy that caters for locals and visitors alike.	Ensure strategies to broaden Manly's range of local businesses and services to cater for young people in Manly CBD.	General Managers Unit	
		Support local schools by providing one-off programs or sessions for young people on request that support their health and wellbeing	Human Services and Facilities	
		Identify opportunities for Council to attract large scale events which contribute to the local economy and include young people in the planning, implementation, and evaluation of these.	Events	Youth Services
2	Promote tourism as an important part of the local economy	Explore partnerships with Chamber of Commerce, education, and vocational providers to enhance local tourism, retail, and hospitality industries as a source of training and employment for local young people	Youth Services	
		Explore options to provide non-digital information to local and visiting young people	Communications	Youth Services
		Explore partnerships that support swimming education for newly arrived young people	Beach Services	Swim Centre
		Identify specific needs of long-stay young international students and backpackers and develop strategies to address these	Community Safety	
3	Improve traffic, parking and sustainable transport options in Manly.	Consult with young people to identify sustainable transport initiatives which reflect the current context of young people's transport needs	General Managers Unit	Youth Services
		Explore peer education models to disseminate information about Councils road and cycle safety campaigns to young people	Traffic & Transport	Youth Services
		Research the impacts of current parking scheme on students attending schools within parking restriction areas and explore solutions including: subsidised or extended student parking in some areas	Traffic & Transport	

WHAT WE ARE GOING TO DO

Goals	Strategy	Responsible Lead Division	Partner Divisions
4 Maintain key amenities and physical infrastructure to acceptable service standards. This to include the implementation phase of Manly2015 Masterplan.	Facilitate the consultation with a diverse range of young people as a part of design plans for Manly 2015 Masterplan, particularly in relation to development in areas around the CBD, Corso, and Library	General Managers Unit	Youth Services
	Explore the concept of a youth-focused social enterprise as part of the redevelopment with Manly 2015	General Managers Unit	Youth Services
	Develop, provide and maintain high quality of amenities and infrastructure used by young people including: Manly Youth Centre, Keirle Park Skate Park, the Grove Bike Track, sporting fields, the three Surf Clubs in addition to public toilets, water fountains and beach showers	Events	Youth Services
	Develop mechanisms for ongoing consultation with young people regarding designs, plans and maintenance of key amenities and physical infrastructure where young people are a primary user group	Youth Services	



WHAT WE ARE GOING TO DO

C. Environment

Goals		Strategy	Responsible Lead Division	Partner Divisions
1	Protect and conserve natural heritage, bushlands, waterways and biodiversity	Assist young people to participate their community by providing them with opportunities to contribute to their community, via programs and volunteering	Community Volunteering	Environmental Programs MEC
		Deliver a range of school-based environmental initiatives	Environmental Programs	MEC
		Support young people’s ability to walk and cycle safely within Manly by identifying and addressing issues with key connections for young people, including public transport to schools, and public transport to services / shops	Youth Services	Environmental Programs
		Develop mechanism to engage young people to work with Council on developing, implementing, and promoting environmental protection and climate change initiatives consultations regarding environmental issues in the region	Environmental Programs	MEC Youth Services
		Actively engage with young people in the planning and implementation of environmentally themed events/ activities run by Council	MEC	Environmental Programs Youth Services
2	Create liveable neighbourhoods with more affordable housing choices	Encourage young people to use Council’s facilities and parks in order to improve their physical health and wellbeing, through activities such as event days that introduce young people to the facilities and what they have to offer environmental issues in the region.	Parks and Reserves	Youth Services Events
		Advocate through the SHOROC for affordable housing options which could include housing for local young people who are students or on low incomes	Community Services	
3	Maintain public health and building standards	Council will maintain the public health and building standards for the whole community	Whole-of- Council	

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WHAT WE ARE GOING TO DO

Goals		Strategy	Responsible Lead Division	Partner Divisions
4	Facilitate the reduction of greenhouse gas emissions in the Manly Area	Explore the concept of a whole-of-community sustainable transport strategy including initiatives for young people	Environmental Programs	Traffic and Transport Youth Services
		Provide information to young people in regard to greenhouse gas reduction initiatives in the LGA and how they can participate	Environmental Programs	MEC Youth Service
5	Promote responsible waste management	Provide information to young people in regard to waste minimisation initiatives in the LGA and how they can contribute	Environmental Programs	



WHAT WE ARE GOING TO DO

D. Governance

Goals	Strategy	Responsible Lead Division	Partner Divisions
1	Maintain public confidence in Council's transparent and fair decision making	Improve access to training and development opportunities for current employees under 25 years, including those employed on a casual basis	Organisational Development
	Identify and promote opportunities within Council for work experience, apprenticeships, traineeships, internships, and employment of young people under 25 years	Organisational Development	
	Utilise youth-friendly strategies when advertising and promoting employment and volunteer opportunities at Council	Organisational Development	Youth Services
	Explore the concept of training that provides Council staff (including front line customer service and regulatory staff) with strategies to interact and engage positively with young people	Youth Services	Beach Services Regulatory Services
	Improve provision and accessibility of information to young people about Council's decision-making processes using youth-friendly language and promotional techniques	Youth Services	
2	Work in partnership with the community	Youth Services will assist other areas of Council to engage and consult with young people using youth friendly methods, in order to support young people's input into key Council policies, plans and projects	Youth Services
	Actively engage and consult with young people to inform the design and development of policies, plans and projects across Manly, including:	General Managers Unit	Youth Services
	<ul style="list-style-type: none"> • Manly 2015 • Community Strategic Plan • Community Safety Plan 		
	Include a youth representative on Council Advisory Committees including:	Community Services	Traffic and Transport
	<ul style="list-style-type: none"> • Community Safety • Human Services and Social Planning • Traffic and Transport? • Playgrounds and Reserves 		
	Provide youth-friendly information on the range of services and opportunities available to local young people via the Manly Youth Services website	Communications	Youth Services

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WHAT WE ARE GOING TO DO

Goals		Strategy	Responsible Lead Division	Partner Divisions
		Establish a Council social networking sites to promote the range of services and opportunities available to young people in Manly, via the Manly Youth Services Facebook profile	Youth Services	Communications
		Explore options for a new brand for Council's Youth Services	Youth Services	Communications
		Ensure that all relevant Council publications (printed and online) are youth friendly in design and content	Communications	
		Develop and distribute information on Council's Youth Services programs and activities to local schools for use in their newsletters and other information forums	Youth Services	
		Utilise the results of the Manly Council Youth Consultation 2014 to advocate for the identified needs of young people	Youth Services	
		Provide young people with volunteer opportunities through Youth Services that develop their skills and confidence and help them contribute to the community	Youth Services	
		Ensure Operational Plans within Divisions are relevant to young people's needs especially in areas specifically charged with youth responsibilities	General Managers Unit	
3	Efficiently use Council's resources	Deliver a Youth Services budget allowing adequate resourcing, staffing of programs and services for young people in accordance with industry best-practice standards	Community Services	
		Develop, provide and maintain high quality outdoor recreation spaces, skate parks and parklands for the benefit of young people, including the Keirle Park Skate Park, Bike Track	Parks and Reserves	
		Advocate for funding to ensure regular maintenance of Council infrastructure and facilities utilised by young people	Parks and Reserves	

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WHAT WE ARE GOING TO DO

Goals		Strategy	Responsible Lead Division	Partner Divisions
3	Efficiently use Council's resources	Actively promote Council's services to marginalised young people to encourage and support their inclusion and ensure that the services are accessible to all young people in Manly	Parks and Reserves	Community Services
		Support Youth Services and other Council areas to meet the evolving technology needs of young people	Information Technology	
4	Advocate to State and Federal Governments	Lobby for more resources and funding of youth-friendly public programs and infrastructure in Manly and the Northern Beaches region	Community Services	Youth Services
		Deliver opportunities for young people to advocate on their own behalf to decision makers at all levels of government	Youth Services	
		Work collaboratively with stakeholders in the SHOROC, PYS Inc and other networks to co-ordinate services and advocate on the needs of young people	Community Services	
		Advocate for increased and improved mental health services for young people in Manly (Participate as an active member of the Headspace consortium to ensure that the mental health needs of Manly's young people are met)	Community Services	Youth Services
		Lobby state government for improved public transport to the region that caters for the needs of young people	Traffic & Transport	Community Services

ACKNOWLEDGMENTS

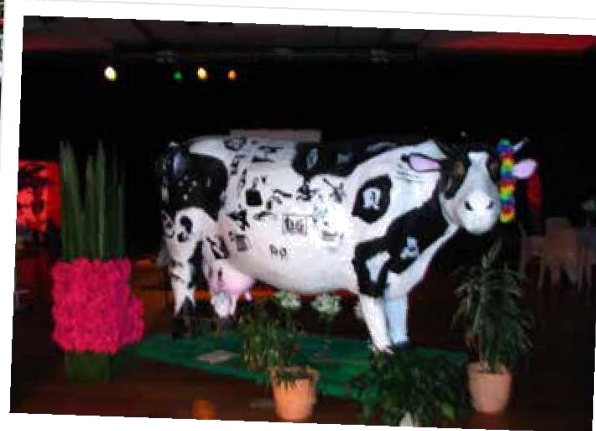
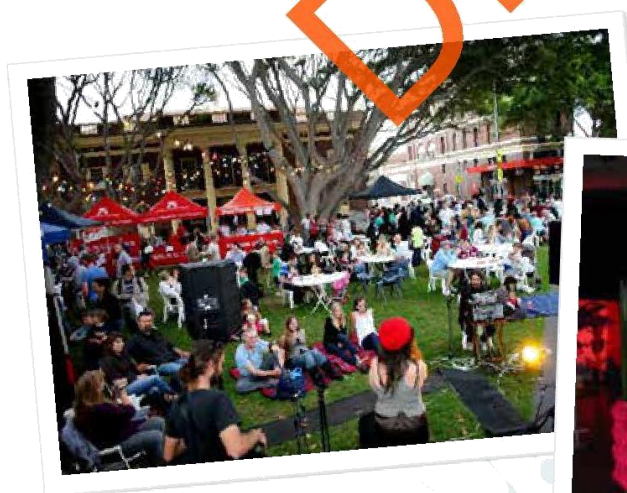
REVIEW AND RENEWAL

The Youth Strategy will be reviewed annually by Youth Services to track the progress of the Action Plan items and report on new initiatives for young people within Council. At the end of the final year of the Youth Strategy, a full evaluation will be completed to inform the development of the next Manly Council Youth Strategy.

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