

MOYNE YOUTH STRATEGY 2014

“Moyne - a safe, vibrant, liveable, prosperous community that attracts young people to live, learn, work and invest in the shire”



The leaders of tomorrow making a positive difference today.

Table of Contents

Moyne Youth Strategy - The consultation process	4
Moyne Council - Policies and Planning	6
Regional Context - Moyne and The Great South Coast	8
Economic Development - Moyne and The Great South Coast	10
Youth Policy - Theoretical and International Trends	12
Youth Policy - Australian Government Trends	14
Youth Leadership - Participation and Development	16
Access and Outreach - The Uberbus and its development	18
Youth Transitions - Work Experience, Employment & Enterprise	20
From Consultations to the Strategy - Theory to Practice	22
References	23

Michael O'Meara & David Mackenzie



2014

Moyne Youth Strategy

The consultation process

The term 'strategy' is widely used often used loosely. However, having a strategy implies a deliberate intention on the part of an organisation to achieve an envisioned future. A strategy requires a statement about that envisioned future, specific aims and objectives, as well as the means by which those objectives can be achieved. Generally, strategies are explicit and planned. If an organisation formulates a strategy this is a commitment to attempt to achieve the end point outcomes defined by that strategy.

Moyne as a local government has aspirations for the young people of Moyne. In Australian youth policy, 'young people' refers to adolescents and young adults in the age range from 12 to 24 years. Important life transitions are experienced during this period and for some even beyond their mid-twenties. From 2007-2010, various projects and activities were undertaken as part of the previous Moyne Youth Strategy. That strategy was overdue for review and therefore Moyne Council funded a Youth Strategy Development Project and commissioned the MOHOW team of Michael O'Meara and Associate Professor David Mackenzie to reflect on what had been done (Stage 1) then to consult the community of stakeholders to develop a strategy for moving forward from 2014-2017.

As the project proceeded the tasks of Stages 1 and 2 became conflated, not a problem, but indicating the desire of many to have creative input given the opportunity. The MOHOW approach was basically a form of community development, 'bottom-up and iterative, eliciting ideas, recycling promising insights, moving towards a consensus about the good features of what has been done as well as what needs to be carried forward and what needs to be left behind, to the end point of realistic progressive strategies to guide Council over the next three years.

Underpinning premises of Council's commitment to a youth strategy is that Moyne young people are the community leaders, professionals, farmers and business owners of the future, but more to the point,

they are already citizens. Their experiences in the civic life of the community today shapes and forms their participation tomorrow. This is sometimes referred to as the 'making the future' perspective of the youth participation paradigm.

An important feature of any strategy development process in a local government context is a thorough consultation with everyone who wants input but to ensure that all stakeholder's views have been aired and so any good ideas and useful insights have been discovered and incorporated.

Undertaken between November 2013 and March 2014, the community consultation was extensive. The key questions were about the Moyne Youth Council, the Uber Bus and the issue of young people's participation in local activities. Other issues that emerged during the consultations were Year 12 attainment, the potential for regional action through the Great South Coast Group, the viability and future of several community activities and projects, how young people might be more creatively involved in regional economic development as well as being beneficiaries and the vexed issue of resources and funding.

Several methods were used to reach people - hearings at which interested individuals met with the evaluation team, workshops and meetings, and individual interviews and conversations.

Hearings held on 7/11 at Port Fairy and 13/11 at Mortlake were attended by community members, including parents of youth Council members and those involved in local community projects driven by Youth Council - Maree O'Connor, Wendy Habel, Julie Bos, Jeff and Jenny McLean, James McClean, Jackie Grant, Liz Orwin. Hearings with Moyne Council Officers on 7/11 and 13/11, were attended by: Moyne Shire Council Chief Executive Officer; Manager Finance and IT; Director, Sustainable Development; Manager, Recreation and Community Development; Small Towns Community Planning Officer; Youth Development

Officer; and Physical Services Manager.

The workshops, meetings and hearings reached some 500 young people. Workshops were held in eight primary schools with 128 Year 5 and 6 students - St Patricks Primary PF and Port Fairy Consolidated 7/11; & St Colman's Primary 13/11; & Woolsthorpe Primary 18/11; Koroit Primary School and St Patricks Koroit on 19/11. Workshops were held in Moyne and Warrnambool secondary schools involving more than 250 Secondary students, including student leadership groups as well as entire Year 12 classes - Mortlake College 13/11, Hawkesdale College 18/11; Warrnambool secondary schools 18/11-21/11; Brauer College; Emmanuel College; and Warrnambool College. On 18/11, a workshop was attended by 30 past Moyne Youth Council members: Simon Burchell, Matt Caveny, Nikki Hustwayte, Jack Keegan, Hannah Graham, Sinead Medew Ewen, Kellyann Reid, Casey Vallance, Robbie Orwin, Sara Bolch, James Ruddle, Amelia Bant, Michael McDonald, Hayleee Smith, James Habel, Edward Habel, Nathan Holscher, Bianca McLaren, Anna Habel, Tom Keegan, Nathan Holscher, Amy Holscher. On 3/12, a workshop was conducted with Moyne Shire Council and senior Council Officers in Port Fairy.

MOHOW attended meetings on strategic discussions between Moyne Shire Council and other agencies, relating to the Youth Card Project, the Moyne Warrnambool Youth Achievement Awards and the Great South Coast Education Attainment Workshop. During the consultations, individual short interviews were done on location with the following stakeholders: Dr Dennis Napthine, Premier of Victoria; James Reade,

Advisor to The Hon Ryan Smith, Minister for Youth Affairs, Victoria; Amanda Hennessey, EO Leadership Great South Coast; Katie McKean, Youth Development Officer, Warrnambool City Council; Kim White, Manager Youth Services, Warrnambool City Council; Russel Lineham, Manager, Recreation and Culture, Warrnambool City Council; Vicky Mason, Director Community Development, Warrnambool City Council; Angela Gowans and Tammy Young, Youth Development, Corangamite Shire Council; Briana Pickens, Youth Development Officer, Southern Grampians; Hayley Dunning, Youth Development Officer, Glenelg Shire Council; Toni Jenkins, EO, South West Local Learning Employment Network (SWLLEN); Kyeema Pickett, Board member and Secretary, Framlingham Aboriginal Trust; Amanda Hennessey, EO, Great South Coast Leadership; Jo Grant, Regional Arts Development Officer.

The input from so many people affirmed an interest in the young people of Moyne, and formed up a sense that a small Council with limited resources has managed to do some big things, while at the same time, critical insights that carried both an aspiration to do better but also insights into how that might be done.

During the period December 2013 to March 2014, MOHOW undertook observational fieldwork by attending community events to see the Youth Council, community development in Moyne and youth development practice actually taking place. These field excursions included: Willatook Hall 'Unveiling', Koroit Community Planning street consultations and meeting; Peterborough Beach Festival, Moyne Warrnambool Youth Achievement Awards, Kirkstall Jammers at the Kirkstall Hall.

OUTPUTS:

- 1. Moyne Youth Strategy Report - Sets out the process, the evidence and input as well as the reasoning that produced the Moyne Youth Strategy 2014-2017.*
- 2. Moyne Strategy Logic matrix - a summary of what evidence and reasoning produced the key strategy ideas.*
- 3. Moyne Youth Strategy - a four-page outline of the strategy 2014-2017 with suggested actions.*
- 4. Moyne Implementation Matrix - an outline of priorities for action and a guide to implementing the strategy.*
- 5. Moyne Youth Strategy - one-page leaflet.*

Moyne Council

Policies and Planning

‘Moyne – a safe, vibrant, liveable, and prosperous community that attracts young people to live, learn, work and invest in the Shire’ (based on Moyne Council vision, 2013)

The Council Plan outlines Council’s vision, purpose and values it plans to use when making strategic decisions. The Council Plan then sets out its objectives and strategies – or as aptly stated in the Council Plan... ‘What we want to achieve and how will we achieve it?’

The Moyne Youth Strategy is a statement about Council Objectives for young people: ‘What we want to achieve with Moyne young people’ and then, the strategies for ‘how we will achieve it’.

‘How we will achieve it’ in Moyne is planning beyond youth service delivery. Moyne has some important achievements. Future development can build on the success of what takes place now.

Findings

Moyne has been proactive and progressive and it is important to maintain what Moyne does well. Moyne’s approach to community planning is one area operating according to best practice – building local communities from the inside out and a deliberate effort to be inclusive and as open as possible. This community planning methodology commonly used now by local governments generally about done particularly well in Moyne. It provides an opportunity to use the existing Moyne youth model as a strategy to engage more young people in community planning and sustainable local action groups.

The Moyne Council plan lays out strategies under the following key result areas: governance, physical services, sustainable development and planning, and Community and corporate support. The various areas of Council activity are covered by a Health and Wellbeing Plan, a Council Strategic Resource Plan,

an Arts and Culture Strategy, the Community Engagement Framework, the Community Plan and Community and Corporate Support.

Another positive is the commitment to providing meaningful and local community rich project development experiences for young people. Some projects have slumped or there has been a waning of interest but this work has been creative and generally successful. It should be recognised as a strength and revived and/or continued.

Also, there is an awareness amongst Council officers of the need to shift from siloed youth services to a more integrated and broader cooperative approach but it has not yet been realised.

A team approach across different areas of Council responsibility has been put in place and this provides a good foundation for further reform and development. The longevity of staff in their roles should be regarded as an asset, given that staff are highly motivated and committed. The co-location of youth, community planning, recreation and regional arts/culture workers in the recently formed Community Development Department potentially provides an impetus and capacity for significant project partnerships and greater teamwork. This is beginning to happen. Community planning and youth development are joining resources and sharing key organisational assets – including the Uber Bus.

The consistent youth engagement approach is a positive feature of the current Moyne Youth model. This has meant that the model has a positive community profile and a high level of trust consistently expressed by families and young people. The single worker model comes with the risk that expertise, relationships and program trust is based in one worker rather than a program and

Council, however, many small rural councils face the same limitation in resources.

Cross sectoral knowledge is needed for change in the working relationships. This develops informally and via meetings but a more formal program of inter-sectoral professional development for Council staff and perhaps external people with whom staff work closely could make a difference.

The Summer Employment that has been offered to young people should be recognised as a small but significant initiative that has happened outside the scope of the Youth Strategy Plan. Any possible expansion of such employment or traineeships and work experience positions are labour market experiential opportunities for young people inside and across Council.

Also, the Moyne Shire Council currently administers two scholarships to support young people into tertiary studies. This provides an opportunity to better understand and promote how these scholarship holders might contribute to Council.

The Moyne Youth Council is a significant vehicle for the leadership development for young people. Moyne Shire Council administers Leadership Great South Coast which provides opportunities for building leadership on a regional basis.

Strategic Insights

Good youth strategic planning for young people in local government requires planning beyond youth service delivery.

The Youth Strategy becomes a strategy for involving young people in the Council planning process and the achievement of the Moyne Shire Council Vision.

Within Council operations there are many opportunities for providing experience for young people, and demonstrating that their participation is valued, e.g. expanding the Leadership Great South Coast Program and creating more opportunities for young people.

Goal(s)

To achieve best practice in governance and administration of youth services in Moyne.

Strategies

Review the Moyne Youth Strategy triennially and monitor regularly in relation to trends and opportunities for funding.

Some of the measures that could usefully be put in place are: (a) using the Youth Strategy as a working document for planning and implementation; (b) exploring partnerships with corporate investors and project developers as a source of support for youth development in Moyne and the region; (c) regularly reporting against the Youth Strategy at team meetings and Council; (d) inviting different Moyne Councillors to attend a Youth Council meeting during the year; (e) referencing Youth Strategy actions against the broader key result areas and goals of the Moyne Council plans; (f) promoting and training Council officers and committees about youth engagement.

Goal

To achieve best practice in governance and administration of youth services in Moyne.

Strategy(ies)

Review the Moyne Youth Strategy triennially and monitor regularly in relation to trends and opportunities for funding.

Regional Context

Moyne and the Great South Coast

Great South Coast - 'Rich agricultural land, iconic national parks, bountiful waterways, dense forests, spectacular coastline, historic towns and friendly communities' (Great South Coast Strategic Plan)

Australia is a highly urbanised society. The majority of the population live in six capital cities and the two territories as well as a number of regional cities. The general trend since World War II has been for a population shift from regional areas. The economy has shifted from a reliance on rural production to industries such as manufacturing, mining and service industries. Technological change has impacted on the economy displacing less skilled jobs.

Moyne is a rural regional area close to the regional city of Warrnambool. A key question for consideration is: What are the implications of the unique geography and social demographics of Moyne?

Findings

Geographically, Moyne is a large rural area that encircles the regional city of Warrnambool with 91 localities including the communities of Caramut, Eilerslie, Framlingham, Garvoc, Hawkesdale, Hexham, Kirkstall, Koroit, Macarthur, Mortlake, Nullawarre, Orford, Panmure, Peterborough, Port Fairy, Purnim, Winslow, Woolsthorpe, Woorndoo and Yambuk. Warrnambool covers an area of 120 square kilometres, whereas Moyne covers 5478 square kilometres. The population of Warrnambool is 32,000 whereas Moyne has a dispersed population half that (16,856).

Moyne is agricultural especially the dairy industry but sheep production and cereal crops are growing. There is some manufacturing and a healthy tourist industry in several coastal locations. Some \$7 billion of energy projects are in various stages of planning and development.

There are 2,440 young people (12-24years), about 15 per cent of the population. A majority

of Moyne young people in secondary education travel into Warrnambool for schooling. This fact confounds some of the statistics on youth in Moyne. Educational statistics count Moyne young people in Warrnambool. School completion statistics for Moyne count only those young people attending secondary school in Moyne Shire itself. Many teenagers live with their families in Moyne Shire but attend secondary schools outside the shire boundaries. Those who complete Year 12 and proceed to post-secondary education either do so in Warrnambool or move to Melbourne.

The youth unemployment rate in Moyne Shire (9.3%) is slightly lower than for the Great South Coast (10.5%) and lower than Victoria overall (16.4%) (see Moyne Health and Wellbeing Plan). The labour force participation rate in Moyne is a little higher but youth unemployment is on the increase. These figures probably reflect the availability of rural employment. Many early school leavers appear to be able to get agricultural work although they may well experience longer-term labour market disadvantage.

Also, Moyne residents frequently participate in sporting and community activities in Warrnambool and do a significant amount of their retail shopping in Warrnambool.

Moyne Shire is bordered by Glenelg Shire in the west, Southern Grampians Shire and Ararat Rural City in the north, Corangamite Shire to the east and Moyne itself encircles and is closest to Warrnambool City. This unique geographical position particularly in relation to Warrnambool City is a central issue for any planning or community development strategy. It has some significant implications for the Moyne Youth Strategy.

Diversity is another important social characteristic. There is significant diversity within Moyne Shire itself, and the various communities and towns such as Mortlake, Koroit, Port Fairy and Hawkesdale have some quite different characteristics.

There is a significant Indigenous community at Framlingham and throughout the region. Moyne shares some characteristics, needs and opportunities with its rural neighbours, and across the Great South Coast region comprising the six Councils. What may be difficult to do on a single Council basis may be achievable through collective regional effort.

Strategic Insights

The unique geographical position close to Warrnambool City is a central issue for any planning or community development strategy.

Regional cooperation as a strategic way of leveraging outcomes that would struggle to be achieved by any one rural council.

Any strategy or program that involves schools as sites of recruitment or delivery necessarily requires cooperation between Moyne and Warrnambool.

The economy is best thought of as regional not as separate local government bounded economies. Possibly the most significant trend affecting the development of the Moyne Youth Strategy is the role that the Great South Coast Group is playing to establish a perspective on what Councils across the region are looking to achieve together. This is probably most well developed in economic development but there are implications for other

areas as well.

Goal(s)

To embed youth development within a broader regional cooperation wherever appropriate.

This is about trying to find ways of connecting young people into as many areas of policy and development in the Shire and the Great South Coast region as possible.

Strategies

to develop cooperative regional shared activities and projects wherever appropriate.

This can be done by responding as part of a regional effort, not only by focusing on Moyne Shire, and where this is appropriate and possible - actions such as: (a) working closely with Warrnambool Council officers and departments on joint activities or initiatives; (b) networking with the neighbouring Glenelg, Southern Grampians and Corangamite Councils on relevant activities; (c) participating as a member of relevant regional organisations such as the South-West Local Learning & Employment Network; (d) working with the South-West LLEN on transition strategies and youth employment development; or (e) reviewing the possibilities for using the Uber Bus on a regional basis and developing a business plan.

Goal

To make youth participation the core approach to youth leadership and youth development.

Strategy(ies)

Develop the Youth Council as a leadership group facilitating other young people's participation.

Embed youth development within a broader regional cooperation wherever appropriate.

Economic Development

Moyne & Great South Coast

‘Let the villages of the future live in our imagination, so that we might one day come to live in them!’ (Mahatma Gandhi)

Economic development underpins the social infrastructure of a community and a whole range of amenities. Regional areas are particularly sensitive to changes in the economy. If employment in some industries such as rural industries declines the challenge is to encourage new industries. Government investment has a role. The relocation of government instrumentalities is one way of transferring or building employment in a particular locality.

Findings

Moyne employment is predominately agricultural. Almost 30 per cent of employment takes place in agriculture. Tourism in coastal areas, manufacturing, health, and construction are significant sectors. Some \$7 billion of energy projects are in various stages of planning and development.

While Moyne has some local economies it surrounds the regional city of Warrnambool and is inextricably connected into that centre. However, it makes more sense to think of Moyne as part of a regional economy. On this basis, rural production generates about \$2 billion in gross revenue per year and employs about 20 per cent of the regional workforce. The region produced about one quarter of Australia’s milk and dairy products. Dairy products generate about \$4 billion per year. Milk-based products are manufactured in Warrnambool and several other towns. Forestry is an important industry with wood chips being shipped through the Port of Portland. Portland also ships wool and grain. Tourism is a major industry along the Great Ocean Road accounting for about half of Victoria’s overnight beds (see Great South Coast Strategic Plan).

Nearby Geelong has experienced major changes with the closure of its automotive industries with

more flow on effects along the supply chain. The closure of Alcoa at Port Henry affects the Great South directly. However, some \$7 billion of energy projects are in various stages of planning and development.

If the regional economy does not offer sufficient employment or opportunities, young people move elsewhere, mostly to Melbourne. And, if they study in Melbourne many stay there.

A majority of Moyne young people in secondary education travel into Warrnambool for their schooling. Year 12 or equivalent attainment rates for Moyne and the Great South Coast are below the Victorian average which may reflect slightly higher employment rates in rural industries. The youth unemployment rate in Moyne Shire (15-19 years) is slightly lower than for the Great South Coast and substantially lower than Victoria overall. The labour force participation rate in Moyne is higher than the Victorian average.

Early school leavers may be finding rural employment although their longer-term career development may be at risk if they do not complete school.

The view of young people in economic and business development is that they have a place in traditional industry such as trades or farming, but that there is not much effort being made to support entrepreneurship within the region.

The place of young people seems to be either to join particular segments of the workforce, or to emigrate from the community to somewhere else. A number of comments during the consultations suggested that people feel a need for young people to be included more in entrepreneurship, but currently, nobody seems to have the resources to support that option.

A perception of businesses is that they are not really thinking about the future when it comes to young people e.g. by making part-time positions available or by trying to incorporate more traineeships or apprenticeships into their workplaces.

There is concern that the workforce is predominantly older people who will be retiring soon and that without investment in young people to have them learning the trades or learning the skills - there won't be anyone to take the place of the older workers.

There needs to be better engagement with young people in the 18-25 year-old year bracket.

Young people need to have vested interest in the area either by having a family in Moyne so that they regularly visit or by having the promise of opportunity so that even if they do move away, they have a reason to come back. Having more young people in the area contributes to the economy in itself.

'From going around to businesses, I don't think they understand the benefits of having young people around and keeping them employed. The benefits of having young people in the town is that they'll spend the money in your business'- a community member

'The council keeps saying 'young people are leaving', well, they need to be given an opportunity to actually do something so that they do not have to move away. If they have to move away, there needs to be something so they can come back'- a community worker

'For some young people, they're not going to go to university and be a biologist. They actually stay here, they want to do something meaningful. They work at the grocery store, but they have a lot more to offer' - a community agency

Strategic Insights

A Moyne Youth Strategy as such is not an employment or economic development strategy.

However, Council's economic development planning should seek to involve young people at various levels.

Goal(s)

To attract young people to live, learn, work and invest in the Moyne Shire.

This goal was integrative of the other goals formulated and thus it best expressed the single statement vision for the strategy.

Strategies

Create opportunities for work experience, employment and enterprise.

Actions such as: providing work experience, short-term employment and cadetship opportunities for young people at Moyne Council; (b) promoting Council's work experience and employment initiatives to business and the broader community; (c) working with Regional Development Victoria and local business groups to encourage initiatives to include young people in local business development (see also the section on transitions)

Goal

To attract young people to live , learn, work and invest in Moyne Shire.

Strategy(ies)

Creat opportunities for work experience, employment and enterprise.

Youth Policy

Theoretical and International trends

'It is important for every democratic society to familiarise the younger generation with democratic values and practices, and with the humanitarian philosophy which lies behind our ideas about welfare and solidarity and thus prepare them for their active participation as citizens'. (Youth Policy in the Netherlands, p.26)

One of the requirements of the project brief was to briefly check what has been done in Moyné and whatever is proposed to be done in Moyné under the new youth strategy against international trends in theory and youth policy. The key question was: what are the trends in youth policy and youth development?

Findings

The 21st Century is an age of virtually unlimited global communication and social interaction and this has implications for how to organise amongst young people and the policies that need to be followed to support young people to have fulsome lives and sustainable livelihoods.

One key issue is how young people can be supported and assisted through school into some form of further education and training that provides a pathway into employment and a vocational career beyond that starting point. Many countries, including Australia are concerned about the proportion of students finishing secondary school successfully. Education bears the dual imperative to both prepare young people adequately to enter the workforce while at the same time promoting active citizenship and participation in civil society.

Another key issue is health. Young people at their stage in life normally experience good physical health and in most countries public health is improving. However, there is the issue of promoting sexual health and safe sexual behaviour as well as reducing the harm that comes from misuse of drugs and alcohol. Substantial funding goes into programs in the United States, Europe as well as Australia to deal with substance misuse by young people. In every country there is a focus on transition to employment and the possibilities for young people

to establish and operate small enterprises. For those who leave school early, the options and pathways open to them are more limited than other young people who manage to stay the course.

Even young people who graduate from universities may find the transition to secure employment difficult. In part this is due to economic restructuring on a global scale as well as the proliferation of casual labour and contract employment. Opportunities for apprenticeships are more competitive and limited than they were several decades earlier. Opportunities for work experience are important and the concept of an internship, once reserved for medical practitioners in training, is now spreading to many other occupations and industries. Young interns work for several months sometimes up to a year for no pay or a small stipend with the hope that their demonstrated competency in the work place will lead to paid employment. This bundle of inter-related issues leads to an imperative to ensure youth participation is provided for in economic development.

In a number of countries, part of the response to youth unemployment and early school leaving has been to restrict the access of young people to social protection and income support benefits. This is often linked to aims to lift the participation of young people in education and training following a theory that coercive quasi-compulsory measures are the best way to achieve this objective. Youth policy experts question the rationale underpinning this kind of approach to youth policy.

The international trend is to move beyond youth service provision to broader concepts of 'participation' and 'citizenship'.

Broader cultural changes after World War II saw the formulation of human rights, including the rights of the child by the fledgling United Nations. These concepts have gradually become embedded in everyday life, how we treat people and on an international plane between nations. A consequence of this trend has been developments in the rights of mental health patients, consumers, Indigenous peoples. Corporal punishment of children is no longer accepted and in some countries it is illegal.

This is the understanding of the need for young people to learn about democracy and their rights and responsibilities as citizens as they grow up. Taking a broader view, social citizenship is about participation and belonging not just an Australian citizen's right to vote. Participation is one way of providing for that process of becoming for young people; the citizens they will become are already forming in the process of becoming citizens. The future is already being made.

In past times youth programs were about organising and supervising young people. Then there was a shift to developing programs with young people as co-partners. Now, there is a trend to facilitating young people's self-organisation and activity.

Young people are already participating positively in Moyne as farmers, parents, carers, employees, business owners, creative, tourism operators, travellers e.g. the 'Kirkstall jammers' which is a community-based activity involving young people. Moyne has made some serious steps along the route of youth participation.

Strategic Insights

Fostering active citizenship can be accomplished by involving young people in participatory activities and programs where they can learn 'active citizenship'. More broadly, this is a rationale for facilitating the engagement of young people in community planning activities.

Goal(s)

To ensure that the Moyne Youth Strategy is consistent with leading edge youth policy trends.

Strategies

Review the Moyne Youth Strategy triennially and monitor regularly in relation to trends and opportunities for funding.

Goal

To ensure that the Moyne Youth Strategy is consistent with leading edge youth policy trends.

Strategy(ies)

Review the Moyne Youth Strategy triennially and monitor regularly in relation to trends and opportunities for funding.

Youth Policy

Australian Government trends

Young people ... need to be involved in decision making about programs and services ... (and) they need to be active participants in creating enterprise and culture (Engage, Involve, Create)

Findings

The formulation of the Moyne Youth Strategy 2014 takes place during a period of some uncertainty. Policy is formulated at all three levels of government but not necessarily with any coordination or consistency however a lot of specific policy settings are embedded in programs that are conceived and formulated in response to an issue without connecting to any overarching policy strategy.

There is no current comprehensive national youth strategy in Australia. While the previous government launched a *National Strategy for Young Australians* (2010), its focus was a description of current programs delivered or funded by the Australian Government and it did not express a strong strategic argument. The international trends and themes in youth policy tend to be replicated in Australia but how policy is implemented varies from country to country. There is always a gap between policy as formulated in broad policy documents and what happens on the ground, or policy-in-action.

The earlier model of the National Youth Roundtable (2005-2008), was replaced with the Australian Youth Forum (AYF) which remains the status quo. The AYF model supported a small steering committee of young people who provided advice to government on how to reach out to young people via a website portal. The major criticism of the AYF approach was that while positive in its goal of reaching out to all young Australians, the mechanism was not adequate to meet this aspirational goal. Giving young people a 'voice' is widely appreciated and most consultations in projects that concern young people or issues are at pains to cover this point, youth participation as a strategic theme remains under-developed. The current national youth strategy space is somewhat unclear in terms of youth participation.

The Victorian Government is continuing to invest in general youth participation and funding to Moyne via the Engage and FreeZA programs. Both programs make a contribution to the Moyne Shire Council youth staffing. There is no indication of risk to these funding streams, and they remain policy areas with bipartisan support.

In the broader context there is an emerging priority on youth employment at all levels of government as well as in the media. In the Federal arena, it can be anticipated that the Abbott Government will focus heavily on the transition from education into further education, training and employment. Some of the early policy proposals such as a six month period without benefits for young people leaving school or education at any level have stirred up controversy. The overall policy setting is 'earning or learning' or measures to ensure that if young people are not employed then they should be studying or training. This is not a new policy position but there are political differences between the major parties on how this can best be implemented.

Raising secondary school completion has long been a strong goal in statements on education policy by successive meetings of state and Federal ministers. The current Victorian youth policy statement *Engage, Involve, Create* outlines the Victorian Government's vision for young Victorians to be engaged in education and/or employment, involved in their communities, participants in decisions that affect them, and agents creating change, enterprise and culture.

The Victorian Local Learning and Employment Network (LLEN) groups were an initiative of a previous government in Victoria, but then federally funded as part of the Partnership Brokers program funded by the Department of Education,

Employment and Training, however Federal funding will not continue from 2014. The Victorian LLENs may continue with bipartisan support. This will be clearer by November 2014.

Enterprise development and partnerships with corporate Australia will be important. An example of a corporate-government partnership is *Generation Success*, between Woolworths, News Corp and the Australian Government. The initiative was launched in February 2014 and involves helping young people into their first job with additional support to retain young people in employment. Regional Australia has already been highlighted for special attention and priority.

The Better Youth Services Pilot (BYSP) program was succeeded by Youth Partnerships program. This work has now been concluded leaving several key reform ideas of local area governance, flexible learning and followup support for vulnerable students, for the Inter-Departmental Committee responsible for the Vulnerable Youth Strategy to follow through on. The School-Focused Youth Service is a uniquely Victorian program that facilitates links between schools and community agencies has been extended. Several initiatives of particular relevance to regional Victoria are below but this short list is not exclusive.

A recent grant of \$600,000 to Social Trader's *Crunch - New Gen* initiative that supports young people (16-25) into social enterprise is a sign of a shift to 'enterprise' programs and the funding of innovative initiatives delivered by third parties into communities.

The Foundation for Young Australians (FYA) in

partnership with the Victorian Government will deliver *Change it Up* in 30 rural and regional local governments.

The Victorian Government *Advance Schools Program* is a school-based program to encourage and support young people to volunteer in their community.

In addition, to what can be highlighted as emerging trends of significance, there are programs that respond to specific problems or issues such as Headspace that provides an 'early intervention' response to youth mental health or YSAS which is the Victoria-wide Youth Substance Abuse Service.

Strategic Insights

A youth strategy needs to work with opportunities but also keep its eye on the vision and strategic objectives so that funding attached to opportunities contributes the progress and does not end up as 'opportunism' or chasing money in all directions.

Goal(s)

To take advantage of opportunities to develop the strategic youth initiatives with government funding.

Strategies

Review the Moyne Youth Strategy triennially and monitor regularly in relation to trends and opportunities for funding.

The main issue is for an active watch for opportunities and a capacity for a rapid response from Moyne or the region, whichever is more appropriate.

Goal

To take advantage of opportunities to develop the strategic youth initiatives with government fundings.

Strategy(ies)

Review the Moyne Youth Strategy triennially and monitor regularly in relation to trends and opportunities for funding.

Youth Leadership

Participation and Development

'Citizenship is the choice to make a difference to the place where you belong'. (Charles Handy)

Findings

There were some differing opinions around the value of the Youth Council. Many people—predominantly the alumni, parents of youth council members and those associated with local schools—saw it as a unique asset to the community. Youth council was described as a place where young people with interest in community development and social good could connect and run programs and make a positive community impact. Comments along these lines were:

'The Youth Council is a great way to link communities. It is essentially a leadership program, and because they are leaders they run events for other young people.'

'The Youth Council is for young people who are interested or involved in community. Anyone can apply to be there, but mostly it depends on how deep your motivation to community work is.'

'It's given kids who have gifts of a non-sporting nature the ability to do something. It's allowing kids with a much broader suite of skills to contribute to the community'

'The calibre of the young people on youth council is high. As long as you have three people on the council interested in making the community better, that's a good link'

However, *this positive view of the Moyne Youth Council was not shared unanimously outside Moyne Shire*. The most common expressed concerns were about investment in too few young people, an unclear application process, limited tenure of membership and age range ie. school age young people, and limited capacity to engage with other young people in the community beyond Youth Council members. The question underlying these concerns was about the best way to organise youth leaders.

In response to the concern that the Youth Council only served a select number of young people and certain type of young person, the suggestion was for a model with a wider reach and lower levels of engagement model that could provide for the participation of a wider cohort of young people than just the high achievers.

'If you've got the same kids as the school captain, as the sport captain, as the youth councillors— really, are we providing something for those young people that they wouldn't otherwise be able to get?' (a youth worker)

A caveat to this line of argument is that changing to a more participatory model will only be viable if there are sufficient resources to support the shift from working with a small group of young people in a meaningful way to working with a larger group in more than just a token way. This was seen as a dilemma which might come down to choosing priorities. However, the Youth Council membership is generally representative in terms of geographical spread.

More support for Youth Council was advocated to take some pressure off the Youth Development Officer. One suggestion was to use the alumni of the Youth Council as mentors to have a greater presence

In terms of impact on Council decision-making, Moyne young people particularly past and current Youth Council members say that they do not feel that they have an impact on Council decision-making but there was an expressed want to be more influential.

All the comments made were both affirmative and full of praise. As well, the expressed concerns and criticisms were respectful of the functioning Youth Council. In no way was any of the commentary derisive.

Overall, Moyne Shire Youth Council compares favourably at a national level in terms of scale, attendance and intergenerational impact of the Moyne Shire Council model in term of imparting leadership skills and community connection for those involved over many years – beyond young peoples term on the Council. Past members readily return to Moyne to support Moyne Council, events in their home communities and unreservedly recommend participation by the next generation of young people.

There is recognition outside of Moyne of the on-going viability and activity of the Moyne Youth Council. One example is the fact that Framlingham Aboriginal Trust is in the process of establishing their first Youth Council using Moyne as an exemplar.

An important local initiative is the Our PlaYce project which has provided young people a platform to undertake region wide leadership experiences, but this has not been easy to sustain.

The Moyne Warrnambool Youth Achievers Awards is a positive cooperative aspiration-building project. and is a demonstration of regional cooperation.

Strategic Insights

The strategic challenge is for the Youth Council can turn outward and involve a significant section of the youth population in local community activities in which young people are major drivers and participants. – i.e. fostering ‘social citizenship’ more broadly.

Goal(s)

To make youth participation the core approach to youth leadership and youth development.

Strategies

Develop the Youth Council as a leadership group facilitating other young people’s participation.

There are a range of tasks and actions that would advance this strategy including: (a) an orientation program for new members that prepares them for an expanded role; (b) a somewhat different promotion and application process, (c) resourcing of Youth Councillors to use social media, (d) induction of Youth Council into Council structures and processes, (e) more opportunities for youth Councillors to shadow Councillors and Council officers, (f) promotion of the participation of Youth Councillors and other Moyne young people as members of town committees, business development groups and other groups on which Council has representation, and lastly (g) engaging ex Youth Council members as mentors for new members.

Embed youth development within a broader regional cooperation wherever appropriate

This could be done by actions such as (a) working closely with Warrnambool Council officers and departments on joint activities or initiatives; (b) networking with the neighbouring Councils on relevant activities; and (c) participating as a member of relevant regional organisations such as the South-West Local Learning & Employment Network.

Goal

To make youth participation the core approach to youth leadership and youth development.

Strategy(ies)

Develop the Youth Council as a leadership group facilitating other young people’s participation.

Embed youth development within a broader regional cooperation wherever appropriate.

Access and Outreach

The Uber Bus and its Future

The Uber Bus is a 'high worth' project, a major achievement of the 2007-2010 Youth Strategy ... with great potential for enabling greater outreach of services into Moyne and for use at events and in schools ... but ... the future viability of the Uber Bus depends on it becoming a regional resource (Mohow, 2014)

Findings

The Moyne Uber Bus was a major initiative of the 2007 to 2010 Youth Strategy. The original idea was that the mobile 'centre' could do outreach at different places in Moyne. Rather than expect young people to go to a central facility the bus could take a facility to the young people, including a mobile service outlet operated by partner agencies and a mobile kiosk of information.

Without a doubt, the Uber Bus has been a project of 'high worth' in terms of its vision and development as a major initiative of the previous and current Youth Strategy and young people. It represents a worthy example of what a small Council can do when it listens to and backs its young people's attempts to make a significant difference to service access. The Uber Bus project was over five years in development prior to its launch in April 2012.

The bus is providing an engagement point for young people and at a growing number of community events and is being supported by the Community Planning Officer and YDO of Moyne Shire Council in strong cooperation.

While the strategy resulted in the successful achievement of a significant Council asset, it has done so at the expense of an adequate implementation plan.

The planning relationship with Uber Bus project partners from service deliver agencies including Brophy Family and Youth Services and SW Headspace has not been maintained in relation to this project post the launch of the bus in April 2012.

We had three staff ready to get their bus licences. I don't know what happened, whether funding went through or not. For me, there has been a little bit of frustration about missed opportunities in terms of where the bus could have been and I could not tell you where it's been (a community agency)

Despite remaining interested in developing broad regional use of the bus, there is no mechanism to develop or trial the use of the bus across the region.

The communities do like to see it [the Uber Bus] and by simply being there it brings youth issues into the discussion; given our capacity, how we use it is limited ... it's challenging (a community agency)

There is an urgent need to put an implementation plan in place – Moyne Council has committed funds to trial the bus for three years of which two years has now passed.

The Uber Bus was developed on a business model that required volunteer drivers. Consultations indicate that volunteer drivers potentially exist in Moyne communities, but require a volunteers program to be developed. The idea of volunteer drivers has not eventuated and relies on a 'paid' volunteer and Council Officers for driving.

There is recent evidence that the Bus may provide improved access to Moyne opportunities for young people attending Warrnambool schools. More time is required to assess this benefit.

As it stands, current outcomes from the Uber bus trial are limited and indicate that the Uber Bus is

not sustainable as a Moyne Shire Council initiative. Urgent attention must be given to developing a new implementation plan with current and new regional partners. This plan must assess whether the bus is desired and suitable to be delivered as a region-wide resource.

The problems of implementation should not extinguish the achievement of the Uber Bus as a project nor undermine moving forward.

... people worked hard for it but my concern is that they did not look enough at sustainability or usability (a young person)

The potential of the Uber Bus remains high despite the problems of utilisation. It is doubtful whether the Uber Bus could be fully used by any one Council.

Strategic Insights

The UberBus has great potential for enabling greater outreach of services into Moyne and for use at events and in schools.

However, the future viability of the Uber Bus depends on it becoming a regional resource, supported and managed cooperatively by various services and users.

Another issue is priority. This reorientation of the Uber Bus needs to be undertaken as a priority in 2014 within the existing envelope of Council's commitment of resources.

Goal(s)

To ensure that young people in rural Moyne have access to the information and services they need.

The goal emphasises that the Uber Bus was always a means not an end in itself. The real objectives that the Uber Bus was conceived to address were reaching young people with information, some of the services they need and as a facility for supporting youth activities.

Strategies

Develop the UberBus as a regional resource for outreach service, information and youth activities.

The Uber Bus strategy is to turn the bus as quickly as possible into a regional resource for use in Moyne but also across the region. Some of the actions required to do this would be:

- (a) Establishing an Uber Bus Implementation Committee.
- (b) Engaging with services and partner organisations, who could be potential users of the Uber Bus, and provide outreach into Moyne.
- (c) Reviewing the possibilities for using the Uber Bus on a regional basis and developing a business plan.
- (d) Developing a volunteer policy and program to support Uber Bus volunteers, including adult volunteer drivers to get a bus licences.

Goal

To ensure that young people in rural Moyne have access to the information and services they need.

Strategy(ies)

Develop the Uber Bus as a regional resource for outreach service, information and youth activities.

Youth Transitions

Work Experience, Employment & Enterprise

There is an increasing mis-match between the world in which young people live and the support offered by systems supposed to help them ... We need to ensure that young people do not continue to fall into this gap (Youth Pathways Action Taskforce Report, 2001)

The issue of school completion and further education, training or employment is a national policy issue not only an issue for the communities in Moyne and the Great South Coast region. What are the options for transition pathways to sustainable employment and livelihoods in Moyne and the region? For Moyne Council and its Youth Strategy this resolves into the following question: What can Council do to support young people's employment and enterprise initiatives within Moyne Shire?

Findings

There was a division of opinion amongst community members, youth workers and Councillors about Year 12 completion. There was a view that the lack of Year 12 should not be seen as a negative since these young people, who leave school early, move into trades, a family business, apprenticeships in the region or straight into full-time employment.

It was argued that the Year 12 statistics that are a key indicator for governments for a rural/regional area such as Moyne do not account for the range of other pathways available to young people at the end of Year 10. This view was expressed by a little more than half of all the people who commented on this issue.

'My son didn't do Year 12. I kept him there until year 11, but all he wants to do is be a builder. School-based apprenticeships keep them in school- even a day a week- so that they can do both. They have to do what they love' (a parent)

The kids that didn't complete Year 12, went on to farms or they want to go onto farms. Apprenticeships are huge, but the problem is there aren't enough apprenticeships for them to go into' (a community worker)

An alternative view expressed by most of the Year 12 students was that completing Year 12 was a pathway to a future into skilled jobs and for many outside of Moyne. What is at stake if life-time prospects are considered is whether early school leavers are disadvantaged in the wider labour market in the changing economy of 21st Century Australia. Year 12 completion rates is one indicator but it does correlate with wider issues of young people and education or transitioning to employment.

'I still think it should be encouraged to finish school up to Year 12 education and then be a farmer. What's the difference?' (Secondary College student)

Despite the views of many in Moyne who accepted a higher level of early school leaving as an inevitable and not necessarily negative thing, policy in Australia seeks to raise young people to higher levels of education and skills, and the adaptability to cope with social and economic change into the future.

Several informants suggested that some of the boys, who left school early, did find jobs in rural work but with 'too much money' became involved in destructive binges with drugs and alcohol. However, this did not come up from many people in the consultations.

There's also the factor of access to tertiary education, and how that can be made easier for young people from the great South Coast. This comes down to the availability of TAFE training suited to industries and occupations in Moyne. Tertiary study is available in Warrnambool but progress into degree studies requires Year 12 completion or a return to study as a mature aged student after the age of 21 years.

FReeZA program enables a youth live music presence at Moyne events. However, FReeZa has not expanded as planned into other areas beyond music and has failed to expose people interested in music to an 'enterprise learning' experience.

The Moyne Tourism Strategy has identified tourism related opportunities in arts and culture. but more needs to be done to involve young people in these.

Moyne Shire Council has provided some summer job opportunities for young people, but again, the supply of opportunities is far less than the effective demand from young people who would want to take up such opportunities if they were offered.

It is unclear as to how many young people are involved in business creation activities in Moyne and business support initiatives by Moyne Shire. Parents and young people expressed concern about the availability of jobs in Moyne and the region. Employment in the rural industries faces technological change and the impact of restructuring.

Strategic Insights

A youth strategy cannot be a shire economic development strategy. However, an economic development strategy can more deliberately provide for the participation of young people.

The Youth Strategy's contribution will mainly be providing opportunities and experiences for work and enterprise.

Goal(s)

To facilitate youth opportunities for work experience, employment and enterprise development in Moyne and the Great South Coast Region.

Strategies

Create opportunities for work experience, employment and enterprise/ entrepreneurship in Moyne and the region.

There are a range of tasks and actions that would advance this strategy including: (a) developing a youth training and employment policy for Moyne Council; (b) building work experience, casual employment or project leadership experience into Council projects and activities; (c) working with the South-West LLEN on transition strategies and youth employment development; (d) supporting the participation of a Council sponsored young person in the Great South Coast Priority Education initiative and the Leadership Great South Coast program; (e) providing work experience, short-term employment and cadetship opportunities for young people at Moyne Council; (f) promoting Council's work experience and employment initiatives to business and the broader community; (g) working with Regional Development Victoria and local business groups to encourage initiatives to include young people in local business development; (h) working with major project developers in the municipality and the region to prioritise the employment of local young people.

Goal

To facilitate youth opportunities for work experience, employment and enterprise development in Moyne and the Great South Coast Region.

Strategy(ies)

Create opportunities for work experience, employment and enterprise/ entrepreneurship in Moyne and the region.

From consultation to strategy

Theory into practice

The consultations for a project such as this with the expressed purpose of reviewing the previous work of the Youth Strategy 2007-2010 and then formulating the way forward from 2014-2017 need to involve the widest number of people interested and ensure that no stakeholder group feels unheard. That was achieved.

The consultations were conducted around the ten themes that form the basis for organising the findings and the strategic thinking, emerging goals and strategies. In framing a strategy there are three levels of concepts. At the most abstract is the overarching vision - usually a relatively simple statement that ties the goals of the strategy together. In the case of Moyne, Mohow looked at Moyne Council operations as one of the crucial contexts in which a youth strategy operates.

There was no disjuncture between the aspirations and overall vision that Council has for Moyne and what the community would want for its young people. Moyne Council has been proactive on many relevant fronts. Its commitment to the previous youth strategy and the need to move forward with a new youth strategy is a notably positive position from local government.

The themes that emerged or were implied by the strategy development process generated a range of strategic insights that in turn helped formulate various goals and strategies.

The Council vision for Moyne is a strong statement that captures the aspirations for the community generally, including its young people.

'Moyne: a safe, vibrant, liveable, and prosperous community.'

The expanded Youth Strategy version adds '... that attracts young people to live, learn, work and invest in the Shire'. Strategies have to have conceptual clarity and simplicity about what goals are the core of the strategy. Clear goals imply certain strategies and shape and direct

realistic and practical activity. There seemed to be four core goals. The first is about youth participation and how that might be progressed - 'to make youth participation the core approach to youth leadership and youth development'. This builds on good foundations in Moyne but seeks to involve more young people in a wider range of activities and project using a youth leading other young people approach.

The second core goal is about access - 'to ensure that young people in rural Moyne have access to the information and services they need'. The Uber Bus was conceived as a means to achieve this goal. The Uber Bus project is an outstanding achievement for any council or community, but some changes are required to ensure that the full potential of the Uber Bus is achieved on a sustainable basis.

The third core goal is about 'opportunities for work experience, employment and enterprise in Moyne and the Great South Coast region'. One strategy looks to supporting projects and activities that create opportunities for leadership and participation. Moyne has been proactive in the past and there is a good basis for expanding this area. The second strategy is about creating work experience, employment and enterprise/entrepreneurship in Moyne and the region.

The last area for strategic action is about what Council itself can do. Again, there is a sound basis for this work already in place but the Youth Strategy makes these goals (Goals 4) explicit and spells out some ways that the goals can be acted on.

Across several areas, the issue of regional cooperation has been advanced. There is regional cooperation taking place although this varies. Some activities can be pursued locally without reaching for regional involvement but many actions make more sense to be developed regionally by pooling resources. However, strong regional cooperation depends on vigorous committed partners in local government.

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MOYNE YOUTH STRATEGY 2014

“Moynes – a safe, vibrant, liveable, prosperous community that attracts young people to live, learn, work and invest in the Shire”

GOAL 1

To make youth participation the core approach to youth leadership and youth development.

The Moynes Youth Council has been an outstanding achievement. Its members have been positive about the experience on the Council and the projects done by the Youth Council have achieved a high profile in the community.

GOAL 1 Strategies

Develop the Youth Council as a leadership group facilitating other young people’s participation by ...

- Implementing a new orientation program for Youth Council members that prepares them for an expanded role.
- Reviewing the application process and how the Council membership is promoted to attract a wider cohort of interested young people
- Resourcing Youth Councillors to take responsibility for a social media interaction with a wider audience of their peers.
- Ensuring that Youth Councillors know more about the planning and development agendas of Moynes Council and how Council works.
- Offering opportunities for Youth

Councillors to accompany Moynes Councillors and Council officers to local meetings and state-wide working groups.

- Promoting the participation of Youth Councillors and other Moynes young people as members of town committees, business development groups and other groups on which Council has representation.
- Engaging ex-youth council members as mentors for new members and as links to broader networks of young people.

Embed youth development within a broader regional cooperation where-ever appropriate by ...

- Working closely with Warrnambool Council officers and departments on joint activities or initiatives.
- Networking with the neighbouring Glenelg, Southern Grampians and Corangamite Councils on relevant activities.
- Participating as a member of relevant regional organisations such as the South-West Local Learning & Employment Network.

GOAL 2

To ensure that young people in rural Moyne have access to the information and services they need.

The UberBus was an outstanding achievement for a small rural Council and it was youth-driven at the outset.

The UberBus has great potential for enabling greater outreach of services into Moyne and for use at events and in schools.

However, the future viability of the UberBus depends of facilitating regional cooperation amongst various services and users.

GOAL 2 Strategies

Develop the UberBus as a regional resource for outreach service, information and youth activities by ...

- Establishing an UberBus Implementation Committee.
- Engaging with services and partner organisations, who could be potential users of the UberBus, and provide outreach into Moyne.
- Reviewing the possibilities for using the UberBus on a regional basis and developing a business plan.
- Developing a volunteer policy and program to support UberBus volunteers, including adult volunteer drivers to get a bus licences.

GOAL 3

To facilitate opportunities for work experience, employment and enterprise in Moyne and the Great South Coast region.

A Moyne Youth Strategy as such is not an employment or economic development strategy.

However, Council's economic development planning should seek to involve young people at various levels.

The Youth Strategy's contribution will be mainly to provide opportunities and experiences for work and enterprise.

GOAL 3 Strategies

Support a projects and activities based approach as a way of creating opportunities for leadership and participation by ...

- Re-establishing the Our PlaYce concept in close association with the Advance Schools Program with a focus on a broader participation in local projects.
- Providing opportunities for Moyne young people to participate in the implementation of the Moyne Arts Strategy.
- Creating opportunities for Our PlaYce participants to be involved in community projects and planning.
- Supporting the mentoring of creative young people in the development of arts projects in partnership with Regional Arts Victoria.

- Revivifying the FReeZA program with greater participation by young people already involved in the arts and music by creating a separate FReeZA committee led by an employed young adult with relevant experience.

Create opportunities for work experience, employment and enterprise/ entrepreneurship in the Moyne and the region by ...

- Developing a youth training and employment policy for Moyne Council.
- Building work experience, casual employment or project leadership experience into Council projects and activities.
- Working with the South-West LLEN on transition strategies and youth employment development.
- Supporting the participation of a Council sponsored young person in the Great South Coast Priority Education initiative and the Leadership Great South Coast program.
- Providing work experience, short-term employment and cadetship opportunities for young people at Moyne Council.
- Promoting Council's work experience and employment initiatives to business and the broader community.
- Working with Regional Development Victoria and local business groups to encourage initiatives to include young people in local business development.
- Working with major project developers in the municipality and region to prioritise the employment of local young people.

GOAL 4

4a To achieve best practice in governance and administration of youth services in Moyne;

4b To ensure that the Moyne Youth Strategy is consistent with leading edge youth policy trends.

4c To take advantage of opportunities to develop the strategic youth initiatives with government, business and/or philanthropic funding.

Good Youth Strategic Planning in local government requires planning beyond youth service delivery.

The Youth Strategy becomes a strategy for involving young people in the Council planning process and the achievement of the Moyne Shire Council Vision.

A youth strategy needs to work with opportunities but also keep its eye on the vision and strategic objectives so that funding attached to opportunities contributes the progress and does not end up as 'opportunism' or chasing money in all directions.

Fostering 'active citizenship' can be accomplished by involving young people in participatory activities and programs where they can learn 'active citizenship'. More broadly, this is a rationale for facilitating the engagement of young people in community planning activities.

GOAL 4 Strategies

Review the Moyne Youth Strategy triennially and monitor regularly in relation to trends and opportunities for funding by ...

- Using the Youth Strategy as a working document for planning and implementation (formative self-evaluation).
- Exploring partnerships with corporate investors and project developers as a source of support for youth development in Moyne and the region.
- Regularly reporting against the Youth Strategy at team meetings and Council.
- Inviting different Moyne Councillors to attend a Youth Council meeting during the year.
- Referencing Youth Strategy actions against the broader key result areas and goals of the Moyne Council plans.
- Reviewing the Youth Strategy every three years (summative evaluation).
- Promoting and training council officers and committees about youth engagement.

YOUTH STRATEGY LOGIC MATRIX - worksheet

THEMES	Council policy	Regional Context	Economic development	Youth policy paradigms/ theory	Youth policy - Australian Government trends	Youth leadership and development	Outreach and Access The Uberbus	Transition to employment - jobs and enterprise
Key Questions	<ul style="list-style-type: none"> How does Council Policy translate into Youth Policy? 	<ul style="list-style-type: none"> What are the implications of the unique geography and social demographics of Moyne? 	<ul style="list-style-type: none"> How can Moyne ensure that young people are involved in the economic agenda for Moyne Shire and the region? 	<ul style="list-style-type: none"> What are the trends in youth policy and youth development? 	<ul style="list-style-type: none"> What trends are emerging in State and Federal youth policy and programs? 	<ul style="list-style-type: none"> How can Council support its young people in Moyne to development as active citizens? 	<ul style="list-style-type: none"> How can Council ensure access to services and information throughout its large area? 	<ul style="list-style-type: none"> What can Council do to support young people's employment and enterprise initiatives within Moyne Shire?
Findings	<ul style="list-style-type: none"> The Council Plan outlines Council's Vision, purpose and values it plans to use when making strategic decisions. The Council Plan then sets out its objectives and strategies – or as aptly stated in the Council Plan... “What we want to achieve and how will we achieve it?” The Moyne Youth Strategy is a statement about Council Objectives for young people: ‘What we want to achieve with Moyne young people’ and then, the strategies for ‘how we will achieve it’. There is an awareness of the need to shift from siloed youth services to a more integrated and broader cooperative approach but it has not yet been realised. A team approach across areas has been put in place and this is a good foundation for further reform and development. 	<ul style="list-style-type: none"> Moyne is a large rural area (5478 sq kms) that encircles the regional city of Warrnambool (120 sq. kms) The population of Moyne is about half that of Warrnambool. Moyne is also bordered by Glenelg Shire, Southern Grampians Shire and Corangamite Shire. Moyne contains a significant Indigenous community Young people (12-24years) make up about 15 per cent of the Moyne population. 18-24 year olds represent the slowest growing segment of the Moyne population. The median age of the general Moyne population is 42 years. 	<ul style="list-style-type: none"> A majority of Moyne young people in secondary education travel into Warrnambool for their schooling. The year 12 or equivalent attainment rates for Moyne and the GSC are below the Victorian average The youth unemployment rate in Moyne Shire (15-19) is slightly lower than for the Great South Coast and substantially lower than Victoria overall. The labour force participation rate in Moyne is a little higher, but youth unemployment is on the increase. Moyne employment is predominately agricultural. Almost 30% of employment takes place in agriculture. Tourism in coastal areas, manufacturing, health, and construction are significant sectors. Some \$7 billion of energy projects are in various stages of planning and development. School leavers may be entering rural employment although their longer-term career development may be at some risk. 	<ul style="list-style-type: none"> The international trend to move beyond youth service provision to broader concepts of ‘participation’ and ‘citizenship’ Young people as citizens – social citizenship is about participation and belonging not just an Australian citizen's right to vote. The 21st Century is an age of virtually unlimited global communication and social interaction and this has implications for how to organise amongst young people. Participation – for young people, the citizens they will become are already in the process of becoming. The future is already being made. Young people are already participating positively in Moyne as farmers, parents, carers, employees, business owners, creative, tourism operators, travellers e.g. the ‘Kirkstall jammers’ which is a community-based activity involving young people. Moyne has made some serious steps along the route of youth participation. 	<ul style="list-style-type: none"> Transition issues and youth employment is an emerging Federal and State Government policy priority. Government corporate partnerships are feature of an employment and enterprise focused Federal Government youth agenda. A significant example is “Generation Success” – launched by Woolworths, News-Corp and the Australian Government in 2014. The current Victorian youth policy statement – ‘Engage, Involve Create’ outlines the Victorian Government's vision for young Victorians. The Office for Youth/ MAV guides, ‘Engaging with Young People: Local government in action’ and Connecting Young People in Local Communities: A guide for the development of a local government youth charter’ remain salient references. The Victorian Government has recently funded an external agency ‘Social Traders’ to support young Victorians (16-25) into social enterprises. The Victorian Government provides Engage funding and FReeZA funding to Moyne Shire Council. 	<ul style="list-style-type: none"> Moyne Youth Council (MYC) is valued by all who have been directly involved. The model compares favorably in terms of scale and intergenerational impact. Many young people who have been on the MYC do not feel that they have an impact on Council and community-decision making. More young people are interested in the MYC than can be members. Membership does achieves a good geographic diversity. The Our PlaYce project has provided young people a platform to undertake region wide leadership experiences, but this has not been easy to sustain. The Moyne Warrnambool Youth Achievers Awards is a positive cooperative aspiration-building project. Framlingham Aboriginal Trust is in the process of establishing their first Youth Council using Moyne as an exemplar.. 	<ul style="list-style-type: none"> The Moyne UberBus is a ‘high worth’ project, a major initiative of the 2007-2010 Youth Strategy in relation to information and access to services by young people across the diverse Moyne communities. The planning relationship with UberBus project partners from service delivery agencies has not been advanced since the launch in 2012. The idea of volunteer drivers has not eventuated and use of the Bus relies on a ‘paid’ driver and Council Officers. Only one year of the three year Council commitment to the UberBus remains. 	<ul style="list-style-type: none"> FReeZA program enables a youth live music presence at Moyne events. FReeZA has not expanded as planned into other areas beyond music and has failed to expose people interested in music to an ‘enterprise learning’ experience. The Moyne Tourism Strategy has identified tourism related opportunities in arts and culture. Moyne Shire Council has provided some summer job opportunities for young people. It is unclear as to how many young people are involved in business creation activities in Moyne and business support initiatives by Moyne Shire. Parents and young people expressed concern about the availability of jobs in Moyne and the region. Employment in the rural industries faces technological change and the impact of restructuring.
Strategic insights	<ul style="list-style-type: none"> Good Youth Strategic Planning in local government requires planning beyond youth service delivery. The Youth Strategy becomes a strategy for involving young people in the Council planning process and the achievement of the Moyne Shire Council Vision. 	<ul style="list-style-type: none"> The unique geographical position close to Warrnambool City is a central issue for any planning or community development strategy. Regional cooperation as a strategic way of leveraging outcomes that would struggle to be achieved by any one rural council. 	<ul style="list-style-type: none"> A Moyne Youth Strategy as such is not an employment or economic development strategy. However, Council's economic development planning should seek to involve young people at various levels. 	<ul style="list-style-type: none"> Fostering active citizenship can be accomplished by involving young people in participatory activities and programs where they can learn ‘active citizenship’. More broadly, this is a rationale for facilitating the engagement of young people in community planning activities. 	<ul style="list-style-type: none"> A youth strategy needs to work with opportunities but also keep its eye on the vision and strategic objectives so that funding attached to opportunities contributes the progress and does not end up as ‘opportunism’ or chasing money in all directions. 	<ul style="list-style-type: none"> The strategic challenge is for the Youth Council can turn outward and involve a significant section of the youth population in local community activities in which young people are major drivers and participants. – i.e. fostering ‘social citizenship’ more broadly. 	<ul style="list-style-type: none"> The UberBus has great potential for enabling greater outreach of services into Moyne and for use at events and in schools. However, the future viability of the UberBus depends on it becoming a regional resource, supported and managed cooperatively by various services and users. 	<ul style="list-style-type: none"> The Youth Strategy's contribution will mainly be providing opportunities and experiences for work and enterprise.
Provisional Goals	<ul style="list-style-type: none"> To achieve best practice in governance and administration of youth services in Moyne 	<ul style="list-style-type: none"> To embed youth development within a broader regional cooperation wherever appropriate. 	<ul style="list-style-type: none"> To attract young people to live, learn, work and invest in the Moyne Shire. 	<ul style="list-style-type: none"> To ensure that the Moyne Youth Strategy is consistent with leading edge youth policy trends. 	<ul style="list-style-type: none"> To take advantage of opportunities to develop the strategic youth initiatives with government funding. 	<ul style="list-style-type: none"> To make youth participation the core approach to youth leadership and youth development. 	<ul style="list-style-type: none"> To ensure that young people in rural Moyne have access to the information and services they need. 	<ul style="list-style-type: none"> To facilitate youth opportunities for work experience, employment and enterprise development in Moyne and the Great South Coast Region.
Strategies	<ul style="list-style-type: none"> Review the Moyne Youth Strategy triennially and monitor regularly in relation to trends and opportunities for funding. 	<ul style="list-style-type: none"> Develop cooperative regional shared activities and projects where appropriate. 	<ul style="list-style-type: none"> Create opportunities for work experience, employment and enterprise. 	<ul style="list-style-type: none"> Review the Moyne Youth Strategy triennially and monitor regularly in relation to trends and opportunities for funding. 	<ul style="list-style-type: none"> Review the Moyne Youth Strategy triennially and monitor regularly in relation to trends and opportunities for funding. 	<ul style="list-style-type: none"> Develop the Moyne Youth Council as a leadership group facilitating other young people participation. Support a projects and activities based approach as a way of creating opportunities for leadership and participation. 	<ul style="list-style-type: none"> Develop the UberBus as a regional resource for outreach service, information and youth activities. 	<ul style="list-style-type: none"> Create opportunities for work experience, employment and enterprise/ entrepreneurship in Moyne and the region.
Key Result Areas	<ul style="list-style-type: none"> Governance 	<ul style="list-style-type: none"> Governance 	<ul style="list-style-type: none"> Sustainable development & planning 	<ul style="list-style-type: none"> Community and corporate support 	<ul style="list-style-type: none"> Sustainable development and planning Community and corporate support 	<ul style="list-style-type: none"> Governance Physical services 	<ul style="list-style-type: none"> Physical services Community and corporate support 	<ul style="list-style-type: none"> Sustainable development & planning