

Richmond Youth Space Business Plan

DRAFT

Document Control

Version	Date	Author	Description
0.1	27/11/2018	Lisa Wilkins	Initial draft
1.0	28/11/2018	Lucas Gosling	Approved draft for Council Briefing 03/12/2018

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Executive Summary

To be added following Council briefing

Table of Abbreviations

Abbreviation	Definition
BAHN	Belgium Avenue Neighbourhood House
DHHS	Department of Health and Human Services

Table of Terms

Term	Definition
The Drum	Drummond Street Services – Youth Services

Referenced Documents

Link/TRIM Record	Document
D18/97033	Yarra 0 to 25 Plan 2018-2022
D18/97035	Yarra 0 to 25 Plan – 1 st Year Action Plan

1 Objectives

Business Plan Objectives:

- (a) Identify community needs and aspirations for the Richmond Youth Hub
- (b) Investigate potential spaces for a proposed Hub on the Richmond Housing Estate
- (c) Provide a recommended site and service model for the Hub
- (d) Identify key elements for a Memorandum of Understanding with DHHS for the development, governance and operationalisation of the Hub
- (e) Develop key elements for Shared Use protocols with the building manager and DHHS to ensure resources and the space are maintained for the Hub.
- (f) Specify Council programming commitments to the Hub.

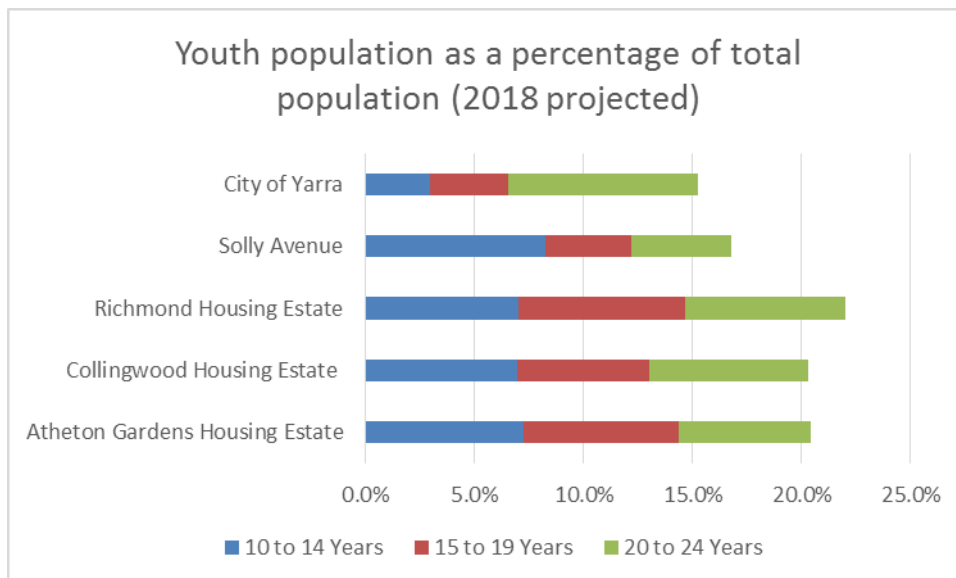
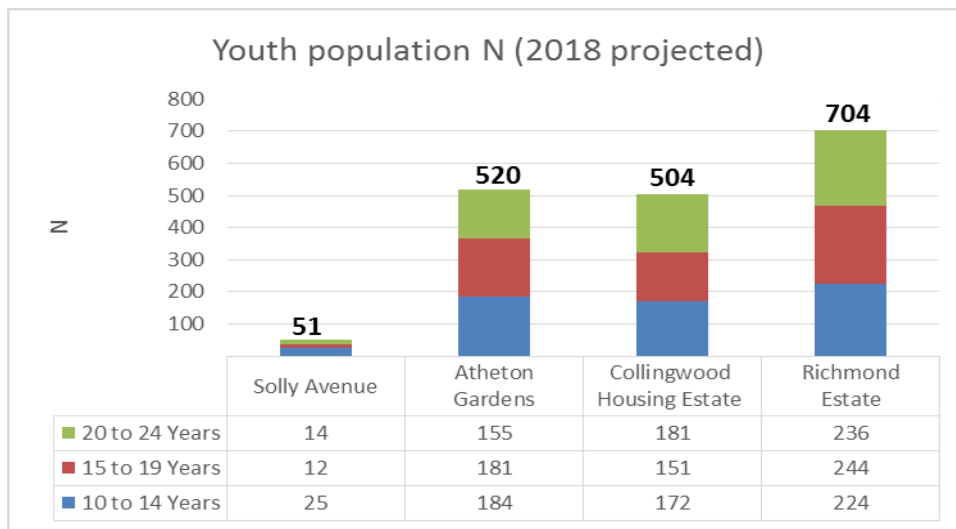
2 Community needs and aspirations for a Youth Hub

2.1 Demographics

At the 2016 Australian Bureau of Statistics (ABS) Census of Population and Housing, 14,242 people aged 12 to 25 years lived in Yarra (15% of Yarra’s total population) and of these approximately 1,377 lived in public housing!

The estimated youth population of the public housing estates shows that the Richmond Estate currently has the highest number of young people (n 704) compared Atherton Gardens (n 520), Collingwood (504) and Solly Avenue (51) housing estates.

Estimated Youth Population - Public Housing Estates



Source: Australian Demographic Estimates and Projections, Pitney Bowes 2018

2.2 Disadvantage

Housing Victoria promotes public housing as housing for people on low incomes that are most in need, especially those who have recently experienced homelessness, family violence or have other special needsⁱⁱ.

Most of the high-rise and walk-up estates in Australian cities were built in the 1960s and have suffered funding cuts over many decades, and consist now of poorly maintained and conspicuously ageing housing stock. As waiting lists continue to grow for diminishing supply, the perception of public housing has moved from what was originally “an important adjunct to industry and economic development policy” to a “tenure of last resort.”ⁱⁱⁱ

The Index of Relative Socio-economic Disadvantage (SEIFA Index) measures the relative level of socio-economic disadvantage based on a range of census information including low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations. The Index shows that the geographic levels of highest disadvantage in Yarra are concentrated in the main public housing areas of Richmond, Collingwood and Fitzroy^{iv}.

Information from Census 2016^v also show that for households with dependent children, nearly:

- two in five households have a weekly income of more than \$2,395 per week
- one in ten households live in public housing, with many experiencing the effects of economic and social disadvantage
- One in five people aged under 18 live in social housing and 14% live in households earning less than \$650 per week.

9,000 people living in Yarra are aged between 18 and 24 years -

- 86% of this cohort completed at least Year 11 or equivalent and nearly half are studying full-time.
- Many of these residents are new to Yarra, and, compared with the under 18 population this group is less likely to live in social housing or to have one or both parents born overseas.
- About one in twenty people are not engaged in employment, education or training^{vi}.

Many of the children and young people living in Yarra’s public housing are from newly-arrived and refugee backgrounds and have experienced trauma, persecution and/or displacement from their country of origin^{vii}.

2.3 Youth Health and wellbeing – risk and protective factors

Yarra Health Profile 2016 draws upon evidence to explain how the determinants of health are factors that can have positive and negative impacts on health and wellbeing^{viii}.





- Negative determinants can be classified as risk factors and positive determinants can be classified as protective factors.
- Risk factors are factors that can predict negative health and wellbeing outcomes, whereas protective factors are factors that can moderate and mediate risk factors and predict positive health and wellbeing outcomes.

When considering risk and protective factors for young people, domains for potential interventions include at community, family, school, peer and individual level. An example of how risk and protective factors can affect young people in these domains is shown below.

This project focuses upon the community domain.

The information collected made it possible to map risk and protective factors that are influencing the likelihood that children and young people in Yarra will become involved in behaviours such as alcohol and drug abuse, violence, antisocial behaviour or experience outcomes such as school failure and mental health problems.

Findings from the survey highlighted key issues facing middle years’ children and young people in Yarra around alcohol and tobacco use; family relationships and management and personal resilience and wellbeing.

RISK FACTORS Risk factors increase the likelihood young people will develop health and social problems.	DOMAIN	PROTECTIVE FACTORS Protective factors help buffer young people with high levels of risk factors from developing health and social problems.
<ul style="list-style-type: none"> - Low community attachment - Community disorganisation - Community transitions and mobility - Personal transitions and mobility - Laws and norms favourable to drug use - Perceived availability of drugs - Economic disadvantage (not measured in youth survey) 		<ul style="list-style-type: none"> - Opportunities for prosocial involvement in the community - Recognition of prosocial involvement - Exposure to evidence-based programs and strategies (some are measured in youth survey)
<ul style="list-style-type: none"> - Poor family management and discipline - Family conflict - A family history of antisocial behaviour - Favourable parental attitudes to the problem behaviour 		<ul style="list-style-type: none"> - Attachment and bonding to family - Opportunities for prosocial involvement in the family - Recognition of prosocial involvement
<ul style="list-style-type: none"> - Academic failure (low academic achievement) - Low commitment to school - Bullying 		<ul style="list-style-type: none"> - Opportunities for prosocial involvement in school - Recognition of prosocial involvement
<ul style="list-style-type: none"> - Rebelliousness - Early initiation of problem behaviour - Impulsiveness - Antisocial behaviour - Favourable attitudes toward problem behaviour - Interaction with friends involved in problem behaviour - Sensation seeking - Rewards for antisocial involvement 		<ul style="list-style-type: none"> - Social skills - Belief in the moral order - Emotional control - Interaction with prosocial peers

Communities that Care 2016, 'Risk and Protective Factors', [online] <http://www.communitiesthatcare.org.au/how-it-works/risk-and-protective-factors> Yarra Health Profile 2016.

Yarra CTC current action plan is about:

- reducing underage alcohol and other drug use
- improving middle years and young people’s personal resilience and wellbeing
- strengthening family relationships and management

Delivery of the CTC action plan in Richmond has been improving each year but there continues to be less programs delivered in Richmond compared to Collingwood and Fitzroy.

Current and planned delivery of the CTC action plan in Richmond is shown in the table below.

Richmond Youth Space – Business Case

Outcome Area	CTC program	Program aim	2018 Delivery	2019 Planned delivery
Reduce alcohol and other drug use	Smart Generation	To educate communities, adolescents and parents about the harms associated with adolescent alcohol use. School delivery		Venue: Richmond High School Target: Year 7 & 8 students & their parents Delivery partners: Richmond High and Yarra Youth Services
	Supply monitoring	A community-wide intervention aimed at reducing the supply of alcohol products to under-age youth	Target: All licenced liquor outlets in Richmond (and Yarra) visited to monitor sales of alcohol to person who appears under 18 years of age. Delivery partner: Deakin University Findings: 1st visit - 53.3% did not check ID 2nd visit – reduction to 42.5% did not ask to check ID (following communications with outlets about the program and it's aims)	Target: All licenced liquor outlets in Richmond (and Yarra) visited. Delivery partner: Deakin University Findings: Underway
Improve personal resilience	Berry Street Education Model	A whole of school approach to improve a school's capacity to improve the personal resilience of students and address school engagement of vulnerable or disadvantaged young people. School Delivery		Who: Yarra Primary School, Abbotsford Primary, Richmond West Primary School Target: Training for all staff who work at the schools Delivery partner: Berry Street
Strengthen family relationships and management	Tuning into Teens	Parenting Program to assist parents to establish stronger relationships with their teenage children. 8 - 12 parents attend per program	Venue: Melbourne Girls College (2 programs - term 1 & term 3) Target: Parents with children in year 7 & 8 Delivery partner: Relationships Victoria Australia Venue: Richmond High School (term 4) Target: Parents with children in year 7 & 8 Delivery partner: Relationships Victoria Australia	Venue: Richmond West Primary School Target: Parents with children in year 4-6 Delivery partner: Relationships Victoria Australia Venue: Melbourne Girls College & Richmond High School (1 program/school) Target: Parents with children in year 7 & 8 Delivery partner: Relationships Victoria Australia

2.4 Richmond and Collingwood Youth Program Grant

Yarra Youth Centre is located in Fitzroy near the Atherton Gardens Estate. Yarra Council introduced the Richmond and Collingwood Youth Program Grants (170,000 per annum) to:

- direct resources to the emerging and specific needs of young people aged 8 to 21 years who live on the Richmond and Collingwood Housing Estates;
- ensure enhanced health and wellbeing outcomes for young people living on the Richmond and Collingwood Housing Estates;
- ensure that programs are delivered locally; build the capacity of the community, and provide opportunities for young people to plan and lead programs that meet their needs and interests; and

- Continue to develop strong partnerships between Council, young people and their families, community groups, schools, and community and/or youth organisations to achieve Council's strategic directions.

Drummond Youth Services (the Drum) were awarded \$85,000 per annum per estate, for a three year term from 1 July 2017 to 30 June 2020. The Drum proposal and subsequent funding agreement is to deliver a Peer Leader program and to focus upon.

- Design and community consultation to inform programming and develop a leadership group to assist community action and events. Youth led program activities will fall under main categories of recreation and engagement, community learning and capacity building, education and employment and individual and family resilience.
- Hold regular engagement activities in partnership with local community partners / venues providing a supportive and inclusive space for young people to develop autonomy, build relationships, life skills and have fun.
- Assist meaningful development of support pathways and referrals for whole-of-family intensive support in partnership with experienced Drummond street family practitioners and other community partners.

The Drum are able to deliver activities on the Collingwood Housing Estate at 253 Hoddle Street. While this is not a dedicated youth space, it is youth-friendly, and suits the purpose of delivering programs, activities and events for young people living on the estate. Richmond estate lacks a dedicated youth space.

Earlier this year the Drum tried providing an after school program on Thursdays at the Belgium Neighbourhood House's portable, which is located near the estate. The program was cancelled due to poor participation by local residents.

Feedback from some parents to the Drum is that they were uncomfortable with their children attending activities 'over there' (and had some safety concerns). The trial was conducted in winter, which may have been a factor too.

The Drum's Richmond Peer Leader undertook consultation with young people about their needs and interests and subsequently worked closely with them to present a case for Richmond Youth Hub during Council's annual budget process. They have also supported further consultation with young people to inform the development of the business case for the Richmond Youth Hub.

The drum is also supporting the Richmond Soccer Program co-facilitated with the Collingwood City Football Club (ages 10 to 20) and planning of an end of year event in 2018.

It is expected that establishment of a youth hub will provide opportunity for delivery of more activities by the Drum as per the funding agreement.

2.5 Other activities delivered on or near the Richmond Housing Estate

Activities provided on the estate or close by include:

- Helping Hoops - program aims to build self-esteem, provide a sense of belonging and community, aid social cohesion, instil discipline, develop goal setting and leadership skills, and promote a healthy and active lifestyle. Helping Hoops runs on the estate on Thursday afternoons for children and young people.
- Auskick Program is run once a week, on the estate, during school terms (and football season) by the volunteers from the Australian Catholic University (Richmond estate)

- Blue light Program is offered to children and young people aged 8 to 25 years living on the Richmond estate on Friday afternoons. A Police & Community Sports Equipment Library is part of the program, which is led by the Police Youth Liaison Officer
- Australian Vietnamese Women's Association - Richmond Tutoring Program
- Once a week at the Richmond Housing Estate during school terms. And, additional support to Grade 6 students in their transition to secondary school with academic & mentoring assistance from AVWA and its partners - Melbourne Girls' College (MGC), Brotherhood of St. Lawrence, Trinity Catholic Primary School, West Richmond primary and Richmond Office of Housing.
- XSite program (arts) Richmond West Primary School and Visionary Images (ages 8 to 14). At XSite children are working with artists to create and exhibit public art in their neighbourhood. With Visionary Images children are learning new skills, and are visibly bringing their ideas and experiences into the open. Through positively communicating with as many people as possible they are building understanding, changing perceptions and breaking cycles of disadvantage. Children who live on and around the Richmond housing estate have created the concept design for a new artwork the "Walking Child" that will also be produced as a neon.
- After school care and vacation care programs at the Richmond West Primary School. Low participation by resident families from the estate.
- The BAHN provides a range of learning community programs. BAHN manages the Factory which offers some activities for children and young people including the Richmond Scenario Sessions (Theatre) and Groove Dance Program.

Yarra Youth Services

- Most recently, in term 3, 2018, of the 235 participants from housing estates who attended Yarra Youth services programs and services, 65 were from the Richmond estate. Most participate in a football program, which is delivered at the Richmond West Primary School.

2.6 Community Infrastructure Planning

The Richmond Estate is located in North Richmond. The Yarra Community Infrastructure Plan 2018 provides information about the North Richmond and considers planning and infrastructure gaps at the local level.

Planning considerations include:

- Housing mix: 19.7% detached, 35.5% medium and 44.4% high density.
- There is a high level of public housing (1,628 dwellings or 30.5%) and the majority of these are located in the Richmond Housing Estate towers.
- More than half of households are renting (57%).
- A large proportion of the community was born overseas (39.6%), higher than the City of Yarra (29%) and people with Vietnamese (13.3%) and Chinese (13.1%) ancestry make-up a significant proportion of the community.
- North Richmond is a growing neighbourhood with a significant proportion of growth coming from high rise developments in the east near Victoria Gardens Shopping Centre.
- A well-connected neighbourhood: West Richmond and North Richmond Station, trams along Bridge Road, Victoria Street and Church Street, buses along Hoddle Street.

- The Victoria Street precinct is a vibrant dining, shopping and cultural destination. However the area also faces challenges in relation to public safety, liveability, community connectedness and economic prosperity

Likely provision gaps include:

- Multi-purpose indoor community space that is fit for purpose in accessible, mixed-use locations.
- There are existing meeting and function spaces in the Richmond area however some of these are ageing and their suitability to meet future needs in their current condition is limited.
- Relevant spaces/places for active and passive recreation including relaxing and enjoyment.
- There are large pockets within the neighbourhood that have limited access to open space and improved connections to existing open spaces will enhance access.

2.7 Local area safety

Advocacy by Yarra Council and the community lead to the introduction of the two year trial of a medically supervised injecting facility near the Richmond Housing Estate.

An active street-based drug market has existed in Victoria Street for well over a decade, with people coming to the area from all over Melbourne to purchase and use drugs, mainly heroin. Public injecting, overdoses, and discarded needles and syringes are significant concerns for businesses and residents.

Impacts upon safety and perceptions of safety are of significant concern for residents living on the Richmond public housing estate and nearby.

- Of note, is that at night, there are significantly higher proportions of people feeling unsafe in Abbotsford and North Richmond compared to other parts of Yarra (Annual Customer Satisfaction Survey 2015).
- Crimes against the person, and property and deception offences have increased from 2015 to 2016, although interestingly drug offences have decreased (Crime Statistics Agency 2017).
- Additionally, Yarra continues to have by far the highest number of heroin related ambulance attendances for any LGA in metropolitan Melbourne, in 2014/2015. During this period, Yarra had 427 attendances, compared to 200 in Brimbank and 195 in Melbourne (Amboadstats 2016).

Yarra Council is promoting a multi-faceted approach that incorporates a range of other harm minimisation measures, health and education, urban renewal, community partnerships and law enforcement, as well as collaboration between all levels of government.

Development of a Youth Hub on the estate has to consider safety seriously but there is potential to provide a safe space for young people.

2.8 What have young people have told us about their needs and interests?

For the development of the Yarra 0 to 25 Plan, we found that:

- Young people and families told us that being involved and connected is important. This is achieved through events and activities that bring people together and strengthen connections. Access to information and knowledge about services/supports is a barrier to participation in services and supports for families and young people.
- Lack of access to youth friendly spaces where young people can explore their passions, interests and connect with each other was also identified as an issue by young people. Empowering young people to be more involved with others will support them to feel more connected.
- Both young people and families told us about the need for more support and information around mental health and tackling substance abuse issues and the impacts. Young people also expressed a need for improved education on sexual health, queer sex education and more 'life skills' type programs and to de-stigmatise mental health supports. The need for support for young people with a disability was also raised.
- Parents, children and young people told us that many of their concerns focussed on feeling unsafe due to anti-social behaviours largely related to substance abuse and exposure to environments that feel unsafe.
- Young people also shared other concerns around peer pressure, discrimination and lack of support and acceptance from family. Developing personal resilience, having positive role models, a focus on the achievements of young people and opportunities to bring people together contributes towards making Yarra a better place for young people.
- Promoting respect and multiculturalism, celebrating and learning from different cultures, working with Aboriginal people and fostering connections between culturally diverse communities have been described by young people as important for making Yarra a better place.
- Families told us that newly arrived families need more support for raising children. Improving translated materials and seeing people from different cultural backgrounds running services for children and families promotes acceptance, tolerance and supports recently arrived refugees. We were told by families that empowering and supporting families to come together and retain a sense of their culture will help to make Yarra a better place.

Consultations about Council's budget allocation for a youth space - August 2018

- The drum's Youth Peer Leader in Richmond, consulted with 15 – 20 young people attending programs on the Richmond Housing Estate. These were largely young people from CALD backgrounds, aged 11 to 16 years.
- *What would you like to see happen in the youth space?* Most common answers included: swimming sessions, movie nights, photography workshop, girls' night, PS4, table tennis, camps and excursions, cooking classes and art. Alongside those, young people also showed their interest in dancing/gymnastics, crafts art.
- *What times do you want to see the youth space open?* Mondays, Tuesdays and Fridays after school were preferred times.
- *Why would you go the youth space?* The most common answer to this was to learn new things and have fun. The young people also mentioned that they would come there "to be happy".

- In addition to this feedback from young people, the drum have spoken to a number of parents. Their input was largely that they wanted their children attending programs and activities at a prominent site on the estate.

Further consultation November 2018

- Consultation with 15 young people (8 to 16 years) from culturally and linguistically diverse backgrounds, who live on the Richmond Housing estate. The consultation also included in-depth conversations with 6 of those young people who were young women aged between 12-16 years.
- The Community Information Centre at 110 Elizabeth Street was concerned an accessible location. Their parents already allow them to play in the area (they already regularly use the basketball court outside and occasionally use the Centre).
- One concern was about their safety leaving the space when it's dark. It was suggested that the times to open the Centre was 3.30pm (so young people were able to come straight after school) and close before it gets dark. It was interesting to note that some young people said that the Centre used to be a Youth Space but is now not utilised for youth programs. They also said that the Centre is underutilised in general.
- Many young people expressed that the space was very small but thought it could be improved through design. Suggestions included:
 - Knock down the computer room wall to create a biggest communal space that was flexible while keeping the smaller room as a breakout room.
 - Communal space to have foldable tables, foldable chairs, beanbags, projector and screen so that it can be changed according to the need.
 - Portable storage container outside as there isn't enough space in the Centre.
 - Re-do the kitchen
 - Colourful walls, art and photographs
 - Computers
- The site could be a safe space for young people to hang out and for activities/programs to be located at. The types of activities suggested included movie nights, cooking, dance workshop, homework club/tutoring, games night (card games, board games and PS4)
- Whilst young men who were consulted were satisfied with the sports programs on the estate but young women demonstrated interest in programs that are targeted for them. They suggested that the Youth Space be reserved for girls-only access for one day/night a week.
- Time/days suggested for programming: Tuesdays and Thursdays, after school; school holidays – extra programs; weekends
- The young women who were consulted with were highly engaged and appreciated that they were being consulted with and would like to continue to participate in the process. However, the young men were not overly keen to continue their engagement in the design process

2.9 Summary - community needs and aspirations

- The Richmond Estate has the greatest number of residents aged from 12 to 25 years compared to the other estates and unlike the other larger estates, Richmond lacks an established youth space.
- The level of disadvantage on the estate suggests that the transition from childhood to adulthood presents additional challenges and barriers for young people and their families

- The needs and aspirations of young people and the local community suggest that a youth hub would be a welcome community asset.
- Consultations with local young people indicate a willingness to participate in the development and activities of a youth hub as they are seeking. Children and young people are seeking opportunities to learn together and have fun in a safe space on the estate.
- Further opportunity for prosocial activities delivered through in a youth space could be beneficial in supporting health and wellbeing of children and young people.
- Current programming for young people is inconsistent and decentralised and the Hub could provide a focus for service providers and community groups to improve coordination and delivery of activities on the estate.
- The Hub would improve the provision of activities funded through Council's Richmond Youth Program Grant.

3 Strategic Source

The project was established by a resolution on *26 June 2018* at a Special Meeting of Council and further resolution of Council on *3 July 2018*.

- \$185,000 allocation to the project is conditional upon provision of appropriate business plan

The proposed Richmond Youth Hub aligns to the Council Plan 2017-2021:

1 A Healthy Yarra

1.2 – Promote a community that is inclusive, resilient, connected and enjoys strong mental and physical health and wellbeing

1.8 - Provide opportunities for people to be involved in and connect with their community

2 An Inclusive Yarra

2.1 Build resilience by providing opportunities and places for people to meet, be involved in and connect with their community

2.2 – Remain a highly inclusive municipality, proactive in advancing and advocating for the rights and interests of specific groups in the community and community issues

2.5 – Support community initiatives that promote diversity and inclusion

The Richmond Youth Hub project aligns to these strategic priorities in the Yarra 0 to 25 Plan for children and young people:

- Improve participation of children and young people and their parents/guardians in learning, employment, education and training
- Improve the mental, physical health and wellbeing of children and young people and their parents/guardians
- Strengthen inclusive and engaged communities through promoting participation of children and young people
- Services for children and young people are coordinated, responsive and evidence based

4 Project Proposal

Investigate potential spaces for a proposed Hub on the Richmond Housing Estate

The Victorian Government's Department Health and Human Services (DHHS) is responsible for the Richmond Public Housing Estate including the provision and upgrade of community facilities.

DHHS community facilities are provided for events, meetings and activities that promote tenant involvement or have wider benefits for the community.

Most bookings for the Richmond Estate's community facilities (meeting areas, halls, kitchens and community rooms) are managed by the Brotherhood of St Laurence (BSL) except for one facility which is managed by Carringbush Adult Education.

Sites reviewed and excluded

- Front of 110 Elizabeth St, Richmond
 - Not available for shared use at this point in time.
 - DHHS unable to advise if site could be available in the future
- Community Hall - 106 Elizabeth St, Richmond
 - Heavily booked by regular user groups across the whole of the year
 - Difficulty finding sufficient space for youth programs due to high demand for the site
 - Due to demand for space, DHHS local area did not think this site should be considered for a Youth Hub.
- Office space – 106 Elizabeth St, Richmond
 - Location and small size of the space would limit options for youth programming
 - Limited visibility of the space would impact upon promote information and activities to passers by
 - Potential safety concerns due to regular gathering of likely drug affected people most afternoons.

Portable at Belgium Ave NH

- Space is mainly used for classes during the day, but is free most evenings
- The Drum trialled an after school program at the site on Wednesday afternoons but buy-in from families was poor.
- Size limits programming options
- No toilet on site
- Portable is owned by Yarra but investment in this type of building was not recommended by Buildings Services.

Sites considered and included for further consideration

- Community Information Centre, 110 Elizabeth Street
- The Factory - Address 19-21 Belgium Ave Richmond

5 Benefits & Impacts

5.1 Benefits

- Opportunity to develop precinct approach with positive response to local advocacy by young people
- Investment by Council is a commitment to the residents and benefits residents of all ages
- Development of a youth hub will provide a base on the estate to foster and promote enhanced health and wellbeing outcomes for young people.
- Increase in social connectedness by young people engaging with the Youth Hub
- Increase in services and programs for young people
- Improved information and coordination around youth services

5.2 Negative Impacts

- No site is available for a dedicated youth space
- Buy-in from DHHS may be ineffective
- All sites have limitations and there is a risk of failure to manage stakeholder expectations
- Management of safety for participants and staff / volunteers
- Potential concerns from other community groups regarding shared use of space used for the Youth Hub

5.3 Success Criteria

- Increase in number / range of programs and activities for young people
- Number of youth and community providers engaging with the Youth Hub
- Feedback from youth people accessing the Youth Hub
- Shared Hub model supports provision of youth programs and is well managed.

6 Assumptions & Constraints

6.1 Assumptions

- Advocating to State Government for funding occurs in parallel to business case development.
- All parties involved will approve this project
- Issues and risks identified can be mitigated

6.2 Constraints

- Short timeframe to explore space options, potential service model and associated costings
- Access to resources, stakeholders and information
- Degree of complexity

6.3 Dependencies

- Access to resources, stakeholders and information
- DHHS will support the project and manage the facility upgrade

6.4 Permits/External Approvals

- Subject to DHHS approval and relevant building permit approvals.

7 Risk Assessment

Risk rating	Risk	Proposed control & action	Residual risk rating (after control & action)
Significant	DHHS does not give approval for the project.	Advocate to DHHS and promote Council's financial commitment to the project.	High DHHS and Local M.P. Confirmed in principle support for the project.
High	Unable to identify a suitable exclusive use space	Advise Council of lack of exclusive use spaces and seek endorsement of Youth Hub in a shared space.	High Confirmed risk and business plan reflects shared space for Hub.
Significant	Design does not suit program needs	Flexible design principles and partnering with DHHS officers including local area, central office and engineering	Medium Recommended site provides opportunity to provide activities for small and larger groups.
High	Reputational risk as existing users will need to be displaced for a period of time during fit out and if program times clash	Engagement with key stakeholders Agreement on key communication messages to affected users	Medium Consultation suggests existing users in the preferred site would welcome improvements to the facility. Facility manager willing to support the project. Higher risk if option B is accepted.
High	Personal and property security	Adequate consideration of personal and property security in design/scheduling of programs and space design. Subject to decision about the concept design and DHHS acceptance of the approach.	High Security of property dependent upon local arrangements and maintenance of the facility by the DHHS. Programming to consider safety concerns.
Significant	Specific fit out design not approved by DHHS	Seeking DHHS Engineering approval of design concept and input during design phase. Modest design concept.	Medium Concept design incorporates DHHS engineering advice and detailed design intended to do the same.

Risk rating	Risk	Proposed control & action	Residual risk rating (after control & action)
Significant	Clarify responsibility for resources including maintenance of facilitation and staffing provided by DHHS to support the project	Seek MOU or exchange of letters with DHHS Identify key elements in implementation plan	Medium Subject to cooperation by DHHS. Recommend that Council financial contribution is dependent upon finalizing MOU agreement with DHHS.
High	Lack of coordination with other service providers in the vicinity	Seek MOU with key providers and include Youth Hub in Richmond Rising.	Medium Youth services interested in the project.
High	No detailed needs analysis or engagement with young people	Consider of socio demographic and information from previous consultations into implementation plan. Leverage of existing relationships and networks to engage with young people and identify needs.	Medium Additional consultations with young people and further involvement by the Drum's Youth Peer Leader and Yarra Youth Services support for the project.

8 Options Analysis

	Option A	Option B
Site	Community Information Centre, 110 Elizabeth Street, Richmond	The Factory. 19-21 Belgium Ave, Richmond
Site owner	DHHS	DHHS
Site management	Carringbush Adult Education Agreement with DHHS to manage bookings.	Belgium Avenue Neighbourhood House Lease with DHHS; leases are managed by DHHS central office
Current users	Carringbush Adult Education, local resident groups.	Belgium Avenue Neighbourhood House and variety of community groups
Youth programs delivered at the site	Blue Light (community policing initiative) Helping Hoops	Richmond Scenario Sessions (Theatre) Groove Dance Program
Availability	3 x afternoons / early evening Monday, Tuesday and Wednesday Weekends	2 x afternoons / early evenings Thursday and Friday Weekends
Pros	<p>Located on the estate</p> <p>Passive supervision available</p> <p>Parents likely to permit children to attend activities because it is on the estate</p> <p>Close proximity to high-use basketball court</p> <p>Potential to create youth precinct and link indoor activities at the Hub with outdoor activities on the basketball court / outdoor areas.</p> <p>Current utilisation lower than most sites therefore impact of building works on users groups lesser than other sites</p> <p>Previously used by YMCA to deliver programs and known to young people and their families</p> <p>Suits allocated budget</p> <p>Consultations with small group of young people living on the estate indicates this is their preferred site.</p>	<p>Larger footprint 180m2</p> <p>Ability to host larger group activities</p> <p>Contains a recording studio (no equipment)</p> <p>Contains an enclosed outdoor courtyard space</p>
Cons	Small footprint 82m2	Not on the estate

	<p>Large group activities (45+) need to be held elsewhere</p> <p>Close proximity to BBQ area that attracts outsiders to the estate</p>	<p>Parents unwilling to allow children to attend activities off the estate</p> <p>No connection to basketball court on the estate, which attracts a lot of young people</p> <p>Project costs</p> <p>Timing - DHHS would have to update lease with Belgium Ave Neighbourhood House before project could be approved.</p>
Design options	<p>Provides an alternative to the sporting type activities for youth people</p> <p>Ensures visual link to the estate</p> <p>Potential for landscape linkage to the basketball court</p> <p>Facility façade could be transparent, visually permeable</p> <p>Concept design considers DHHS engineering advice on building structure</p>	<p>Provides an alternative to the sporting type activities for youth people</p> <p>Promote multi use of larger space when the Youth Hub is operating</p>
Costs	<p>Preliminary estimates</p> <p>construction costs \$225,000</p> <p>total project \$261,500</p>	<p>Preliminary estimates</p> <p>construction costs \$332,500</p> <p>total project costs \$385,000</p>

9 Implementation and Budget

9.1 Documentation for financial contribution

Before Council's financial contribution is provided, a Memorandum of Understanding with the DHHS is required.

9.2 Memorandum of Understanding (MOU) with DHHS for the development, governance and operationalisation of the Hub

After a site is achieved and project is accepted by the DHHS, an agreement or MOU with the DHHS should be developed to ensure Council's financial contribution to the hub that:

- Specifies the DHHS site for the Richmond Youth Hub
- Commits to develop the Hub in accordance with the detailed design and costs
- Accepts Council contribution of \$185,000 to the development of the Hub
- Specifies DHHS commitment to resourcing the development of the Hub and ongoing maintenance costs and operations
- Specifies the days / times for which Youth Hub will operate
- Commits to the following words in promotional material / signage - "This service is supported by Yarra City Council"
- Agrees to support development of Shared Use protocols with Council and the building manager to establish and maintain access, scheduling and resources for the Youth Hub and relationships with other users of the site.
- Commits to explore opportunities to integrate surrounding outdoor space with Hub.

9.3 Specify Council programming commitments to the Hub

Family, Youth & Children's Services Branch to lead ongoing programming initiatives for the Hub, including:

- Liaising with the Drum, young people and service providers to develop a program of activities at the Hub
- Promoting the opportunity for linking activities between Leisure, Libraries, Community Partnerships and the Richmond Youth Hub

10 Timeline

Decision / Milestone	When by
Council resolution of Business Plan including site for Youth Hub	18 December 2018
MOU with DHHS	02 February 2019
Final design and costs	March 2019
Consultation with young people design and programming	March 2019
2019 Richmond Youth Hub programming	April 2019
Financial contribution to the DHHS	June 2019

11 Governance

11.1 Project Governance

Council is responsible for the ultimate decision making on this project.

Council will be provided the space and service model options and costings, along with any other relevant supporting documentation.

11.2 Key Project Roles

Role	Title
Project Sponsor	Director Community Wellbeing
Project Manager	Manager Family Youth & Children's Services
PMO	EPMO Lead – Corporate Performance

12 Resources

12.1 Existing Staff

Title	Project Role
Director Community Wellbeing	Project Sponsor
Manager Family Youth & Children’s Services	Project Manager
EPMO Lead	Project support and assurance
Senior Coordinator Building and Asset Management	Subject Matter Expert (SME)- Construction and implementation
Coordinator Youth and Middle Years	SME – Youth services
Unit Manager Social Policy	SME – Social policy
Coordinator Community Infrastructure Planning	SME – Community infrastructure

13 Endnotes

ⁱ Australian Bureau of Statistics (ABS) Census of Population and Housing – social policy unit

ⁱⁱ Housing Vic <http://www.housing.vic.gov.au/public-housing> accessed 17/11/2018.

ⁱⁱⁱ Archer 2010, p. 10; Atkinson and Jacobs, 2008, quoted in analysis of an Australian inner-city public housing estate redevelopment - Abdullahi Jama and Kate Shaw –Paper submitted to Housing Studies, June 2017.

^{iv} Australian Bureau of Statistics (ABS) Census of Population and Housing

^v ABS Census of Population and Housing ...

^{vi} ABS Census of Population and Housing

^{vii} Yarra Youth Grants

^{viii} Yarra Health Profile 2016