

# *Serious tea and bikkies*

**A discussion paper on networking  
for  
the NESB Youth Issues Network**

**prepared by**

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## Acknowledgments

Francine Seeto did most of the preparation and a significant amount of writing for this report. She started work on the paper in Brisbane, moved to Sydney half way through and got the report up to the 'discussion' section.

On behalf of the Network, I would like to take this opportunity to thank Francine for her time and effort; not just for her work on this report, but for her ongoing commitment to the work of the Non English Speaking Background Youth Issues Network in helping young people settle more successfully in this country.

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Lastly, thanks to all those members who continue to join the Network and keep the cause alive. It's a pleasure working with you all and I think we can be proud of some of the incremental changes we have achieved for young people disadvantaged by a discriminatory community in this country; a different cultural background; and their experiences of migration.



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# Contents

1.	Rationale for Discussion Paper	p4
2.	NYIN's Relationship with YANQ	p5
3.	Development of the NESB Youth Issues Network	p6
3a.	1992	p6
3b.	1993	p6
3c.	1994	p6
3d.	1995	p7
3e.	1996	p8
4.	Network theories and models	p10
4a.	<i>Networking for coordination</i> (Johnstone 1995)	p10
4b.	<i>Successful interagency groups</i> (Plath 1995)	p14
4c.	Networks to learn from	p16
5.	Discussion	p21
5a.	Structure	p21
5b.	Membership	p23
5c.	Young people's participation	p24
5d.	To peak or not to peak	p24
5e.	An access and equity policy for YANQ	p25
5f.	How to proceed	p25
6.	Addendum from the discussion at the meeting of the Non English Speaking Background Youth Issues Network, 8/10/97	p26
6a.	Structure	p26
6b.	Network membership	p28
6c.	Young people's participation	p28
6d.	To peak or not to peak	p28
6e.	An access and equity policy for YANQ	p29
7.	Bibliography	p30
8.	Attachment 1: Results of the NYIN planning forum to inform current discussion on changes to the NYIN structure	p31

# **1. Rationale for Discussion Paper**

In 1997 the NESB Youth Issues Network (NYIN) is in its seventh year. Since its inception as a Working Party of youth workers concerned with implementing the recommendations from the report, *Not Seen, Not Heard* (Seeto, 1991), NYIN remains the only formal lobby group for NESB youth issues in Queensland. In 1994 members held a review of NYIN and developed a Strategic Plan to further develop the effectiveness of NYIN. Key outcomes of this review were the formalisation of the group as a Network rather than a Working Party, and the actions which eventually resulted in NYIN gaining a de facto worker (YANQ position resourcing NYIN) through the then Commonwealth Department of Immigration and Ethnic Affairs. This position has been filled by Susan Ferguson from November 1994 up to the present. The growth of NYIN both in status and membership has consistently placed pressure on the operations and decision making process of an inherently fluid and ad hoc network. Calls for structural changes from members have been acknowledged but lack of time and the ever changing membership of NYIN with consequent varying needs and visions of different individuals have resulted in limited action in this area.

In 1996 the NYIN data base, covering non government and government workers in South East Queensland and the Cairns region, numbered 111. In the same year NESB youth issues networking projects were implemented in Cairns, Townsville and Mt Isa, to develop worker and youth networks in regional areas, to eventually link up with a national network, coordinated by the Australian Youth and Policy Action Coalition (AYPAC) and Federation of Ethnic Communities Councils.

NYIN, as a Brisbane based organisation, in consultation with networks on the Gold Coast and Sunshine Coast, represents the interests of NESB young people in South East Queensland. NYIN has consistently supported the development of NESB youth issues networks in regional areas. The growth in networks, projects, membership needs, and the usual demands of government policy developments resulted in another structural review in December 1996. An outcome of this review was the generation of a Discussion Paper on NYIN's current structure and issues and optional models as put up by members, similar networks and relevant literature on networks, to guide a formal re-structure of the network in 1997.



## 2. NYIN's Relationship with Youth Affairs Network of Queensland

The Youth Affairs Network of Queensland (YANQ) is the state youth affairs peak body, an independent, non-government umbrella organisation of groups and individuals from Queensland's youth sector. YANQ's central objective is to raise the profile of and encourage action on issues affecting young people in Queensland, which it does through a network of over 420 individuals and organisational members throughout the state. NYIN's development has paralleled that of YANQ which was incorporated in 1991.

YANQ as a source of expertise and resources played an important role during the research phase for the report, *Not Seen Not Heard*, and provided the initial support that enabled the establishment of the Working Party which is now known as the NESB Youth Issues Network or NYIN.

Historically the NESB sector has not perceived youth issues as a separate priority, and despite the Brisbane Migrant Resource Centre initiating the *Not Seen Not Heard* research project, the project worker chose the mainstream youth sector, (as represented by YANQ) to address the issues identified in the research report. The worker believed that YANQ was better placed strategically, philosophically and politically. Consultation with key individuals, including the coordinator of the BMRC, supported this decision.

In 1992 the NESB Youth Issues Working Party negotiated a relationship with YANQ which has evolved from YANQ providing a meeting venue, secretarial support, and advising the Working Party on lobbying and responses to youth policy issues, to the current relationship where YANQ through its NESB position, has consolidated the early achievements of NYIN, and advocates to government and the community sector on behalf of NESB young people, and resources the development of NYIN as a specific issues network.

The funding of the NESB position is the result of joint representations in 1994 by NYIN and YANQ to the key government departments; Department of Immigration and Ethnic Affairs, and the Qld Government's Youth Bureau and Bureau of Ethnic Affairs. In 1995 YANQ's application for funding under the Grant In Aid program for a NESB-dedicated position at YANQ, (developed in collaboration with NYIN) was successful, but under the Migrant Access Program Scheme (MAPS). A further two years of full time funding was later granted, allowing three years for establishment of the NESB position as integral to YANQ's functions as a youth peak.

The position has enabled the continuation of the lobbying and advocacy work of NYIN at a higher and more far-reaching level (due to the benefits of a state-wide peak with an established profile across government and community sectors) and NYIN members continue to provide policy advice to YANQ. As well since 1994 NESB issues have been represented on YANQ's management body, the Coordinating Committee, through a NYIN member. After one year of this position being vacant, it has recently been filled.

### **3. Development of the NESB Youth Issues Network**

#### **3a. 1992.**

##### Statement of Purpose:

The purpose of the NESB Youth Issues Working Party is to improve the quality of life for NESB young people at a local and state level, by promoting issues pertaining to NESB young people, and enhancing their access to services and resources.

During this time, the Working Party met monthly at YANQ. A convenor (Francine Seeto) was appointed and YANQ provided secretariat support (Corrie Macdonald). The convenor developed the agenda for meetings, chaired meetings, represented the Working Party at various meetings, coordinated outgoing correspondence, and was the contact person for the Working Party. The YANQ worker took minutes and sent minutes and the meeting agenda to members on the mailing list, provided the meeting venue and received mail for the Working Party. Most of the decision making function was the responsibility of the convenor, often in consultation with the YANQ worker. Lobbying strategies and other issues which did not require immediate attention were discussed by members at the monthly meetings. Membership was informal and was comprised of government and non-government agencies, and young people.

##### Main objectives:

- to lobby government and community sectors for the implementation of recommendations from the report, Not Seen, Not Heard;
- to develop a network of workers and young people interested in NESB youth issues.

##### Main roles within the Working Party:

Convenor

Secretariat support (YANQ)

Members

#### **3b. 1993.**

The structure and objectives were unchanged until the latter stage of the year with the formation of a Steering Committee to provide greater support to the convenor and to construct the Working Party as a proactive force. Committee members were appointed by membership and represented three priority issues of Accommodation, Juvenile Justice, and Access to Services. Government policy and other developments which demanded a NESB response, and which fell into the priority areas, were the main responsibility of relevant Steering Committee members and the convenor. The Steering Committee (which included the convenor) met with the YANQ worker on ad hoc basis according to need, or convened over the telephone. The YANQ worker had no decision-making role on the Steering Committee.

##### Main roles within the Working Party:

Convenor

Secretariat support (YANQ)

Steering committee

Members

#### **3c. 1994.**

NESB Youth Issues Working Party became NESB Youth Issues Network (NYIN).

Statement of Purpose at that time:

The purpose of the NESB Youth Issues Network is to improve the quality of life for NESB young people at a local and state level, by promoting issues pertaining to NESB young people, and enhancing their access to services and resources.

Objectives:

- identify or facilitate the identification of the needs of NESB young people;
- advise on and lobby for the development and establishment of appropriate responses to meet the needs of NESB young people;
- raise community and professional awareness of the issues facing NESB young people;
- promote equitable access by young people from NES backgrounds to services and service providers.

Main roles within the working party:

Convenor

Secretariat support (YANQ)

Steering committee

Members

**3d. 1995.**

Statement of purpose continued to remain unchanged. The NESB worker at YANQ commenced and the existing structure and objectives were modified. The Steering Committee also acted as a Reference Group for the NESB worker with the main responsibilities of supervising/ advising worker in regards to her Work Plan and projects arising from the position. The Reference Group met with the NESB worker one hour prior to the general meetings.

During the year key concerns about NYIN's structure and processes were:

- present structure and processes have achieved information exchange and peer support for members but limited effectiveness in the lobbying and policy development area;
- NESB worker believes she often has to make decisions about policy without ready access to NYIN;
- NYIN Steering Committee / Reference Group at risk of being an elite decision-making body;
- major proposal for a peer supervision pilot project to support NESB youth work practice development through mutual exchange by NYIN members - focus on areas outside Brisbane;
- the need to investigate youth participation;
- suggestion of smaller Working Parties around specific issues;
- suggestion of 'formalising' NYIN (membership fees, elected positions, etc?) and meeting every two months instead of monthly.

Main roles

Convenor

Steering Committee / Reference Group for NESB worker

YANQ NESB position

Members

### **3e. 1996.**

NYIN for most of the year continued along the same lines as the previous year with occasional efforts at reforming the structure of the network. By the end of 1996 the membership base had grown to 111, including workers from outside Brisbane and those unable to attend NYIN meetings. Approximately 25 percent of these were also members of YANQ. NYIN's purpose and objectives remained unchanged. The NESB worker continued to function with the support of the Reference Group. Member participation in policy development remained largely reactive and dependent on the initiative of the NESB worker.

A major review and planning forum was held on October 31, out of which a major outcome is this discussion paper.

However 1997 has been a busy and productive year for NESB youth issues. Key outcomes include:

#### **Access and Equity Policy**

- Support and reference for SAAP Services A & E project (SEQYAC)

#### **Training and Professional Development:**

- Social Work student placement at YANQ;
- DFYCC cross-cultural practice manual, *Culture Counts*;
- Cross-cultural Training Reference Group (oversee recommendations from *It's just good practice*);
- Peer Supervision Project funded

#### **Network development:**

- independent regional networks which are linked to NYIN - Gold Coast; Sunshine Coast; Logan; Ipswich;
- AYPAC national NESB network and regional network projects - Cairns; Townsville; Mt Isa.
- NYIN internal review / discussions

#### **Research /Consultation:**

- support for individual projects including Islamic Young People, Goodna youth consultation and BYS youth sexuality project.

#### **Policy Development/ Campaigns/ Reference Groups:**

- Education and Schools; Immigration; Juvenile Justice, National Law Reform; Police; Youth Affairs Network of Qld;
- State Youth Affairs Conference planning and participation.

#### **Projects and Services:**

- Hoa Binh Multicultural Youth program funded;
- NESB Youth Homelessness program funded.
- 

#### **Participation by Young People:**

- Support for the development of youth groups and participation by young people in youth affairs including State Youth Advisory forums and AYPAC Youth Gathering.

- Funding made available through the AYPAC national NESB networking project for a youth participation project for the Network.

## 4. Network theories and models

This section presents Network theories and models from the work of Eleesa Johnstone (1995) Networking for Coordination , and Deborah Plath, (1995) Successful Interagency Groups. A selective overview of existing network structures which are most similar to NYIN is provided to further inform the discussion on the best structure for NYIN.

### 4a. *Networking for coordination (Johnstone 1995)*

Johnstone (1995) uses the Youth Affairs Council of South Australia's definition of a network as:

a forum for professional development and support, information and resource sharing, and collective advocacy. The benefit of increased co-ordination and co-operation through effective networking occurs at the individual, organisational and structural levels. Further they offer an avenue for consultation, for the purpose of policy development and the pursuit of other areas of interest, between the service providers and the policy makers from both government and non-government sectors...the challenge for any network is to find or develop a structure that can assist the network in achieving its aims and specific priorities at any given time. Furthermore the network structure may need to change if external and internal factors change. (p14)

On the basis of an analysis of literature and personal experience Johnstone developed four distinct network models which she referred to as:

- Communication network model,
- Co-operation network model,
- Collaboration network model, and
- Co-ordination network model.

The closest models to NYIN are the Co-operation and Co-ordination models.

### **The Co-operation Network Model (Johnstone, pp16-17)**

A Co-operation Network Model is one where relations are for mutual benefit and individuals or agencies work together for a common goal or purpose around specific issues as they arise. Professional development, support, information and resource sharing are features of this network model.

#### **Purpose/ Focus**

The focus of this network model is to share information, resources, skills and knowledge in order to undertake defined tasks or activities. The notion of collective advocacy around a particular issue is seen as an effective way to effect social change.

#### **Membership**

Membership is usually defined by the group and can be used as a guide to 'screening' newcomers to the group. In this sense membership is dependent on commitment to the group's purpose. New members may be co-opted into the group for a period in relation to a particular issue. It is not uncommon that a core group of active network members become the core membership with other members who are not so active becoming peripheral members. Activities of the network and responsibility for direction of the network are driven by the membership.

### **Leadership**

Under this network model there may be an executive structure. Shared leadership is also a principle that this model may operate from in order to disperse workload while giving members an opportunity to enhance skills in this capacity. Networks of this type may also operate from a collective structure which ensures that all members have shared responsibility, this includes sharing tasks of chairing and minute taking. There is an informal quality to the network and often there may be a strong resistance against becoming too structured or bureaucratic.

### **Planning**

Often networks of this type have a defined set of goals and objectives and strategic plans related to specific issues. Implementation of the plan is often difficult given restraints of work and high turnover of members in these networks. Plans often become irrelevant to members as they may not have been involved in planning processes. Much time at meetings is spent discussing issues, however planning responses can be ad hoc and sometimes commitment to the group wanes as it is difficult to strike the balance between planning/ discussion and translating this into action.

### **Action/ Outcome**

Members are usually committed to achieving common goals and believe that collective action is most effective in addressing specific issues. However given the structure of the group, collective action as a group may be unwieldy and difficult to manage. Action therefore can be undertaken in smaller, more focussed groups with a vested interest in specific issues. The network tends to be reactive in nature due to a number of restraints/ limitations of the group. However there is a strong desire to operate in a more proactive manner.

### **Support**

Support can be a high feature of the model both personally, professionally and organisationally. The high focus on issues may not provide as many opportunities for critical reflection about practice as the Co-ordination Network Model. In terms of group process theory, networks underpinned by this model are often in forming mode rarely reaching performance status due to constant turnover of players and the avoidance of debating issues of power, control and status.

### **Decision Making**

In a Co-operation Network Model decision making is democratically based. However in reality the core individuals who have been involved the longest and have the most information can strongly influence the decision making process. Participation by all members is desirable yet decisions are generally made by majority rule or following the general agreement of members. Often members do not voice their own opinions and instead opt to go with the majority as the commitment to the network is not that great. Often members become disgruntled because of the notion of always discussing issues and rarely making and acting on decisions.

### **Resources**

Resources required to sustain this model include time, commitment and energy of all members. Financial resources are not seen as necessary for the network to operate but often networks of this type may apply for grants for short term one-off projects, eg. training, small research projects, etc.



### **Co-ordination Network Model (Johnstone, pp19-20)**

The model is described as a Co-ordination Network Model where individuals or agencies interact and share resources in working towards a common goal whilst still maintaining their own autonomy. Networks in this model often are based on a notion that increased co-ordination between agencies will assist in bringing about change at the individual, organisational and structural levels.

The Co-ordination Model is similar to the Co-operation Model. However the distinguishing factor is the different focal points between the two models. The Co-operation Model is issue-based or task oriented with the energy of its members fluctuating according to the demands of the task. The Co-ordination Model is improvement-focussed seeking to bring about change at the individual, service and organisational levels. In this sense it can be more proactive than the Co-operation Model and energy levels tend to remain at a fairly consistent level over time.

### **Purpose/ Focus**

Networks underpinned by this model provide a forum for consultation and collaborative action to bring about change in specific areas of interest between service providers, organisations and policy makers from government and non government sectors. The main characteristic is the potential for this type of network to be involved in policy development.

### **Membership**

Membership is drawn from organisations based in a common programatic area. There would most probably be a core group of members which has evolved over time. Members are generally committed to taking collective action, consultation, sharing ideas and generating their own resources. The individual identity of members is maintained within this type of network model through recognition that members are representatives of other organisations. Membership remains strong as participation in this group allows opportunities for individual and professional development whilst working together on common goals.

### **Action/ Outcome**

A Co-ordination Network Model can provide opportunities to explore the link between direct service provision, collective advocacy and broader policy development. This is made possible due to a 'tight' membership, effective working plans and a pool of resources. This model is based upon a commitment to proactive action. Members utilise their collective knowledge and resources to bring about social change. Action is also made possible due to the fact that there is often a recognition that the greatest resource this network has are its members.

### **Leadership**

A centralised co-ordination point in the network structure is required for effective action to be undertaken. A traditional committee structure may be developed with elected office bearers or the development of an executive structure. The role of this group is clearly defined in terms of maintenance issues, ie keeping the business of the network going, being a contact point for enquires and organising meetings, minutes, facilitators, etc. Often the titles of chairperson and secretary are namesakes only and holding one of these positions does not necessarily afford any more authority or power than other members. Shared leadership is another common structure where a small group of people are nominated/ elected periodically to oversee the maintenance functions of the network. With both of these structures, tasks are often delegated by the broader

membership to the 'organising group' yet this group cannot act independently or make decisions without first consulting with the membership.

### **Planning**

Planning is a key feature of this network model. Members dedicate time and energy for the planning process, which may result in a detailed operational or strategic plan. The collective knowledge and resources of members are utilised in the planning process to influence social change.

A potential issue that may arise in networks underpinned by this model is the enormity of the 'problem' often requires a greater level of resourcing than is available. It is therefore important that the resources available or required to implement plans are carefully considered. This can guard against a small group of network members becoming consumed by the network. Small, achievable goals are often followed through more effectively as are tasks or activities involving smaller action groups.

### **Support**

Opportunities for supporting colleagues, sharing knowledge, resources and skills and personal and professional development are maximised and valued highly by members in this type of network model. Workers often experience a lack of support in their day to day work. Network meetings can provide an added forum for workers to mutually support one another.

### **Decision Making**

This type of network model will often have a stated decision making process, usually striving for a consensus or majority rule. Participation by all members is a priority and attempts are made to ensure that everyone has had an opportunity to voice their opinion when making a decision. Often decisions are carried over to next meetings if a decision cannot be reached and more time and information is required in order to ensure decisions are made as democratically as possible.

### **Resources**

This model relies on the resources of its members and even though it may not be stated the greatest resources of the network is the experience, knowledge and skills of its members. Commitment, time and energy in working towards the ideals of the network are often what is required to help maintain the group over time. Ideally though, as a network model which is outcome oriented and seeks to initiate change across a number of levels it should be resourced financially to allow the co-ordination functions to be facilitated by an independent person.

Often specific projects/tasks may require the injection of resources in terms of workers time and administrative support. In these instances an organisation may agree to sponsor activities thus providing the necessary infrastructure to undertake a specific project. A shared commitment to initiate and collaborate in undertaking specific projects or activities while using collective knowledge and resources to bring about desired action or outcomes is a key component of this network model.

### **How a Network Works (Johnstone, pp31-37)**

Johnstone uses the Integrated Services Network (Gold Coast) to demonstrate how written procedures guide the functions of this particular network:

## **Operational Procedures**

- Membership
- Meeting Attendance
- Venue
- Chairing and Minute Taking
- Agenda: may include core items, eg. networking/ info exchange, peer support.
- Decision Making Process (*adapted from YANQ model*):
  - i) Define the issue
  - ii) Allocate time to discuss and make decision
  - iii) Identify all likely outcomes
  - iv) Explore options (resources, how quickly decision can be implemented, short and long term benefits)
  - v) Choose an option and record decision
- Operating Principles: eg. The network will strive to create a learning rather than competitive environment where individuals feel listened to and free to participate actively.
- Conflict Management

## **Functions and Activities of the Network**

eg. Identifying and responding to gaps in service delivery; Relationship with other networks; Training and Professional Development; A process for Evaluation; Involvement of Young People.

## **Achievements and Outcomes**

Outcomes for Young People

Outcomes for Service Providers

Outcomes for the Human Services Sector

## **Future Directions**

For Young People

Service Providers

Human Services Sector

### **4b. *Successful interagency groups (Plath, 1995)***

Plath's study is on the factors influencing the success of interagency groups. She argues that although the literature defines networking as co-ordination and collaboration between agencies, interagency networks have the potential to address the issue of insufficient resources through needs assessment, service review and planning, lobbying and community action functions (p7).

Plath concludes that the literature and her own research suggest there is no best practice model of networking, 'as the dynamics and outcomes of any interagency work are context dependent'(p 7).

Plath does however acknowledge the value of *informal* networks in contributing to effective co-ordination between agencies and cites a number of authors also recommending a 'balance between formal mechanisms and informal aspects of interagency work' (p 7).

Formal co-ordination mechanisms have also been criticised for attempting to translate what is a complex and dynamic process between

service providers into a simplistic, administrative structure (Jennings, 1994). Regardless of the formal agreements between agencies or the participation in interagency forums, attitudes of openness and collaboration cannot be imposed upon service providers. The process is only likely to work if participants recognise their freedom to join or withdraw and if they perceive some positive outcomes for themselves and their client group are possible. (Plath, p 8)

Plath's study found that 'success' of interagency networks is multi-faceted and tied up with various process factors in terms of how the group operates as well as tangible outcomes.

There were relationships between perceptions of success and a range of process factors, eg:

- **Effective leadership**

Results indicated that 'an aspect of effective leadership is facilitating the distribution of power and control amongst group members' (p 17).

- **Creativity**

'Through allowing time for brainstorming and exploration of strategies before decision making, interagency groups can draw upon the inevitable creative potential of group members and avoid the narrow decision making which sometimes occur.' (p18)

- **Clear focus and goals**

'Most interagency groups have a formal statement of goals in the charter or constitution. This does not mean that the statements are commonly interpreted. As Toseland and Rivas (1987) point out, goal setting should be an ongoing process of exploration and negotiation where members share their perspectives about what the group is aiming to achieve, consistent with the group's wider mandate...Such a goal setting or goal reviewing process is effectively concluded by a summary of the goals decided upon and a clear statement of actions that flow from these decisions. In tackling wider goals it is useful to partialise these into smaller achievable goals.' (p 18)

- **Time, Commitment and Resources**

'[According to the literature] it is networking at the service provider level, rather than management level, which best facilitates service coordination. This networking is unlikely to occur, however, if interagency work is not sanctioned by employing organisations as a legitimate aspect of work which can provide the information, feedback and support for workers in their provision of quality and appropriate services within the community context.' (p 18)

- **Function of Interagency Groups**

'A process of priority setting is required in interagency groups. When a realistic set of functions and goals is established, in consideration of priorities and resources, the sense of being overwhelmed and getting nowhere in interagency work can, to some degree, be overcome.' (p19)

- **Moving Beyond Information Exchange (p 19)**

'Information exchange is non-threatening and tends not to challenge systems, structures or accepted ways of doing things. There is the risk that the creative potentials

of interagency coalitions are not drawn upon and other functions of the group can suffer. As the vast majority of respondents in the study indicated, interagency groups can and should involve much more than information exchange. In reality these other functions are, however, restricted.'

#### **Network Evaluation Framework (p 20)**

Function: Which functions adopted by the interagency group make the most effective use of the potentials of a coalition of agencies?

Process: What process employed by the interagency group supports, resources and energises workers?

Outcomes: How does the work of the interagency group lead to improved service quality for the community?

#### **4c. Networks to learn from**

- **ANESBWQ**

The Association of Non English Speaking Background Women in Qld (ANESBWQ) developed from the Multicultural Women's Group, formed in 1984 and based at the Brisbane Migrant Resource Centre. ANESBWQ has become a key stakeholder in NESB women's issues, frequently consulted by different government departments and participates actively in forums where women's issues are discussed. In 1996 ANESBWQ implemented a major review and statewide networking feasibility project.

ANESBWQ's path is similar to NYIN's. Outcomes of the ANESBWQ review and project are to be finalised but the key decisions of whether to function as a Peak or a Network are relevant to NYIN, as NESB youth issues networks establish themselves around the state and force NYIN to re-examine its role and position in the youth sector.

#### **Purpose**

ANESBWQ is committed to the improvement of the position of NESB women in Queensland particularly and in Australian society in general.

#### **Objectives** ('[ ]' - to be ratified)

- To act as a lead organisation [formerly umbrella] for women of NESB in Qld.
- To act as a lobby group committed to the goals of achieving cultural, social, economic and political [political has been added] equality for women of NESB.
- To act in an advisory position [formerly reference group] for government and non government initiatives.
- To create networks and facilitate links between women of NESB and mainstream organisations throughout the state of Queensland [formerly only to create networks of NESB women].
- To recognise, enhance and harness existing skills of NESB women necessary to work for change and social justice [formerly equip with skills and confidence].
- To raise awareness about NESB women's issues among service providers and the general community.

The following is taken from a discussion paper by Ana Alvarez for ANESBWQ members which presented the arguments for both a Peak and a Network.

'A peak body can be defined as an independent structure established to represent the interests of a particular sector...There is no agreement as to whether peak bodies need to be recognised by government bodies as representing all issues for one sector or if the recognition of the sector is sufficient. However it is important to note that credibility of the peak body will have an impact in its participation in lobbying and advocacy.'

**Difficulties in the functioning of peak bodies:**

- Because of the wide constituency (eg. women, youth, etc.) of a peak, consultation processes are difficult if not impossible. This is more so for associations like ANESBWQ that do not receive any funding to fulfil this function;
- Representation of a sector may not be possible because of resource constraints;
- Expectations placed upon peaks by government and non government organisations, as well as by the sector itself;
- Peaks are usually located in central places hence some degree of neglect of regional issues may be expected.

**Benefits of a peak body:**

- Provides a middle point between government departments and sections of the sector;
- It facilitates the community's participation in social action;
- If adequately resourced can become an effective force in ensuring social changes;
- It has the potential to become a source of information and expertise in the area of concern.

Networks can offer an alternative to rigid structures that are centralised and have little or no links with parts of the sector that are geographically isolated. Networking can be described as establishing links or connections among people sharing the same concerns or interests. It is suggested that people engage in networking to look at strategies to solve common problems, to share information and to provide support.

**Characteristics of a Network:**

Segmentation - parts of a network come together when there is a major issue or concern that requires the sector to speak with one voice. But apart from this there is not a commitment to continue a relationship if it is not considered necessary.

Decentralisation - there is no central body that holds the network together. Network leadership means facilitation not control.

**Difficulties faced by networks:**

- Potential for poor linkages and/or communication amongst sections of the network;
- Lack of resources;
- Often require leadership in the form of facilitation that can be confused with control. This could result in a reduced number of people doing the work;
- Position on certain issues may not be uniform, creating difficulties in the representation of issues.

The ANESBWQ project worker recommended that ANESBWQ adopt a peak structure. The following is taken from the project worker's report to ANESBWQ membership (3.1 A Peak Structure):

'My rationale for recommending a peak structure is that peak organisations operate on a more clearly defined political level than networks. Peak organisations tend to exist for

the sole purpose of advocating on behalf of a sector or group of people, whereas networks can exist for any number of reasons (ie. work on a specific project, simply to share information, etc.).

`Because peak organisations advocate the views and wishes of a particular sector or a group of people they are often the primary organisations consulted on statewide (or national) policy directions. As pointed out in Ana Alvarez's discussion paper, peak structures have the potential to become a source of information and expertise in a particular area. Networks can be problematic since there is not one point of contact that is responsible for getting the work done. Networking and building local networks are very important *strategies* of a peak organisation, but I perceive a network to be a means, not an end, for a statewide advocacy organisation.

`As a peak organisation ANESBWQ can confidently assert its position as the lead organisation in NESB women's issues by NESB women, and pressure the Premier and government to acknowledge and resource this important peak body.'

`Although I am recommending a peak structure which traditionally represents a sector, I am advocating for a participation-focussed structure, not a representative one. My reason for rejecting a representative structure (ie. individual members represent a region ) is that I believe that effective representation is very difficult to achieve so we may as well be upfront about it!

`...A participation-focussed structure would have an emphasis on regional members participating in the organisation on real issues. A number of structures and processes could be adopted to facilitate participation:

- establishment of a working council with primarily non-Brisbane members which would work on issues and advise the executive on policy positions;
- postal voting system for all management structures to encourage input of all members;
- pool of regional contacts who would each define their own region and work with the executive or working council;
- column in newsletter dedicated to regional issues; or
- whole issue on particular region.

[On August 21 1996 the ANESBWQ structure reference group decided to recommend a peak structure, with networking as its main strategy. It was also recommended that the effectiveness of the structure would be reviewed after two years. The model proposed by the project worker would be implemented over at least two years, in three stages. However full implementation was dependent on member participation and resources.

The proposed model features three distinct and inter-dependent formal structures: Executive Committee, Regional Committee, State Committee. At a glance the model reveals a network of regional groups or committees that work autonomously as well as within the wider structure of ANESBWQ. Each Regional Committee feeds into a State Committee, which in turn works in co-operation with the Executive Committee on statewide issues. The State Committee would be made up of women from each regional group. The Executive Committee would remain a Brisbane-based committee. ]



- **NYIN (NSW)**

**Purpose**

The NESB Youth Issues Network (NYIN) in New South Wales is a statewide forum established to identify and develop statewide action on issues affecting NESB young people.

The network is composed of services and young people committed to multiculturalism and improving the opportunities and outcomes for NESB young people.

NYIN (NSW) is convened and resourced by the youth affairs peak, Youth Action and Policy Association (YAPA). Similarly to YANQ, YAPA through Grant In Aid funding, employs a worker to resource and develop this position.

**Objectives**

- coordinate information and statewide action on issues affecting NESB young people;
- have input and respond to government policies and practices affecting NESB young people;
- lobby and advocate NESB youth issues to the youth and ethnic sectors, young people and general community;
- respond to and monitor the media's coverage of NESB young people;
- support and resource NESB young people's groups and services working with NESB young people, eg. training and resources.

**Structure and Strategies**

- establish Working Party or Parties to further develop and implement strategies identified in workshops;
- resource members to raise issues at existing forums, ie. government, non government and local community networks.

Working Party meets monthly or as required, and general NYIN meetings are held every two months in Sydney. Travel and accommodation subsidies are available to ensure rural and regional participation in NYIN meetings.

NYIN (NSW) has been operational for less than two years. As NSW and Sydney especially, has a relatively large number of NESB youth workers and services, NYIN plays a coordinating role for the numerous existing networks, who want access to YAPA.

- **EYIN (Victoria)**

The Ethnic Youth Issues Network (EYIN) is a Victorian based statewide organisation which has been in existence, as a collective voice for NESB youth issues, since the early 1980s. In 1987 the state youth affairs peak, Youth Affairs Council of Victoria (YACVic), worked with a core group of NESB workers to secure funding for the establishment of a network. In 1988 under the auspices of YACVic, EYIN received a three year grant and have been funded since for a coordinator and project workers.

*The following is taken from 'EYIN as a national model' (Guerra, C. in Migration Action, July 1993).*

### **Vision Statement**

EYIN believes that all social policies, practices and structures should reflect, respond to and be accountable to, the diversity of young people within the Australian community. There should be equal access to and participation in all services, opportunities and life chances and freedom of expression for all people regardless of their class, gender, race, colour, religion, age, sexuality, disability and location. It recognises that, currently, such access and participation is not equally available to all and is committed to achieve outcomes. The particular concern of EYIN is with the experience of young people of NESB.

### **Aims**

- Information exchange;
- Advocacy;
- Support and resourcing for NESB young people and workers with NESB young people;
- Networking and training.

### **Structure**

EYIN has two target groups: workers with NESB young people and organisations, and NESB young people.

EYIN has a management committee of six, and a membership of 40. Another 300 receive the quarterly newsletter. Most are organisational representatives and involvement ranges from occasional attendance at a monthly forum to intensive collaborative on a project working party, or regular attendance at forum meetings. The management committee comprises of representatives from government, non government, youth and ethnic sectors (ECC has a permanent position). The group is a sub-committee of YACVic and is nominated yearly. EYIN management committee directs the activities of staff and sets policy direction. Administrative and financial tasks are undertaken by YACVic.

### **Issues**

...EYIN selected a small number of pertinent issues identified by the network, and developed them in ways designed to achieve maximum impact on worker understanding and on policy and program responsiveness. Because of EYIN's reliance on a network structure it needs to review constantly the range and type of work it undertakes.

...The organisation relies substantially on a small group of people from a field which is relatively small and in a vigorous stage of development. Further it is an industry that is characterised by job losses, worker burnout and by increasing difficulty in meeting a wide range of demands.

Fortunately the relationship with YACVic has provided a background of stability and administrative support [which] allows for EYIN to expand and engage in important policy debates rather than worry too much about organisational management issues...[and this]...helps to integrate NESB young people's issues in the mainstream discourse...

## 5. Discussion

### 5a. Structure

Over the last seven years, the NYIN has achieved a number of tangible outcomes; new services for NESB young people, professional development and support for Network members, access and equity policy development in the youth sector and input into policy development processes.

- **Positive aspects of the structure**

Something about the structure of the Network is working. The literature review in this discussion paper highlights some important aspects of networking which point to some of the reasons for the success of the NYIN. These are:

- flexibility in decision making and structure of the Network allowing for creativity and innovative responses to NESB youth affairs
- collaboration across a range of stakeholders to achieve defined outcomes for NESB young people
- a focus on planning and at least some evaluation on the run
- a broad membership base
- specific achievable projects
- the use of working parties around certain policy development processes or particular projects
- good working relationships and trust between Network members allowing for short cutting of decision making
- commitment of Network members to the work of the Network and the good of NESB young people, rather than personal aggrandisement of individuals in the Network.

There is no doubt that the support of YANQ has been instrumental in furthering the work of the network. Originally this support occurred through YANQ staff providing secretariat support and collaboration around policy development, and, over the last three years through employment of a NESB Youth Issues Coordinator who has two main areas of work:

- resourcing Network members and projects of the Network, including policy development initiatives, and
- sitting within YANQ to ensure the State youth peak has NESB youth affairs as part of its core agenda.

The YANQ coordinating committee position for a NYIN member acts as an insurance that YANQ has a NESB youth affairs focus at that level also.

The existence of a convenor position and a 'steering committee'/'reference group' over the years has been an attempt to ensure that Network members can participate in the decision making processes of the Network and that at least some members of the Network have their heads around all aspects of the Network.

- **Negative aspects of the current structure**

1. At present, there is no steering committee for the Network. Rino Randazzo is the acting convenor and has been able to carry the banner since Francine left in June.

2. There has been confusion over the years between YANQ, the NYIN and the NESB Youth Issues Coordinator at YANQ about issues such as:

- whether the worker is a 'YANQ worker' and entitled to the same conditions as other staff
- whether the worker is the 'NYIN worker' and therefore an add on project that YANQ is under no obligation to manage or take on issues as part of the core agenda of the organisation
- what is access and equity in YANQ; which YANQ staff should do what for NESB youth affairs?
- the role of the NYIN steering committee/reference group and does this group or the YANQ coordinating committee have final say over the NESB Youth Issues Coordinator's tasks?

All of these grey areas have come to the fore recently as YANQ seeks to restructure the organisation. The steering committee/reference group folded when the NESB Youth Issues Coordinator (NYIC) felt that she was having to report for worker accountability to two bodies; the steering committee and the YANQ coordinating committee. Members of the steering committee and the NYIC felt that this discussion paper (ie Serious tea and bikkies) could make recommendations about the existence of this structure.

The Network continues to become more complex, as does the relationship with YANQ. The NYIC is the contact point for members of the network and the projects of the Network. There needs to be a greater sharing of this knowledge and the responsibility for the work of the Network across members without losing the flexibility of the Network.

#### **Recommendation 1**

That the Network establish an elected steering committee which would have the responsibility for a whole of Network perspective.

#### **Rationale**

The steering committee should be elected yearly by a meeting of the NYIN and be quite small, in line with the literature about effective networking which reveals that small steering committees get things done more easily and are able to be more flexible in responding to the many different requests for advice and information.

- **Membership**

Steering committee members should be people who have a proven track record in NESB youth affairs. Members should cover interest areas such as: refugee young people's issues, NESB young women's issues, education, juvenile justice, homelessness, or be a peak such as the Brisbane Migrant Resource Centre or the ECCQ. A young person's position on this steering committee should be discussed by Network members and be in accordance with the outcomes of the youth participation project. If funding allows, it would be good to have a regional representative as well, such as someone from the Townsville Migrant Resource Centre.

- Position of the NESB Youth Issues Coordinator on the steering committee

The NYIC should be an ordinary member of the steering committee as this would ensure collaborative sharing of information between the NYIC and the steering committee and alleviate the ongoing confusion for the worker about basic worker accountability ie is the worker a 'YANQ worker' or a 'NYIN worker'. The answer to this is that the worker is a 'YANQ worker' who does NYIN work along with her other tasks. This position is similar to other Network members who are workers belonging to various organisations who do NYIN work along with their other tasks. The only difference is that the NYIC at YANQ has NYIN work written into the work plan specifically so can legitimately spend a large amount of her time on Network tasks.

The NYIC at YANQ should update the steering committee regularly about the progress of various Network projects that she is working on and the steering committee should act as a reference group for these projects, not for the worker. As a NYIN member, the worker has the right to debate NYIN tasks and processes. However, not all the NYIC work is Network specific. Some of this position entails YANQ specific work which the Network should be informed of but not necessarily have control of.

- Working parties

The steering committee should convene working parties to guide intensive Network projects if these projects need special support. Someone from each working party should be linked with the steering committee to facilitate the whole of Network approach. These working party people could either be existing steering committee members, or seconded to the steering committee for as long as that project needs.

- General NYIN meetings

The steering committee would in no way take the place of the general NYIN meetings. The steering committee would have the responsibility for enacting projects of the NYIN. Ideas for the projects would emerge through consultations of general Network members.

## **5b. Network membership**

### **Recommendation 2**

**That membership of the Network remain as is without a formal fee.**

### **Rationale**

Membership of the network is now up to 120 people. Network members sit on various reference groups, government and non-government. There is no formal membership fee. Membership is secured by simply attending meetings of the network or by ringing the NYIC who manages the membership list and requesting to become a member. This works well. Many Network members cannot afford fees. The NYIC constantly tries to encourage Network members to become members of YANQ in order to ensure a NESB voice within the youth peak. If the NYIN charged membership fees, people could have to make a choice between the two.

### Recommendation 3

That the NYIN map members current membership of *other* networks and seek to negotiate with these members their formal representation as NYIN reps within these other networks.

#### **Rationale**

Members represent a diversity of areas of interest and other networks. At times, the Network does not make the most efficient use of this richness.

This recommendation would ensure a more effective mechanism of information exchange across diverse networks. It would also encourage non-NESB specific networks to develop a NESB youth issues focus.

#### **5c. Young people's participation**

YANQ has recently received notification of funding through the Australian Youth Policy and Action Coalition to do a youth participation project. Young people will be employed by YANQ on behalf of the NYIN to map young people's groups, consult with them about if and how they would like to be involved with the Network, or if they would like support to set up some other networking structure.

This project will advise the NYIN about how to be more representative of NESB youth issues.

### Recommendation 4

That the NYIN be fully involved with this project and negotiate how to pick up on the recommendations for young people's involvement in the structure of the Network

#### **Rationale**

We need to find out ways of consulting with young people, and including them in our processes, to be a more effective advocacy tool.

#### **5d. To peak or not to peak**

The NYIN is already seen as a peak. The Network is approached regularly for input about policies, research etc. It has credibility within the community and government sectors. The only advantage of becoming a peak would be to finally tie the current funding to NESB youth affairs. Sitting within a mainstream service, there is the danger that the funding be siphoned off for non-NESB specific work. However, a strong NYIN voice on the committee, and a healthy NYIN generally can ensure that this doesn't happen.

### Recommendation 5

That YANQ continue to provide support and infrastructure to the work of the NESB Youth Issues Coordinator and the NESB Youth Issues Network and that the NYIN continue to raise its profile as the 'peak' in NESB youth affairs, along with YANQ.

**Rationale**

Setting up formally as a peak would mean that the NYIN would have to be incorporated and a lot of time and money spent on establishing this infrastructure. Given the current climate of 'mainstreaming' NESB funding, the NYIN would be less likely to continue to receive funding.

**Recommendation 6**

That the steering committee spend time documenting the relationship between the NYIC, YANQ and the NYIN and write down agreed policies as they emerge. Further, that the new steering committee meet with YANQ to reiterate this position and make any necessary clarifications.

**Rationale**

Documentation of the evolution of the position of NESB Youth Issues Coordinator in YANQ will help to clarify the existing confusion. YANQ continues to be unclear about the relationship with the NYIN. Given the current restructure of YANQ, it is important for the Network to meet with the Coordinating Committee to review the history of collaboration and the vision for the future.

**5e. An access and equity policy for YANQ****Recommendation 7**

That YANQ develop an access and equity policy as a matter of urgency. The new steering committee of the NESB Youth Issues Network work with the NESB Youth Issues Coordinator to coordinate this process.

**Rationale**

Through the restructuring, it has become evident that YANQ needs to develop an access and equity policy. This would benefit the work of the NYIC as the relationship between this worker and other staff around NESB youth affairs would become clearer and it would be helpful for the Coordinating Committee when making decisions about the NYIC position.

An access and equity policy for the youth peak could be used by other services in the sector and would demonstrate good will in YANQ to NESB youth affairs. It would also ensure an equitable emphasis on NESB youth affairs within YANQ should the position of NYIC not be refunded.

**5f. How to proceed**

The process needs to be started by full consultation about this discussion paper. An initial Network meeting can begin the discussion around this paper. Network members can give input to the recommendations in this report which will then be distributed to members unable to attend the meeting. A general meeting should then be convened to elect a steering committee. A working party of the Network can oversee this process.



## 6. Addendum from the discussion at the meeting of the NESB Youth Issue Network, 8/10/97

### Introduction

Network members met on the 8th October 1997 to address the issues raised in this paper, particularly the recommendations.

Members present were: Rino Randazzo, Stratos Esfradiou, Anja Skaarup, Mauro Somodio, Phil Jackson, Donna Hughes, Sheena Turnbull, Anne Kilner, Ignacio Jiminez, Gail Hood, Mary Phillip, Chris Schinde, Roksana Khan, Susan Ferguson.

Members opinion about the discussion paper are recorded below.

### 6a. Structure

#### Recommendation 1

That the Network establish an elected steering committee which would have the responsibility for a whole of Network perspective.

Members agreed with this recommendation. They also felt that the steering group needed a convenor as this had worked well in the past. They liked the concept of having yearly elections for positions on this steering group.

- Membership

There was lengthy discussion about the membership of the steering group. Members agreed with the concept of steering group people being representative of different populations of young people, or having expertise in special areas.

Members came up with a list of suggestions for criteria for steering group membership. They are as follows. Members with expertise in working:

- with young people from refugee backgrounds
- in education and NESB young people's issues
- with young people around juvenile justice issues
- with homeless young people from NESB
- with young women from NESB
- with young NESB young people who are gay or lesbian
- generally as a NESB youth support worker.

Further, members felt that there should be seats set aside each year for representation from peak bodies such as:

- the Brisbane Migrant Resource Centre (BMRC)
- Ethnic Communities Council of Queensland (ECCQ), and
- Youth Affairs Network of Queensland through the position of the NESB Youth Issues Coordinator

Members stressed that these positions should ensure that the Network is up to date about policy issues relating to NESB young people.

They agreed that if the resources were available, a person from a rural or remote region of Queensland who had an understanding of NESB youth issues should be invited to participate on the steering committee through phone link ups. This seat should be preserved each year also.

In terms of young people's participation, the group agreed they would take advice from recommendations from the upcoming youth participation project.

- Size of the steering committee

Members agreed that the steering group should be up to 6 people. Obviously, it would not be possible to have representation from all the people listed above. This was resolved through a suggestion to have several reserved seats for people from specialist areas, combined with standing membership. Specialist areas would be agreed upon yearly through a planning process and would reflect key areas of NYIN work. Standing membership would be from:

- YANQ
- and either ECCQ or the BMRC, and
- a rural and remote person (should funding be available to link someone up!),

Network members could elect three others from the list at the beginning of this section.

**Action:** Susan agreed to send out a survey form with the list of priority areas to Network members, along with an updated version of *Serious tea and bikkies*, so that Network members could vote on their preferences for three top priority areas for the coming year.

- Position of the NYIC of YANQ in the steering committee

Workers agreed with this notion and some felt that the discussion paper finally clarified the issue about whether the NYIC was a 'YANQ worker' or a 'NYIN worker'.

- Working parties

Members agreed with using a working party structure to advise on specific projects as need be.

- General NYIN meetings

There was a lot of discussion about the purpose of the general NYIN meetings. Some workers were concerned that the steering group would usurp the need for general NYIN meetings. There was agreement that general meetings were central to the running of the NYIN and that it was imperative that the steering committee not take over the function of the general meetings.

Workers clarified that the steering committee had a different function than the general Network meeting. The steering committee's role was to enact recommendations from the general Network meetings. Ideas for ongoing projects etc came, in part, from the general Network meetings and would continue to do so. The steering committee's role was to ensure that agreed actions occurred and to oversee the operations of the Network. General Network meetings would continue to occur and be a forum for airing issues and generating ideas and responses to NESB youth issues.

**6b. Network membership**

**Recommendation 2**

That membership of the Network remain as is without a formal fee.

Members at the meeting agreed with this recommendation.

**Recommendation 3**

That the NYIN map members current membership of *other* networks and seek to negotiate with these members their formal representation as NYIN reps within these other networks.

Members agreed with this.

**Action:** Susan to ask members through a survey form what networks they currently attend and which ones they would be prepared to act as NYIN representatives.

**6c. Young people's participation**

**Recommendation 4**

That the NYIN be fully involved with this project and negotiate how to pick up on the recommendations for young people's involvement in the structure of the Network

Members welcomed the news of the youth participation project funding through AYPAC. All agreed that the NYIN needed to investigate young people's involvement more fully and that it was crucial to pick up on recommendations from this project.

**6d. To peak or not to peak**

**Recommendation 5**

That YANQ continue to provide support and infrastructure to the work of the NESB Youth Issues Coordinator (NYIC) and the NYIN and that the NYIN continue to raise its profile as the 'peak' in NESB youth affairs, along with YANQ.

**Recommendation 6**

That the steering committee spend time documenting the relationship between the NYIC, YANQ and the NYIN and write down agreed policies as they emerge. Further, that the new steering committee meet with YANQ to reiterate this position and make any necessary clarifications.

Members agreed with both these recommendations and were concerned at the process of the restructuring of YANQ; specifically that YANQ had not consulted with the NYIN when attempting to change the job description of the worker and that YANQ did not seem to have a clear understanding of access and equity principles.

Members agreed that one of the first tasks of a new steering committee should be to meet with the coordinating committee of YANQ to clarify any outstanding issues.

6e. An access and equity policy for YANQ

Recommendation 7

That YANQ develop an access and equity policy as a matter of urgency. The new steering committee of the NESB Youth Issues Network work with the NESB Youth Issues Coordinator to coordinate this process.

Members at the meeting agreed that this would be a useful exercise for the reasons outlined in this document.

## 7. Bibliography

*ANESBWQ Discussion Paper.*

Guerra, C. (1993) 'EYIN as a national model', in *Migration Action*, July.  
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NESB Youth Issues Network (NSW), (1996) Information Paper.

Plath, D. (1995) *Successful Interagency Groups*, (Department of Social Work, University of Newcastle).

## **8. Attachments 1: Results of NYIN Planning Forum to inform current discussion on changes to the NYIN structure. (adapted from NYIN Minutes October 31 1996).**

### **What members have learned from the last year of NYIN work**

- NYIN has a solid foundation of membership
- diversity of members (government and non-government)
- NYIN needs a worker!
- it has profile and legitimacy with government
- high level of connection between people which makes it a strong network
- the connections mean good exchange of information
- recognition that it takes a long time for change to occur and NYIN has been in existence for five years and we are starting to see action around some issues
- recognition of relationship with YANQ as important to development of NYIN, especially by pushing other peak bodies to look at NEBS youth issues
- NYIN is flexible enough to pick up on a range of issues
- it can provide advocacy around NESB youth issues at different levels (eg government and non-government agencies)
- it has had consistency in policy direction
- it has kept to task

### **Key issues for NYIN over the past year**

The Network has:

- a greater potential for coordination across the youth and NESB sector
- has not done much around making models of cross cultural youth work practise more explicit
- has had to deal with 'to mainstream or not to mainstream' and this remains a tension
- not fully utilised the skills and energies of all members, especially in lobbying and policy development.
- limited participation by young people

### **What members want to get out of the Network**

- linking and referral to relevant individuals and services
- greater political activity and lobbying
- maximisation of our limited resources
- professional development and support
- for government workers to access community perspectives about youth issues
- more services for NESB young people
- access of NESB young people to mainstream services
- skills in negotiating with government departments
- links with other networks

### **Members ideas for achieving NYIN objectives**

The following represent what members assessed as the most important and achievable for addressing each objective. Number of votes presented in ( ) and I have deleted those supported by one vote.

**Goal 1: To formalise the NESB Youth Issues Network as a recognised and legitimate group for service providers and young people of NESB.**

Suggestion that a process for this review could be for Susan to do some research on the structure of Networks in other states and write a discussion paper (20). This paper to include:

- recommendations on more efficient ways for the Network to operate;
- young people's participation in the Network;
- survey to better understand members areas of interest with aim of identifying priority practice or issues areas;
- relationship with YANQ

**Goal 2: To identify, or facilitate the identification of, needs of NESB young people.**

- Collate data already researched from other groups (update *Mission Possible*). (9)
- Take part in reference groups for existing research to ensure NESB focus. (3)
- For research, link in and develop relationships with existing outreach services, arts services etc so as get a continuing idea about the issues for NESB young people. (10)

**Goal 3: To advise on, and lobby for, the development and establishment of appropriate responses to meet the needs of NESB young people.**

- develop policy priority areas. (9)
- balance reactive and proactive responses by setting the agenda (4)
- use connections YANQ already has and use Network membership lists for mailouts etc. (3)

**Goal 4: To raise community awareness and professional awareness of the issues facing NESB young people.**

- Develop better relationships with journalists. (4)
- Collect data about people's experiences eg stories of racism and bullying. (10)
- Work cross culturally: NESB services working with mainstream services to raise awareness. (19)
- Cultural awareness training: workshops for service providers at different levels and Network to promote. (7)
- NYIN reps on other networks to promote cultural diversity training programs. (4)
- Set up working parties of the Network with specific purposes. (4)

**Goal 5: To promote equitable access by young people from NESB to services and service providers.**

- Facilitate the provision of information in schools to improve access to services - negotiation done by network - coordinated approach. (7)
- Targeting leaders of youth groups - training young people of existing groups to disseminate information to their peers of a referral process. (2)
- Sharing of best practise among the network members. (10)
- YANQ Access & Equity Policy. (2)

**General discussion on youth participation**

- consult young people and groups to develop appropriate mechanism to identify real needs;
- provide young people a voice in the media;
- resource supports and young peoples projects first;
- need 'hands on' approach rather than endless research;



- identify if there is a language or communication problem between young people and parents and government services;
- target youth leaders (with groups) for training to disseminate information and referral to services;
- young people to meet with service providers to provide feedback about accessibility and appropriateness of services;
- consult with young people and groups to develop an appropriate relationship with NYIN instead of direct participation in NYIN.

