



# REPORT INTO THE COORDINATION OF YOUTH SERVICES IN ALICE SPRINGS

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## **EXECUTIVE SUMMARY**

The community of Alice Springs has for many years worked hard to respond effectively and thoughtfully to the complex needs of its young people in need. Despite this effort there is still wide spread concern in the community over the number of young people engaged in anti-social activity in public areas around town. Additionally there is concern about the number of young people in apparent crisis who are not making effective use of the services available or for whom no appropriate services are available. In response to this concern the Northern Territory Government (NTG) implemented the Youth Action Plan 2009-2011. Two key elements of this plan are the establishment of a Youth Hub adjacent to the Centralian Middle School Campus at Anzac Hill and the creation of the position of Youth Services Coordinator.

To guide the implementation of these initiatives the NTG commissioned a consultancy into the establishment of the Youth Hub and the coordination of youth services in Alice Springs. This report describes the process and the outcome of this consultancy.

The consultancy project identified six key issues.

1. Coordination of government policy and funding.
2. Coordination of service responses
3. After-hour's crisis responses.
4. Case management/casework follow-up.
5. Engagement in school and/or alternative education programs.
6. Engagement in structured recreational options after hours and in holiday periods.

Additionally the consultancy identified a range of strategies that could contribute significantly to addressing the above mentioned issues and assist with improving the overall effectiveness of the youth service system.

The recommended strategies include:

1. Coordination of government policy and funding.
  - a. Establishment of a Youth Policy and Strategy Committee with representatives from the NTG, Australian Government, Alice Springs Town Council and the non-government sector, chaired by the Executive Director Southern, Department of the Chief Minister.
  - b. Development of a youth policy and strategy accord that provides a broad policy and strategic framework for government and non-government services to work collaboratively and to ensure that resourcing and service coordination is efficient and effective.
2. Coordination of service responses.
  - a. Establishment of the Youth Hub as a youth agency friendly site with physical spaces that can be utilised both by government and non-government agencies, where appropriate.

- b. Clarification of the role of the Youth Services Coordinator in providing leadership in the coordination of government and non-government services.
    - c. Ongoing development of the Youth Tasking and Coordination Group as the key coordinating body of the youth service system.
  3. After-hours crisis response.
    - a. Clarification of the powers of police to place children and young people in emergency out of home care.
    - b. Establishment of a data collection system to more clearly identify the scope and scale of the problem and to provide a structure for ongoing monitoring of the service response to young people.
    - c. Review and ratification of the Draft Protocol for the Co-ordination of After-Hours Services.
  4. Case management/casework follow-up.
    - a. Establishment of a referral and case management system that ensures all young people are referred to the appropriate services within 24 hours.
    - b. Creation and maintenance of a database of capacity across the youth service system.
    - c. Development of a protocol for the use and disclosure of private information in accordance with the National Information Privacy Principles.
  5. Engagement in school and/or alternative education programs.
    - a. Establishment of a dialogue between youth service providers and education providers to ensure all young people gain access to educational programs.
  6. Engagement in structured recreational options after hours and in holiday periods.
    - a. Coordination of current youth recreation programs to ensure better access to existing programs.
    - b. Consideration of the need for increased resources to upgrade existing recreational facilities and build capacity.
    - c. Further assessment of the feasibility of increasing the access to the Alice Springs Youth Centre by members of the target.

## **INTRODUCTION**

In June 2009 the NTG invited tenders for the development of the Youth Hub service delivery and management model. Throughout the period of the consultancy the brief evolved substantially to focus less so on the Youth Hub but more so on the broader question of youth service coordination in Alice Springs.

This report describes the process undertaken by the consultants in the meeting the evolving brief and outlines the findings of the project. The report has been divided into three main chapters. Chapter one outlines the project brief and the methodology used by the consultants. Chapter two outlines the key issues as identified by those consulted. Chapter three outlines a range of strategies developed by the consultants in conjunction with the youth sector and NTG that have the potential to enhance youth service delivery and coordination.

## **I PROJECT BRIEF AND METHODOLOGY**

### **The original brief**

In its original tender brief<sup>1</sup> the NTG invited consultants to provide advice on the establishment of a Youth Hub adjacent to the Centralian Middle School at Anzac Hill.

The Youth Hub is seen as a major plank in the Alice Springs Youth Action Plan.<sup>2</sup> The plan emerged from the Youth Anti-Social Forum held in Alice Springs on 9 December 2008 and other consultations with the Alice Springs community.

The function of the Youth Hub (as described in the tender brief) includes:

- contributing to the re-engagement of youth in the education system;
- increasing the effectiveness of NTG departments already involved in supporting youth by co-locating a number of staff;
- developing better targeted services for youth by improving identification of youth at risk, provision of interventions including youth diversion programs, the coordination of case management, the establishment of family responsibility agreements, referral for counseling and assistance to families at risk;
- coordinating and facilitating the work of non-government organisations;
- developing working partnerships among all agencies, including the non-government sector;
- providing a focal point for youth seeking services;
- improving recreational services with the possibility of establishing a Police Citizens Youth Club at the Anzac Hill Campus;
- establishing a boarding facility for young people in Alice Springs who cannot live at home; and
- making available additional safe house and emergency beds.

### **The methodology**

The consultants<sup>3</sup> committed to a process of consultation and community engagement in response to the project brief.

The methodology included meeting with key stakeholders in Alice Springs, Darwin and Melbourne from September 2009 to February 2010. It is important to note that the process was as inclusive as possible within the time and resource constraints of the project. Meetings were held with youth service providers (both government and non-government), community and civic leaders, senior government managers and policy officers, young people and parents.<sup>4</sup> In some instances consultations were conducted by telephone and via email exchanges.

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<sup>1</sup> See appendix 1 for the original tender brief.

<sup>2</sup> See appendix 2 for a copy of the Youth Action Plan.

<sup>3</sup> See appendix 2 for brief biographies of David Murray and Tony Kelly.

<sup>4</sup> See appendix 3 for a full list of people/agencies consulted throughout the project.

Preliminary findings were presented through workshops and discussions with representatives from the NTG and the non-government sector on 8 and 9 December 2009.

It was resolved throughout the project that a youth policy and strategy accord would be developed to provide a framework for youth service development and delivery. The development of this accord commenced at a further workshop facilitated by the consultants on 2 February 2010. It is anticipated that this accord would be a working document that provides guidance to government and community alike in the ongoing development of responses to youth needs.

### **The revised brief**

The nature of the consultancy brief changed substantially throughout the project.

Firstly, there was significant delay in appointing the consultants to the project. In the interim substantial design work had already commenced on the Youth Hub building indicating that many decisions about what services will be based in the hub and how it will operate had already been made.

It had already been decided by the NTG that a Police Citizen Youth Club would not be developed. Furthermore, the decision to allocate additional safe house/emergency beds to existing youth accommodation providers had already been taken.<sup>5</sup>

These decisions appeared to change the nature and function of the Youth Hub from a site where a broad range of non-government and government agencies would co-locate to a site where mainly government agencies would co-locate with limited capacity for non-government agency involvement.

Accordingly, there was evidence within the non-government sector of skepticism and frustration over the Youth Hub development process and its likely role within the Alice Springs youth service sector.

A perception existed also within the sector that the NT Department of Education and Training were not interested in co-locating any of its specialist support services for at-risk youth within the hub.

On the basis of this early feedback and the fact that some significant decisions had already been made it was necessary to alter the focus of the consultancy somewhat.

While it is still necessary to provide advice on the operation of the Youth Hub it is of less significance given its reduced role. What is of major concern to the youth sector is the question of coordination. Accordingly this consultancy devotes significant energy to describing a suitable model for youth service coordination at both the policy and service delivery level.

As is clear from the brief the Youth Hub is to play a role in youth service coordination. Therefore the question of the Youth Hub and youth service

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<sup>5</sup> Anglicare's Forrest House and Tangentyere's Safe House program were both given \$600,000 for additional beds.

coordination in general cannot be considered in isolation from each other. The link will be provided in part by the co-location of some but it will be through the position of Youth Services Coordinator (which will be based at the Hub) that the link will be primarily be provided.

## **II THE ISSUES**

What is striking about the issue of what to do with disengaged young people in Alice Springs is that so much work has already been done yet there is a persistent perception of a lack of progress. There are number of reports, coordination meetings, consultations, protocols, MOUs etc on record – but there is a sense of limited follow through and limited concerted, coordinated action. It is important therefore that this report does not simply add to the long list of reports that fail to be implemented.

Throughout the project the following key issues were identified:

- a public perception of increasing anti-social behaviour among young people in Alice Springs in public places, late at night - this is particularly the case in the warmer months;
- dissatisfaction with existing crisis response strategies – particularly for children and young people who are not already part of the child protection or juvenile justice systems;
- lack of flexible crisis accommodation options;
- safe and secure family/responsible adult environments are often unavailable in the short term;
- night patrols and police cannot find a safe place for some children and young people when encountered late at night;
- a perception of inflexible intake policies and practices of crisis accommodation services.
- lack of coordinated case management services able to follow through comprehensively with children and young people placed in temporary crisis accommodation;
- inadequate systems for case management follow-up and accountability for the outcomes of interventions;
- lack of data on the target group including numbers, age, gender, issues and services received;
- the number of young people who have been excluded from school and/or have not been attending for a considerable time period;
- limited after-hours and holiday recreational activities for disengaged young people, particularly in the summer months;
- inadequate coordination of services leading to the perception of service duplication and overlap on the one hand and confusion over who is responsible for case management/casework follow up on the other;
- lack of an agreed system for information sharing about children and young people leading to inadequate and patchy care planning and follow-up;
- inadequate mechanisms for case review and monitoring between government and non-government services;

- no shared policy objectives of the youth system overall that enables services to clearly identify their particular role in relation to others in the system;
- multiple funding sources and funding agreements with NTG departments and Australian Government departments;
- no obvious mechanism for the NTG to coordinate funding and service objectives across multiple departments; and
- no obvious structure for coordinating funding and service objectives across NTG and Australian Government departments.

The common themes that emerge from this list of issues fall into five areas.

1. Coordination of government policy and funding.
2. Coordination of service responses.
3. After-hour's crisis responses.
4. Case management/casework follow-up.
5. Engagement in school and/or alternative education programs.
6. Engagement in structured recreational options after hours and throughout holiday periods.

It is important to note that by enumerating these issues is not to suggest that effective and professional work is not done with many young people and their families in Alice Springs. It is and the willingness to talk about the issues reflected a great openness amongst the sector and a genuine desire to create a better service system.

### **1. Coordination of government policy and funding.**

Much of the early discussion with stakeholders focused on the perceived lack of coordination at the service response level but as time went on it became apparent that this reflected a lack of cohesion of government policy and practice.

Services are receiving funding for diverse programs from different parts of the NT and Australian Governments. In discussion with various parts of both governments it was clear that there was no clear policy overview of the youth service system and indeed few mechanisms for policy and funding coordination across and between both governments.

It is reasonable to conclude that this lack of a cohesive and clear policy and strategic framework underpinning both government and non-government effort is at the heart of the issue of lack of youth service coordination.

### **2. Coordination of service responses.**

As discussed above there was a strong perception amongst those consulted of a lack of coordination of service responses to at risk children and young people.

While there are a number of services, all with particular objectives, specific purpose funding, and diverse program options there was a sense among some stakeholders that there was duplication of effort on one hand and children and young people falling through the gaps in services on the other. Other

stakeholders suggested that at a worker to worker level there was a high degree of cooperation over particular cases.

Most stakeholders, however, agreed that coordination could improve. In particular lack of an agreed case management and referral system enabling more comprehensive follow-up with young people and families who had come to the attention of services was identified as an impediment to coordination.

The Youth Tasking Coordination Group established as part of the Youth Action Plan was generally supported by stakeholders but many expressed frustration that it had only met twice in 2009. The creation of the Youth Services Coordinator was generally met with approval although some concerns were expressed about the fact that this position was located within NT Police. The intention of this role to more effectively coordinate the service system was supported by most but some from the non government sector expressed reservations about this being NT Government driven.

The question of the need for a youth peak to represent the views of the non-government youth sector was suggested as another strategy for better communication and cooperation between government and non-government services.

### **3. After-Hours Crisis Responses.**

Almost everyone consulted referred to the problems encountered by police, night patrols and other service providers responding to the needs of children and young people observed late at night in and around the central Alice Springs area. The common scenario presented was that young people often had no safe place to return to, leaving the care and protection of vulnerable children and young people in the hands of police with few crisis response options available.

Reasons given for the difficulty in accommodating these children and young people include: emergency accommodation beds all full; young people with previous histories with accommodation services not able to be accommodated; young people not fitting the criteria (such as age or gender); and the time consuming after hours assessment process.

Police identified a problem of having children and young people in their care while attempting to engage extended family to take responsibility, or while they followed the after hours assessment process or attempt to find other appropriate services. This can be time and resource consuming with no suitable location to accommodate children and young people while the process is undertaken.

### **4. Case Management/Casework follow-up.**

Once a child or young person has come to the attention of services there seems to be some confusion about who is responsible for ongoing case management and no dedicated system for ensuring that the child or young person has his or her needs met. This is particularly the case for those not yet the subject of statutory intervention.

Case management will ensure that existing services, including education and recreation programs (discussed more below) and family support services, will be

harnessed and targeted to the young people most in need. It will also ensure that follow-up is maintained and that support is given to ensure young people remain engaged in the services and programs.

#### **5. Engagement in school and/or alternative education programs.**

A consistent feature of the feedback from stakeholders was the frustration of knowing that significant numbers of young people were not attending school on a regular basis. Various views were expressed about the reasons for this including: difficulties within some families in supporting children and young people to attend school regularly; transport from some parts of Alice Springs being inconsistent and difficult to access; school programs lacking in flexibility in providing curricula for children and young people who were not at an age appropriate level of educational attainment; significant behavioural problems exhibited by many children and young people from families in crisis; school exclusion used too freely for what some described as minor rule infractions; and lack of alternative school programs and learning environments for those who were unable (after many attempts) to participate in existing programs.

All of the people consulted considered addressing this problem to be a priority and that there needed to be greater effort made to engage all young people of school age in educational programs.

#### **6. Engagement in education and structured recreational options after hours and in holiday periods.**

The public face of the problems discussed throughout this report is the numbers of young people visible on the streets in the evening and late into the night.<sup>6</sup> This is particularly the case in the summer months. While some of this is just young people socialising in public spaces, as is usual anywhere, there was the view expressed by many stakeholders that there is a lack of recreational opportunities, which leads to boredom which in turn leads to increases in anti-social behaviour.

While there are some recreational sites and programs in Alice Springs there appears to be a lack of coordination of some and an under utilisation of others so that access to recreational opportunities for young people at risk is patchy.

Linking children and young people at risk to structured and attractive recreational activities provides the potential for diverting young people away from anti-social behaviour with all its negative consequences.

### **III THE WAY FORWARD**

The consultants acknowledge that there is significant goodwill among stakeholders and there has been considerable effort in the past in attempting to improve the service system. The frustration expressed by many that progress with this has not been as great as hoped is understandable. The consultants are

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<sup>6</sup> No data on actual numbers of young people on the streets at night was available.

of the view that improvements in the system can be built on the good work undertaken to date by all involved.

### **1. Coordination of government policy and funding**

The first step in achieving greater coordination and ultimately greater coherence in youth service delivery is to establish an agreed position on the key objectives of the service system.

While it is acknowledged that the development of policy is the prerogative of government it is essential for the development of good policy that the community and service providers are given an opportunity to inform government of policy priorities. Accordingly, priorities will change as circumstances change and government needs to ensure there are appropriate mechanisms for community input into its policy development and decision making.

Two mechanisms are recommended for the coordination of government policy and funding. The first is the development of a youth policy and strategy accord and the second is the development of a youth policy and strategy committee.

#### ***(a) Youth policy and strategy accord***

While there are common themes identifiable when talking with stakeholders there does not appear to be a unified policy and strategy framework that provides a universally accepted platform for planning and service delivery. This can lead to conflicting or at least misunderstood expectations among the various service providers and government bodies. The various roles of police, emergency accommodation providers, casework services, statutory and non-statutory agencies and education and recreational programs are more often than not determined by different silos of bureaucracy and/or funding arrangements but not necessarily linked to a unifying and agreed policy and strategy framework that focuses everyone's efforts together.

There have been many attempts to develop MOUs and coordination processes (such as the Youth Tasking and Coordination Group) but it may be that these would work better if there is an overarching youth policy and strategy accord. Such an accord would essentially be a statement of the overall objectives of the Alice Springs youth services system and a statement of agreed strategies.

The process for creating this accord would be the responsibility of the Youth Services Coordinator. In the first instance this would involve convening a broadly representative workshop of stakeholders to develop a draft accord.<sup>7</sup> The Youth Tasking and Coordination Group could refine this document for approval by the relevant agencies both government and non-government.

Given the significant amount of material and work undertaken by the sector in recent years this task should not take long and perhaps could be a sign in itself of the sector's intentions to move forward together. This accord would then become the responsibility of the Youth Tasking and Coordination Group to

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<sup>7</sup> An initial workshop was convened by the consultants on 2 February 2010. A draft accord and action plan was developed out of this workshop.

implement and the Youth Policy and Strategy Committee to monitor and review. It is important to note that this accord should not merely be focused on non-government service providers but should be equally binding of government services as well. One of the important objectives will be to ensure government action is well advised and supported by the sector, while recognising the role and right of government to set policy and determine action.

An accord such as this will provide a guide to government on where and how to allocate resources and is likely to result in better planned responses to the issues as they emerge.

***(b) Youth Policy and Strategy Committee***

It is recommended that a committee be established that takes responsibility for setting the direction of youth service delivery in Alice Springs. This group would be responsible for developing the youth policy and strategy accord and providing broad level oversight of the Youth Services Coordinator's position.

It is recommended that senior level government officers be appointed to this committee and that representatives of the non-government sector be co-opted to ensure the committee is kept informed of local needs and developments.<sup>8</sup> To ensure there is coherency and consistency in policy across all levels of government it is recommended that Australian Government and an Alice Springs Town Council representatives are also co-opted to the committee. Consideration will also need to be given to whether there should be specific Aboriginal organisational representation on this committee. The Youth Services Coordinator should also attend meeting of the Youth Policy and Strategy Committee.

Concern was expressed about duplication of committees given the number of committees and taskforces already in existence. Some thought needs to be given as to whether this group could be linked to an already existing group.

The Alice Springs Transformation Plan has led to the creation of a number of reference groups. One such group - the reference group established in response to action strategy #1 (Deal with Social Issues) - could be a suitable location for the Youth Policy and Strategy Committee. This reference group does not have a youth focus and consequently youth issues may not get the attention they deserve. If this option is chosen, appropriate mechanisms to ensure young people and their issues are not neglected, would need to be put in place.

Alternatively, the Youth Policy and Strategy Committee could exist in its own right. To give it more legitimacy and purpose it could take on responsibility not just for recommendations flowing from this report but also for all elements of the Youth Action Plan.

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<sup>8</sup> At the youth strategy workshop held on 2 February 2010 it was suggested that three non-government organisation representatives participate in this group with at least one of them being NTCOSS. The other two would be selected by the Youth Tasking and Coordination Group.

Regardless of what ever option is taken for the formation of this group it is recommended that the Executive Director Southern, Department of the Chief Minister chair this group as this is the position that has a whole of NTG focus and can ensure that at least all relevant NTG parties are at the table. It is not anticipated that this group would need to meet often, perhaps no more than three to four time per year.

As will be discussed further below this committee needs to be linked to the Youth Tasking and Coordination Group, which is the group with a more day to day focus on the implementation of the accord and the coordination of youth service delivery.

## **2. Coordination of service responses**

The establishment of the Youth Hub combined with the creation of the Youth Services Coordinator position and the Youth Tasking and Coordination Group provide a great opportunity to developed a well coordinated, responsive and integrated youth service sector in Alice Springs. This section looks at each of these mechanisms in turn and describes how they could be formulated to best achieve this outcome.

### ***(a) The Role of the Youth Hub***

The NTG has decided to establish what has become known as a Youth Hub to address the above issues. Initially it was thought, by some members of the community, that the Youth Hub would be a site for a broad range of government and non-government youth agencies and be a place where young people would congregate to access these services and participate in programs. However, the scope of the hub has narrowed to focus on the collocation of mainly NTG youth services with some capacity for other agency involvement.

At its simplest level the Youth Hub is a physical location of NTG services. It is intended however that the Youth Hub also becomes a focal point for system coordination with the responsibility for the management of both being the newly created Youth Services Coordinator's position.

The Youth Hub is to be a new building, located on the Anzac Hill site accommodating a range of NTG services. It is currently envisaged that the following NTG services will be based at the Youth Hub:

- Youth Services Coordinator – NT Police until 2011 (then NT Department of Health and Families);
- Youth Diversion Unit – NT Police;
- Crime Prevention Unit – NT Police (school based constables; neighbourhood watch; safety house; safety audit);
- Family Support Centre – NT Department of Health and Families; and
- Youth Corrections workers - soon to be part of NT Department of Health and Families.

There is on-going discussion about the placement of NT Department of Education and Training staff in the Youth Hub. It was originally envisaged that Aboriginal and Islander Education Workers and Home Liaison Officers would be

based there. However, the NT Department of Education and Training has indicated a preference that these officers remain on school campuses.

It has also been suggested that a NT Family Services duty worker or the recently created positions from the Targeted Family Support Program<sup>9</sup> relocate to the Youth Hub either on a part-time basis. These suggestions have not been fully canvassed and do not form part of the recommendations of this report.

In addition to the office space for the services mentioned there will be a multi-purpose meeting room and some unallocated rooms that could be used for interviews and/or the temporary accommodation of other program staff (both NTG and non-government). There appears to be limited or no capacity for the permanent location of non-government staff. Most non-government agencies consulted did not express a desire to have staff based there, however, some expressed interest in having temporary programmatic access to the hub.

There was also some interest in using the Youth Hub to provide clinical/medical services to young people. There was some question raised about the cost of fitting out a room for this, in that it would not be possible within the current budget. However, providing clinical services in such settings may not have significant budgetary implications and this option ought to be considered further.

At a minimum it is recommended the Youth Hub be designed and operated such that there is:

- flexible office space with computer and telephone access for sessional, temporary or visiting services, potentially to be used by any youth service within the system;
- meeting space or spaces to be utilised as a location for meetings and gatherings of service providers and other community members as appropriate;
- meeting space that is flexible enough to be used as a site for some program activities for young people under supervision of service providers;
- counselling space available for use of service providers if such space is not available in their own locations;
- administrative support for services using the site – ie telephone, information technology, reception services; and
- site management that facilitates and supports youth services (including young people when present) and is youth and family friendly.

Fundamental to the successful operation of the Youth Hub will be the nature of the relationship between the agencies co-located in the hub. In its simplest form the hub could merely be a geographical site in which a number of different agencies place staff. These staff would have no functional relationship with each other and they would only need to work together on superficial matters such as access to communal spaces and the upkeep and maintenance of the building

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<sup>9</sup> This program currently sits within Congress.

itself. There would be no integration of service delivery. Such a model would see the Youth Hub as little more than office space.

On the other hand the hub could be a place where the co-located agencies integrate their services to the greatest extent possible and explore innovative ways of responding to the needs and demands of the client group.<sup>10</sup> Such a model would see the workers from the co-located agencies identifying as being employees of the Youth Hub as well as employees of their respective agencies. They would have dual reporting requirements to the Youth Services Coordinator and to their agency management.

Workers in such a place would view themselves as part of a team responding to clients holistically. A common working philosophy would need to be established from the beginning. This would ensure a culture of cooperation and integration is developed. Regular team meetings would be necessary to ensure a high level of communication is maintained, not only in terms of responses to specific clients but also in terms of maintaining and evolving the culture and philosophical underpinning of the hub.

Practical considerations.

- Reception - A critical element in this approach is how people are welcomed when they first enter the building. Reception staff will play a crucial role in establishing the culture of the hub. Given the statutory nature of many of the services to be based at the hub this is especially important. Reception staff can be drawn from existing reception staff attached to the programs relocating to the site.
- Data collection – The Youth Hub provides an opportunity for a centralised data collection point. Data can be collected on the young people using the services not only of agencies based at the hub but also all relevant youth service providers. Appropriate IT systems can be developed to collect data and generate reports.
- Administration - A new administrative position may need to be created to assist the Youth Services Coordinator, oversee practical site management and coordinate the data collection discussed above.

#### ***(b) Youth Services Coordinator***

The recently created position of Youth Services Coordinator is a significant asset that provides a focal point for the coordination and development of the youth service sector in Alice Springs. The position is currently hosted by the NT Police

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<sup>10</sup> This integrated service model has been employed successfully at the Collingwood Neighbourhood Justice Centre. Given the success of the program the Victorian Government is planning to develop more neighbourhood justice centres across Victoria.

but it is anticipated that the position will be transferred to NT Department of Health and Families sometime in 2011.<sup>11</sup>

This position has responsibility for the on-site management of the Youth Hub and more broadly speaking the coordination of youth service delivery in Alice Springs. This coordination aspect is not in a direct line-management capacity but more so as a facilitator of communication and a repository of information.

Some of the specific tasks identified include:<sup>12</sup>

- convene meetings of the Youth Tasking and Coordination Group;
- establish a consolidated database of youth service program options and keep it up to date.;
- establish a centralised referral system that tracks the progress of young people referred into the youth system and provides a means for ensuring that each young person receives appropriate case management follow-up;
- develop a database of service utilisation and identify and analyse the level of unmet demand;
- maintain regular dialogue with service providers regarding capacity and service gaps with a view to building a more accurate picture of the priority areas for service system development;
- provide regular reports to the Youth Tasking and Coordination Group, government departments and service providers on the functioning of the system;
- oversee the functioning of the Youth Hub as a facility for both government and non-government services;
- provide an annual report publicly on the functioning of the youth service system in relation to whether or not the youth policy and strategy objectives are being achieved;
- advocate on behalf of young people in gaining access to services where there appears to be structural or organisational barriers in place; and
- develop a communications strategy to ensure there is balanced reporting of youth issues in the media.

### ***(c) Youth Tasking and Coordination Group***

Many of the tasks described above will be executed through the Youth Tasking and Coordination Group, which is currently, and should continue to be, chaired by the Youth Services Coordinator. Of particular importance is the development and monitoring of case referral and management processes and the collection and analysis of data.

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<sup>11</sup> Consideration will need to be given as to how this transfer from NT Police to Department of Health and Families will occur and also what part of the department the position will sit and who it will report to.

<sup>12</sup> These tasks have been drawn from the current Youth Services Coordinator position description and from expectations expressed throughout the consultation process. In response to the consultation a revised position description has been developed and is attached to this report in appendix 4.

The Youth Tasking and Coordination Group has been in existence since 2009 and already brings together key youth service providers. The Youth Services Coordinator is currently responsible for chairing this group and it is recommended that this continue.

It is recommended that this group meet at least monthly and when necessary more regularly to address emergent issues. Membership of this group should be open to all agencies providing services to young people in Alice Springs. At times sub-groups may be formed to address certain issues but should ultimately report back to the larger group.

The Youth Services Coordinator and perhaps two or three other members of the Youth Tasking and Coordination Group should also be members of the Youth Policy and Strategy Committee. This will ensure there is a direct link between policy setting and the situation on the ground.

### **3. Crisis Responses.**

It is difficult to get a sense of the scale and scope of the problem of children and young people encountered in the evening and late at night with no safe home to return to, at least in the short term. Many stakeholders, particularly police referred to this as a major issue. However, no data has been provided to support this contention. Nevertheless, there appears to be problems associated with the time it takes for police or others to find suitable emergency accommodation for young people. It was reported that there are insufficient emergency beds available (or that the beds available were not appropriate by reasons of age, gender, family or culture) and that the protocol to be followed to gain access to the beds is overly onerous and time consuming.<sup>13</sup>

In recognition of the bed availability problem the NTG has recently increased resources to two of the emergency accommodation providers (Tangentyere Council and Anglicare) thereby increasing the capacity of the system significantly.

A problem however that has been identified is that these new beds may still be difficult to access, particularly for underage children, since the funding agreements with the NTG prescribe that access must only be gained through the after-hours protocol. If this is the case the position for police and others who encounter children and young people late at night may be no better than before.

It was reported throughout the consultancy that it is not uncommon for the after-hours protocol to be circumvented by placing young people at BushMob's volatile substance abusers' residential program on a temporary basis. This creates a problem for BushMob in that it is not funded to provide such a service

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<sup>13</sup> The current after-hours protocol is for the police to call a 1 800 number in Darwin (crisis-line) and lodge a request for permission to make an emergency out of home placement. This request would then be referred to an on-call NTFS worker in Alice Springs who would approve or otherwise the request. Once the request is approved the placement can then be made.

yet the organisation believes it would be irresponsible to turn these young people away.

There are a number of powers available to police under the *Care and Protection of Children Act (NT)* relevant to this issue. These are as follows.

- Provisional Protection.
  - Division 7 of the Act provides for the provisional protection of a child under the age of 18 years who the CEO of NT Department of Health and Families reasonably believes is in need of protection, and provisional protection is urgently needed to ensure the wellbeing of the child. When a child is taken into provisional protection the child can be removed from where he/she is currently found and alternative arrangements for his/her care and protection can be made for up to 72 hours.
  - The police, as authorised officers under the Act, have the authority of the CEO of NT Department of Health and Families in these situations and therefore can make the decision to place a child into provisional protection without following the crisis-line process described above.<sup>14</sup>
  - Concern was expressed about who is ultimately responsible for the care of the child or young person if this power is exercised by police on behalf of the CEO of NT Department of Health and Families. That is, the police may exercise the power but it is the CEO of NT Department of Health and Families who will be held accountable, if there are any problems. Consequently, there may be reluctance for the power to be invoked in this way.
- Moving a child to a safe place.
  - Division 8 of the Act allows police to remove a child from a place where the wellbeing of the child is at risk if the child is not removed. Police can remove a child and place him or her in a safe place. This power has some limitations as it can only be exercised if the child is not under the direct supervision of a parent, a family member or an adult capable of adequately supervising the child. Furthermore, the power cannot be used if the police officer

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<sup>14</sup> There is a belief within parts of the NT Department of Health and Families that the use of provision protection in this context is contrary to the original parliamentary intention of this power. That is, it is seen more as a power to be used when it is likely that the child will be the subject of a protection order eventually and not to be used for situations where a child finds him or herself in a one-off crisis situation. However, not only is this view not supported by the terms of the legislation it is not supported by departmental lawyers. The provisional protection powers are suitable for use in situations where the child is only in need of care and protection for a short amount of time.

believes, that apart from the immediate situation, the child is not in need of care and protection.<sup>15</sup>

- Powers of restraint, search and seizure.
  - Division 8 of the Act also allows police to restrain, search and seize children who may be in need of care and protection. These powers can be of useful as it means police do not have to rely on their standard powers which tend to imply criminal behaviour when needing to intervene in those situations in which they believe children are at risk of harm.

While the police clearly have a number of powers they can exercise in a range of situations it may be that there are some scenarios that are not adequately covered. Furthermore, even if the powers are adequate, the time it takes for police to place a child in safety may be a significant problem.<sup>16</sup> In the absence of data it is difficult to establish the extent to which this is the case.

The Youth Services Coordinator and the Youth Tasking and Coordination Group may be able to, through the collection of data over the first six months of operation, determine the extent of this problem and ascertain if any changes to the protocol, legislation and/or configuration of resources need to be made and, if so, how.<sup>17</sup> Any recommendations could then be fed back to the Youth Policy and Strategy Committee and consequently inform government policy and decision making.

An additional issue to be addressed is the perception that the night patrols (both youth and adult) are inconsistent in their coverage and response to requests from police to attend when children and young people are encountered at night in unsafe and unsuitable locations. It is understood that changes to the night patrols are currently being contemplated. It is important to note that the night patrols are an important asset and should be playing a key role in responding to children and young people who are either at risk to themselves or who place the community at risk. Improved night patrols would not only reduce the burden on

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<sup>15</sup> If the police officer believes the child is in need of care and protection over and above the immediate situation the provisional protection or permanent protection powers and processes would need to be used.

<sup>16</sup> This problem is potentially compounded by the prohibition on placing children in police cells (even with the door open) when using powers under this Act.

<sup>17</sup> Currently police are not required to collect data on all young people they pick up and drop home while on patrol. These interactions are recorded as field events and no specific data about the young person and his or her situation is collected. This practice makes it difficult to determine accurately the numbers of young people on the streets at night, to what extent they are engaging in anti-social behaviour and what interventions took place. This is a matter of police policy, which could be reviewed and altered to allow relevant data to be collected.

police but could also provide a more appropriate service to the children and young people in question.<sup>18</sup>

As already discussed in this report extensive work has been done by the sector to resolve many of the problems identified. One such piece of work is the draft Protocol for the Coordination of the After Hours Services for Children and Young People developed originally in 2005 and reviewed in 2009.<sup>19</sup> It is recommended that the Youth Tasking and Coordination Group further review this protocol, and, if appropriate, have it ratified by the Youth Policy and Strategy Committee and the agencies involved.

#### **4. A System of Case Management.**

Once children and young people have come to notice and been placed in emergency accommodation or linked to extended family for safety there is a clear need for a caseworker to follow-up the situation within 24 hours. The key issue for children and young people who come to notice in this way is the availability of family support and the need to engage quickly with the family to understand better if a greater level of support is required. A brief assessment of the young person's family situation and a consideration of the potential need for support services to be engaged will be important if further risk is to be prevented. Such an assessment would cover basic issues such as general health and wellbeing, physical safety and security, school attendance, and options within the family for ongoing support if the immediate family is unable to provide safety and security in the short term.

A number of services have case management/casework resources. The referral system proposed above would need to maintain a database of capacity across the service system so that referrals could be coordinated. The Youth Services Coordinator would need to play a key role in allocating case management follow-up responsibility if the child or young person did not have an existing case manager or where there was lack of clarity about who was to take responsibility. The Youth Services Coordinator would be responsible for monitoring this process ensuring that children and young people did receive the service they need and what the outcome was. This function will assist both in service coordination but will also go some way towards identifying gaps and/overlaps in the system.

The evolving Family Support Centre (NT Department of Health and Families) and the recently expanded Targeted Family Support Program (Congress) are two programs that could play an important role in case managing and directly providing services to children and young people that have come to the attention

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<sup>18</sup> There is potential to reconfigure the youth patrol service to operate more like a youth outreach service. A number of the existing youth service providers are well placed to provide such a service if funding was provided. A youth outreach service would result in an integrated and sophisticated response to young people in crisis after-hours. This option was not explored in full within this consultancy.

<sup>19</sup> Protocol for the coordination of the after hours services for children and young people between Youth Night Patrol, NT Police, Youth Drop in Centre, ASYASS, Safe Families, Reconnect and Family and Children's Services.

of the Youth Services Coordinator and Youth Tasking and Coordination Group. Importantly, these programs work with children and young people in the context of their families. However, it is important to note that the current community perception of the Family Support Centre is that it is only for those families in breach of the parent responsibility laws and as such there is considerable shame associated with, and resistance to, these services. The Family Support Centre is exploring ways to work with parents/families outside of its mandatory capacity and overtime may be able to overcome this resistance and become a significant resource within the community.

The Targeted Family Support Service has been established to work with families prior to them entering (or reentering) the child protection system. Consequently, it is not working with mandated clients and accordingly has a high degree of flexibility in how it works and who it works with. This program's capacity was increased in 2009 and is well placed to play an important part in the youth service system in Alice Springs.

The issue of breach of confidentiality is raised whenever a coordinated case management response is discussed. A likely scenario to emerge under coordinated case management arrangements is private information about a young person being discussed in an open forum. In some situations informed consent cannot be obtained from the young person or, in the case of minors, from the young person's guardian.

The *Information Act (NT) 2003* contains the nationally established Information Privacy Principles (IPP). These principles provide a guideline as to how public sector organisations collect, use and disclose private information, including sensitive information. The IPPs apply to non-government organisations funded by the NTG on the basis that they are service providers contracted by the NTG.<sup>20</sup>

It is clear from the IPPs that the use and disclosure of private information is allowable if the use and disclosure is directly related to the purpose for which it was collected and is necessary to prevent serious and imminent threat to the individual's (or another individual's) life, health or safety.<sup>21</sup>

Practically this means that in a case management meeting involving a range of service providers private information collected by a worker who encounters a child or young person in crisis can be disclosed if its disclosure is related to the crisis and the disclosure is necessary to prevent serious and imminent threat to the child's or young person's or another person's life, health or safety.

It is the use and disclosure of information outside of these parameters that potentially breaches the law. All agencies and their personnel who are privy to private information should ensure they understand these legal limitations.

Regardless of the legal position, where possible, consent to use and disclose the information should be sought from the young person and/or his or her legal guardian, where possible.

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<sup>20</sup> Section 5(7) *Information Act (NT) 2003*.

<sup>21</sup> IPP 2.1

## **5. Education.**

The disengagement from school of significant number of young people has been clearly identified as a major issue by all. The establishment of a Middle School on two sites, including Anzac Hill adjacent to the site of the proposed Youth Hub building, initially received a mixed response. However there is strong interest by all stakeholders in improving the retention rate at school for young people, as disengagement from school is recognised by all as a key risk factor for children and young people becoming further engaged in anti-social behaviour and becoming the subject of statutory intervention.

The development of the Middle School provides an opportunity for the development of more cooperative relationships between DET and other youth service providers. To take advantage of this opportunity it is necessary for there to be greater dialogue between education providers and other youth service providers in relation to enhancing existing school based programs for the target group, developing other programs and monitoring and supporting young people engaged in the programs.<sup>22</sup>

This greater dialogue will result in a dedicated platform for ensuring that all young people gain access to education. While there has been goodwill on all sides and in many instances good work there appears to be many gaps in this area. Expanding the dialogue and developing a platform should be a priority of the Youth Policy and Strategy Committee and the Youth Tasking and Coordination Group.

## **6. Recreation**

The access to recreational activities was repeatedly identified as a major problem facing young people in Alice Springs. To this end the original tender brief indicated that one of the functions of the Youth Hub was to improve recreational services with the possibility of establishing a Police Citizens Youth Club at the Anzac Hill campus. The idea of establishing a Police Citizens Youth Club has been discarded by the NTG on the basis that it would be more efficient and effective to enhance existing recreational facilities rather than create a whole new facility.

This failure to pursue this option has been met with disappointment by some of those parties consulted. However, others indicated that, while additional recreational options would be preferable, there were already a number of recreational options available to the target group and that with some renovation, expansion, reconfiguration and coordination these facilities should be adequate.

Recreational activities available for the target group are currently available through Tangentyere Council's Youth Activity Centre, the Gap Youth Centre's Late Night Program and programs (including the After Hours Youth Drop In Centre) operated by the Central Australian Aboriginal Congress.

A question does remain as to whether these activities in their present form are adequate. What is apparent is the inability of some members of the target group

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<sup>22</sup> Such a dialogue could include other stakeholders such as the Council of Government Schools Organisation (NT) and the Australian Education Union.

to access the activities. Issues of race, family group, gender and age provide real barriers for many young people to participation in the activities. There are also practical access issues given the limited hours of operation and the geographic location of the programs.

Much discussion throughout the consultancy focused on the under utilised Alice Springs Youth Centre. This Centre is adjacent to the proposed Youth Hub site and within the Anzac Hill site. The Centre is ideally located to play a significant role in providing youth recreational activities and programs for the target group.

The consultations identified a number of perceived problems with the Centre. They include:

- disrepair of parts of the Centre;
- confusing and unwelcoming entrance;
- existing users – a number of sporting clubs already use the Centre many of which have been doing so for many years and may resent changes in the way the Centre operates and potential change to their ability to access the facilities; and
- management structure - the Centre is a member run organisation and there is a perception amongst some members of the community that management would be resistant to improving access to the Centre for members of the target group.

These problems are not necessarily insurmountable. The problems with the disrepair of parts of the site and the entrance could be overcome with a moderate injection of funds. The attitude of existing users has yet to be fully canvassed but given the size of the Centre and the range of existing facilities within it there is scope for increased utilisation without compromising access for existing users.

Resistance by management to access by the target group was not demonstrated to the consultants in their discussions with the current centre manager and committee president. That is not to say that resistance does not exist. There is evidence that access to the Centre by one youth service provider to run programs for the target group was cancelled and negotiations to restart the programs have stalled. This is seen by some as evidence of reluctance by management to open the centre to the target group.<sup>23</sup>

However, there is recognition by centre management that the site is underutilised and that they do not have the resources to rejuvenate the site. Given this there is significant scope for negotiating with centre management to increase access to the site for the target group. It is recommended that an injection of funds to address current design and maintenance issues be provided.<sup>24</sup> It also recommended that members of the target group be

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<sup>23</sup> This issue was not investigated by the consultants. Therefore the extent to which this perception is valid cannot be assessed.

<sup>24</sup> It is understood some money has been allocated to the Alice Springs Youth Centre by the NT Department of Natural Resources Environment Arts and Sport to develop an access and inclusion plan. This is an excellent initiative and it is

introduced to the site through programs supervised by existing youth service providers.<sup>25</sup> Independent participation from members of the target group in existing activities may flow from this.

Other youth services also provide recreational programs. One such provider Gap Youth Service appears to have a high uptake of its programs yet the site appears to be in need of renovation. Some injection of funds to renovate the site and expand the service is recommended.

Revamping and opening up the Youth Centre and injecting more funds in other recreation programs will undoubtedly go a long way to enhancing youth recreational options for the target group. However, concern was expressed by some of those consulted about the limited recreational activities in some of the suburban areas of Alice Springs. Larapinta was identified as one such place where there are a growing number of young people in need of access to recreational activities.<sup>26</sup>

The relatively small size of Larapinta and similar areas makes it unviable to locate permanent recreational activity centres in such areas. However, this problem could be partially addressed through improved transport options available to residents of these areas. Such options include public transport and transport provided by the recreation program providers. Clearly there would be cost implications associated with this and this needs to be assessed in the context of other needs and priorities.

Concern was also raised about the concentration of young people into an area adjacent to Todd Mall through participation in activities in the area when it is the anti-social antics of many of these young people within the Todd Mall area that has become the focus of much community concern.

The transport options canvassed briefly above would partially resolve this problem. However, even with the transport options being available it is not guaranteed that young people will avail themselves of them. Some may chose not to go home and therefore remain in the area and potentially engage in anti-social behaviour.

The issue of youth activities has another dimension, that is, those activity programs that are not purely recreationally based but are structured and developmental in nature and often act as a pathway to other programs. Some of the local youth service providers currently run such programs very successfully.

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vital that the Youth Services Coordinator work alongside the Alice Springs Youth Centre to ensure integration with the youth sector.

<sup>25</sup> These programs may be already funded however there may be the need for additional funding to be made available in some instances. An assessment of the extent this is necessary could be considered by the Youth Services Coordinator in conjunction with the Youth Tasking and Coordination Group.

<sup>26</sup> Congress already operates regular recreational programs at Larapinta on public land. It is understood that funding only allows for this to be done on a limited basis. The capacity for this program to be expanded was not explored in this consultancy.

Additionally, there are a number of programs delivered by non-local agencies that are targeted to specific needs. These programs include:

- Clontarf Academy;
- Girls at the Centre;
- Big Issue Street Soccer – Wesley Mission;
- Richmond Football Club program; and
- Red Dust Role Models.

These programs play an important role in the overall youth service system in Alice Springs and need to be considered in the context of coordination and integration of youth services by both the Youth Services Coordinator and the Youth Tasking and Coordination Group.

The Youth Services Coordinator, in conjunction with the Youth Tasking and Coordination Group, can play a role in enhancing the delivery of recreational activities in Alice Springs by:

- developing strategies to overcome the above mentioned barriers, where possible;
- coordinating the timing of activities to ensure they are being provided at the times most needed and there is no unnecessary overlap – this is especially important throughout school holidays; and
- ensuring real gaps are clearly identified and reported back through the above discussed mechanisms to government.

It is also recommended that the Youth Hub have sufficient office space and program/meeting space for use by external agencies to base themselves on an as needed basis so that recreational and educational programs from time to time can operate from the site.

## **IV CONCLUSION**

The youth service system in Alice Springs has for many years worked hard to respond to the complex and ever increasing needs of young people in crisis. In support of this profound effort this report has attempted to clarify the nature of the problems faced and identify strategies to assist the sector in responding to the presenting problems more effectively.

The strategies are not necessarily new or complex - essentially they revolved around the establishment of an agreed set of policy and strategy priorities and the establishment of communication and coordination mechanisms – but with commitment from all parties involved the strategies could play a meaningful role in improving youth service delivery in Alice Springs and allaying persistent community concern over anti-social behaviour of the town's young people.

## **APPENDICES**

### **Appendix 1 – Original tender brief**

1. Internal operating models for the youth hub including:
  - a. service level agreements and reporting;
  - b. IT infrastructure requirements for all agencies;
  - c. business systems to be used;
  - d. business processes;
  - e. resourcing formula to cater for future growth in workload;
  - f. information sharing between agencies;
  - g. privacy of information; and
  - h. security of data and information.
2. Identifying preferred service delivery model options including:
  - a. implementation strategies; and
  - b. recommended 'model programs'.
3. Identifying staffing, office accommodation and other requirements of relevant agencies at the hub.
4. Working with both government and non-government agencies to develop working partnerships within the youth hub context:
  - a. provide advice and assistance in the negotiation with agencies surrounding the service delivery model;
  - b. provide advice and assistance to the relevant agencies on the requirements, procedures and process to be followed in the development of the youth hub;
  - c. identify opportunities for connectivity with existing youth services, education and training facilitators;
  - d. develop strategies to ensure engagement and development of working partnerships; and
  - e. assess the feasibility of the development of a Police Community Youth Club at the youth hub, or other options to further develop existing providers through partnership arrangements.
5. Full costings on the project for consideration of Cabinet including implementation, infrastructure and ongoing costs.

## Appendix 2 - Youth Action Plan

<b>ALICE SPRINGS YOUTH ACTION PLAN</b>	
<b>2009—2011</b>	
<b>OUR OBJECTIVE</b>	
Making our community safer by supporting children and families.	
<b>OUR PRINCIPLES</b>	
<ul style="list-style-type: none"> <li>❖ This is a whole of government approach to getting young people in Alice Springs back to school and or work and away from crime and other antisocial behaviour activities.</li> <li>❖ Individual agencies will provide leadership and resources to ensure the timely achievement of action strategies</li> <li>❖ The Alice Springs Youth Action Plan is coordinated by the Alice Springs Youth Action Plan Working Group and will operate in accordance with the agreed Terms of Reference.</li> <li>❖ The Alice Springs Youth Action Plan has been established on a foundation of partnerships for problem solving.</li> </ul>	
<b>OUR ACTION STRATEGIES</b>	
<b>1 Education</b>	<ul style="list-style-type: none"> <li>• The creation of a new Alice Springs Middle School operating across two campuses at Anzac Hill and Gillen (Alice Springs High) commencing in 2010. The new middle school will provide students with a wider range of subjects and programs tailored to meet individual needs as well as improved access to resources and support services.</li> </ul>
<b>2 Accommodation</b>	<ul style="list-style-type: none"> <li>• The provision of emergency accommodation and support, including additional safe houses and emergency beds</li> <li>• The establishment of a residential facility for young people who want to attend school but who cannot live at home or independently.</li> </ul>
<b>3 Youth Hub</b>	<ul style="list-style-type: none"> <li>• Establishment of a Youth Hub aimed at making the community safer. The Hub will provide support services and resources to meet individual needs and help young people stay out of trouble.</li> </ul>
<b>4 Youth Diversion &amp; Patrols</b>	<ul style="list-style-type: none"> <li>• The provision of additional policing and security resources and the expansion of Alice Springs Town Council Ranger Services.</li> <li>• Better coordination of transport and recreational services and facilities.</li> </ul>

**OUR PROCESSES**

<b>Decision making</b>	<ul style="list-style-type: none"><li>• Operate on the principles of consensus and evidence-based decision making.</li><li>• Establish appropriate advisory and reference groups to support our work.</li></ul>
<b>Communication and engagement</b>	<ul style="list-style-type: none"><li>• Establish effective mechanisms for engaging appropriately with key stakeholder groups.</li><li>• Establish channels for regular, open and honest communication with all stakeholders.</li></ul>

### **Appendix 3 – Biographies**

#### ***Tony Kelly***

Tony is a Melbourne based criminal defence lawyer. Prior to studying law Tony worked as a social worker for 20 years in Queensland, the Northern Territory and Victoria in the areas of youth work, drug and alcohol, child protection and justice. Tony has also worked as a consultant on a range of projects across the country, mainly in the areas of Indigenous affairs. Tony is also an experienced facilitator and trainer. Prior to social work Tony was a park ranger at Katherine Gorge (now Nitmiluk) and Kakadu National Parks and store manager on Bathurst Island.

#### ***David Murray***

David Murray is the Executive Director of the Youth Substance Abuse Service (YSAS), a State-wide specialist service to young people aged 12-21 in Victoria experiencing significant problems with drug and alcohol use. YSAS provides a holistic service to young people incorporating youth outreach, residential withdrawal, home based withdrawal and supported accommodation.

David has worked with marginalised young people for 34 years as a practitioner, supervisor, manager, policy advocate and board member of youth organisations. He has a B.A.(History), a Dip.Crim.and a M.A.(Social Policy). He has a particular interest in developing services that respond to the needs of young people who present with complex issues of drug use, mental illness, and homelessness, self-harm and offending behaviour.

He was previously Deputy Superintendent of Turana (1976-79) and Director of Four Flats Youth Service – now known as The Brosnan Centre (1979-83). As Policy Director of Jesuit Social Services (1995-2001) he established 'Connexions' a program for young people with dual diagnosis and was also project manager of two national training projects (Domestic Violence Prevention 1999 and Parent Education 1998). He also established a pilot project within Victorian prisons funded by the Commonwealth 'Men and Family Relationship' program.

He was formerly President of the Centre for Excellence in Child and Family Welfare, Chairperson of the Victorian Minister's Advisory Committee on Vulnerable Children Young People and Families, is a member of the Victorian Minister's Advisory Committee on Mental Health, a member of the Victorian Children's Council, a member of the Victorian Drug and Alcohol Prevention Council, the Victorian Youth Parole Board and a member of the Victorian Minister's Juvenile Justice Roundtable.

#### **Appendix 4 – Agencies/stakeholders consulted**

1. Michael White - Youth Services Coordinator
2. Kath Liddle – Mission Australia/Gap Youth Centre
3. Paul Phyland – Mission Australia
4. Scott Wassman - Mission Australia
5. Rachael Lila – Anglicare NT
6. Adam Holme – Anglicare NT
7. Will MacGregor – Director, BushMob
8. Tracey McNee – ASYASS
9. Jennifer Standish-White – Manager, Gap Youth Centre
10. Robyn Donnelly – Relationships Australia
11. Darren Liddle – Relationships Australia
12. Jonathan Pilbrow – NTCOSS
13. Antoinette Carroll – Youth Advocacy, CAALAS
14. Trevor Owen – Crime Prevention Unit – NT Police
15. Maree Pietery – Alice Springs Youth Centre
16. Damien Ryan – Mayor, Alice Springs Council
17. John Adams – Youth Services Coordinator, Tangentyere Council
18. Christa Bartjen-Westerman – Youth Services Coordinator, Tangentyere Council
19. Mandy Taylor – Ministerial Advisor – Karl Hampton MLA
20. Karl Hampton MLA
21. Robbie Lloyd – headspace
22. Dr Ameeta Patel- headspace
23. Natalie Colmer- headspace
24. Phil Walcott - headspace
25. Vicki Pearce – Manager, Family Support Centre, DHF
26. Tanya Furger – Arrernte Council
27. Geoffrey Doyle – Director, Arrernte Council
28. Joanne Earl – Regional Director, Southern DHF
29. Dr Thelma Perso – Regional Director, Central Australian DET
30. Blair McFarland – CAYLUS
31. Marg Reilly – Youth Patrol, Tangentyere Council
32. Lynn Buckley – NTFC, Southern DHF
33. Jo Townsend – Director, Alcohol and Other Drugs, DHF
34. Michael White – Youth Services Coordinator, NT Police
35. Jayne McAlister – Department of the Chief Minister
36. Rigmor George – Executive Officer, Alice Transformation Plan
37. Shorna Dowling – Department of the Chief Minister
38. Pru Walker – NTFC, DHF
39. Craig Witherspoon – NTFC, DHF
40. Narelle Coles – NTFC, DHF
41. Tony Corcorran – Central Australian Aboriginal Congress
42. Donna AhChee - Central Australian Aboriginal Congress
43. John Boffa - Central Australian Aboriginal Congress
44. Carolyn Lovell – Transitional Family Support Program, Central Australian Aboriginal Congress

45. Sonya Lemson - Transitional Family Support Program, Central Australian Aboriginal Congress
46. Therese Hicks – Principal, Centralian Middle School
47. Karen Loto - Project Manager, Centralian Middle School
48. Tracey Guerin – Curriculum Manager, Centralian Middle School
49. Mal Guerin – Youth Diversion Unit, NT Police
50. Bruce Wernham – A/Commissioner NT Police
51. Bettina Bettington – Student Services, DET
52. Tony Mayell – Department of the Chief Minister
53. Jennie Renfree – Senior Program and Policy Officer, Youth Service and Crime Prevention, NT Police
54. Stewart Willey – Youth Development Unit, Julalikari Council Aboriginal Corporation
55. Greg Broadfoot – NT Office of Youth Affairs, DHF
56. Pat Miller – Director, CAALAS
57. Alison Anderson MLA
58. Eric Sultan - Advisor to Alison Anderson MLA
59. Karen Blanchfield – Department of Education and Training
60. Reg Hatch – Tangentyere Council
61. Carmel Vandermolten – YouthTraX
62. Ashley Holt – Alice Springs Youth Centre
63. Bianka Schulz-Allan – Central Australian Aboriginal Congress
64. Riagan Liddle - Central Australian Aboriginal Congress
65. Kim Gorey – BushMob
66. Ann Fleming – Department of Education and Training
67. John Birch – Managing Magistrate
68. David Bamber – Magistrate
69. Greg Borchers – Magistrate
70. Sarah McNamara – Judicial Registrar and Manager
71. Shane Slattery – Criminal Registrar
72. Don Eaton – Police Prosecutions
73. Dara Reid - NT Legal Aid Commission
74. Mark O'Reilly – CAALAS
75. Ruth Brown – CAALAS
76. Sandra Mueller – Magisterial Support Officer
77. Young people, family and community members and youth workers gathered together by BushMob.

## **Appendix 5 – Youth Services Coordinator Position Description**

### **Primary Objectives**

1. Responsibility for chairing a cross-agency Youth Tasking and Coordination Group
2. Facilitating a coordinated approach to the provision of youth services, integration of Northern Territory services with Federal and Local Government services and the non-government organisation sector in Alice Springs
3. Establishment and operational management of the Youth Hub, Anzac Hill High School campus for the first two years of operation

*In achieving the above objectives the Youth Services coordinator must be cognisant that he or she will be working in a high profile position that will require development of all of government strategies to coordinate youth related services in Alice Springs in a multi agency environment including government and non government agencies, the development of funding proposals and reporting to Cabinet.*

### **Positional Responsibilities**

1. Develop and maintain a system of youth service coordination
2. Chair the Youth Tasking and Coordination Group
3. Develop and maintain partnerships with all government and non government agencies
4. Maintain the day to day operation of the Youth Hub
5. Prepare briefing documents and cabinet submissions
6. Collate data on at risk young people including the type of services required and actual services provided
7. With other agencies pursue the availability of funding for youth services especially in relation to identified service gaps
8. Development of strategies for re-engagement of troubled youth into schools and educational programs
9. Coordinate and deliver accurate and timely advice to the Youth Policy and Strategy Committee regarding youth related services
10. Coordinate and deliver information to the media relevant to youth related activities
11. Promote and implement policy decisions throughout the Frontline Policing Structure when dealing with youth
12. Maintain a work environment where all employees are respected and where equity and diversity are valued
13. Demonstrate leadership and integrity of the highest standards in every aspect of your conduct