

2016-2020

SHIRE OF HALLS CREEK YOUTH STRATEGY



Acknowledgements

This Youth Strategy acknowledges the Traditional Owners of Country throughout the Shire of Halls Creek and their continuing connection to their Country and communities. We pay our respect to them, their cultures, and to elders both past and present.

Disclaimer

Whilst the information for this Youth Strategy has been researched, collated and expressed in good faith, no guarantee can be given for total accuracy. Secondly, the contents do not necessarily take into account all the factors which need to be considered before implementing specific recommended initiatives of the Strategy. Accordingly, this Strategy should be used in conjunction with ongoing research, consultation and professional technical assistance.

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PREAMBLE

Preamble

Almost 50% of the population of the Shire of Halls Creek is under 25 years of age. In the words of the Shire's *Strategic Community Plan – "Creation of appropriate education, health care, community services and employment opportunities for such a significant young population will remain a challenge and an opportunity for the foreseeable future."* Thus the importance of this *Youth Strategy* for future planning and development.

A youth strategy is a vital document for any community and its local government seeking to support their young people, individually and collectively, to reach their full potential and capabilities, become responsible citizens and contribute to their community's development. A local government youth strategy fulfils a number of key functions, including –

- an inclusive, holistic and shared vision and framework;
- the provision of a set of values and guiding principles;
- a guide for Council priority-setting and decision-making;
- a rationale to pursue grants and other resources and demonstrate how specific projects align with the aspirations of local young people and the wider community,
- a declaration and commitment of the priorities that youth development stakeholders share;
- a stimulus to enhance the community's understanding of the needs, interests, issues, opinions, ideas, contributions and aspirations of young people;
- a tool to benchmark and evaluate the relevance and effectiveness of youth development outcomes;
- a guide for Council in its advocacy with all levels of government ;
- a mechanism to strengthen coordination, communication, networking and collective impact between youth development stakeholders; and
- a basis for continuing conversation with young people.

This *Youth Strategy* is an important stage and milestone for all communities in the Shire of Halls Creek in the ongoing process of building opportunities and pathways for all young people in the region. It is the product of research and ongoing consultation involving –

- ‘*Learning conversations*’ with a wide range of stakeholders (including young women and men) across communities in the Shire of Halls Creek identifying –
 - what is happening and working regarding youth development;
 - youth and community assets and capacities;
 - youth issues and challenges;
 - opportunities to enhance existing youth service provision;
 - opportunities to strengthen the participation and leadership of young people in community; and
 - opportunities to strengthen collaboration, networking and coordination between service providers.
- A review of regional, state and national policies and resources that target youth development.

This *Youth Strategy* draws strongly on the experiences, ideas and recommendations of residents, local leaders, youth / community personnel and government agencies living and working throughout the Shire of Halls Creek. Above all, the views of young people residing in the Shire of Halls Creek and the Kimberley Region are central in this document.

In addition, it seeks to reflect the direction and priorities of a series of relevant youth policies and programs operating at local, regional, state and national level which are so important in terms of the context and direction for youth services in the Shire of Halls Creek.

The *Vision Statement* of this *Youth Strategy* is ambitious, namely –

“To create strong, vibrant communities within the Shire of Halls Creek where young women and men have realised their potential and are effectively supported to lead healthy, safe and culturally relevant lifestyles that include meaningful education, employment and recreation opportunities”.

Such a *Vision Statement* is based upon ten guiding principles / values, namely –

- respect for diversity and human dignity;
- socio-economic realities;
- respect for youth engagement;
- youth empowerment;

- social justice and inclusion;
- cultural relevance;
- asset and opportunity focus;
- collaboration;
- sustainability; and
- effectiveness.

Central to this *Youth Strategy* are six themes. Each comprises a set of objectives and defined outcomes, namely –

1. Consultation, Participation and Inclusion
2. Health and Well Being
3. Cultural Development
4. Education, Employment and Training
5. Leadership Development
6. Partnerships, Networking and Service Coordination.

The two major challenges facing the Shire of Halls Creek in the delivery of the comprehensive set of outcomes outlined in this *Youth Strategy* relate to –

- Current funding models that restrict most youth service provision to providing an extensive support system for local youth within the justice system, primarily the provision of diversionary activities. This fundamentally perpetuates a system of rewarding dysfunctionality where young people need to be in the justice system to access youth services and simply the “fun things”. The great challenge for the Shire of Halls Creek is discovery and attainment of the resources and partnerships to enable more generalist youth development services. Concepts of “*Justice Reinvestment*” certainly need piloting in the Shire of Halls Creek.
- The commitment to collaboration and the principles of collective impact by all the stakeholders with interests and programs related to young people. The future requires a different way of working where there is intense engagement of a wide variety of partners and stakeholders who leverage their collective resources to drive toward outcomes. Thus the importance of the concept of “*Collective Impact*”.

This *Youth Strategy* spans a five year period, namely 2016-2020. However, it needs to be a living document that is constantly reviewed and amended in light of changing circumstances, priorities and windows of opportunity. Imagining and planning for a future where all young people in the Shire of Halls Creek have access to practical, relevant and innovative opportunities and pathways is the easy stage. Now begins the reality

of implementation. The achievement of this *Youth Strategy's* vision and recommended outcomes will require the collaborative contribution and involvement of a wide range of service providers and funders. The most important role of any strategy is to provide a clear call for action.

YOUTH DEFINITION

Youth Definition

This *Youth Strategy* is directed towards young women and men residing in the Shire of Halls Creek, who are aged 10 to 25 years old. These years represent that significant stage in life when most young people move from childhood to adulthood, from school to work, from dependence to independence. It is a period which requires special interventions to ensure these transitions are positive and that everyone is able to reach their potential. 10-25 years are also the years termed 'youth' by all levels of Australian governments and most funding organisations.

However, it is also a reality that within remote and Indigenous communities, young people are often the unofficial guardians for younger siblings and many youth activities need to accommodate younger children.

YOUTH PROFILE

Youth Profile

The ABS 2011 census population of the Shire of Halls Creek was 3,566, which had increased by approximately 28.9% over the previous five years. Its Aboriginal resident population comprised 78.3%, with 37.5% of the population speaking an Australian Indigenous language at home. The Shire of Halls Creek is one of the youngest populated shires in Australia, with 47.1% of the population 24 years and younger and 56.2% under 30 years. The ABS estimated that this amounts to approximately 2000 children and young people, with 965 being in the 10-24 year age bracket. It needs stating that ABS figures in remote communities are viewed as underestimates.

ETHICAL AND LEGISLATIVE FRAMEWORK

Ethical and Legislative Framework

The frameworks, which have been taken into account in the development of this *Youth Strategy*, include the following:

- United Nations *Universal Declaration of Human Rights 1948*.
- Office of the High Commissioner for Human Rights - *Convention on the Rights of the Child and Declaration of the Rights of the Child 1989*.
- United Nations – *World Program of Action for Youth to the Year 2000 and Beyond (2010)*.
- Commonwealth *Racial Discrimination Act 1975*.
- Commonwealth *Sex Discrimination Act 1984*.
- Commonwealth *Disability Discrimination Act 1992*.
- Government of Western Australia *Young Offenders Act 1994*.
- Government of Western Australia *Children and Community Services Act 2004*.
- WA Department of Local Government and Communities *Our Youth – Our Future* strategic framework for youth programs and service planning.
- WA Department for Child Protection and Family Support *At Risk Youth Strategy 2015-2018*.

VISION STATEMENT

Vision Statement

A Vision Statement is a vivid description of the world we aspire for young people. In this *Youth Strategy*, the following is proposed –

“To create strong, vibrant communities within the Shire of Halls Creek where young women and men have realised their potential and are effectively supported to lead healthy, safe and culturally relevant lifestyles and able to experience meaningful education, employment and recreation opportunities”.

GUIDING PRINCIPLES

Guiding Principles

Guiding principles are the fundamental, moral and ethical beliefs shared by youth development stakeholders in the Shire of Halls Creek. They represent core values and what stakeholders consider to be important in terms of a context for a youth strategy vision and recommended outcomes. They provide a framework for decision making about priorities. Any action needs to be measured against these values. Ten guiding principles have been identified, namely –

- **Respect for Diversity and Human Dignity** – opposing all forms of discrimination whether based on age, race, ethnicity, gender, social circumstances or sexual orientation.
- **Socio-economic Realities** – acknowledging that effective youth development will be integral with continued progress on tackling broader critical community issues including community governance, family and community safety, educational relevance, employment opportunities, alcohol and drug abuse, housing and transport.
- **Respect for Youth Engagement** – valuing the opinions, contributions, approaches and skills of young people within all areas of community life, and supporting young people to be strategically engaged as both architects and agents in all development processes, including program development, implementation and evaluation. This *Youth Strategy* respects the contribution that young people offer as citizens today, not only as leaders of tomorrow.
- **Youth Empowerment** – providing young people with experiences, knowledge, skills, confidence and supports which enable them to participate effectively, responsibly and fully in society.
- **Social Justice and Inclusion** – targeting support and services to those young men and women who are most disadvantaged.
- **Cultural Relevance** – ensuring that youth options (including employment and training options) evolve within a local cultural framework and cultural / community realities.
- **Asset and Opportunity Focus** – building upon local assets, creativity and existing initiatives and facilitating opportunities and experiences that enable young women and men to see their communities as places of opportunity.
- **Collaboration** – ensuring a high level of stakeholder cooperation, partnership and networking.
- **Sustainability** – focussing on long term financial supports, community capacity building initiatives and workforce development for youth work professionals.
- **Effectiveness** – focusing on meeting needs and opportunities in an outcomes measurement orientated manner.

YOUTH THEMES, OBJECTIVES AND DESIRED ACTIONS

Youth Themes, Objectives and Desired Outcomes

1. Consultation, Participation and Inclusion

The Shire of Halls Creek is committed to the active engagement of young people in the civic, social, economic and cultural life of the community.

Key Issues:

- Limited youth voice in community – lack of culturally relevant structures and opportunities for young people to express their opinions, ideas and aspirations.
- Limited community ownership of, and involvement in youth development activities.
- Limited inclusion of young people in local decision making processes.

Key Assets:

- Significant youth population (47.1% of the population is 24 years and younger).
- Important youth contributions – creativity, passion, social media skills etc.

Key Objectives:

- To provide opportunities for the voices of young people to be heard.
- To recognise and celebrate the achievements and contributions of young people.
- To identify and facilitate more opportunities where young people are able to demonstrate initiative and positively influence their communities.

Desired Outcomes:

- 1.1 Develop meaningful and culturally appropriate structures and opportunities for young people to express their opinions, ideas and aspirations and allow engagement of young people in local decision making processes.
- 1.2 Identify what young people care about in their local community, and respond with appropriate initiatives.
- 1.3 Facilitate and support the development and provision of community initiatives for young people that create a sense of community pride, belonging and connectedness.
- 1.4 Develop programs that allow young people to identify, share and celebrate their unique gifts and talents.
- 1.5 Utilise methods of communication that young people respond to e.g. flyers, social media, SMS/texts and radio.
- 1.6 Facilitate young people's involvement and active participation in the planning, promotion and delivery of youth activities and events.

2. Health and Well Being

The Shire of Halls Creek is committed to creating environments and accessible options for young people to connect with programs and services that best meet their needs, enhances wellbeing and promotes lifelong healthy lifestyles.

Key Issues:

- Youth health issues – diet, exercise, personal hygiene, smoking, STDs, youth suicide.
- Lack of youth specific health and counselling services.
- Youth boredom.
- Lack of generalist youth and recreation programs.
- Lack of youth friendly gathering spaces.
- Allocation of most resources on youth in the justice system,
- Levels of family dysfunctionality manifesting in anti-social behaviours.
- Influence of alcohol and illicit substances on community life.

- Remoteness of communities – has major implications for residents and especially young people in terms of the basic cost of living, nutrition and quality of food, access to services, and transport availability and cost.
- Lack of specific children’s workers.
- Lack of gender specific programs.
- Lack of exposure to recreation opportunities outside of the region.
- Lack of assistance for young people experiencing hardship.
- Lack of support for young people with disabilities.
- Lack of alternative education.
- Lack of youth respite facility / hostel for young people facing difficulty / violence at home.

Key Assets:

- Quality health services.
- Quality recreational infrastructure in Halls Creek.
- Appeal of football and netball.
- Clontarf Academy program.
- Netball WA initiative.
- Garnduwa and their Kimberley wide recreational services.

Key Objectives:

- To ensure healthy and safe environments for young people.
- To contain and limit incidences of substance abuse.
- To enhance youth involvement in a variety of safe, affordable, age relevant and culturally appropriate social, sporting, recreational and cultural activities and experiences.
- To support the strengthening of, and respect for healthy family relationships.

Desired Outcomes:

- 2.1 Promote youth awareness and education of healthy personal lifestyles and well being.
- 2.2 Support youth health initiatives and events targeting key youth health challenges.

- 2.3 Utilise the Collaborative Impact framework to secure partners and sustainable financial resources to ensure the permanent presence of a generalist Youth Work Service across the Shire of Halls Creek with increasing appointment of trained local Aboriginal staff.
- 2.4 Explore the possibility of Halls Creek as the first WA site for a Justice Reinvestment initiative.
- 2.5 Manage and develop the Aquatic and Recreation Centre to meet the needs of the community, especially young people.
- 2.6 Support the development of youth recreation and sports facilities and programs in the Shire of Halls Creek and remote communities, subject to funding.
- 2.7 Manage the Oval to ensure it provides a high quality football facility for the town, Shire and region.
- 2.8 Build upon and provide ongoing support to Clontarf Academy and Netball WA to function effectively.
- 2.9 Advocate for improved coordination, promotion and access to appropriate counselling services.
- 2.10 Review and update the Crime Prevention Plan.
- 2.11 Instigate the creation of safe and youth friendly places and spaces where young people can interact.
- 2.12 Support and encourage events with a strong family and community focus.
- 2.13 Support and encourage participation in recreation opportunities outside of the region.
- 2.14 Provide programs that support and include young people with disabilities within the community.

3. Cultural Development

The Shire of Halls Creek is committed to preserving and enhancing the cultural assets of the community and values the significant role that cultural development plays in creating a meaningful future for its young people.

Key Issues:

- 'Caring for Country' and the passing on of knowledge.
- Continuation of traditions associated with law, culture and kin.
- Acknowledgment of the inherent social development values in practising cultural traditions and languages.

Key Assets:

- Respect for Country, law and kin.
- Strong sense of obligation to '*looking after country*'.
- Strong appeal of '*connection to country*' activities.
- Paruku IPA Ranger initiative.
- NAIDOC week.
- '*Language at School*' Program at Warmun School.
- Community Radio Station.

Key Objectives:

- To support cultural and language diversity.
- To support the practices and traditions associated with law, culture and kin in strengthening the identity and purpose of young people.
- To support and increase activities associated with being '*on country*'.

Desired Outcomes:

- 3.1 Encourage and support opportunities and events that celebrate local cultures and languages.
- 3.2 Encourage and support youth programs taking young people 'back to Country'.
- 3.3 Support yarn session opportunities between elders and young people.
- 3.4 Offer in-principle support to local Aboriginal organisations who wish to develop appropriate courses and strategies related to cultural competency.
- 3.5 Take the lead by ensuring the Shire is a '*culturally competent*' employer.
- 3.6 Encourage and support Ranger programs 'on Country'.
- 3.7 Encourage the development and enhancement of culturally significant places.
- 3.8 Integrate cultural activities and a stronger cultural focus into the local school curriculum.

4. Education, Employment and Training

The Shire of Halls Creek is committed to assisting with the creation of meaningful opportunities and pathways for young people to learn, secure lasting employment and develop the appropriate life skills to enhance the future they envision.

Key Issues:

- Quality of local education.
- Attendance, retention and reengagement in education.
- Limited upper school and post secondary options.
- Late night activity by young people resulting in being too tired for school.
- Low school attendance and lack of parental encouragement.
- Boarding school challenges – limited spaces, home sickness and loneliness, lack of local support to ensure students return, cultural and educational challenges, lack of holiday work experience options, young people are scattered across many schools etc.
- Limited youth employment and training opportunities – 85% of labour force in the Shire is in government, health and community services.
- Under representation of Aboriginal people in employment.
- Formal labour market, lack of economy and a generational dependency on government welfare and CDEP in remote communities, resulting in limited real jobs, on the job training, career paths and enterprises.
- Cultural restraints on traditional employment.
- Limited local work experiences.
- Limited town based employment of local Aboriginal young people.
- Lack of school based apprenticeship and traineeship opportunities.
- Communication technology challenges.
- Poor local transport options.
- Poor road access to remote communities.
- Limited Aboriginal enterprise initiatives.
- Limited local job link and training agencies and programs.
- Exposure and accessibility to learning opportunities outside of the Region.

Key Assets:

- Kimberley College of TAFE.
- Kimberley Group Training.
- Trade Training Centres in a number of remote communities.
- Significant number of national NGOs operating in the Shire including Boystown.
- Potential of Community Resource Centres as an employment, training and enterprise development resource.
- Potential of local art centres as an employment, training and enterprise development resource.
- Paruku IPA Ranger initiative.
- Programs delivered by Clontarf Academy and Netball WA building on the appeal of football and netball.
- Major mining operations within the Shire.
- Pastoral industry – over 30% Aboriginal owned.
- Extensive tourism assets and opportunities.
- *Shire of Halls Creek Tourism Plan.*
- Shire Economic Development Officer.
- Central Kimberley Chamber of Commerce.
- East Kimberley Pathways.
- Remote business opportunities – tourism guiding, digital photography, food and catering, bush foods, road maintenance, vehicle maintenance, rubbish maintenance, cleaning services, traditional art and crafts, vegetable gardening, mine services, interpreting and translation services, personal services (e.g. hairdressing) etc.
- Current Certificate II in Community Services initiative.
- Community Radio Station.

Key Objectives:

- To improve the quality of education and training opportunities for all young people.
- To diversify the range of local education and training opportunities available to young people.
- To leverage and build upon existing remote business opportunities to ensure greater training and employment opportunities for young people.
- To explore and develop the potential of remote business opportunities and economic diversification in the region.

Desired Outcomes:

- 4.1 Advocate and support improvements to the Halls Creek District High School.
- 4.2 Advocate for and support quality early childhood services.
- 4.3 Facilitate external on the job training providers to deliver services in Halls Creek.
- 4.4 Lobby training providers to offer relevant training and education courses.
- 4.5 Advocate for and require employers to adopt a positive Aboriginal employment policy.
- 4.6 'Be the example' by implementing the *Shire Employment and Aboriginal Employment Policy*.
- 4.7 Provide training and mentoring for local people and job pathways for advancement in the Shire.
- 4.8 Advocate for effective outcomes from job service agencies.
- 4.9 Advocate for training that is directly related to work opportunities in the Shire with training providers and employers.
- 4.10 Include a need for local Aboriginal employment in any memorandums of understanding with new and existing employers in the Shire.
- 4.11 Advocate for increased ranger programs in more remote communities.
- 4.12 Maintain the current Certificate II in Community Services initiative.
- 4.13 Encourage local employers to invest in pre-employment and on-going training for local people.
- 4.14 Consider Shire traineeships and other development programs, such as cadetships.
- 4.15 Seek funding, in collaboration with other Shires in the Kimberley, to set up cadetships and development programs.
- 4.16 Identify business development and enterprise opportunities throughout the Shire including the remote communities.
- 4.17 Encourage the full participation of Aboriginal enterprises in the local economy.
- 4.18 Encourage training opportunities for all ages in the use of information technologies in the town and remote communities.
- 4.19 Advocate for, and support Community Resource Centres in Halls Creek and remote communities as avenues for training and employment of local young people.
- 4.20 Review and Implement the *Shire of Halls Creek Tourism Plan*.
- 4.21 Encourage existing and new local Aboriginal tourist ventures.

5. Leadership Development

The Shire of Halls Creek is committed to facilitating more opportunities and experiences for the leadership development of young people.

Key Issues:

- Limited youth participation in community advisory committees.
- Limited opportunities for young people to take on leadership roles.
- Lack of positive role models.

Key Assets:

- Extensive state, national and international youth leadership development opportunities.

Key Objectives:

- To provide opportunities for young people to take on leadership roles within the community.
- To facilitate leadership and personal development of young people.

Desired Outcomes:

- 5.1 Ensure youth participation in the Aboriginal Advisory Committee and other community committees.
- 5.2 Establish a local Youth Council that works closely with the Shire of Halls Creek to address local issues and also acts as a voice for young people within the community.
- 5.3 Increase opportunities for young people to take on volunteer roles within the community.
- 5.4 Increase opportunities for young people to participate in local, regional, state, national and international leadership and personal development programs.
- 5.5 Identify positive role models within the community and develop initiatives and programs that increase their exposure to and interactions with young people.

6. Partnerships, Networking and Service Coordination

The Shire of Halls Creek is committed to actively identify and pursue opportunities for the development of partnerships and collective action to ensure co-ordinated and integrated youth services.

Key Issues:

- Poor regional youth demographics and research.
- Limited collaboration and coordination between youth development providers.

Key Assets:

- Strong relationships with youth justice agencies through diversionary initiatives.
- Recognition by most youth service providers of the need for greater collaboration and collective impact around youth needs.
- Dedicated and talented group of youth service providers.

Key Objectives:

- To strengthen the collaboration and collective impact of youth service providers and funders.
- To improve the quality of youth service provision through enhanced professional development opportunities for workers with youth.
- To continuously identify and source the necessary financial and technical support to achieve community aspirations regarding the development of their young men and women.
- To introduce an evaluative system of outcomes measurement to assess collective impact around youth development.

Desired Outcomes:

- 6.1 Advocate for State and Federal Government youth programs to be driven by priorities that are identified by the local community.
- 6.2 Continuously identify and seek suitable youth funding sources and allocations.
- 6.3 Continue to work in partnership with youth justice agencies and non- Government youth services to implement meaningful diversionary activities and community relationships for young offenders and young people at risk.
- 6.3 Seek partnerships, funding and work placements to retain the current Certificate II in Community Services initiative.
- 6.4 Lobby for youth funding systems that are allocated more fairly and are more administratively efficient than current funding systems.

- 6.5 Participate in, and initiate where appropriate, opportunities for regional discussion, cooperation and collaboration regarding state and federal youth policies and funding.
- 6.6 Lobby for youth funding to be directed and measured by outcomes rather than inputs and outputs.
- 6.7 Lobby for youth programs and service results to be based and measured on qualitative, and not just quantitative criteria.

SUCCESS INDICATORS

Success Indicators

The Shire of Halls Creek is committed in its service and program delivery to apply a practical outcomes measurement framework that –

- helps assess that what is being undertaken actually strengthens and builds community, rather than just services community;
- understands what works and helps refine initiatives accordingly;
- facilitates collective impact around youth development;
- builds on an evidence base to drive policy and program change; and
- proves the value of Shire initiatives to secure sufficient and sustainable funding.

The Shire of Halls Creek will as an initial step in implementing this *Youth Strategy*, design an effective system to measure, determine and communicate the progress and effectiveness of the following success indicators –

- Increased quality and diversity of youth services and programs in all communities in the Shire.
- Increased engagement by young people in the civic, social, economic and cultural life of the Shire.
- Enhanced capacities of local communities to self manage youth challenges and opportunities.
- Reduced alcohol and illicit substance dependence.
- Increased youth participation in education, training and employment options.
- Enhanced levels of collaboration between youth service providers.
- Enhanced professional development opportunities for workers with youth.
- Creation of youth worker and recreation traineeships.
- Improved school attendance and engagement.
- Lower levels of suicide and self harm.
- Improved outcomes in terms of boarding school experiences.
- New youth micro-enterprise initiatives.
- Lower rates of adverse youth contact with the police and justice systems.

TWO KEY AND RELEVANT CONCEPTS

Two Key and Relevant Concepts

1. Collective Impact

Collective Impact is a framework and an intentional process for addressing complex social issues and opportunities. It is more structured and rigorous than typical collaboration and organisational cooperation. Its origins lay in a paper – ‘*Collective Impact*’ by John Kania and Mark Kramer of FSG Social Impact Consultants in the *Stanford Social Innovation Review*, Winter 2011.

Collective Impact is built on a set of pre conditions and five key elements. Those pre conditions are –

- A sense of urgency and community dissatisfaction with incremental, small scale and individual organisational change; and the belief that no single policy, government agency, organisation or program can solve the complex social problems and issues being faced in society today – they require a different way of thinking.
- There is a presence of community and system champions who have the capacity to see, understand and communicate the complex problem or issue from both the micro and macro perspectives and then galvanise the collective response; and
- There is an intensive engagement of a wide variety of partners who are willing to leverage their collective resources to drive positive outcomes.

The five key elements of Collective Impact are –

1. A **common agenda** including a shared understanding of the problem and a joint vision and approach to solving it through agreed upon actions.
2. Collection of data and **measurement of results consistently** across all the partner groups, ensuring shared measurement for alignment and accountability;
3. A plan of action that outlines and coordinates **mutually reinforcing activities** for each partner;
4. Open and **continuous communication** among the partners; **and**
5. A **backbone organisation(s)** with allocated staff and specific skill sets to serve the entire initiative and coordinate participating organisations and agencies.

In the words of Liz Weaver, Vice President of the Tamarack Institute – *“The five elements of Collective Impact provide a simple design for complex interventions and intuitively enables the local community context to be amplified”*.

Since that initial article by Kania and Kramer, countless communities across the globe have implemented Collective Impact initiatives; and here in Australia it is being viewed at all levels as a critical transformational framework and tool in the solving of a range of community challenges, including youth development and support.

For more information on Collective Impact, view –

- <http://collectiveimpactaustralia.com/about/>
- http://ssir.org/articles/entry/collective_impact
- https://en.wikipedia.org/wiki/Collective_impact

“We believe that there is no other way society will achieve large-scale progress against the urgent and complex problems of our time, unless a collective impact approach becomes the accepted way of doing business.”

(John Kania & Mark Kramer)

2. Justice Re- Investment

Justice Reinvestment is a new approach in tackling the causes of crime. It aims to address the underlying causes of crime and improve outcomes for both individuals and communities. It provides a viable option as prison expansion costs become unsustainable. Justice Reinvestment re-directs money spent on prisons to community-based initiatives which aim to address the issues that drive crime, promising to cut crime rates and save money.

Justice Reinvestment is a smarter and more cost-effective approach to criminal justice. It is currently being implemented overseas and more recently in Australia to reduce mass imprisonment and strengthen capacity in local communities to deal with underlying cause of crime. Evidence shows that when justice reinvestment is implemented, less people go to jail meaning more money is available for reinvestment. Justice Reinvestment also creates positive social outcomes for individuals and communities.

First developed in the USA to address over-imprisonment, Justice Reinvestment can be defined as *a data-driven approach to improve public safety, reduce corrections and related criminal justice spending, and reinvest savings in strategies that can reduce crime and strengthen communities*. A Justice

Reinvestment model is based on evidence that a large number of young offenders often come from a relatively small number of disadvantaged communities, and demographic mapping can be used to determine the regions that will benefit most.

The first phase of a Justice Reinvestment initiative is data-mapping. Justice reinvestment uses data to –

- identify communities with a high concentration of offenders; and
- assess the particular problems facing those communities.

The initial pilot for Justice Reinvestment in Australia occurred in Bourke (north- west NSW). During 2013, Just Reinvest NSW, the Bourke Aboriginal Community Working Party and the Australian Human Rights Commission worked together to develop a proposal for implementing Justice Reinvestment in the Bourke community. In late 2013, this proposal was distributed to philanthropic, corporate and government sectors to ignite support for a different way of doing things. In March 2014, Justice Reinvestment began in Bourke, made possible through substantial funding provided by Dusseldorp Forum and the Vincent Fairfax Foundation, with in-kind support provided by the Australian government, the NSW government, and various corporate bodies.

Justice Reinvestment is a circuit breaker. It recognises that meeting the complexity of the challenge of over-imprisonment requires a whole of community response through localised solutions that are supported by organisational and structural realignments. When implemented, Justice Reinvestment diverts funds into early intervention, crime prevention and diversionary programs, creating savings in the criminal justice system which can be tracked and reinvested. Justice Reinvestment reduces crime, offers positive opportunities to Aboriginal young people, and saves money for the community. Simply, the Justice Reinvestment approach benefits entire communities, not just individuals.

For more information on Justice Reinvestment, view –

- <http://www.justreinvest.org.au/>
- http://www.smartjustice.org.au/cb_pages/justice_reinvestment.php

KEY REFERENCE DOCUMENTS

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