



**DEVELOPING COUNCIL YOUTH PLANS:  
THE FIRST ONE OR THE NEXT ONE**

*A Local Government Guide*



**Tasmania**

# DEVELOPING COUNCIL YOUTH PLANS

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Disclaimer:

This work has been produced with funding from the Tasmanian Office of Children and Youth Affairs, Department of Premier and Cabinet. It has been compiled from a variety of sources including material generally available on the public record, reputable specialist sources and original material. Care has been taken wherever possible to verify accuracy and reliability. However, the material does not provide professional advice. Neither the authors nor Tasmanian Office of Children and Youth Affairs give any warranty nor accept any liability in relation to the contents of this work.

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## 1. Introduction

Youth policies, strategies and plans are common in Tasmania as frameworks used to guide Councils' commitment and direction regarding young people in their municipal areas. Once these documents have been in place for a number of years, there comes a time to review their progress, and to use this and other information to develop the direction for the next period - normally about three years.

This Guide is designed to assist Councils in '**developing the next Youth Plan**'. It has been written to support Councils in shaping their role in youth affairs, and has been developed in consultation with Tasmanian councils, the Local Government Association of Tasmania, the Youth Network of Tasmania and the Office of Children and Youth Affairs, (Department of Premier and Cabinet).

Whilst this Guide is primarily intended to assist Councils with Youth Plans in place and in the process of developing the next Plan, a significant amount of the detail provided is also likely to be useful for Councils without a Youth Plan developed at this stage.

The Guide complements two other publications - ***Tasmanian Youth Policy Framework for Local Government (1999)*** and ***Talking Participation – Taking Action: A Local Government Guide to Youth Participation (2006)***. Both of these resources have been produced by the Office of Children and Youth Affairs. They contain a list of additional publications that may assist in developing Youth Plans and are available on the link to the Office of Children and Youth Affairs (dpac/chilyouth) on the Department of Premier and Cabinet web site – [www.dpac.tas.gov.au](http://www.dpac.tas.gov.au).



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## 2. Youth Plans, Policies and Strategies

The content and structure of youth planning documents produced by Councils may vary considerably. Some Councils have developed youth policies, others have developed youth strategies, and some have included both in an overall Youth Plan.

It is useful however, to look at what is most commonly meant by the terms policies, and strategies.

### 2.1 Policies

Policies generally refer to statements that are of a 'big picture' nature and communicate the direction a Council intends to pursue in regard to young people and youth affairs in its municipal area. In other words, policies provide 'where are we going?' type information.



Examples of policies adopted by Councils include:

***"Burnie City Council will contribute to the development of a safe, welcoming and caring community which encourages, respects, values and supports the contributions and achievements of young people."*** (draft Burnie City Council Youth Plan 2006 to 2009)

***"Kingborough Council will work with other organisations to ensure that a range of programs, services and activities are provided which meet the identified needs of young people."*** (draft Kingborough Council Youth Plan 2006 to 2009)

***"Dorset Council will promote communication and consultation between young people and the Council, and between young people and other groups in the community."*** (Dorset Council Youth Policy 2004)

***"Glenorchy City Council will build the capacity of the community to respond to the identified needs of young people."*** (draft Glenorchy City Council Youth Plan 2006 to 2009)

***"Hobart City Council aims to facilitate the development of a city in which young people are highly valued and active participants in community life."*** (Hobart City Council Youth Strategy 2002 – 2006)

The number of policies in the Youth Plan is likely to range from about three to ten, and for each policy there could be up to a couple of dozen strategies.

### 2.2 Strategies

Strategies are the specific statements that indicate the actions/activities that Council intends to undertake or facilitate in order to achieve the direction provided in the policies. In other words, the strategies provide the 'how are we going to get there' type details.

Examples of strategies undertaken by Councils include:

***"Burnie City Council will explore opportunities to showcase arts, music and cultural talents of young people, on and around the Burnie waterfront precinct"***  
(draft Burnie City Council Youth Plan – 2006 to 2009)

***"Kingborough Council will seek involvement and representation in policy development processes and consultations of State and Commonwealth Governments and other key stakeholders."*** (draft Kingborough Council Youth Plan – 2006 to 2009)

***"Dorset Council will provide leadership and personal development opportunities for young people in FEWCHA."*** (Dorset Youth Advisory Group Annual Plan 2006)  
FEWCHA is Dorset Council's Youth Advisory Group of 12 to 18 year old young people

***"Glenorchy City Council will facilitate consultation processes to ensure the needs of young people are taken into account in the design and development of public spaces and facilities."*** (draft Glenorchy City Council Youth Plan – 2006 to 2009)

***"Hobart City Council will continue to create and maintain strategic linkages and partnerships with appropriate government and non-government organisations, the community and young people, to develop a co-ordinated approach to, and community ownership of, positive outcomes for young people."*** (Hobart City Council Youth Strategy 2002 – 2006)



For the purposes of this Guide, the single term 'Youth Plan' is used to refer to any documents produced that detail the direction and intentions Councils have developed in relation to young people who live or work in the municipal area, and/or go to school or visit the municipal area.

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### 3. *Developing the Next Youth Plan*

In developing the next Youth Plan, there are three main stages to consider - and these are typical of most planning processes. They are:

- Review – where have we come from? – what has been achieved during the period of this current Youth Plan (that is, the Plan which is about to end)?
- Research and Consultation– where are we now? - what has changed since the current Youth Plan was developed, and what are the present needs, issues and aspirations of young people?
- Plan – where do we want to go? – what do we want to be different at the end of the Youth Plan that is about to be developed, and how are we going to achieve this?

Details of each of these stages are provided in the next three sections of this Guide.



### 4. *Review - where have we come from?*

The Review is an opportunity to reflect on both the policies and strategies in the Youth Plan.

At the Review stage, Councils will want to know if the Youth Plan has made a difference for young people – in other words, what are the outcomes or results of the existing Youth Plan? For example, a decrease in the number of teenage pregnancies may indicate that a strategy to ‘develop projects and activities that promote sexual health, pregnancy education, and effective parenting amongst young people’ has been successful.

Sometimes the outcomes of a Youth Plan can be difficult to measure - because the changes take a lot longer than the period it has been in place, or because there are many external influences that will affect the result. For example, in relation to the strategy above, the lead time to engage partners, develop projects and activities and influence the behaviour of young people may be several years.

Consequently, it is useful to also measure the level of activity related to the strategy and/or the response from young people, for example:

- Has Council done what it said it would do?
- Are agreed partnerships in place?
- What projects and activities have been developed and implemented?
- How many young people have participated in programs and activities?
- How has young people’s behaviour changed?
- What statistical evidence is available?
- How do young people or other stakeholders, feel about the issue now?
- What is the anecdotal feedback?

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This provides a measure of progress and whether the process is working.

Often a number of pieces of information will be needed to provide a picture of what has been achieved, and where the emphasis needs to be in the next Youth Plan. The process may also identify practices and data collection that will assist with the review of the next Youth Plan.

The object of the Review process is to determine what has been learned during the implementation of the Youth Plan, and assess the effectiveness of the policies and strategies within it. This includes identifying what has worked well; and determining if there are any policies or strategies in the current Youth Plan which need to be continued and/or modified in the next Youth Plan.

Some of the areas that may be considered in reviewing the Youth Plan include determining the:

- degree to which the Youth Plan is consistent with Council's Strategic Plan, and other Council Plans
- value that has come from Council's investment
- adequacy of human, financial and other resources allocated
- degree to which community, corporate and government partnerships have worked – in other words what are the successes we want to try and repeat in the next Youth Plan
- gaps in strategies and actions that need to be addressed in the next Youth Plan, or policies, strategies or actions that need to be incorporated into the next Youth Plan
- best way to report what has been achieved to young people and the community.



### *4.1 Process, Impact and Outcome Evaluations*

One way to ensure that the Review assesses how the Youth Plan was developed and implemented – and also how effectively the strategies were achieved, is to use a structured approach that measures:

- processes and activities – this is called Process Evaluation. It looks at inputs (the allocation of resources such as funds, staff time, equipment, venues, catering and so on), and outputs (the products or services generated as a result of the inputs, such as the development of a training program, or the establishment of a Youth Advisory Committee)
- the impacts of these activities – this is called Impact Evaluation. This looks at the intermediate results of the activity or service developed, such as the number young people participating in a training program, and provides an indication of the short term effectiveness of the program or activity
- the results or outcomes of the strategies – this is called Outcome Evaluation. It looks at the effect the policies and strategies have had in relation to achieving the objectives, and more importantly the actual changes that have occurred for individuals and communities, such as a reduction in suicide by young people,

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or an increase in young people's feeling of safety in the community. Outcome evaluation measures long term effectiveness.

Outcomes are generally the most difficult to determine, whereas inputs and outputs are often the easiest to measure. Including some impact and outcome evaluation in the Review process is often more meaningful than looking just at the process.

### 4.2 Performance Indicators

The Review process will be aided by having well considered and worded performance indicators in the Youth Plan, that is, indicators that provide clues on the types of information and data that will need to be gathered to undertake the Review effectively.

Performance indicators are the pieces of information that will be considered to determine if the policy or strategy has been achieved. A performance indicator may include measurement criteria that allow some judgment to be made about the degree to which the policy or strategy has been achieved over time.

Some performance indicators will focus on gathering and measuring the quantity of what has been achieved, and others will concentrate on the quality of achievements. These are often referred to as quantitative performance indicators, and qualitative performance indicators. Examples of each type of performance indicator are provided below.



#### 4.2.1 Quantitative Performance Indicators

Quantitative performance indicators measure the volume of what has been achieved and rely on objective information – facts and figures.

Quantitative performance indicators can generally be counted, for example, 'the number of participants in a sexual health and family planning workshop' or they can be demonstrated through the some tangible product, for example, 'the production of a monthly article in the local newspaper'.

Whilst the facts and figures are objective, there is scope for the interpretation of the data to be subjective, and care is needed to monitor any bias that may be introduced.

Examples of quantitative performance indicators include:

***"number and type of celebrations and presentations to recognise young people."*** (draft Burnie City Council Youth Plan 2006 to 2009)

***"levels of external funding accessed to provide programs and activities aimed at enhancing personal safety of young people and the community."*** (draft Glenorchy City Council Youth Plan 2006 to 2009)

***"dedicated area for information and displays regarding young people at the Kingborough Civic Centre."*** (draft Kingborough Council Youth Plan 2006 to 2009)

### 4.2.2 Qualitative Performance Indicators

Qualitative performance indicators measure the value of what has been achieved. Measurement of qualitative performance indicators is generally done through questioning people about their experience, or what has changed as a result of strategy.

Qualitative performance measures tend to be more subjective, and the data and information collected is based on the impact and/or outcome for the person affected by the program or activity.

Examples of qualitative performance indicators include:

***“increased sense of personal safety by young people and the community.”*** (draft Burnie City Council Youth Plan 2006 to 2009)

***“increased access, representation, and participation by young people from specific population groups in services, processes and activities.”*** (draft Kingborough Council Youth Plan 2006 to 2009)

***“enhanced capacity of Council and service providers to support and provide appropriate services to young people from diverse backgrounds including new arrivals and refugees.”*** (draft Glenorchy City Council Youth Plan 2006 to 2009)



### 4.2.3 Using Performance Indicators

One performance indicator may have the capacity to measure more than one strategy in the Youth Plan. For example, the Community Connectedness Policy in the draft Glenorchy City Council Youth Plan 2006 to 2009 has eight strategies and five performance indicators.

When the Youth Plan is drafted, it is important to check that the set of performance indicators has the capacity to collectively measure all the strategies in the Youth Plan.

Most Councils have performance indicators to monitor achievements in relation to the Council's Strategic or Corporate Plan. The development of effective performance indicators for the Youth Plan can enhance and complement the overall Council performance management system.

The Tasmanian Youth Policy Framework for Local Government (1999) identifies a number of Key Elements and Common Issues that are likely to feature in many Youth Plans. Table 1 on page 8, provides examples of the types of things that could be measured and evaluated for some of these Key Elements and Common Issues.

**Table 1 Examples of Key Element and Common Issue Indicators**

Key Element or Common Issue	Process		Impact	Outcome
	Input	Output		
<b>Participation</b>	Staff, venues, catering, budget provided for Youth Council	Projects or activities undertaken by Youth Council	Level of participation by Youth Council in Leadership and Civic Education training	Changes in skills, attitudes and behaviour as a result of participation in the education and training activities
<b>Funding</b>	Amount of staff time allocated to writing funding submissions	Number of funding submissions written	Number or dollar value of successful funding submissions	Type and nature of sustainable projects implemented from the successful funding submissions
<b>Employment</b>	Staff and resources allocated	Number of partnerships and networks developed	Employment opportunities created as a result of the networks and partnerships	Changes to youth employment statistics and changes to health and well-being of young people as a result of being employed
<b>Recreation/Leisure</b>	Staff, funding and resources allocated	Number of recreation and leisure projects and activities developed and delivered	Participation levels in projects and activities – including participation analysis, such as by gender, by age, by employment status	Changes to physical and mental health and fitness, or sustainable changes in recreation and leisure habits
<b>Health and Well-being</b>	Grants or funds received for projects aimed at improving eating habits and nutrition of young people	Number of activities which developed skills in food choice and food preparation	Participation levels in activities	Changes in food choice and food preparation behaviour by young people
<b>Community Pride</b>	Allocation of staff and resources	Activities to beautify and improve the presentation of and connection to the community	Reduction in vandalism and graffiti, or number of celebrations of the achievements of young people; or Tidy Town Awards	Changes in feeling of belonging by young people; or changes in the perception of young people by the community
<b>Community Safety</b>	Resourcing the formation of Safer Community Committee	Development and delivery of Community Safety Program in schools	Reduction in reported incidents involving threatening behaviour	Changes in perceptions regarding safety by the community

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The Youth Plan may have performance indicators for each strategy or for a set of strategies. An example, indicating the types of performance indicators that could be used to review a Youth Participation Strategy, is provided in Table 2 below.

The sample Policy, Strategy and Performance Indicators in Table 2 below is adapted from draft Kingborough Council Youth Plan 2006 to 2009. The sample performance indicators have been developed to illustrate the differences between process, impact and outcome evaluations.

Table 2: Example of Youth Plan Policy and Strategy with Performance Indicators

<p><b>Policy:</b> Council will support young people to participate in the community, and will facilitate and support processes, structures and partnerships that enable the community, service providers and young people to work together to meet the needs of young people.</p>	
Strategy	Performance Indicators
<p>Facilitate consultation processes to ensure the needs of young people are taken into account in the design and development of public spaces and facilities, and ensure young people's input into consultations regarding public space management</p>	<ul style="list-style-type: none"> <li>• Number of times young people have input into public open space management (process evaluation - based on quantitative data)</li> <li>• Changes in public open space management as a result of young people's input into Council's community consultation processes (impact evaluation- based on quantitative and/or qualitative data)</li> <li>• How young people feel about the degree to which they have influenced Council's public open space planning and management (outcome evaluation - based on qualitative data)</li> </ul>



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The above table provides examples of process, impact or outcome performance indicators. The Youth Plan may have only one of these performance indicators, or for some key strategies it may include a number of both quantitative and qualitative performance indicators. It is important that Council decides what it wants to measure and review, and then determines the performance indicators accordingly.

Generally, process review information (quantitative) and data will be easier to obtain than impact and outcome (qualitative) information. Aim for a useful mix of both quantitative and qualitative information.

Given the greater resources that are likely to be needed for outcome evaluations of policies and strategies, it is worth considering a longer term approach to reviewing the Youth Plan. In other words, plan and stage the intensity of the review over an extended period. For example, the outcome evaluation of the above strategy might only be undertaken once in a ten year period, whereas impact and process evaluations would occur more frequently. The frequency of impact and process evaluations would be determined by the availability of information and the importance of decisions that need to be considered in relation to the Youth Plan.



The Review process outlined above will be aided by performance indicators being included in the Youth Plan. This will provide clues on how to gather the information and data to assist with the Review. However, some Youth Plans may have been developed without performance indicators. This does not mean a review cannot be successfully undertaken. It basically means it will be necessary to decide on the indicators retrospectively.

The way some strategies are written may make measurement very difficult. Deciding on the evaluation approach, (process, impact, outcome) will assist in clarifying the task.

It is advisable to consider developing indicators at the time the strategies are written. This will ensure that each strategy has been constructed in a way that will assist with the measurement and reporting process. Another advantage of agreeing performance indicators at the outset is that information can be collected at the time to provide a starting point from which change can be measured, and measurement and reporting can occur during the period of the Youth Plan, and not just at the end.

### *4.3 Methods of Gathering Review Data*

There are a number of ways of gathering the information and data required to undertake the Youth Plan review. Some methods are better suited for reviewing process and others are more suited to evaluating impacts and outcomes, while some might work well for more than one review method.

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Examples of methods that work well in gathering information and data for each of the review methods are:

### Input Review

- Budget analysis
- Staff allocated
- Funding allocated
- Resources provided – including venues, equipment, transport, catering
- Grants funding obtained

### Output Review

- Projects and activities
- Establishment of infrastructure such as committees, partnerships or networks
- Reports or documents produced

### Impact Review

- Feedback from young people
- Feedback from Youth Advisory Committee, and/or Service Provider Network
- Written surveys
- Participation rates
- Awards or recognition received
- Media coverage
- Cost/benefit and value for money assessments
- Statistics, such as employment figures or crime rates
- Reports or documents produced

### Outcome Review

- Feedback from young people
- Feedback from Youth Advisory Committee and/or Service Provider Network
- Written surveys
- Focus groups
- Interviews with young people, families and peers, and other stakeholders
- Surveys
- Observation
- Gathering of hard evidence – such as shopping docket before and after food education program to look at changes in food purchasing habits
- Reports or documents produced



The Review of the Youth Plan will provide a lot of very useful information on what has been achieved, and actions and activities that have worked well. It will also assist in identifying and/or clarifying any existing gaps for consideration in the development of the next Youth Plan and provide valuable prompts to help prepare for the consultation process – which is a critical stage in developing the next Youth Plan.

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It can also be used to generate celebrations of the achievements of young people, Council staff, elected members and other key stakeholders involved in the success of the Youth Plan.

### *5. Research and Consultation - where are we now?*

One way of developing the next Youth Plan is to start with the current one and modify it. While this approach may be used, it is less strategic in the long term.

Normally the Youth Plan coming to an end would have been put together three to five years ago, and there is a likelihood of significant change since that time. This applies both to the environment within Council (changes in elected members; staffing; funding; strategic direction and priorities; and so on) and to the external environment (Australian, State and Territory Governments; unemployment rates; interest rates; real estate markets; ratepayer demographics; suicide rates; school retention rates; and the like).



#### *5.1 Prompting Questions*

To assist the process of being more strategic, it can be useful to ask questions, both macro and micro, to prompt the thinking required to produce an up to date and effective Youth Plan. Detailed below are examples of such questions. These are samples that may match the needs and issues in the municipal area (Councils are encouraged to add more questions to the list, or vary these to match their circumstances).

- What has changed in the community since the last Youth Plan was developed?
- What is the profile of young people in the municipal area – where they live, age, gender, interests, parent and family backgrounds?
- What are the areas of services and support required for young people?
- Do young people have access to the resources to provide for their basic needs – food, shelter, clothing?
- What are the partnership opportunities to increase the amount of services and support available for young people?
- What is the current model of Council service provision, and is this the most effective use of Council resources – including resource allocations for direct service provision, partnerships, contracting or out-sourcing, and facilitation of other service providers?
- What are the characteristics and qualities of young people that can contribute to the building of the community?

### 5.2 *Planning the Community Consultation*

The process of developing the next Youth Plan is starting from a more substantial data and information base than the first Youth Plan developed by Council. Therefore, this stage requires thought and planning, to ensure the process of developing the next Youth Plan and the content of that Plan is an advance on how the current Plan was developed.

Some of the actions and activities to be considered and determined include:

- **which young people need to be involved?**

There are a number of young people who could be involved in the consultation. Some of these can be relatively easy to muster, for example Youth Council, Youth Advisory Committee or Youth Task Force; Student Representative Councils in schools; classes of school students; Rural Youth Clubs, other existing youth groups or structured activities which involve young people; junior sporting clubs, and the like.

The challenge is to also obtain input from young people: who have left school; who are employed; who are from rural and/or isolated parts of the municipal area; who may be vulnerable; who may be high achievers; or who may not be involved with a structured group.



- **who else would add value to the consultation?**

The other main stakeholders that may be consulted are those organisations with a direct relationship with young people: schools, School Cluster Groups, service providers (community and Government), elected members, Council staff, sporting groups, or local community groups such as Aboriginal Associations, or Ratepayer/Progress Associations.

There are also a number of smaller or less youth - specific organisations that may be added to the consultation list. Most Councils have a broad mailing list of community organisations. This may include organisations such as the small town Judo Club; service clubs like Lions, Apex and Rotary; Migrant Resource Centres; the Schools Cluster Group; Riding for the Disabled; Horse Trail Riders Club; or the local Library.

Such organisations can add another layer of value to the Youth Plan, and also create additional ownership, awareness and understanding of Council's commitment to young people and direction Council is going in relation to young people and youth services.

In smaller and rural Councils, it is worth considering inviting all the groups on the mailing list or community services directory to be involved in the consultation. In the larger Councils, this may be more difficult and the consultation process may need to be more targeted.

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- **what is the best consultation process?**

Once the list to be consulted is determined, consider designing the consultation process to ensure that as many of these people and organisations as possible are able to participate.

Some of the methods used may include: focus groups and forums, open public meetings, written surveys, street and shopping centre interviews/surveys, surveys at National Youth Week activities and other events such as 'Bands in the Gardens', attending meetings of other groups/organisations, visiting and talking to young people and teachers, a whiteboard or butcher's paper in a public space for young people and the public to write on (such as in a shopping centre, school, or public event), meetings with elected members and Council staff, and many more. Design a process that draws out the information and data required in a way that matches the communication processes and that suits the stakeholder groups.

This is likely to mean a range of consultation processes – from open invitations to a number of individuals and organisations to attend the one event, through to very targeted and individualised meetings with one person or a single group. Consider the times scheduled for forums and meetings, to make it as easy as possible for people to attend. This may mean having at least one of the community forums in the evening.

- **what information and data is available and useful to inform the Youth Plan?**

There is a broad range of information and data available, and the trick is to be aware of what can be accessed, and then be selective about what is useful.

The Census results and other details which can be provided by the Australian Bureau of Statistics can provide information on a postcode and local area basis. (There may be times, however, when the most recent Census results available may be up to six years old and too out of date to provide relevant input into the development of the Youth Plan.)

The Australian Bureau of Statistics has often undertaken other projects, that may also assist in the development of a well informed Youth Plan – for example, in some areas they have predicted population levels and numbers per age group for Local Government Areas in 2023.

The Tasmanian Office of Children and Youth Affairs also produces demographic and other details regarding young people. The results of this research are published in a document called, '*Young People in Tasmania*', which is available from their website, [www.dpac.tas.gov.au](http://www.dpac.tas.gov.au). This document is based on information obtained from the most recently released Australian Census data.

There are many other sources of information that are readily available to inform the Youth Plan, such as income support and allowance information; employment and labour market information; tourism and regional development



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information; and much more. In addition, there may be useful Council data available such as, planning approvals, building applications, licences and permits, transport, roads and infrastructure, and so on.

Care needs to be taken to access information that is as current as possible.

Consultation can be very resource intensive, and this needs to be kept in mind when the consultation process is designed – so that time and resources can be managed in the most efficient way. For example a discussion paper and survey may be used to obtain information from people who are not able to attend a forum – rather than having a separate meeting with them.

At the end of this stage, consider analysing and summarising the information and data collected and prioritising areas for inclusion into the policies and strategies, so that the Youth Plan can be prepared.



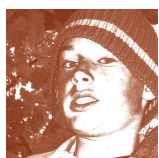
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### 6. Plan - where do we want to go?

Effective planning is an incremental process, and the aim is for each Youth Plan to be an improvement on the previous one – in areas such as content, layout, structure, logic, measurability and so forth.

Part of the Review stage could be to identify ways in which the next Youth Plan can be made better than the one before. One of the areas this is likely to involve for many Councils is the inclusion of well worded performance indicators. Many of the current Youth Plans do not have indicators, or if they do – the structure and wording of them could be improved. A number of examples of both qualitative and quantitative indicators that could be considered are provided in Tables 1 and 2 in of this Guide.

There are a number of documents available to provide information to assist in the development of Youth Plans. Rather than re-write these documents, it is more appropriate to provide referral to them.



These documents include: *Tasmanian Youth Policy Framework for Local Government* (1999), and a number of other publications listed in the other resources detailed in *Talking Participation – Taking Action: A Local Government Guide to Youth Participation* (2006).

#### 6.1 Suggestions for Success

Some additional suggestions, to assist in the process of preparing the next Youth Plan are detailed below.

<b>Write your strategies with measurement in mind</b>	<i>The more clearly what is to be achieved is stated in the strategy, the easier it is to measure.</i>
<b>Think about the service, staff, and/or the resources Council provides and/or facilitates and make decisions about the appropriateness of this - at the time of developing the next Youth Plan</b>	<i>It can be difficult to separate the direction Council wishes to take in regard to young people, without considering the services, support and resources Council allocates to the youth area. Re-assessing Council's youth services model in conjunction with the preparation of the Youth Plan — can be a very useful exercise. Remember not to assume the current allocation of resources is the best use of those resources.</i>
<b>Look beyond the municipal area boundary</b>	<i>Communicate with neighbouring Councils to see what their Youth Plans look like. There may be a number of partnership opportunities, access to additional resources, or capacity to develop a more regional approach on some issues, by looking at options beyond the municipal area.</i>

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<b>Think about checking and validating the new draft Youth Plan before it goes through the Council processes</b>	<i>Once the next Youth Plan is drafted, consider including processes to validate the content, and build on the ownership created through the consultation stage by involving people in the final draft of the document before it goes to Council. This may include circulating a draft for comment and presenting it to Youth Council or the Youth Task Force; a service provider forum, and a community forum(s). This process encourages Council to be transparent in its processes, demonstrates to all stakeholders that their opinions and input are valued, and ultimately adds further value to the Youth Plan being put to Council for consideration.</i>
<b>Involve elected members in the process</b>	<i>Creating a Steering Committee for the development of the next Youth Plan, may be an ideal opportunity to include one or more elected members in the project, as part of the consultation process. Other meetings with elected members can also be included. This will mean that when the draft Youth Plan is tabled at Council for adoption, there will be people familiar with the process and content, who can speak about the Youth Plan with authority. Where possible, having the Mayor or an elected member at forums of the community or young people, also demonstrates to those involved that Council are serious about the process and the commitment they are making to young people and to the community</i>
<b>Ask for advice and share your stories</b>	<i>There are a number of Councils that have been very successful in their engagement, development and response to the needs of young people, and you may have experiences which other Councils can learn from. Be prepared to use this network. Consider having a staff member from the Youth or Community Services area of a neighbouring Council on the Steering Committee for the development of the Youth Plan or offering to be on theirs.</i>
<b>Report back on the result of the consultation – especially to young people</b>	<i>Many people freely provide their time and effort to participate in consultation processes – and have a genuine interest in young people and the Council Youth Plan. Reporting back on the results of the consultation and what has been decided or proposed following the consultation is a way of showing people that their time and effort has been valuable. It also continues the process of maintaining ownership of the direction documented in the Youth Plan. Ensuring young people receive such feedback is another way of Council demonstrating respect to them. Examples of ways of communicating to young people and the community include media releases on the final Youth Plan; posters around schools; text messaging young people; launches; community forums; and many more</i>

## DEVELOPING COUNCIL YOUTH PLANS

### 7. Conclusion

Developing the next Youth Plan is an opportunity for Council to reaffirm its support for young people, and to take this commitment and the involvement of other stakeholders in the process, to a new level.

The agreed direction needs to be clear and the policies and strategies presented in a well structured, logical and achievable Youth Plan.

By using some of the tips and following the process outlined in this Guide - Council's next Youth Plan will build on the current one. Firstly conduct a **Review** of where you have come and what has been achieved; then undertake **Research and Consultation** to map and scan where you are now; and finally develop a **Plan** of where you want to go.

The Youth Plan is not just a document – it is a process and a tool that can assist Council to make a real difference for young people, and create a community where young people can thrive, contribute and be recognised.



More resources and support regarding Youth Plans are available through the Office of Children and Youth Affairs. Please contact us on phone 03 6233 7945, or on the Department of Premier and Cabinet web page [www.dpac.tas.gov.au](http://www.dpac.tas.gov.au)



