



"It is important to the people that live close to the SHAK because they know it as a place to go and have fun and be themselves"

"Cos we love this place"

"We've come here since we were little"

"We grew up here"

"It grew into our home"

"Experience at the Shak has influenced us in a positive way over time"

"Keeps kids off the streets"

"Where else would we be?"

"It's a place to go at times of stress"

"I think the Shak's important to us youth because if we didn't have a drop in centre I'm pretty sure we would have taken the wrong road"¹

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¹ Comments from young people accessing The SHAK drop in service in December 2014

Executive Summary

Red Cross operates *The SHAK* youth drop in centre in Darwin's northern suburb of Casuarina, it provides young people with a place where they can have fun, be safe and participate in a variety of activities. The SHAK was one of many youth programs operated by non-government organisations (NGOs) to experience NT Government funding termination or reductions, in December 2012.

The Red Cross is committed to supporting youth in the Casuarina area and have secured a lease on The SHAK premises until December 2017, however due to reduced capacity the Red Cross will no longer provide services in the current drop in format.

This project was established to develop a new SHAK service delivery model, in consultation with the Darwin community. From September to December 2014, a Darwin based consultant spoke with over twenty five young people and more than thirty Top End based NGOs, government agencies, and local businesses, to develop a collaborative youth service model that could be practically and sustainably delivered from The SHAK from January 2015.

A volunteer Advisory Group was formed consisting of Red Cross, NTCOSS, Anglicare, Danila Dilba Youth Service, Corrugated Iron Youth Arts and six young people. The Advisory Group met three times during the life of the project to consider the outcomes of consultations with the community, and the future capacity of the Red Cross to deliver a collaborative youth program from The SHAK.

All agencies and organisations consulted had in principle support for the collaborative service model suggested by the Red Cross. All NGOs confidently articulated their particular requirements in order for Red Cross to secure the delivery of their services from The SHAK. The breadth of these requirements appears in the *Appendix 3a* of this report.

The Top End NGO sector consulted on this project were very clear regarding the current underfunded status (December 2014) of their sector by the NT Government. They reported a greatly restricted range of services potentially available to young people delivered from the SHAK, due to funding reductions in December 2012.

Those consulted in the sector described sophisticated, culturally safe, budget conscious, service agreement adherent, risk aware, child and worker safe, youth best practice criterion in order for their service to be engaged by the Red Cross in a collaborative service model from the SHAK.

That these criterion were articulated by young people through to frontline workers and the Chief Executive Officers (CEOs) of NGOs, demonstrates that the Top End NGO sector is cognisant of good practice standards and aware of matters critical to the sustainability of their service – including their workforce.

It was recommended that an NT youth sector forum be held as soon as possible in order for the sector to reunite since the funding cuts in December 2012, and create an advocacy plan to take to NT Government.

The methodology used to develop the SHAK service delivery model entailed the:

1. co-development by NTCOSS and the Red Cross of key documents including a project statement, project outcomes document, risk assessment and Memorandum of Understanding;
2. recruitment and operation of a volunteer project Advisory Group;
3. recruitment of young people, local and interstate NGOs and government agencies to be consulted;
4. researching of similar models operating in interstate jurisdictions;
5. collection and analysis of consultation data;
6. evaluation processes;
7. development of a service delivery model;
8. distribution of project outcomes document to the community; and,
9. final report submission

The themes arising from the consultation which appear in the final model range from The SHAK name change, operational processes, the physical space, governance processes, safety and staffing, through to programming, the Darwin community, and The SHAK Drop in service.

As this was a relatively short project, the evaluation process was truncated in comparison with that expected for a longer project. Evaluation activities and outcomes are described alongside the early risk assessing activities. The evaluations found a positive experience was had by Advisory Group members; that the project was tracking to, and being conducted in line with Red Cross expectations, principles and expected outcomes. No complaints regarding the process of the consultations had been received at the conclusion of the project.

The model developed at the conclusion of consultations and three Advisory Group meetings is for a child safe space that is open during the day, in the evening and over the weekend, and is accessible to all young people, offering a range of arts, culture and recreation activities.

The model is currently with the Red Cross for consideration in the early part of 2015. A project outcomes document has been circulated to those consulted, feeding back to them the final model, the outcomes of

the consultations and the expectations the community can have of The SHAK over the period of the property lease from 2015 – 2017.

Summary of Recommendations

1. Young people are involved in all aspects of SHAK operations
2. To build on momentum and relationships that have developed from this project, within twelve months youth sector forums to be held in Darwin and Alice Spring by NTCOSS
3. Red Cross to develop an Implementation Plan for the SHAK post December 2014
4. Red Cross to develop a three year Business Plan for the SHAK post December 2014
5. The SHAK to relaunch as a child safe and WHS compliant venue
6. The SHAK to have a shutdown period to finalise refurbishments and establish operating procedures
7. Red Cross to reserve a percentage of venue hire income for open access activities from the SHAK

Findings and Recommendations

Findings

1. The Darwin youth sector has a high level of engagement with the notion of a collaborative youth hub service model from The SHAK, the limitations on the involvement of the sector going forward are:
 - a. limited funding and staffing of the NGO sector broadly and the Red Cross specifically;
 - b. SHAK operational procedures that do not meet the requirements of organisations; and,
 - c. refurbishment of the space to be child safe and WHS compliant.
2. The consultations uncovered:
 - a. interest in the development of a youth focussed, creative social enterprise hub from The SHAK;
 - b. the need for NT Government to appropriately fund, and develop a strategy for, youth homeless;
 - c. a lack of bus services between Casuarina, Malak and Karama;
 - d. community concern about the safety of the Casuarina district; and,
 - e. community concern about the changing nature of the Darwin community due to the Framing the Future and Developing the North blueprints of the NT and Federal Governments, respectively.

Recommendations

1. Young people are involved in all aspects of The SHAK operations including: planning; evaluation; process development; beautification; and, governance;
2. To build on momentum and relationships that have developed from this project, within twelve months youth sector forums to be held in Darwin and Alice Spring by NTCOSS to:
 - a. explore innovation in youth sector partnerships and funding;
 - b. explore options for youth sector skills, knowledge and capacity sharing;
 - c. reenergise the NT Youth Sector; and,
 - d. generate local and Territory wide youth sector advocacy mandates.
3. Red Cross to develop an Implementation Plan for The SHAK post December 2014;
4. Red Cross to develop a three year Business Plan for The SHAK post December 2014;
5. The SHAK to relaunch as a child safe and Work, Health and Safety (WHS) compliant venue;
6. The SHAK to have a shutdown period to finalise refurbishments and establish operating procedures in line with that recommended in the model; and,
7. Red Cross to reserve a percentage of venue hire income to fund open access events and programs from the SHAK.

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Introduction

This report mirrors the project proper. It tracks the progress of the project and aims to provide the evidence for the final model developed by the Red Cross, NTCOSS and the SHAK Advisory Group from the recommendations, expertise and comments gathered during community consultations.

The findings and recommendations from the project are based on suggestions made in community consultations, not all recommendations appear in the final model. The findings and recommendations provide a broader comment on the sustainability of a youth service based in Casuarina specifically, and matters for the Darwin community more broadly, especially in light of the NT Government's Framing the Future Strategy and the Federal Government's Developing the North frameworks.

The NT NGO sector, social cohesion, justice and equity play a lesser role in the afore-mentioned strategies than economic development. Lesser still, the role of young people in the advancement of Northern Australia.

The methodology is described in detail with reference to the development of key documents including: the project statement and risk assessment; consultation process; development and operations of the Advisory Group; the research conducted into like services in jurisdictions other than the NT; the NT service mapping exercise conducted by the Alice Springs youth network and NT Government Office of Youth Affairs (OYA); the reconfiguration of the DARWWYN network; and; the recommendation for an NT Youth Sector Forum.

As this was a relatively short project, the evaluation process was truncated in comparison with that expected in a longer project. Evaluation activities and outcomes are described, as are the early risk assessing activities that were conducted by Red Cross and NTCOSS.

The evaluations found a positive experience was had by Advisory Group members and, that the project was tracking to, and being conducted in line with Red Cross expectations, principles and expected outcomes. No complaints regarding the process of the consultations had been received at the conclusion of the project.

A range of source documents, thematically collated raw data from the consultations, contact list and images of The SHAK prior to recent refurbishments appears in the appendices of this report.

A Project Outcomes document has been distributed to organisations and agencies that were consulted. This document reports on some findings from the consultations and describes the suggested service delivery model. It is in keeping with arrangements made with organisations and agencies consulted, to provide information on the progress of the project and the future of The SHAK.

The SHAK service delivery model is one of partnerships and referral rather than co-location. It is designed to encourage an array of recreational activities, performance, skill development and leadership opportunities for young people.

As a shared space The SHAK can be a venue to host community events during business hours, out of hours and during school holidays. This model of service delivery provides activities, information and referrals for all young people but with a focus on disenfranchised young people in a safe and stigma-free environment, for example, the provision of food for young people participating in activities.

Methodology, Risk Assessment and Evaluation

Methodology

The methodology used to develop The SHAK service delivery model entailed the:

- co-development by NTCOSS and the Red Cross of key documents, including: project statement; risk assessment; Advisory Group Terms of Reference; Memorandum of Understanding; and, a project outcomes document;
- recruitment and operations of a volunteer project Advisory Group;
- recruitment of and consultation with young people, local and interstate NGOs and government agencies;
- collection and analysis of consultation data;
- interim project evaluation and evaluation of Advisory Group process;
- researching similar models operating interstate;
- exploration of NT youth sector mapping activities by the Alice Springs youth network and OYA;
- consultant's involvement in the DARWWYN (Darwin – Workers with Youth Network, *DAR-WWYN*, a coalition of service providers who work with young people in the Darwin Region) Terms of Reference review project;
- development of a Youth Sector Forum proposal; and,
- development of a service delivery model and final report submission.

Co- development of key documents

This was the first joint project conducted between Red Cross and NTCOSS. To preserve the integrity of Red Cross and NTCOSS principles for the duration of the project, and to protect the growing relationship between the two organisations, a process was undertaken to collaboratively develop foundation documents.

The four documents co-developed by the NTCOSS and Red Cross executives appear in *Appendix 1a-d*:

1. Project Statement;
2. Risk Assessment;
3. Advisory Group Terms of Reference; and,
4. Project Outcome document.

At Red Cross' request, a consultant was engaged by NTCOSS to conduct the project at arm's length of the Red Cross. The consultant's role was to consult the community about the future of a collaborative service

model from The SHAK, recruit an advisory group to reflect on the data gathered from the consultations and, develop a collaborative service delivery mode for the SHAK.

The consultant worked to the MOU and coordinated the development of the project statement, risk assessment and project outcomes document. The MOU was the first document to be co-developed, and was in place before the consultant was engaged. It provided clear outcomes and a timetable of deliverables.

The project statement was developed by the consultant and required authorisation by the Red Cross and NTCOSS executives. This document was developed to be distributed publically to all agencies and individuals consulted. It made reference to a complaints and privacy process, as well as an explanation of the consultation process, and, Red Cross' decision making and community feedback process.

It was made clear to the consultant that any enquiries about Red Cross processes or activities outside that which was described in the project statement were to be referred to the Red Cross Regional Manager.

The risk assessment was finalised prior to the commencement of consultations. It involved the consultant compiling a list of NGOs, government agencies and local businesses to be consulted, and strategies developed to ensure that the consultations were not at odds with relationships already in place between NTCOSS and / or the Red Cross with the NGO, government agency or local business to be consulted.

The project outcome document was developed by the consultant at the finalisation of the consultations, the Advisory Group's work and approval of the final model by the Red Cross Regional Manager. As it is an NTCOSS and Red Cross branded document, it required sign off by the executives of each organisation. This document has been distributed to those who participated in the consultations.

Consultations

The consultant was required to develop a consultation risk assessment that included a list of all potential NGOs and government agencies to be consulted. Upon approval of the risk assessment by the Red Cross executive, the consultant approached all approved NGOs and government agencies to participate in the consultation.

The consultant asked the following questions during consultations:

1. What would work at the SHAK instead of it being a drop in centre?
2. Would a change of service delivery model at the SHAK complement your organisation?
3. Is the SHAK important to your organisation?
4. Under what conditions would your service operate from the SHAK?

5. What kind of processes would need to be in place for this to be successful? How could this run smoothly?
What kind of rules / policies / processes need to be in place for this to occur?
6. What kind of management / governance structure would work if your service were to operate from the SHAK?
7. What hasn't worked at the SHAK for your organisation?
8. Should the SHAK be renamed? Why?
9. How should the internal layout of the SHAK be set up? For example; music room, meeting rooms, interview rooms, internet lounge.
10. Please advise if you'd be happy to have a discussion about:
 - the sources of your funding for youth services
 - The impacts of any funding cuts to youth services in 2012

The consultant took notes during the consultation meetings and where required, returned responses to the consulting organisation or agency for clarification on the transcribed notes. The majority of consultations had been completed prior to the second of three advisory group meetings.

The consultant collated raw data into two groupings, firstly into general themes that emerged and secondly into possible operational models. These groupings were presented to the Advisory Group for examination at their second meeting.

The themes arising from the consultation which appear in the final model range from, SHAK name change, operational processes, the physical space, governance, safety and staffing through to programming, the Darwin community, and the SHAK drop in service.

The seven potential operational models that arose from the consultations include:

- venue timetabled as required for recreation activities delivered by external service providers;
- venue timetabled as required for recreation activities delivered by external service providers + *Child Safe Organisation accreditation*;
- venue timetabled as required for recreation activities delivered by external service providers + *limited drop in service (funded by external service providers)*;
- venue timetabled as required for recreation activities delivered by external service providers + *development of a social enterprise*;
- venue timetabled as required for recreation activities delivered by external service providers + *development of a creative community / neighbourhood house*;

- venue timetabled as required for recreation activities delivered by external service providers + *development of an overnight emergency shelter for 16 – 22 years (clothes washing, showers, sleeping, food, connecting to Centrelink and new Headspace facility); and,*
- venue timetabled as required for recreation activities delivered by external service providers + *clinical services / other welfare based community services.*

The analyses conducted by the Advisory Group on the emerging themes and operational models from the entire consultations appear in *Appendix 3a and 3b.*

Young people

The contribution of young people to the consultations was critical in creating an operational model that would be utilised by young people. Three groups of young people were consulted, the majority of them in the latter part of the consultations.

The feedback from young people accessing The SHAK and another group of young people was received by the consultant in late November 2014. This resulted in their feedback not being considered by the Advisory Group in the critical second meeting when an analysis of the majority of consultation data occurred.

Importantly however, four young people of mixed ages, backgrounds and genders participated in the second Advisory Group meeting and provided insightful and appreciated feedback.

The relationship that young people currently accessing The SHAK can be summed up in their own words on the front page of this report. The collated feedback from the three groups of young people consulted appear in *Appendix 3c.*

Advisory Group

The recruitment of an expert Advisory Group was the first task required of the consultant. Executives from Anglicare, Danilia Dilba Youth Service and Corrugated Iron Youth Arts, along with two young people, were recruited to participate in three Advisory Group meetings.

The Advisory Group met three times during the four month project, the three meetings focussed on:

- Meeting 1 Orientation to the project, the processes and constraints of the Advisory Group, and The SHAK premises (images of the SHAK prior to recent refurbishments appear in Appendix 5)
- Meeting 2 Examination of and commentary on themes and potential arising from the consultations
- Meeting 3 Examination of the final SHAK operational model and evaluation

Research

Desktop review

A desktop search was conducted into the existence and operations of youth collaborative services in jurisdictions other than the NT. References and links to articles and organisations mentioned in this section appear in the References section.

Collaborative youth services that seemed to have the most stable governance and funding structures had two similarities. The services were either wholly or heavily funded and operated by a local council or, were a comprehensive youth program within a large NGO that had the support of local council, strong NGO partnerships and, philanthropic sponsorship.

The collaborative youth services and youth drop in services operating in capital cities and large regional centres have many different governance, funding and service delivery characteristics. Links to the below mentioned services appear in the References section of this report. Some features of youth hub and open access (drop in centres) are:

Collocated youth services

- generally funded by large charitable organisations with partners in local council (for example Frontyard Youth Services, Youth Junction Inc)

Local councils

- Wollongong City Council Youth Centre (open access service)
- Stonington Youth Services (no open access)
- Bellingen Youth Hub (no open access)
- Ryde Council (no open access)

Youth programs within larger organisation with a limited open access service

- Artful Dodger Studio in Collingwood Victoria is an arts program within a youth program of Jesuit Social Services. There is an open access element to the Artful Dodger program

Standalone youth services

- Wingecarribee Youth Hub (limited open access)

Youth program evaluations

A number of evaluations have been found as reference documents, links to them appear in the References section of this report.

Best practice

The Australian Clearinghouse for Youth Studies has a large number of resources outlining best practice.

Reconfiguration of the DARWWYN network

During this NTCOSS - Red Cross SHAK Youth Hub Project, the consultant was engaged in a separate project by NTCOSS, again at the request of Red Cross, to support the DARWWYN network to review its terms of reference.

This work was completed in November 2014. The Red Cross will assume secretariat responsibilities for DARWWYN from January 2014. It is understood that there will be strong links between DARWWYN and The SHAK staff.

Youth services mapping

Youth service mapping exercises have been conducted by the Alice Springs youth network and OYA in the latter part of 2014. The Alice Springs youth network has completed a mapping exercise of youth services in Central Australia. OYA has completed a similar exercise for youth services in the NT more broadly.

It was expected that through the consultations for this project, the consultant would elicit information from youth services regarding their current funding profiles and the impacts of NT Government funding cuts experienced by the youth sector in 2012. The consultant was not able to gather this information as part of consultations for this project.

In some cases, those consulted did not have access to the funding information being requested, in other cases, organisations were not able to provide specific information regarding funding.

Additionally, when asked to comment on changes to youth service provision since December 2012 funding cuts, agencies and organisations could only comment anecdotally on service delivery impacts. NGOs were reluctant to draw direct links between the 2012 funding cuts and the impacts on young people in the community.

It was anecdotally identified in the consultations that the impacts of the December 2012 funding cuts were then, and remain to be:

- reduced number of life skills programs available to young people;
- less youth focussed activities for young people;
- increased pressure on youth services with funding;
- increased risk of harm to young people and their communities due to the reduction and cessation in funding for early intervention and prevention programs; and,
- reduction in late night support for young people.

As a result of this lack of information, an NT Youth Sector Forum is recommended to provide NTCOSS with an NT wide and regional youth advocacy platform.

NT Youth Sector Forum

During community consultations for this project, it was suggested by the long term CEO of an established, small Darwin NGO providing services to young people, that a youth sector forum be hosted by NTCOSS.

The 2014 – 15 financial year was identified as an opportunistic time for the youth sector to come together to advocate for: investigation of different types of funding for the youth sector; exploration of innovation in partnerships; and, a recalibration of resource, skills, knowledge and capacity sharing due to the current funding environment.

It is recommended by the consultant that NTCOSS run a one day youth sector forum, as soon as practical before the end of the 2014 – 14 financial year in Darwin and Alice Springs, to reenergise the NT youth sector, generate local advocacy platforms and provide NTCOSS with a Territory wide youth services advocacy mandate.

Organisations that could be involved in this forum as partners with NTCOSS, and / or as key presenters are:

- Red Cross
- Darwin City Council
- DARWWYN
- Darwin Community Arts
- Anglicare
- Danila Dilba Youth Service
- Corrugated Iron Youth Arts
- MyNT

Of importance is the involvement at the Darwin and Alice Springs forums, in person and / or via video conferencing, of representatives from youth focussed organisations from Nhulunbuy, Katherine, Tennant Creek, remote communities and the growth towns.

Evaluation

As this was a relatively short project, the evaluation process was truncated in comparison with that expected in a longer project.

The Advisory Group evaluations found a positive experience was had by members. The interim evaluation meeting held with the Red Cross found that the project was tracking to, and being conducted in line with Red Cross project expectations, principles and expected outcomes.

The complaints process outlined in the Project Statement was not taken up by any consultation participants at the conclusion of the project.

An evaluation of the Activity Plan in the MOU appears in Appendix, all activities in the Activity Plan were achieved on time.

Project Outcomes document

A Project Outcomes document has been distributed to organisations and agencies that were consulted. The document reports on some findings from the consultations and describes the service delivery model. It is in keeping with the arrangements made with the NGOs and agencies consulted, to provide information on the progress of the project and the future of The SHAK.

Model

SHAK service delivery model 2015 - 2017

Context

In 2012, the NT youth sector lost significant NT Government funding. The SHAK Youth Resource Centre, located in Casuarina, in Darwin's Northern Suburbs, operated by the Red Cross was affected.

The SHAK currently allows young people to have a place where they can have fun, be safe and engage in programed activities. With a secured lease on the premises until December 2017 but dramatically reduced operational capacity, the Red Cross required a new service delivery model that would meet community needs and work within the budget limitations.

The Red Cross is committed to supporting youth in the Casuarina area, this SHAK service delivery model has been developed in partnership with NTCOSS after consultations with over thirty NGO and government agencies, twenty five young people and desktop research.

The themes and outcomes of the consultations along with the opportunities and constraints of The SHAK and Red Cross were considered by an advisory group made up of youth service providers and young people.

It is clear that the SHAK is, and has been since its predecessors opened in Darwin almost thirty years ago, an important part of the community and local people wish to see it continue to operate. Of particular note, The SHAK is seen by those consulted as being a place of significant community connection for disenfranchised young people. They reported the SHAK as being a place where young people can test the boundaries of impending adulthood in a supported, peer based environment.

The Darwin based youth sector NGOs consulted in this project were very clear regarding the current funding status (December 2014) of their sector. They reported a greatly restricted range of services potentially available to young people delivered from the SHAK, due to deep and enduring funding cuts to the sector in December 2012.

The youth sector articulated sophisticated, culturally safe, budget conscious, service agreement adherent, risk aware, child and worker safe, youth best practice framework criterion in order for their service to be engaged in a collaborative service model from The SHAK.

That these criterion were articulated in consultations from young people themselves through to frontline workers and CEOs demonstrates that the Top End NGO sector is cognisant of good practice standards and aware of matters critical to the sustainability of their service – including their workforce.

To support the implementation of the model, a three year governance, policy, risk and sustainability framework has been developed with assistance from the project Advisory Group. The framework prompts the implementers of the model to consider the higher level requirements of a collaborative service model. The framework appears in *Appendix 2*.

This SHAK service delivery model is one of partnerships and referral rather than co-location and will encourage an array of recreational activities, performance, skill development and leadership opportunities for young people. To be accessed by a wide range of young people and services, the SHAK must be built on open access activities and programs that connect and work with young people to address their needs.

As a shared space The SHAK can be a venue to host community events during business hours, out of hours and during school holidays. This model of service delivery provides activities, information and referrals for all young people but with a focus on disenfranchised young people in a safe and stigma-free environment, for example, the provision of food for young people participating in activities.

Implementation constraints

The implementation of the model over the three year lease will be impacted by the following external factors:

- outcomes of venue use negotiations with participating organisations;
- passage of time of the three year lease;
- changing service provision landscape in Casuarina;
- changes to the physical space;
- changes in funding options; and,
- the capacity of the Red Cross to engage young people with the new SHAK.

Overarching assumptions in the development of model

- Red Cross to work towards WHS compliance at the SHAK prior to the commencement of the new model;
- Red Cross to work towards the SHAK operating as a child safe environment prior to the commencement of the new model; and,
- Red Cross will not provide direct supervision of young people participating in timetabled activities operated by external services from the SHAK.

Goals

- Open access Red Cross to seek collaborative funding to provide an open access, information and referral service from The SHAK.
- Social enterprise Red Cross to consider under what conditions it would operate a Casuarina based creative social enterprise.

Guiding principles

The SHAK will operate under the following principles:

- Youth safe space;
- Accessible;
- Youth development; and,
- Youth empowerment.

Sustainability strategy

Red Cross to develop:

1. Overarching three year Business Plan to provide a platform for more funding; and,
2. Implementation plan prior to reopening.

Name change

The consultations found a slight bias towards retaining the name of the SHAK and rebranding the new activities structure.

Youth Governance

- Establish one – off reference groups with young people by invitation, on specific issues or topics;
- Commence young people in advisory roles and develop this into governance roles; and,
- Provide young people with governance and leadership training in order establish them as SHAK champions.

Staff

Youth venue Coordinator (YVC):

- 1 full time staff member (1 EFT), flexible work hours to suit operation of facility;
- Manage facility operations, equipment and maintenance;
- Marketing;
- Building maintenance;

- Secretariat for DARWWYN;
- Manage facility staff; and,
- Connect with young people.

Additionally, current funded and established Red Cross positions that can be collocated at SHAK and support YVC:

- o Youth Engagement officer
- o Community Development officer

Venue hours of operation

Day	Time	Access groups	Staff	Access
Mon – Fri	1000 - 1200	Community groups / individuals	YVC	Staff
	1200 - 1400	School Groups	YVC	Staff
	1400 - 1800	School and community groups, sport and recreation clubs	YVC	Staff
	1800 - 2100	Community groups / individuals	NIL	Key only
Sat - Sun	1000 - 2200	Community groups / individuals	NIL	Key only

Cost

- Discounts for SHAK users that have open access integrated into events, activities and programs
- Sliding scale hire fee:
 - o \$0 for young people;
 - o \$25 per hour NGOs; and,
 - o Commercial rate for business, government, private hire.
- Bond system to manage keys and equipment
- Establish *Friends of the SHAK* membership that includes, for example:
 - o newsletter;
 - o discounts on hire costs;
 - o free entry to certain events;
 - o annual membership party; and,
 - o youth can pay for hire in volunteer hours for example, the band can access the rehearsal space free of charge in exchange for painting the kitchen or playing at a SHAK disco.

Procedures

- To be established prior to opening in line recommendations from the consultations; and,
- A suite of induction procedures are to be made available to organisations seeking to deliver services from The SHAK.

Key access

- The YCV may be called in after hours to manage key access;
- Risk management plan for after hours key access; and,
- Mitigation of extra costs for example, air conditioning left on after hours.

Equipment inventory

- Inventory procedures for all equipment to be checked before and after hire; and,
- Process required to manage financial responsibility for damaged property.

Management of young people

Processes required for:

- provision of food to young people participating in activities;
- managing young people and the space in the transition from drop in to timetabled activities;
- managing young people who want to access The SHAK during times that it does not have an open access program operating;
- mandatory reporting;
- incident reporting;
- confidentiality;
- communication of behaviour expectations;
- conflict resolution for young people and participating services;
- shared understanding with incoming agencies of managing young people; and,
- comprehensive child safe policies and protocols (including a Code of Conduct / Ethics) including training for all staff in child safe protocols and mandatory reporting.

Management of communal spaces

- managing set up and clean-up of the space/s including kitchen and toilets;
- management of disputes between young people and / or service providers; and,
- management of consumable items.

Documentation

- venue fact sheets and hire forms;
- public liability insurance information;
- damage to equipment process;
- site inspection, induction process and forms;
- SHAK timetable including when the space is shared with other users;
- access options for young people;
- referral process and documentation; and,
- communication processes – internal and external, and feedback.

Security, Police, First Aid

- Police and first aid involved in evening events; and,
- security process for staff during transition process and for community access afterhours.

References

Youth services within larger organisations – no open access service

<http://www.melbournecitymission.org.au/services/homelessness/young-people-25-years/frontyard-youth-services>

<http://www.youthjunctioninc.net.au/>

Youth program within larger organisations – limited open access service

<http://www.jss.org.au/programs/all-programs/artful-dodgers-studios>

Standalone youth drop in centre

<http://www.youthhub.org.au/w/services>

Local council operated youth services

<http://www.stonnington.vic.gov.au/residents-and-services/youth-services/>

<http://www.wollongong.nsw.gov.au/services/community/pages/youngpeople.aspx>

<http://www.belloyouthhub.net/who-are-we/>

Good Practice

http://www.griffith.edu.au/_data/assets/pdf_file/0008/367307/good-practice-principles-youth-development-organisation.pdf

<http://www.youngandwellcrc.org.au/about/our-vision/>

<http://www.youthmentoringvic.org.au/file/file/Community%20Partnerships/Anna%20Frearson%20Partnership%20Self%20Assessment%20Tool.pdf>

<http://youthsectorblog.com/2014/09/08/putting-young-people-first/>

<http://www.dhs.vic.gov.au/for-business-and-community/community-involvement/in-your-neighbourhood/neighbourhood-houses>

<http://www.propel.org.au/the-hive/>

<http://www.communityhubs.org.au/contents/resources/multiple/evaluating-community-partnerships-ccch.pdf>

<http://publications.everychildmatters.gov.uk/eOrderingDownload/DfES-0827-2003.pdf.pdf>

http://www.hallaitken.co.uk/component/option,com_docman/Itemid,10/gid,264/task,doc_download/

<http://www.ynot.org.au/sites/all/files/ynot/FINAL%20SYC%20Top%20Ten%20Tips%20Pamphlet.pdf>

<http://www.ynot.org.au/sites/all/files/ynot/SYC%20pamphlet%20style%201.pdf>

Evaluations

www.housing.nsw.gov.au/.../0/SouthWestSydneyYouthHubProject.pdf

http://nowinitiative.info/sites/default/files/FinalReport_TamworthYouthHubServiceIntegration.pdf

http://www.bsl.org.au/pdfs/Bond_Integrated_service_delivery_for_young_people_lit_review_2010.pdf

http://www.bsl.org.au/pdfs/Bond_Integrated_service_delivery_for_young_people_lit_review_2010.pdf

http://nowinitiative.info/sites/default/files/FinalReport_TamworthYouthHubServiceIntegration.pdf

<https://www.qcross.org.au/sites/default/files/Collaboration%20Hubs%20and%20Case%20management%20-%20Practice%20examples.pdf>

<http://www.youthnow.org.au/documents/YouthNowBizECentreEvaluation2014.pdf>

Youth sector

<http://www.ayac.org.au/about/about-ayac.html>

<http://www.yapa.org.au/youth/topics/youthorgs.php>

http://acys.info/sector_resources/sector_contacts

<http://youthaction.org.au/about/faq/>

<http://www.ynot.org.au/>

Appendices

1. Foundation documents
 - a. Project Statement
 - b. Risk Assessment
 - c. Terms of Reference
 - d. Project Outcomes document
2. SHAK model governance framework
3. Community consultation
 - a. Emerging Themes including comments from Advisory Group
 - b. Emerging models including comments from Advisory Group
 - c. Combined comments from young people consulted
4. Evaluation documents
 - a. Interim project summary
 - b. Interim project report – Assumptions + Challenges + Achievements
 - c. Red Cross – NTCOSS Youth Hub Project MOU Activity Plan reviewed
5. Images of the SHAK October 2014
6. Organisation and agency consultation contacts

Appendix 1a
Project Statement



100 YEARS
PEOPLE HELPING PEOPLE
1914-2014



Red Cross - NTCOSS Youth Hub

Project Statement

What is the project?

In 2012, the Northern Territory youth sector lost significant funding. The SHAK Youth Resource Centre in Casuarina operated by the Red Cross was also affected. The SHAK allows young people to have a place where they can have fun, be safe and engage in a variety of programmed activities.

The SHAK will continue to operate in the same way until December 2014. From January 2015, the Red Cross wants to deliver a different kind of youth service from the SHAK.

The Red Cross is interested in collaborating with other youth services to deliver services together, from the SHAK.

This is a short project to gather information from the Darwin community about working together from the SHAK, to provide a collaborative service to young people in the Northern Suburbs of Darwin.

Who is doing the project?

The Red Cross Darwin has made a financial contribution to the Northern Territory Council of Social Service (NTCOSS) to conduct the project. NTCOSS has engaged Sam Bowden to do the project, independently of the Red Cross.

What's the process?

From October to December 2014, Sam Bowden will talk with young people, local service providers, local and NT Government and businesses in the Casuarina area about their ideas for the SHAK.

Young people currently accessing the SHAK are being consulted in this project, and they have been informed of the changes in SHAK services from January 2015.

The outcome of the consultations with the community will be fed back to an Advisory Group for consideration. The Advisory Group is comprised of the Red Cross, up to four young people and three youth service providers other than the Red Cross.

The Advisory Group will consider the feedback provided in the consultations and provide advice to the Red Cross about how the SHAK could operate under a collaborative service delivery model from January 2015.

The project will be run in line with the principles of the Red Cross and NTCOSS.

As a contributor, you will be provided with a project summary at the conclusion of the consultation.

How will my information be kept private?

Both NTCOSS and Red Cross are required to maintain the confidentiality and privacy of information gained through project activities, including following processes that are consistent with Red Cross' obligations under the Privacy Act 1988.

Your suggestions will be de-identified and combined with all the other suggestions we receive to create the model options for the SHAK.

The de-identified information you provide will also be used by NTCOSS and the Red Cross to advocate to government for greater recognition of the needs of the NT youth sector.

Who do I contact for more information or to make a complaint to about the consultations?

Adrian McCann, Regional Manager Red Cross Darwin:

Email: amccann@redcross.org.au

Phone: 08 8924 3965

Janine Sims, Sector Development Coordinator NTCOSS:

Email: janine@ntcoss.org.au

Phone: 08 8948 2665

Appendix 1b
Risk Assessment

Key: AM Adrian McCain Red Cross Regional Manager
 SC Sandra Cannon Red Cross NT Executive Director
 SB Samantha Bowden NTCOSS Consultant
 YP Young people
 AG SHAK project Advisory Group

Youth Hub Project Risk Assessment

People / agency to be consulted	Detail	Risk	Mitigation	Risk treatment - Likelihood v impact	Consequences	Process for consequences
NGO sector	N/A	1. General PR 2. misunderstanding of purpose of the consultation 3. Other NGOs do not want to be consulted with due to the competitive nature of the work 4. Consultant not aware of relationships between Red Cross and other orgs that are to be consulted with	1. Consultant to work strictly from the project statement 2. Consultant to name themselves as being independant of the Red Cross 3. Consultant to share timetable of consultations with AM for approval / consultation with SC 4. AM to come with SB to consultations if the particular consultation may be pertinent for the Red Cross 5. Consultant to notify AM of upcoming consultations (consultation timetable document) 6. AM to provide approval and direction for consultation via the consultation timetable 7. Refer any enquiries outside the project statement to AM	Red Cross to complete	Red Cross to complete	Red Cross to complete
Young People	individuals	1. harm to young people 2. general child protection risks 3. If kids aren't comfortable and safe we won't get the most out of the consultations	1. individuals - one on one consultations with over 18 years only, must be in a public place 2. Under 18 years must have an adult support person present 3. Groups - work with another youth worker 4. Consultant must have an Ochre card 5. AM and SB to cofacilitate the YPs involvement on the AG. YP AG member's education and employment should not be impacted by being on the AG 6. Don't name YP on the project statement 7. Consultant to notify AM of upcoming consultations (consultation timetable document) 8. AM to provide approval and direction for consultation via the consultation timetable 9. Refer them to AM with anything beyond Project Statement	Red Cross to complete	Red Cross to complete	Red Cross to complete
	groups					
	YP on the AG					

government	public servants (local, NT, federal)	When talking to direct funders, miscommunication / misunderstanding of the purpose of the contractual agreement vs the project consultation.	<ol style="list-style-type: none"> 1. AM to come to initial meetings with Dept. Sport and Rec to provide context to the consultation, clarify any misunderstanding 2. Other public servants, consultant to strictly work from the project statement 4. Consultant to notify AM of upcoming consultations (consultation timetable document) 5. AM to provide approval and direction for consultation via the consultation timetable 6. Refer them to AM with anything beyond Project Statement 	Red Cross to complete	Red Cross to complete	Red Cross to complete
	consulting with politicians (NT and federal)	breach of fundamental principles particularly neutrality	<ol style="list-style-type: none"> 1. Consultant not to consult with politicians 2. if necessary to speak with politicians ask for exemption from AM 3. Exemption request to go to Red Cross and NTCOSS executives 4. Consultant to notify AM of upcoming consultations (consultation timetable document) 5. AM to provide approval and direction for consultation via the consultation timetable 6. Refer them to AM with anything beyond Project Statement 	Red Cross to complete	1. breach of fundamental principles is considered a high level risk 2. Breach will be seen as a consultant performance matter	Red Cross to complete
	Darwin City Council Alderman	see above	<ol style="list-style-type: none"> 1. Consultant to strictly work from the project statement. If at any time the fundamental principles of NTCOSS or Red Cross in jeopardy, consult with AM 2. AM to asses if principles are being challenged 3. Consultant to notify AM of upcoming consultations (consultation timetable document) 4. AM to provide approval and direction for consultation via the consultation timetable 5. Refer them to AM with anything beyond Project Statement 	Red Cross to complete	Red Cross to complete	Red Cross to complete

business	local business	Risk to Red Cross reputation e.g. "Red Cross is supporting the young people that smashed my front window"	<ol style="list-style-type: none"> 1. Consultant to strictly work from the project statement. If at any time the fundamental principles of NTCOSS or Red Cross in jeopardy, consult with AM 2. AM to asses if principles are being challenged 3. Consultant to notify AM of upcoming consultations (consultation timetable document) 4. AM to provide approval and direction for consultation via the consultation timetable 5. Refer them to AM with anything beyond Project Statement 	Red Cross to complete	Red Cross to complete	Red Cross to complete
	multinational	Compromising current multinational sponsorships with Red Cross	<ol style="list-style-type: none"> 1. Consultant to strictly work from the project statement. If at any time the fundamental principles of NTCOSS or Red Cross in jeopardy, consult with AM 2. AM to asses if principles are being challenged 3. Consultant to notify AM of upcoming consultations (consultation timetable document) 4. AM to provide approval and direction for consultation via the consultation timetable 5. Refer them to AM with anything beyond Project Statement 	Red Cross to complete	Red Cross to complete	Red Cross to complete
consultant	N/A	<ol style="list-style-type: none"> 1. consultant out in the community talking about the Red Cross matters other than talking about the project statement. 2. consultant is talking with stakeholders 3. Red Cross doesn't know the consultant 	<ol style="list-style-type: none"> 1. Consultant to strictly work from the project statement. If at any time the fundamental principles of NTCOSS or Red Cross in jeopardy, consult with AM 2. AM to asses if principles are being challenged 3. Consultant to notify AM of upcoming consultations (consultation timetable document) 4. AM to provide approval and direction for consultation via the consultation timetable 	Red Cross to complete	Red Cross to complete	Red Cross to complete

Appendix 1c

Advisory Group Terms of Reference

Red Cross – NT Council of Social Services (NTCOSS) Youth Hub Project

Advisory Group (AG) Terms of Reference

Project Name	Red Cross – NTCOSS Youth Hub Project
Date	September – December 2014
Prepared by	Sam Bowden (SB)
Project Manager	Adrian McCann (AM)

Purpose
<p>The Red Cross – NTCOSS Youth Hub Project AG will:</p> <ul style="list-style-type: none"> • Work within the scope of the Youth Hub AG Terms of Reference (this document) and Youth Hub Project Statement (see attached) • Provide guidance and direction to SB on the needs of young people in the Northern Suburbs of Darwin • Provide advice and feedback on the information presented to them from community consultations • Conduct the business of the AG in line with ARC and NTCOSS principles (see attached)
Constraints
<p>The Red Cross – NTCOSS Youth Hub Project AG:</p> <ul style="list-style-type: none"> • Does not have a decision making role. The AG provides advice and feedback to SB, AM and other AG members • Will test Youth Hub model suggestions raised in community consultations for alignment with: Red Cross principles; service delivery practicality; financial viability; human resource capacity; cultural safety; child safety; and, contract compliance • All members of the AG have equal power • AM represents the Red Cross on the AG • All decisions of the Red Cross are final
Membership
<p>The Red Cross – NTCOSS Youth Hub Project Advisory Group comprises:</p> <ul style="list-style-type: none"> • Adrian McCann (AM, Regional Manager, Red Cross Darwin) • Sam Bowden (SB, consultant engaged by NTCOSS) • 4 young people (preferably two young women and two young men) • One staff member from Anglicare, Corrugated Iron Youth Arts and Danila Dilba Health Service • An additional Red Cross staff member will hold an observer role within the Advisory Group. This individual will ultimately be responsible for the direct operations of the new model being proposed. This person will not have the authority to participate in an advisory role but will be present to enable succession of corporate knowledge.
Resources
<p>In addition to the Youth Hub Project documents described above, AG members will be provided with:</p> <ul style="list-style-type: none"> • Red Cross and NTCOSS principles, vision and goals (attached) • Tips for consulting with young people (attached) • Tips for young people being consulted (attached)

AG Procedures

Minutes and Agendas

- Minutes will be taken by Janine Sims (JS) from NTCOSS and distributed by SB
- Agendas will be drafted in consultation with AM
- Agendas and minutes will be distributed one week prior to the meeting
- Minutes will be distributed within one week of the meeting

Meetings

- The AG will meet monthly (September, October and November) for two hours only.
- Location of each meeting will be determined by consultation
- The AG meetings will be facilitated by SB

Absences

If an AG member is absent, their feedback on the agenda will be sought through email and feedback to the AG by SB

Sub committees

- Subcommittee meetings between SB and AM will be scheduled separately to the AG meetings

Reporting

SB reports to JS and AM

Expectations

AG members will:

- Respond to SB in a timely manner
- Attend meetings, if not available, respond to matters on the agenda via email
- Conduct the business of the AG in line with ARC and NTCOSS principles (see attached)
- There are no expectations of AG members except attending the three meetings

Disputes

It is acknowledged that conflict is a probable and normal aspect of working collaboratively and that a mutual understanding of this enables those involved to manage conflict more effectively. Should a dispute arise, the parties will attempt to resolve the matter by negotiation initially between the NTCOSS and Red Cross Project Managers, secondly between NTCOSS and Red Cross Executive Officers and thirdly the NTCOSS and Red Cross Boards of management. If the matter is not satisfactorily resolved through this hierarchy of levels, the matter may be referred to an independent mediator acceptable to both parties.

Conflicts of Interest

AG members must take suitable measures to avoid, disclose, and/or appropriately deal with, any situation or relationship in which they may have, or be seen to have, a conflict of interest that could compromise the project.

Appendix 1d

Project Outcomes document – for public distribution



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Outcomes: SHAK Community Consultation

December 2014

What was the project?

In 2012, the Northern Territory youth sector lost significant funding. The SHAK Youth Resource Centre in Casuarina operated by the Red Cross was also affected. The SHAK is a drop in centre that allows young people to have a place where they can have fun, be safe and engage in a variety of activities.

The Red Cross is committed to supporting youth in the Casuarina area and have secured a lease on the SHAK premises until December 2017, however due to reduced capacity the Red Cross will no longer provide services from the SHAK in the current format. The community consultations sought to develop a collaborative youth service model that could be practically and sustainably delivered from the SHAK from January 2015.

Who was involved in the project?

A Darwin based consultant spoke with over thirty Top End based non-government organisations, businesses and government agencies, as well as a number of young people, about their vision for the SHAK – without a drop in centre.

What young people currently attending the SHAK said about it...

"It is important to the people that live close to the SHAK because they know it as a place to go and have fun and be themselves" *"Cos we love this place"* *"We've come here since we were little"*
"We grew up here" *"It grew into our home"* *"Keeps kids off the streets"*
"Experience at the Shak has influenced us in a positive way over time" *"Where else would we be?"*
"It's a place to go at times of stress"
"I think the Shak's important to us youth because if we didn't have a drop in centre I'm pretty sure we would have taken the wrong road"

Top five things the community said about the SHAK in the consultations...

1. For a long time, the SHAK has been somewhere safe for young people to go and be themselves – the Red Cross should keep operating a drop in service.
2. Services want to work together to support young people in the Darwin region.
3. The SHAK should be safe and welcoming, in good condition, and a place that young people are proud of.
4. The SHAK can be a place for young women and men to have a separate, safe and private place to talk about things that are important to them.
5. The SHAK should be youth focussed, family friendly, connected to the community, safe and creative.

Top five things the community said the SHAK could become...

1. A place that has open access for all young people
2. A creative and cultural venue for young people
3. A place where services can help young people with life skills
4. A sport and recreation venue for young people
5. A social enterprise hub for young people

What happened with the information we provided in the consultation?

An Advisory Group consisting of three local youth services, a number of young people, the Red Cross and NTCOSS met three times between September and November 2014 to consider feedback from the community consultation as well as the capacity of the Red Cross to deliver services from the SHAK over the 2015 – 2017 period.

What will be happening to the SHAK now?

The Advisory Group have recommended to the Red Cross that the SHAK:

1. Engages young people in the planning, development, evaluation, beautification and governance of the SHAK
2. Is a child safe space
3. Is a low or no cost, venue accessible during the day and evening for young people to:
 - Access life skills support and training
 - Use the space for rehearsals and performances
 - Use the space to develop business ideas
 - Connect with youth support organisations
4. Encourages the provision of open access services from the SHAK where young people can get to know a service provider and find out how that service can support them
5. Is a creative, youth focussed hub in the Casuarina area

What happens next?

Red Cross A report containing all the information provided by the community in the consultations, and information about best practice youth service delivery has been provided to the Red Cross by NTCOSS.

The Red Cross will consider the report, recommendations from the community and Advisory Group, and make an announcement to the community in early 2015 about how they will proceed with the SHAK. This announcement will include information about how youth services can be a part of the SHAK in 2015.

NTCOSS NTCOSS will use information provided in community consultations to advocate for a safer and fairer NT for young people and the services that support them.

The Red Cross and NTCOSS thank the community for being involved in these consultations

Who do I contact for more information?

Red Cross: Adrian McCann

Email: amccann@redcross.org.au

Phone: 08 8924 3965

NTCOSS: Janine Sims

Email: janine@ntcoss.org.au

Phone: 08 8948 2665

Appendix 2

SHAK model governance framework

Governance Frameworks

		PROGRAMMING	POLICY	GOVERNANCE	REFERRAL	EVALUATION	RISK	SUSTAINABILITY
Year 1	<i>Implementation plan</i>	Venue timetabled for recreation activities delivered by external service providers	Work towards Child Safe policy framework	Develop and implement youth governance framework	Develop referral process	Develop three year evaluation framework	Develop three year risk management plan	Develop three year Business Plan
			Develop operational procedures		Secure referral arrangements with clinical, wellbeing and rights services	Implement year one evaluation plan	Implement year one risk management plan	

		PROGRAMMING	POLICY	GOVERNANCE	REFERRAL	EVALUATION	RISK	SUSTAINABILITY
Year 2		Venue timetabled for recreation activities delivered by external service providers	Finalise Child Safe policy framework	Review youth governance framework	Review referral process	Evaluate year one of collaborative service model	Review year one risk management plan	Prepare to source funding and / or premises for years four - six
			Review operational procedures				Implement year two risk management plan	
			Begin risk assessing potential year three shut down					

		PROGRAMMING	POLICY	GOVERNANCE	REFERRAL	EVALUATION	RISK	SUSTAINABILITY
Year 3	<i>Shut down plan</i>	Venue timetabled for recreation activities delivered by external service providers	Review Child Safe policy framework	Review youth governance framework	Review referral model	Evaluation of year two	Review year two risk management plan	Source funding
			Review operational procedures	Plan for youth governance transition into year four	By June 2017, prepare for supported referrals due to potential shut down		Implement year three risk management plan	Implementation of shut down plan
							Shut down planning	Sustainability campaign

Appendix 3a

Themes arising from the consultations (black text)

Feedback from the Advisory Group on the themes arising (red italics)

1. SHAK name change?

- This is an opportunity to rebrand. Engage young people (YP) in this process and relaunch the new service.
- Do the young people want to change the name? Involve young people in the name change, competition etc.
- Ask young people what it should be named as they are best placed to name it.
- Keep the name
- *Definitely involve young people in name decision or change*
- *Some history / herstory is important - ok with same name, can rebrand what happens inside*
- *Can do new things with the old name*

2. Collaborative model

- Support for collaborative model
- consult widely with young people to develop a new model for the SHAK
- Young people will tell you what the best use of the SHAK is to them.
- Is the new SHAK another option for a cohort of privileged YP?
- How are the current YP accessing the SHAK kept engaged during the change?
- Removing the service it would be detrimental to YP in the area [*whole service, not drop in service in particular*]
- In principle support for the collaborative service model, SHAK has to progress beyond a youth drop in service
- *Collaboration intent strong but need to understand / agree on 'what it takes to resource a collaborative approach to shared facilities and planning'*
- *Agree drop in can be a component of planning but needs to be part of something more intentional*
 - *Drop in not enough by itself, drop in 'informal' access – how do you explain this programming decision?*
- *This is where you may need an MOU , will still have challenges e.g. time commitment*
- *Anglicare Nhulunbuy's activity centre*
 - *Shared programming*
 - *Access – innovative and varied activities and supports responsive to youth*
- *Do not lose existing youth*
- *Who is the SHAK for? Needs more discussion*
- *Redefine / reframe drop in – how do we sell this government? Drop in is seen as old school by government – frame it in a different way*
- *Framework that defines who accesses the SHAK and for what*
- *Frame the drop in in a different way for the funder*

3. Processes

- Would need a hire form agreement that covers damage to SHAK equipment, organisation to provide its own public liability insurance
- What does Red Cross insurance cover for incoming organisations and young people?

- Need a central liaison person to coordinate the services using the venue
- Who reports harm to young people? How is this documented and followed up?
- What incident reporting processes will be in place? How are they managed?
- All staff need to be bound by the same confidentiality, safety for staff and other service users is critical, linked to a security system, duress alarms have to be in clinical rooms. *But systems / duress alarms based on available resources*
- Basic set of policies required for running the space.
- Service should be able to inspect infrastructure prior to agree to deliver a service.
- Need an MOU *For what? Who with?*
- Service providers to meet every couple of months to manage the issues that come up, enable service to understand referral processes, keep in touch, and manage disputes. *Does it?*
- Some orgs may want the space just for themselves, some may be happy to share.
- Need a roster of the spaces – music room, kitchen, office
- SHAK coordinator needs to tell all the service providers what is happening at the same time as their program. Ask if you are happy to share. Do you want to book the whole SHAK for the whole term or are you happy to share?
- Operating manual that all services should abide by, should be some set rules, and should be consequences if something goes wrong. Before starting the program the SHAK permanent youth worker would go through a checklist of inventory before and after – like the BBQ at Bunnings process. Assistant coordinator / permanent youth worker may be able to do this.
- Behaviour rules are already in place. If something has been damaged the service provider should pay for its replacement. Bad behaviour apology, mediation.
- Resolve problems rather than banning
- Young people from the SHAK and service providers involved for feedback / suggestions / comments back to the Red Cross
- YP planning and organising committee *Youth led links to enterprise development*
- Engage children and young people in service design, delivery and evaluation.
- If young people are active participants in the management of the Centre we would be very interested to participate.
- We strongly recommend comprehensive child safe policies and protocols (including a Code of Conduct / Ethics) as well as training for all staff in Child Safe Organisations and Mandatory Reporting.

- Need to have a means of meeting with other service providers to talk about how we share interests and training.
- The challenge is the effective engagement of YP in systematic planning and review of the service
- Expectations of agencies for supervising YP need to be clear *Is the Red Cross playing the role of anchor tenant?*
- How do you protect the confidentiality of YP accessing the SHAK if other activities are happening as well?
- Need a shared understanding of managing young people, reviewing as the venue model develops.
- Rules around how YP treat staff, the way they behave, general rules the SHAK has now all need to be in place
- Financial responsibility for damaged property may fall to the venue
- May need to have meeting including all service providers to discuss the management of the space.
- Important for Red Cross to communicate to the other service providers.
- Services should be able to give feedback to the Red Cross
- Any SHAK drop in service must be distinctly separate from the venue usage.
 - Expectations of Red Cross in terms of what the space is for
 - Expectations around how young people are supervised
 - Need clear principles from which to decide if activity / org is appropriate
- Timetable the space over the whole day
- Possible access to the building without Red Cross staff member present
- Reintroduce kids in a formalised manner
- Need to see the space before agreeing to deliver services
- Operational manual really important
- After each booking the Red Cross person needs to check the inventory
- Coordinator to come out 20 minutes before warning to put stuff away – respect the space
- MyNT governance experience – possibilities for mentoring youth governance participants
- YP representatives from main participating organisations on the advisory group youth governance
- How do you manage young people’s groups leaving a mess for the next group
- No supervision once the event closes so it’s unsafe to get home
- Have police involved for concerts to keep people safe
- Make sure the event organiser has first aid presence for a low cost to ensure the space is safer
- *Who determines what is an ok activity to operate from space?*

- *If an MOU needs to be signed off by an organisation's executive, time consuming, basic hire form agreement needed*
- *Access to SHAK keys if hiring venue no need for Red Cross staff*

4. Physical space

- Put in temporary partitions, bean bags, create different 'zones' in the building
- Remove broken equipment and furniture and fix the lighting
- SHAK space needs to be more accessible
- Air con
- Young people deserve beautiful, bright, engaging, new and fresh spaces and equipment.
- A youth friendly environment for learning, break out spaces for creative arts, media – internet, computers, radio recording space, singing, audio recording, acting, stage for performing
- Access to a kitchen
- Capacity to book different parts of the venue, music room, big room, media room
- involve young people in beautifying the space
- Harvey Norman for furniture sponsorship
- Organisation want a site visit before committing to provide a service
- Is there a phone young people can use to talk to service providers?
- Security in the transition out of drop in model
- Shut down for a couple of months while all renovations are being completed and processes put in place. This will help young people transition to the new model
- Needs security for first 6 months – one year to help young people get with the new model
- During shut down put up a notice on the front door, protected by Perspex with phone numbers of support services during the transition period
- Behaviour rules inside, strong on rules and ramifications
- Darwin City Council – pop up art gallery to paint the walls, get good artists – see Montreal street art competition – prizes for an arts competition
- Open out the computer room so it's more of a bench so workers can see what's going on, freeze / control all the computers if necessary – monitoring system. Build the computers into a plastic box like in shopping centres so they can't be destroyed.
- turn the computer room into a counselling / chill out space

- To make the space safer, halve the size of the music room and move the whole box along the side wall and make the music room long and skinny with a control room – St Vinnie’s Men’s Shed to remodel the music room / recording space. Cut windows in the space so you can see in.
- Put in another cage for storage along the wall where the music room was
- Fix the projector to the wall – like the YMCA in Palmerston.
- Cal Williams at CDU to help with sound system
- Corrugated Iron to advise on permanent light rigging and attach the projector to the lighting rigging.
- Better signage, can’t really see it.
- Needs refurbishment to exterior before opening it up
- Needs air con
- *Needs to be welcoming, good / positive energy, youth friendly, appealing to the eye, something to be proud of (promote ownership by youth community)*
- *Need to overhaul rundown feel – maybe repaint, major clean and new furniture*
- *Will need to set some ratios around onsite supervision, role of peer leaders, - be realistic about volunteer angle i.e. volunteers need management*

5. Safety

- If there is a fighting inside the SHAK they are asked to leave, no conflict resolution done to build the conflict resolution skills of YP accessing the SHAK
- Some kind of structure at the SHAK would be good
- Child and Youth safe organisations:
 - Consulting with young people, including them in the process
 - Giving young people a feedback mechanism – on all activities including emotional / physical and wellbeing concerns
 - Involve young people in the risk assessments, embedding risk in the process if they are not involved at all stages. Parents to be involved as well – all this needs to come up front.
 - Principles of engagement have to be embedded from the beginning or you lose the target
 - This will be driven from the royal commission for service systems to be developed in collaboration with young people - Developing, delivering and evaluating.

- Freedom from violence
- the young people needs to feel safe
- safety for the staff member
- Girl's space in the SHAK drop in model
 - create a time where it is a girls only time in certain areas
 - they get to control what happens in that space at what time
 - they can also invite boys if they want but they don't have to
 - explain this in the programming – gender analysis of this decision explained to everyone
 - give the girls the power to manage the space
 - opportunities for girls to get sweaty, be physical, eat, away from young men
- *Safety for everyone (youth, staff, visitors) is paramount, must have a minimum of two workers and all the policies and procedures to ensure safety at all levels*
- *Some gender based programming is important.*
- *Consideration for any work with young people, as sometimes drop in / informal access can become 'owned' by young men – some shared and separate times might be good.*

6. Staffing

- What qualifications do volunteers have?
- *Unsafe for one staff member just to be running a service from the SHAK*
- *Need to have someone on the ground managing the space*

7. Programs / what people would like to see happen at the SHAK

- Learn what young people do and don't want and how they can impact on service delivery
 - *youth led for calendar essential*
 - *Youth led program creation*
- Sewing program
- Need to be able to schedule boxing classes for a year at a time in order to deliver a program from the space *this needs consideration map service providers capacity to plan for up to 12 months*
- Could use as a venue for one off boxing clinics/ events
- Big need for an open space, other uses could be for Zumba, drum beat, arts space, youth development activities and programs, parents opportunity to get together
- *School discos held at the SHAK hard for schools to pick up*

- An activities based service for YP in Casuarina is important *vital*
- Services that get kids into work, recruitment drives – Youthworx NT
- Bring in other YP as role models
- Good to have someone there that is able to help kids do things like Responsible Service of Alcohol, Job find, Centrelink, resumes - activities that independent living programs used to do.
- The music room and basketball court is good
- Sporting clubs being based there. Boxing one night, martial arts another, the club is responsible for the kids
- Have pizza nights
- learn to fix your bike lessons
- There is a homework club on Wednesdays at the library – maybe connect with them to run one out of the SHAK?
- Casuarina Square is happy to host shows free of charge
- Short programs could be run between big events for example, between discos that are held every six weeks, dance program could be run to prepare young people to perform, stage manage, light shows at the disco, marketing
- Drop in is useful to develop ideas and connect young people with organisations and programs
- Delivering programs with an outcome like an event, requires commitment from young people
- Midnight circus
- Better when another org provides transport, young people and food. This enables the organisation to concentrate on their area of expertise
- Engage BCC cinema to put on a movie night
- Community Legal Education
- Engage local police, school based constables
- Would consider accessing the space to run youth support groups
- Would consider accessing the life skills programs in the kitchen
- Would access the space for music / arts events
- Need specific days for girls and boys
- Access Darwin City Council for public address use
- Sanderson Middle School for instruments
- Make it an arts focus
- Contact schools to use the rehearsal space
- DCC sound guy to set up the sound stuff, fix the sound levels, fix speakers to the walls

- OYA grants \$4000 between Red Cross and Amity for sound equipment, set it up professionally and semi permanently in the main area
- Market to schools, arts organisations, and venues for rehearsals / performances, costs
- Have a grass roots marketing campaign
- Connect with Darwin City Council
- Make it an arts dedicated space to connect all the artists
- Access for young people to a local phone for accessing support phone calls
- Ticketed events to maintain security
- Open access event – call police if need be
- Supportive of the discos and short programming in between
- Have art workshops
- Supportive of community space
- Have a stall at casuarina shopping centre to connect young people to the Shak
- Gigs – battle of the bands – aim this at young project leaders and make the accessibility easy for young people
- Suitable for sporting events
- Indoor skate park
- Tectonic youth radio can use the music room for prerecording
- Rehearsals
- Coffee shop
- Bands
- coffee shop / coffee cart
- Sport, recreation and arts programs
 - Hoops for Health
 - Jump rope for Heart
 - Boxing
- *Consult youth, be realistic, don't try to do too much, don't over commit*
- *Phased ramp up approach. Needs to clarify how much organisation will buy in / contribute otherwise set up new model for under use*

8. Darwin Community

- Parents come in and say they used to come to the SHAK.
- There is trust in the community for the SHAK

- SHAK is a place where young people get a sense of community:
 - young people with like experiences and life circumstances can meet each other
 - Softens the impact of racism and stereotyping in Darwin
 - Shows young people they're not the only ones going through something
 - Reduces fear and isolation just knowing there are others like them
 - Provides a connection to vital services
 - Learn a variety of ways to get food, money, accommodation
 - Keeps young people in the naughty stage and reduces likelihood of them moving into the bad / violent stage
 - Opportunity to test urban risk taking behaviour / rites of passage in a contained / supported way.
- Must have food, only do programs with food
- Food...
 - more important than everything
 - can't do activities if hungry
 - its degrading to be hungry
 - always have food available
 - get food from food bank
 - food only provided on drop in days
 - not programmed food, young people don't have to do anything for it
 - cleaned up by everyone at night
 - Eating only in the space near the roller door at the front, everyone has to eat there.
Forcing people to eat together even if they go back into their cliques after eating. This builds community and relationships, young people will hear information about other YPs lives while they're eating and talking... not everyone lives in a house / life like mine...
Builds a sense of community and then as the young people grows up they're more likely to give back to their community
 - connects young people to services as they're going to the SHAK for the food – they learn about community and service provider options when they go for food
 - food provision is a critical element of youth service provision
 - hunger is not widely acknowledged as a problem in Darwin

- The youth sector should have a forum / summit for the youth sector, bring the youth sector together to see what we can do since the 2012 cuts, get our voice back
- *Primary focus of having a place like the SHAK should be on youth needs across the board and not necessarily specific issues*
- *Must prioritise and have focus*
- *Comes back to reconciling drop in with program space – good to test against this*
- *Need to work with Food Bank NT, St Vinnie's and ER providers before becoming food outlet - requires accreditation as an outlet*
- *Not only food but life skills e.g. cooking*
- *This has the capacity to go beyond filling the belly*
- *Like the idea of building community around the venue i.e. those who live in the area and those who visit / move through i.e. regular users with capacity for one off / visiting access*
- *We did in 2013, is this also DARWWYN / PARYS role?*

9. SHAK Drop in

- Still important to have a youth drop in centre as young people want different things. Relax and talk to a youth worker, be safe.
- Nothing else for young people than SHAK
 - Soft entry for young people to access youth workers, with a serious note. We are changing the style of service delivery but the style of clients haven't changed
 - an important space for young people with no space at home to be comfortable and happy
 - Good space for Casuarina young people to meet up with each other
 - Opportunity for community education
 - Supporting young people into independence, safety in a child growing up in a supervised way by youth workers
 - Accessible to people who have suffered abuse, not everyone wants to see a counsellor first up. The soft entry means the young people can develop a relationship with a youth worker and then have a more gentle supported entry into the service sector, possibly even before the issue gets too bad that young people are required to go to service providers like Tamarind, FACS, Headspace or police
 - Weekend venue for young people that are not involved in sporting activities

- There will always be things for the privileged kids as their parents will always advocate on their behalf. SHAK kids' parents aren't necessarily advocating on their behalf
- SHAK provides something that makes life a little more bearable
- Consequences of losing the drop in centre
 - Hard to see and measure
 - Increase in unsafe living circumstances
 - Greater likelihood of this cohort ending up in the justice system if they don't have this option?
- *Get young people involved in sports*
- *Need to unpack what is meant by 'drop in' as lots of activities can be informal but available as an option – access is about who feels comfortable entering and engaging*
- *Volunteers, very difficult, no continuity in staff, screening process, commitment etc.*
- *Need drop in to engage with young people and build relationships and trust. Then able to maximise their access to services*

10. Aspirations

- don't do half a job, that would be worse than having nothing, needs to be sustainable
- We are interested in youth led activities, developing and connecting communities, enterprise development, pathways to education and employment...
- The SHAK could be the centre of a Casuarina creative community
- Youth is also about families
- Vision workshops with children in primary schools - to visualise their community as truly child friendly. One of the outcomes was that local councils incorporated these ideas into their planning. Young people who are actively engaged by local Councils in other States/Territories such as Wollongong Council recently, have successfully changed unsafe places in their community to being safe and popular. Young people and the Council jointly achieved this in 6 months whereas the council on its own had been grappling with these particular unsafe areas for years. The Wollongong Council won a National Play your Part award for this project in September 2014. It is of great value to involve young people in all community issues on matters affecting them - YP think innovatively!
- The Child Friendly Cities initiative is a long term strategy driven by the Social Plan.
- Creating a child friendly city means:

- Giving children and young people a sense of ownership and pride in their community through the design and creation of public art and public spaces.
- Build Casuarina into a creative community like Malak
 - Space for community wellbeing
 - There is trust in the community for the SHAK
- *Important to approach any development as 'youth focussed, family friendly and community embedded'. Builds stronger support base and reduces 'isolation of youth response'*
- *Families: good to have broad community access to support children and families but need spaces for young people to gather without the extras*

Appendix 3b

Emerging SHAK operational models of service delivery arising from the consultations (black text)

Advisory Group feedback on the emerging SHAK operational models of service delivery (red italics)

Emerging SHAK models of service delivery with comments from Advisory Group 16 October 2014

The emerging models appear as distinct options however combinations of different models should be considered in light of:

- Recommendations from the Advisory Group
- Further feedback from the community and young people
- Partnership options (all organisations consulted)
- Passage of time of the three year lease (Child Safe Accreditation, creative community)
- Changing service provision landscape in Casuarina (Headspace early psychosis clinic)
- Changes to the physical space (current and future capital works)
- Changes in funding options

Overarching assumptions in the development of models

- Red Cross to ensure the SHAK is WHS compliant prior to commencement of collaborative service model.
- Red Cross to ensure the SHAK is a child safe environment prior to commencement of collaborative service model.
- Red Cross to articulate the internal and external changes they can make to the building
- Red Cross will not provide direct supervision of young people participating in timetabled activities operated by external services from the SHAK

Emerging models

Model 1: venue timetabled as required for recreation activities delivered by external service providers

Comments from the Advisory Group

- *Good for all internal workers to be aware of all events / bookings*
- *Good so as to avoid double booking*
- *Make timetable available online*
- *Timetabled events take priority?*
- *Be clear about morning / evening/ afternoon and mixed use / single use / drop in use activities*

Model 2: venue timetabled as required for recreation activities delivered by external service providers + **Child Safe Organisation accreditation**

Comments from the Advisory Group

- *Needs to be youth led*
- *Need to know exactly what this means – what is needed / desired / required*
- *Young people being safe with each other*
- *All services providers must have an ochre card*
- *Child safe practices to be included even if agencies are not accredited. i.e. need to provide Red Cross with what their protective measures are*
- *Needs clarifying*
 - *Has the potential deter some activities or organisations not because they don't meet requirements*
 - *Don't want to give up options of young people staging own activities*
 - *Red Cross to carry this end if especially around the physical space*
- *Child safe practices with a goal to achieve accreditation*
- *Sort out before program starts – part of usage agreement*
- *Role for Red Cross to support organisation to obtain this*

Model 3: venue timetabled as required for recreation activities delivered by external service providers + **limited drop in service (funded by external service providers)**

Comments from Advisory Group

- *Can't see how other providers will get discreet funding for drop in component. May be more viable to build into core model of Red Cross*
- *Do you mean wages for staff? Can't see it working*
- *First year collaborative service provision (shared wages and staff), second and third year seek other funding*
- *Drop in seems essential – want to see what happens without this element*
 - *Are there examples of other places closing that leads to increases and economic impacts on crime, housing, school attendance?*
 - *Need to be able to state the case for this if viewed negatively and want funding*

Model 4: venue timetabled as required for recreation activities delivered by external service providers + **development of a social enterprise**

Comments from Advisory Group

- *Yes in the second year of implementation*
- *Must be youth driven*
- *Should help in attracting government funding*
- *Good idea but possibly more focussed on developing life skills more than individual businesses*
- *Maybe phase two or gradually build*
- *Life skills should be first priority*
- *Access Department of Business funding for this*
- *Talk to YWCA about their food for futures program*

Model 5: venue timetabled as required for recreation activities delivered by external service providers + **development of a creative community / neighbourhood house**

Comments from Advisory Group

- *Has some potential but need to retain youth focus*
- *Incorporate young children's spaces in the morning - extend use of space with potential to ensure a vibrant community space*
- *Quarterly market for sale of goods*

Model 6: venue timetabled as required for recreation activities delivered by external service providers + **development of an overnight emergency shelter for 16 – 22 years (clothes washing, showers, sleeping, food, connecting to Centrelink and new Headspace facility)**

Comments from Advisory Group

- *Moved away from this thirty years ago!*
- *“wake up and come back when its dark”*
- *Don't support overnight shelter model*
 - *Dangerous / high cost / doesn't address needs in mid to longer term*
 - *Would cost up to \$1M, money spent on other solutions*

- *Very big gig, concerns about having to ask young people to leave as soon as morning activities start in the morning*
- *Very costly*
- *If funding venue there it would be great but if duplicating maybe not so good*
 - o *How would it operate?*
- *Government needs to fund youth homelessness properly!*
- *Seems challenging unless there is an org ready to take on who just need a space*

Model 7: venue timetabled as required for recreation activities delivered by external service providers + **clinical services / other welfare based community services**

Comments from Advisory Group

- *Can these services link with Headspace Casuarina with information / referral at SHAK?*
 - o *Overcomes issue of how to set these up in the first instance i.e. space, privacy, supervision*
 - o *Otherwise can they be set up in phase two?*
- *Yes to one on one support i.e. case management meetings. But if Headspace is opening they may have better clinical spaces*
- *Should definitely be access through the SHAK to clinical / welfare based services*

Other comments

- *School holiday time scheduled differently as young people can access more*
- *Plus usual high risk time for young people*
- *Not just weekly programs but weekly events and one off discos*
- *Youth development pathways*
- *Embedded principles that all provides would adhere to*

Questions arising from the models

- Are any of these models ready to commence in January 2015? 2016? 2017? If not, how could they be?

- Are any parts of any of the models possible to begin in January 2015? 2016? 2017? If not, how could they be?
- How could the models be consolidated?
- What is missing from the models?
- What information is missing from that contained in the consultation document, in order for the models to be successful?
- What underpinning principles are required?
- What are the great things about the models?
- Are the models impossible? Why?
- What does our community most need in Casuarina? Darwin? NT?
- How can the SHAK lead youth service development in Darwin? NT? Australia? The world?!
- What is our community good at? Are those things reflected in the models?
- What mistakes have been made in the past? Are these models avoiding or repeating those mistakes?

Appendix 3c

Combined comments from all young people consulted

The future of the SHAK - what do young people want?

Responses from twenty young people accessing local youth services, aged 12 – 16 years.

What do you like about the SHAK?

- Basketball court and ping pong
- Don't know anything about it
- Free for everyone
- Discos
- Because it's the Shak!
- Computers
- Food
- Staff and equipment
- It's a social place

What don't you like about the SHAK?

- Heard about no air conditioning so needs to be air-conditioned
- More signs and better representation to say it's the SHAK
- Closes too early and not open enough days
- Drinks too expensive
- Wi-Fi difficult to get on to
- It's hot
- There's nothing to do

How could the SHAK be better?

- Air hockey and pool tables
- Scared to go there because of the fights
- Boxing ring
- More trips open on Sundays
- Air conditioning
- New welcoming sign
- New basketball hoops
- Drop offs
- New door
- More food
- A nice outside area
- Change the theme to attract all youth, not just black kids
- Don't make it so dark and ghetto
- Too much trouble, fights, stealing, hard to keep out of trouble
- Make it nicer, too much broken stuff
- Younger youth workers who can understand and relate to us
- More staff

- Turn into a paint ball venue
- More equipment like boxing, sporting, entertainment, gym to work
- Gaming room
- Insulation I the music room
- Need more activities to attract girls as numbers are very uneven

What kind of services should be delivered from the SHAK?

- Should have a safe, secure home feeling to it
- Drop off and pick up
- Wi-Fi
- Mental health help, counselling

What services would you use if they were at the SHAK?

- Larrakia Nation
- Paintball
- Boxing
- Archery
- High lines, tightrope, indoor rock climbing

Should the SHAK have a different name?

- Yes
- Doesn't really need one. Can change it if they need to.
- Nope
- No
-

What would make you want to go to the SHAK more?

- Wireless internet
- Closer to Palmerston
- 3 on 3 comps / events
- A garden would look nice
- More excursions like have done in the past like to Buley Rock Hole at Litchfield Park

Why is the SHAK important to you?

- It is important to the people that live close to the SHAK because that know it as a place to go and have fun and be themselves.
- It's not
- Cos we love this place
- We've come here since we were little
- We grew up here
- It grew into our home
- Experience at the Shak has influenced us in a positive way over time

- Keeps kids off the streets
- Where else would we be?
- It's a place to go at times of stress
- Levi's always there, and staff
- I think the Shak's important to us youth because if we didn't have a drop in centre I'm pretty sure we would have taken the wrong road

Other feedback

- Using kids to help safety of kids at the SHAK
- informal access to a safe place
- won't allow gangs
- stops families fighting
- known that no shit at the Shak to shit left at the door
- air con
- pool
- in ground trampoline
- ramps
- x-box
- play station 4
- iPods
- vending machine – drinks and food
- iPads in computer room
- redo lines on basketball court
- open to wider variety of people, we think that some people don't feel that they can come in. It looks sort of ghetto with graffiti, but maybe that excludes white people
- make the place look better presented form the front
- artwork, more open
- put in another floor
- ping pong and pool room
- wall to close off basketball court
- more enclosed rooms

Appendix 4a

Evaluation report – project summary

NTCOSS – Red Cross Youth Hub Project

Mid project evaluation - Project summary 16 October 2014

Consultations conducted

- 17 NGOs consulted
- 4 NT Government agencies consulted
- 1 group of three young people consulted
- 1 Interstate consultation
- 1 Advisory Group meeting

Documents prepared

- Project statement
- Consultation risk assessment and timetable
- Consultation questions for service providers
- Consultation questions for young people
- Draft consolidated consultation themes
- Evaluation documents
- Draft youth hub collaborative service models
- Advisory Group Terms of Reference
- Draft literature review

Project progress

The project is tracking to the task and time milestones identified in the NTCOSS – Red Cross MoU. It is estimated the project will finish on time and on budget.

Appendix 4b

Evaluation report – project achievements / barriers / assumptions

NTCOSS – Red Cross Youth Hub Project

Mid project evaluation *Assumptions + Challenges + Achievements* 16 October 2014

Overarching assumptions

Red Cross will take responsibility to make the SHAK WHS compliant prior to commencement of collaborative service model.

Red Cross will take responsibility to make the SHAK a child safe environment prior to commencement of collaborative service model.

Red Cross is clear about what internal and external changes they can make to the building

Red Cross will not provide direct supervision of young people participating in timetabled activities operated by external services from the SHAK

Barriers

Resources for capital works unclear

Changing environment regarding SHAK lease and additional funding

Lack of consultation with young people

SHAK is identified as an unsafe workplace

SHAK is identified as being unsafe for clients

Achievements

Services consulted all have in principle support for the collaborative service model

The sector is skilled in risk management processes and analysis

The sector is confident to work within their capacities

The SHAK has provided a community to isolated young people

Offers of funding from NT Government Department of Health and interest in the project from all NT Government departments

Appendix 4c

Red Cross – NTCOSS Youth Hub Project MOU Activity Plan reviewed

Activity	Proposed Participants	Proposed timeline	Deliverables	Delivered?
Engage a suitable project professional	NTCOSS executive director to contract suitable project professional	By 29 August 2014	Engage a suitable project professional	✓
Develop project steering committee	Project professional to convene a project steering committee comprising of NTCOSS and Red Cross representatives plus a youth sector representative and a young person	By 26 September 2014	Establishment of steering committee A revised action plan outlining key activities, roles and responsibilities	✓
Develop project and privacy statements	Project professional in consultation with the steering committee to develop suitable project statement for public distribution and a privacy statement that complies with legislation and allows consultation information to be used for advocacy and lobbying for effective youth services.	By 26 September 2014		✓
Conduct consultations	Identify stakeholders and consul, via various methods, with key stakeholders in the youth services sector in Darwin including but not limited to existing youth service providers, individual young people and groups.	By 24 October 2014	Consultations conducted	✓
Conduct Research	Desk top research models developed in other jurisdictions and mapping of existing NT youth services	By 24 October 2014	Research conducted	✓
Develop a youth service delivery model that reflects a youth voice and efficient relationships and shared use of limited resources	Facilitate engagement, communications and planning activities with identified stakeholders to develop an operational model including mechanisms for ongoing stakeholder involvement.	By 14 November 2014	Proposed operational model developed including foundation documents that articulate the key goals, principles and methods of shared resource service delivery.	✓
Evaluation	Review of progress and outcomes with project steering committee and stakeholders	By 12 December 2014	Produce an end of project evaluation document including recommendations.	✓

Appendix 5

Images of The SHAK October 2014

Exterior of the SHAK



*Inside white double front doors
yellow office door to the
right of frame*



Computer room interior



*External roller door to right of frame opens onto Bradshaw Terrace, left hand yellow door – computer room.
Right hand green door – Kitchen.
Movie screening area to left of frame*



Kitchen



Interior, rear of SHAK. Green door accesses bathrooms



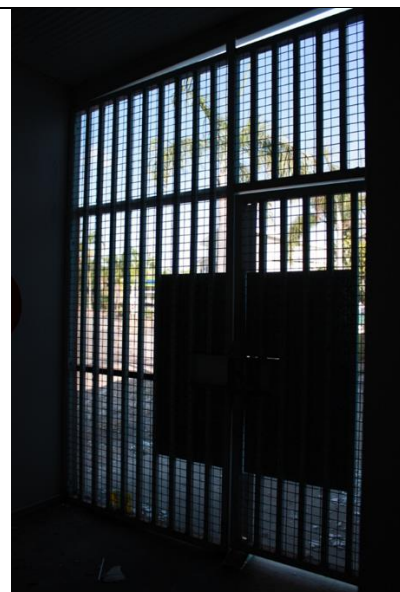
Interior door to bathrooms



Male toilet to right of frame, female toilet at the end of the corridor



Locked gate at the end of the corridor



*Ceiling of the office
exterior top photo
interior bottom photo*



*Opening plaque
22 August 1997*





*Interior and exterior
of the music room*



Appendix 8

Organisation and agency consultation contacts

Organisation	Person	Contact details
Office of Youth Affairs	Larnie Batten	larnie.batten@nt.gov.au
Department of Sport and Recreation	Gordon Clark	see Adrian McCann
Department of Health	Monique Gale	monique.gale@nt.gov.au
NT Police Youth Diversions	Snr Sargent Troy Stephens	Troy.Stephens@pfes.nt.gov.au
Darwin City Council	Katie Hearn	K.Hearn@darwin.nt.gov.au
Casuarina Library	Karen Conway	K.Conway@darwin.nt.gov.au
YWCA	Molly O'Shaughnessy	prgm@ywcaofdarwin.org.au
CREATE	Michelle Barry	michelle.barry@create.org.au
Anglicare	Ann Buxton	abuxton@anglicare-nt.org.au
Melaleuca Refugee Centre	Richa Pant	Richa.Pant@melaleuca.org.au
Top End Women's Legal Service	Nicki Petrou	npetrou@tewls.org.au
Family Planning and Welfare NT	Robyn Wardle	robyn.wardle@fpwnt.com.au
Human Services Training Advisory Council	Judith Mckay	judith.mckay@hstac.com.au
Darwin Community Arts	Bong Ramilo	bong.ramilo@darwincommunityarts.org.au
MyNT	Melissa Honey	coordinator.mynt@gmail.com
NAPCAN	Lesley Taylor	lesley.taylor@napcan.org.au
Headspace	Sally Weir	sweir@anglicare-nt.org.au
Ruby Gaea	Kirsty Dawson	admin@rubygaea.net.au
Hoops for Health Foundation	Timmy Duggan	http://www.hoopsforhealth.com.au/contact-us.html
Amity	Michael Massingham	Michael@amity.org.au
Corrugated Iron Youth Arts	Jane Tonkin	jane@corrugatediron.org.au
NT Shelter	Morgan Sabbith	hpo@ntshelter.org.au
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Casuarina Square (GPT)	Kate O'Malley	Kate.OMalley@gpt.com.au
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