



# ANNUAL REPORT 2014/2015

# CONTENTS

About the drum	2
Who we worked with in 2014/2015	2
Our methods	2
Striving for outcomes that improve the lives of young people	4
All young people	4
'At risk' young people	4
Vulnerable young people	6
A public health framework for better outcomes for all young people	6
2014/2015 program outcomes in 2014/2015 across the four domains	6
Emerging issues and trends	9
Highlights in 2014/2015	11
Highlights from improving outcomes for 'vulnerable' young people	13
Of our work with vulnerable young people in 2014/2015:	13
Youth participation	13
Idil	14
Erik	14
Student placement and work experience program	16
In 2014/2015 we provided	16
Partnerships	20
Appendix: key performance indicators	22
Key performance indicator one: service provision	22
Key performance indicator two: financial management and reporting	22
Key performance indicator three: data management	23
Key performance indicator four: responsiveness, flexibility and innovation	23
Key performance indicator five: risk management	24
Key performance indicator six: partnership development and service delivery integration	24
Key performance indicator seven: inclusive and accessible youth specific services and spaces	24



# ABOUT THE DRUM

Located in Carlton **the drum** youth services is contracted by the City of Melbourne (CoM) to deliver responsive services for the diverse range of young people (aged 12 to 25) living, working and playing in Carlton/Parkville. We have successfully delivered youth services for seven years, over which time our programs have evolved, grown and been led by young people's aspirations, wellbeing and participation in their local communities.

**the drum** is a vital part of drummond street services, an agency with continues to lead family mental health and wellbeing services in new and innovating directions by delivering supportive and responsive services within a public health framework to support young people, their families and communities realise their potential.

**the drum** youth services has built trusting relationships with young people, their families and wider community which is critically important in ensuring access to supports, promote on-going participation within the community and promote wider community wellbeing and safety for young people, their families and their communities and offer positive help-seeking experiences when needed.

Our service has grown from initially engaging primarily 17 to 19 year old cis-males, to one which assertively engages cis-young women, primary school students transitioning into secondary school, international students as well as Lesbian, Gay, Bisexual, Transgender, Queer and Intersex young people (LGBTQI). Our programs continue to evolve and adapt to the local community, and example of this is the transition of our the youth peer leader program from being an affirmative action employment experience program (this has value in itself) to one which is part of key platform to ensure young people's leadership and greater opportunities to have young people consult with their peers and undertake advocacy on community issues they are passionate about.

## WHO WE WORKED WITH IN 2014/2015

In total we engaged with 1,811 young people

- » Of which 583 were 'at risk'
- » 156 were 'vulnerable'
- » 1 in every two were African-Australian
- » 9% identified as LGBTQI or allies
- » 5 % were international students
- » 6% were aged 11yrs or 12yrs and transitioning into secondary school the following year

## OUR METHODS

Our methods of engaging with young people have also evolved over this time, adapting to both changes in young people's interests, technologies and best practice in youth work and community development. We deliver engagement programs for all young people, these include the Underground, Friday Night Jam, Queer Straight Alliance (QSA) and a Homework Club.

The drum delivers intentional programming as a means to establish rapport and build positive relationships with young people so when they face challenging times they have both access to and the confidence to seek help which is important protective factor. We also deliver individual support that is therapeutic via counselling and case work, and the drum staff are ever mindful of the need to ensure that young people engaging in our programs or seek support have positive experiences as we know that this will ensure they continue to seek support from adults and services that can assist them negotiate an increasingly complex world, and unfortunately for many have to contend with the risks of youth unemployment and social disadvantage as well as rising Islamophobia, so in this context the work of the drum is essential for many of the young people in Carlton and Parkville.



**CHANGE IT UP**

# STRIVING FOR OUTCOMES THAT IMPROVE THE LIVES OF YOUNG PEOPLE

The programs and services delivered by **the drum** seek to improve the lives of young people who live, work or play in Carlton and Parkville by focusing on achieving three outcomes:

1. **All young people accessing the drum feel more connected to their community and its services, reporting increased confidence in their capacities to reach their potential and to influence their personal, social, and educational environments**
2. **'At risk' young people feel supported and empowered through access to services with the drum and its partners, that help them to discuss and address potential risk issues and gain positive help seeking experiences**
3. **Vulnerable young people accessing support or treatment with the drum and its partners are more resilient, reporting improved mental health and wellbeing.**

## ALL YOUNG PEOPLE

**the drum's** public health approach to youth services means that we deliver services and programs that are focused on **promotion and prevention** for *all* young people. Programs we delivered to achieve this include engagement activities such as the Holiday Program, Underground, Girlz Zone and Friday Night Jam. Our parenting education programs increase the protective factors in the lives of young people, and our public health campaigns seek to build young people's knowledge and resilience. We engage and support the aspirations of young people through skill building such as through our youth peer leaders program, our student placements and work experience program and our ongoing casual work opportunities for former youth peer leaders.

**the drum** works 'upstream' by seeking to prevent young people experiencing health or social issues in the first instance, by targeting key risk factors or social determinants of health at the population level and to build protective factors for 'at risk' young people. We prioritise working with young people whose membership in particular communities is known to increase the risk and their vulnerability to mental health illnesses, as well as reduced participation in the social, cultural and economic fabric of our society. This includes young people who identify as gender and sexually diverse, those from culturally and linguistically diverse (CALD) and refugee background, international students and those from lower socio-economic backgrounds including public housing residents.

## 'AT RISK' YOUNG PEOPLE

In acknowledging the systemic issues and structural forces that 'at risk' young people face means that **the drum** needs to focus on each of the young people we work with and their strengths and resilience. Despite the social and economic contexts of many of the young people it is important that we do not limit our aspirations or beliefs that 'at risk' young people can live meaningful lives. Rather, we recognise that it is vital that we name and assist young people themselves understand how structural forces such as racism, sexism, homophobia and transphobia, as well as their class position intersect and shape their experience of growing up and can too often narrow the choices and opportunities available to them.

We target such young people through place based service delivery, our time-limited school support programs, QSA, primary to secondary school transition activities and the Homework club. We have also built strong referral pathways between local primary and secondary schools to our service for brief and intensive support.



**WINTER HOLIDAY PROGRAM**

## VULNERABLE YOUNG PEOPLE

Having built positive relationships with young people we are then available to support those who are considered vulnerable as they are experiencing homelessness, having contact with the criminal justice system, disengagement from education, training or employment, their families or the wider community and/or who are having contact with the child protection system. **the drum** and the wider drummond street provides individual therapeutic support for young people through counselling and casework. Our models for delivering these services occur within the context of our family services model and are led by young people through collaborative practices that place them as experts of their lives.

## A PUBLIC HEALTH FRAMEWORK FOR BETTER OUTCOMES FOR ALL YOUNG PEOPLE

To achieve better outcomes for all young people **the drum** intentional programs seek to enhance the four critical domains in the lives of young people:

1. Health and wellbeing
2. Education, training and employment
3. Engagement and recreation
4. Community connection and capacity building.

We do this through placed based work in local primary and secondary schools, at the Underground, (open access just outside the

Carlton PHE) and the Carlton Baths. Our history of successfully delivering responsive community programs and individual support has enabled us to build strong partnerships and a credible reputation amongst residents of Carlton and Parkville and community presence. Consequently, we not only engage young people but we provide clear and positive pathways for young people to obtain support at critical points in their lives. Consequently, we successfully do this for all young people, including those externally labelled 'at risk' and 'vulnerable'.

## 2014/2015 PROGRAM OUTCOMES IN 2014/2015 ACROSS THE FOUR DOMAINS

Current and core deliverables that seek to engage young people and to build pathways to support, are focused on prevention and working with vulnerable young people include:

<span style="color: #0070C0;">■</span> Outcome 1: Engagement/prevention <span style="color: #FFC000;">■</span> Outcome 2: Early Intervention <span style="color: #E91E63;">■</span> Outcome 3: Tertiary	Health & wellbeing	Education, training & employment	Engagement & recreation	Community connection and capacity building
<b>Dr. Bike</b> Collaborating with Good Cycle to assist young people build and repair bikes	<span style="color: #0070C0;">■</span> <span style="color: #FFC000;">■</span>	<span style="color: #FFC000;">■</span> <span style="color: #0070C0;">■</span>		
<b>Friday Night Jam</b> Delivered in partnership with Carlton Baths young people (currently cis-young African Australian <sup>1</sup> cis-males from Carlton public housing estate) play indoor soccer. Between 4pm & 5pm 12 – 15 year olds play, followed by 15 – 19 year olds	<span style="color: #0070C0;">■</span> <span style="color: #FFC000;">■</span> <span style="color: #E91E63;">■</span>		<span style="color: #FFC000;">■</span> <span style="color: #0070C0;">■</span>	
<b>Girlz zone</b> Led by a former youth peer leader cis-females (currently African Australian cis-females from Carlton public housing estate) are supported to meet and plan recreational activities			<span style="color: #0070C0;">■</span> <span style="color: #FFC000;">■</span> <span style="color: #E91E63;">■</span>	<span style="color: #0070C0;">■</span> <span style="color: #FFC000;">■</span>

 Outcome 1: Engagement/prevention  Outcome 2: Early Intervention  Outcome 3: Tertiary	Health & wellbeing	Education, training & employment	Engagement & recreation	Community connection and capacity building
<b>Holiday program</b> <i>Secondary school students 'taste' new activities, visit new places and develop new skills</i>		 	 	 
<b>Homework club</b> <i>In partnerships with Embrace Education, held at Carlton PS twice a week, assisting high school students with their homework and pathway planning</i>		 	 	
<b>Individual support</b> <i>Therapeutic interventions such as counselling, case work both delivered as either brief or intensive</i>	  	  	 	  
<b>International students</b> <i>Engagement activities for international students providing recreational and social opportunities</i>	 		 	 
<b>Parental engagement</b> <i>Working parents and significant adults via intergenerational workshops, parenting adolescent programs</i>	  			  
<b>Primary School to Secondary School transition activities</b> <i>Collaborating with partners such as Carlton PS and Victoria Police to increase young people' and their families understanding of this important time &amp; to build relationships with youth workers</i>		 	 	
<b>QSA .2</b> <i>Queer Straight Alliance monthly social activity held at the Underground</i>	  		 	  
<b>QSA at PHSC</b> <i>A youth participation program, the Queer Straight Alliance meet fortnightly at PHSC where young people explore issues faced by LGBTQI young people and are supported to deliver strategies to create a safe and inclusive space for gender and sexually diverse students</i>				
<b>School support program</b> <i>Time limited program for local high school students that seeks to enhance the efficacy of 'at risk' year 10 students to continue onto VCE</i>				
<b>Student placement and work experience placements</b> <i>Providing positive employment and pathways for young people, prioritising local and 'at risk' young people and building partnerships with local education providers</i>				 
<b>Underground</b> <i>An open access environment where young people provides opportunities for cis-males to participate in activities, build relationships with youth workers and seek support</i>		 	 	 
<b>Youth Voice</b> <i>providing young people opportunities to have influence over their community via supportive training and employment pathways for young people including via casual employment opportunities, our Youth Peer Leader program and volunteering opportunities (formal and informal)</i>				



**CHANGE IT UP 2015**

# EMERGING ISSUES AND TRENDS

We know from our work with young people that those who live, work, study or have a connection to Carlton and Parkville are courageous, resilient, creative and tenacious. We see this in the way young people remain healthy and strong in the face of a tumultuous social, economic and political landscape. Of the young people we walk alongside and connect with many have overcome racism, classism, Islamophobia, homophobia and transphobia. Many of these young people deftly negotiate these forces in ways that make their parents, community and indeed **the drum** proud.

Many of the young people we work with from the Carlton Public housing estate are vocal in their concerns for their personal safety, specifically related to drug use and trafficking. These young people talk about feeling fearful for their own and their families' safety. In particular they describe how the use of drugs (by non-residents) in communal areas such as laundry and stair wells leaves them feeling unsafe in their own home and backyards. The increased number of families seeking support from our family support program undertaking assertive outreach to African families for assistance to move of the estate testifies the increase level of concern and distress about increased drug activity on the estate. These same young people articulate what the negative impact the availability of drugs on their peers.

Other concerns shared by young people over the last twelve months have included their worries about young men leaving school early and then becoming disconnected from the wider community. The young people have linked their disconnection from schools to disempowerment from low aspirations held by schools, and their subsequent struggles (particularly for young men) to develop positive identities in their schooling environments and hope for their future.

Often these same young people express being anxious about school work and their pathways, they don't feel confident about what to study or what career path to take. Some have commented that they feel pressured by their secondary school to pursue VCAL rather than VCE. The young people however wanted to complete VCE as they held aspirations to attend university, despite that external environments and institutions can reinforce compromised dreams.

Young people from the public housing estate concerns reflect their expressed observations on how they and their peers lack confidence to articulate their needs, hopes and aspirations, (sometimes in contrast to their cis-female peers). These same young men often struggle to communicate their emotions and thoughts in tangible and constructive ways. We understand that these behaviours can be the result of a combination of biological changes associated with the onset of puberty combined with under-developed emotional regulation skills. This can make them vulnerable to being negatively labelled within schools and by services as they exhibit behaviours that regularly challenging others.

Regrettably, some of the young men are at much greater risk of exclusion for school and service providers who struggle to respond to their complex needs. **the drum** remains committed to providing positive engagement activities for these young men and increasing their capacity to build social skills to engage more positively with the world around them. In the last financial year we have assertively taken steps to address this complex nexus by implementing new guidelines to respond to their behaviours and promote positive engagement with more clearly structured programming and a whole team approach to working with all young people.



**STREET ART PRODUCED BY GIRLZ ZONE**

**SINCE WE INTRODUCED A  
CULTURALLY RESPONSIVE  
PROGRAM FOR LOCAL  
MUSLIM POPULATION WITH  
A CIS FEMALE<sup>1</sup> ONLY SPACE  
AT THE UNDERGROUND  
(GIRLZ ZONE) IN 2013  
YOUNG WOMEN'S  
ATTENDANCE AT THE DROP  
IN HAS INCREASED BY  
MORE THAN 50%**

# HIGHLIGHTS IN 2014/2015

IN 2014/15

**1,811** YOUNG PEOPLE ENGAGED WITH THE DRUM

## HEALTH & WELLBEING

- 480 Year 7 & 8 students at Uni High participate in a session on resilience and diversity
- QSA membership at PHSC grow to 30 where they, worked on projects fostering an inclusive school environment
- 6 Young people identifying as gender & sexually diverse participate in 2015 Pride March
- Approximately 500 students at PHSC participate in IDAHOT event
- Princes Hill QSA raises \$404.10 for youth homelessness at IDAHOT bake sale
- QSA delivers a school wider public health campaign on gender diversity

## EDUCATION, TRAINING & EMPLOYMENT

- 3 Young people and 4 professionals working with local young people receive First Aid accreditation
- 90 Young people in grades 5 & 6 participated in school transition programs
- 29 young people attended the Homework Club, tutored by older CALD young people
- 11 young people at PHSC complete a VCE study support program designed to increase their

## ENGAGEMENT & RECREATION

- 58 Young men regularly attend the Friday Jam program
- 8 Young people participate in Dr. Bike (commenced May 2015)
- 24 Young people participate in four holiday programs
- 13 Young women regularly attend Girls Zone
- 57 Young men regularly attend the Underground
- Mixed martial arts program delivered for young men and young women

## COMMUNITY CONNECTION & CAPACITY BUILDING

- 61 Parents participated in parenting adolescent seminars and/or workshops
- 10 Local young people employed to work as casuals and on projects
- 30 Parents attend the Knowledge is Wealth intergenerational workshop on parenting in a new cultural landscape
- 4 New youth peer leaders employed & trained
- 9 Young people attend Change It Up a CoM Youth Forum
- 7 LGBTQI Young people appear as a youth panel at a forum attended by over 150 people
- QSA.2 pilot commences



# HIGHLIGHTS FROM IMPROVING OUTCOMES FOR 'VULNERABLE' YOUNG PEOPLE

**156 'vulnerable' young people were supported by drummond street services and the drum in 2014/2015** via case work and counselling to reconnect with family, supports and the wider community. We continue to support a diverse range of young people, many of whom were of culturally and linguistically diverse backgrounds, as well as identifying as polysexual, pansexual, same sex attracted and gender diverse, including transgender. Often our case management is characterised by the use of interpreting services to work with young people and/or assisting young people to build the confidence and knowledge necessary to navigate an increasingly complex service system and government bureaucracies including Centrelink, Department of Immigration and Border Control. In addition, much of attention was also directed to assisting young people reconnect with their families, educational institutions, and the wider community.

## OF OUR WORK WITH VULNERABLE YOUNG PEOPLE IN 2014/2015:

- » Approximately 48% were referred to our service by a friend, neighbour or friend
- » Approximately 14% were self-referrals
- » Approximately 14% were referrals from health professionals

### Of the young people receiving individual support:

- » Approximately 15% identified as same-sex attracted and/or gender diverse
- » Almost 23% identified as being from a culturally and linguistically diverse background
- » Approximately 39% of young people receiving individual support such as case management or counselling were considered 'intensive' cases due to level of vulnerability.

## YOUTH PARTICIPATION

In this Annual Report we are highlighting our youth peer leader program 2.0 and share the story and views of the next wave of inspiring and passionate young people.

Idil and Kelvin will be with **the drum** for twelve months, and Erik for the delivery of an Autumn holiday program and with Zackaria spending a couple of months with **the drum**. The youth peer leader 2.0 program will embed youth participation at its core, ensuring that young people are consulted widely and importantly have influence in the community as well as the design of many of **the drum's** programming. Additionally, the **2.0 program** will provide positive role models and create strong and vibrant youth leadership in the Carlton and Parkville community.

## IDIL

Idil (19 years old) explains "I have been attending **the drum** youth services for many years...as a Carlton raised young woman I have been lucky enough to receive great mentors employed by **the drum**. I hope to be a terrific mentor myself to young people... More than anything I want to encourage young people into leadership positions as I know so many have amazing potential but little opportunity, which is everyday being increased by drummond street services... Seeing people only slightly older than themselves having a say and making a positive changes encourages Carlton youth to reach their full potential". Idil's views very much reflect and are consistent with our own aspirations for young people in the import of having strong and positive role models and being able to influence the world around them is vital to young people's sense of agency and ability to influence their world around them.

Passionate about the African and Muslim community living in Carlton and Parkville, Idil is committed to be ensuring that the CoM and other stakeholders know that young people in this area have a strong sense of community. Idil said "I strongly believe that with a large Muslim demographic and the rise of Islamophobia coupled with the methamphetamines epidemic more programs specific to these communities are needed". Idil aptly noted the strong and enduring sense of community on the Carlton public housing estate operates as a protective factor.

Idil is right however when she notes we (Carlton residents and the drum) cannot take this for granted, as "prevention is the key. To protecting against the harmful external factors" such drug use, eroding sense of safety, limited pathways into employment. The drum feels incredibly fortunate to have such an articulate, insightful young woman in our team to help us lead the way with young participation and consultation and we are excited and privileged to be part of Idil's journey as a community leader.

## ERIK

Erik (19 years old), is one of our two peer leaders from the LGBTQI community. Erik's focus is on delivering a holiday program for gender diverse young people, (supplemented by the Victorian Government HEY Grants). As Erik explains "(as a peer leader) I hope to get to know many young people from various programs at **the drum**... to help shape future programs, as well as to share with them my understanding about the diversity of bodies, genders and sexual orientations, which I think everyone has have the right to know about but that are usually regarded as a very taboo topic and so are usually avoided in daily conversations or are usually used in ways with negative connotations".

Erik has already demonstrated incredibly capacity for undertaking public advocacy on the increased risks that LGBTQI young people face such as homelessness and mental illness. Erik said "I think the peer leader program is a great initiative in empowering young leaders in Carlton to receive training and employment in a field that they are very passionate about and to have work experience ... It is also a great initiative in enabling young leaders to engage with their peers and to get to know the issues that young people in Carlton and Parkville are facing and what young people in Carlton would like to see from **the drum** and therefore will create a great impact in shaping **the drums** future programs and practices".

Erik had already commenced on his journey as a leader and community advocate so we are excited to watch his next steps and the continued development of his community development abilities with the delivery of a holiday program.



**WINTER HOLIDAY PROGRAM**

# STUDENT PLACEMENT AND WORK EXPERIENCE PROGRAM

In 2014/2015 **the drum** committed to broadening our work experience and student's placements as part of our commitment to ensuring young people had positive experiences of exploring their career interests and developing employability skills. This is largely to the high demand we experience with many, many requests for youth services placements and our strong reputation in providing a considered, well-structured and support placement.

## IN 2014/2015 WE PROVIDED

- » **17 students on placement, including those at the Certificate, Diploma and Undergraduate levels**
- » **6 students from local secondary schools on work experience**
- » **34 volunteers at our homework club, the majority of whom were local international and tertiary students**
- » **489 of volunteer hours**
- » **\$14,670 worth of volunteer time**

**Feedback from students was overwhelmingly positive.** Examples of young people's experience include that of "Mal", 15 year old work experience student:

"I would like to thank you very much for allowing me to complete my work experience with drummond st. services. It is amazing how much you learn in just one week. I learnt how to tailor a resume to the place I am applying for work, how to analyze a resume, survey and case scenario, the roles of a meeting and what an agenda is, what university courses to go into, the various roles of a youth worker and the importance of time management.

The amount of skills and understanding I gained from doing work experience with drummond street services is just incredible! It cemented my idea of becoming a youth worker and counsellor as well as a case worker!  
The two highlights of my work experience was doing case scenarios and interviewing people for student placement. I really loved my work experience, I had an absolute ball!  
Thanks again for a great week!  
I would really appreciate if you could me a reference and act as one of my referees in the near future".



## **YOUTH PEER LEADER PROGRAM 2.0**

**OUR YOUTH PEER LEADER PROGRAM HAS GROWN FROM AN AFFIRMATIVE ACTION EMPLOYMENT PROGRAM TO ONE WHICH ASPIRES TO GENERATE YOUTH LEADERSHIPS AND CONTRIBUTE TO POSITIVE ROLE MODELS FOR YOUNG PEOPLE FROM 'AT RISK' COMMUNITIES**

We were so impressed with another student's (undertaking a Diploma of Community Services ability to engage and build relationships with young men at the Underground we offered casual work. When reflecting on his time and trajectory in our casual pool Michael reflected:

My time at drummond street services has been amazing I've really enjoyed it and had heaps of fun...

Work experience at drummond street was a great success, it definitely exceeded my expectation within the first few weeks. I worked with many clients and had countless task to do and activities to get involved in. it was very busy at times but I knew that in order to be a worker you have got to get used to the schedules so it was a great experience, (I) had a very supportive supervisor and work colleagues who helped me throughout the entire journey which meant a lot to me and made things a lot easier.

(My) Successful work placement led to me gaining an employment work with the Youth Services. It was fun, I knew what I had to do as I had to go through it during my time as a placement student. All in all it was an unforgettable experience and I would definitely do it again if opportunity arises. I wish everyone at drummond street a great success for the wonderful work that they've been doing and involve in and I hope to see everyone again sometime around".

We also hope that the young people accessing our services and supports benefit from the involvement of students by having contact with a range of young people, including those who are embarking on a career in the community sector. We consider it really important that we maintain consistent staffing to build trusting relationships with young people over long periods, and the addition of the students means that young people become more confident in developing relationships with professionals in shorter periods. Additionally having contact with different students will build young people's resilience to change, a crucial skill in contemporary times.

Students also enrich the work and practice of **the drum**. Staff have consistently noted that assisting students to learn encourages them to reflect and think about their own practices so as to impart their knowledge. Students also bring enthusiasm, new perspectives and new tools to our team. For example in the last quarter of 2015, students developed a crowd funding initiative that we hope will assist us update our information technology and resources. They have also updated our promotional material, ensured we are more competent and regularly using social media to promote our services.

The wider drummond street has provided feedback about the positive impact of students on our work environment, noting their enthusiasm and, passion for young people and addressing social inequity through community development activities has enriched our work culture.



# PARTNERSHIPS

**the drum** has collaborated with over **50** community partners to increase support, opportunities and resilience of young people in Carlton and Parkville. We have done this by collaborating for program delivery, in our individual support work and when advocating for systemic change to improve outcomes for young people, their families and communities.

We would like to acknowledge those agencies we have collaborated with over the last twelve months:

- » **Aboriginal Housing**
- » **Agola Kapuk Association of Victoria**
- » **Austin CAMHS**
- » **Australian Catholic University**
- » **Brotherhood of St Laurence**
- » **Brunswick Community Health**
- » **Capital City LLEN**
- » **Carlton Baths (YMCA)**
- » **Carlton Local Area Network**
- » **Carlton Neighbourhood Learning Centre**
- » **Carlton Primary School**
- » **Church of All Nations**
- » **City of Melbourne**
- » **City of Yarra Youth Services**
- » **CLAN**
- » **CoHealth**
- » **Collingwood Headspace**
- » **Drummond Street Family Wellbeing Services**
- » **Embrace Education**
- » **ETHEA**
- » **Family Planning Victoria**
- » **Foundation for Young Australians (FYA)**
- » **Footscray Community Legal Centre**
- » **Front Yard**
- » **Fusion Crisis Accommodation**
- » **Gateway Reconnect**
- » **Goodcycle**
- » **Headspace**
- » **Inner Melbourne City LLEN**
- » **Inner Melbourne Vet Cluster**
- » **La Mama**
- » **Lake Dewar (YMCA)**
- » **Melbourne Family Relationship Centre**
- » **Minus 18**
- » **Northside Clinic**
- » **Orygen Youth Health**
- » **Parks Victoria**
- » **Parkville Youth Justice Centre**
- » **Prahran Market Clinic**
- » **Princes Hill Secondary College**
- » **QueerSpace**
- » **RMIT**
- » **Rotary Club**
- » **Royal Children's Hospital**
- » **Safe Schools Coalition**
- » **Salvation Army (the Couch)**
- » **Second Bite**
- » **Sports without Borders**
- » **Turning Point**
- » **University High**
- » **University of Melbourne**
- » **Victoria Aids Council**
- » **Victoria Police**
- » **Victoria University**
- » **West City Water**
- » **Wombat Housing**
- » **Yarra Community Housing**
- » **Yarra Youth Services**
- » **YGender**
- » **YMCA**
- » **Youth First**
- » **YSAS**
- » **Zoe Belle Gender Centre**



## **STUDENT ON PLACEMENT**

**OUR WORK EXPERIENCE  
AND STUDENT PLACEMENT  
PROGRAM BUILDS  
CONFIDENCE OF YOUNG  
PEOPLE TO ENTER THE WORLD  
OF WORK & SIMULTANEOUSLY  
ENRICHES OUR WORK BY  
PROMOTING REFLECTIVE  
PRACTICES AND DELIVERING  
INNOVATIVE YOUTH  
PROGRAMS**

# APPENDIX: KEY PERFORMANCE INDICATORS

As a contracted provider of youth services for the COM, **the drum** has met its seven key performance in 2014/2015 indicators as outlined below.

## KEY PERFORMANCE INDICATOR ONE: SERVICE PROVISION

Service provider(s) will deliver quality integrated services to improve life outcomes for at risk young people aged 12-25 who live in, or visit the city.

- » **We have exceeded the minimum of 720 young people accessing the youth service per annum, having successfully engaged 1811 young people**

### Level 1: Preventing disengagement

- » **Having provided engaged 583 (of the 1811) vulnerable young people who are at risk of disengagement from family, social supports, community education, employment services/programs per annum.**

Our level 1 programs/services (early intervention and targeted programs):

- » **Reflect community need**
- » **Be based on sound research/evidence or successful evaluated similar programs**
- » **Be outcome focused**
- » **Have input from young people in the design, running and evaluation**
- » **Be evaluated beyond client satisfaction**

Our level 2 programs/services that reconnected and engaged targeted to at risk young people already disengaged from family, community, training, education or employment and who may or have already entered tertiary systems such as juvenile justice or child protection.

## Having provided individual supported 157 'vulnerable' young people, exceeding our KPI of 30 per quarter

Our programs/services included:

- » **Individual case management and dedicated case manager**
- » **A case plan detailing actions, progression and outcomes recorded in case file**
- » **Ongoing feedback from the young people on outcomes achieved**
- » **Able to be externally scrutinised and audited by CoM**

## KEY PERFORMANCE INDICATOR TWO: FINANCIAL MANAGEMENT AND REPORTING

**the drum** has successfully met performance indicators for the key performance indicator two to provide accurate and timely reporting on financial management performance budgets, tasks and requirements as directed by City of Melbourne these include:

- » **Quarterly reports ✓**
- » **Annual work plan ✓**
- » **Annual report (including financial statement) ✓**
- » **Contract meetings (including annual contract meeting) ✓**
- » **Document requests actioned in 48 hours**

Note a full audited financial report for 2014/2015 will be provided in October 2015. The report will be independently prepared and sent to CoM by an external auditor.

## KEY PERFORMANCE INDICATOR THREE: DATA MANAGEMENT

**the drum** has met each of the performance measures for key performance indicator three outlined here:

- » **Timely and accurate data is collected, maintained and reported re client information, service use and outcomes achieved ✓**
- » **Level 1 and 2 service provision to young people include data, outcomes achieved and emerging trends ✓**
- » **Data templates to be collated and reported on quarterly and will be 100% accurate ✓**
- » **Reporting on programs/services should address community needs, evidence base, evaluation framework and have input from young people such as case studies, focus groups, participant feedback, written evaluation ✓**

## KEY PERFORMANCE INDICATOR FOUR: RESPONSIVENESS, FLEXIBILITY AND INNOVATION

**the drum** identifies and rapidly respond to the changing needs of young people as they arise. We have done this by utilising data and feedback from young people, families, communities, networks, partnerships. We've used this information to identify and respond to young people's needs and to support them realise their hopes and dreams.

As per our contract **the drum** has continued to:

- » **Utilise data and feedback from young people, families, communities, networks and partnerships to identify and respond to young people's needs**

- » **Conduct a yearly survey of young people to determine their needs/ aspiration and incorporate survey results into Annual Work Plan**
- » **Design and implement at least 2 innovative service/programs per annum based on survey results, data, research and best practice**

We continue to build local young people's confidence to articulate their hopes, aspirations and concerns, and seek **young people's input into program planning and delivery and evaluation**. We recognise that for some of the young people who use our services formal consultation modes such as surveys, focus groups, and online questionnaires is not the most effective means to seek their input. Often this can be because English isn't their first language, low literacy or limited opportunities to develop the skills necessary to formulate wants and aspirations, along with their marginalised economic position means they may yet realise their worth or know the opportunities available to them. In recognition of the diverse needs of the young people we engage with, we are working to build a culture in our open access spaces where young people can begin to do this.

For our annual survey of young people in 2014/2015 **the drum** has consultation with young people in the following ways:

- » **Surveyed young people to evaluate our holiday program, homework club, peer leader program**
- » **Surveyed young people who had received counselling support**
- » **Asked young people to complete evaluations of our participation and engagement programs, our education, training and employment programs**
- » **Supported our youth peer leaders to prepare a report that identifies ways the drum could consult and support local young people**

Service developments and improvements made following feedback from young people include:

- » Gender and sexuality inclusive language in our work and
- » Co-delivered holiday programs with CoHealth to support young women take leadership on the matter of gender equality
- » Developed a work book for students on placement to better support their work experience and student placements
- » Increased the number of volunteer tutors at the Homework Club
- » Piloted work experience placement support program at the Homework Club
- » Introduced and maintained greater program structure in the Friday Night Jam program to support different development levels of young men aged between 12 and 19
- » Developed a sports leadership program that we are seeking funding for to increase community safety for young people living on Carlton public housing estate

## KEY PERFORMANCE INDICATOR FIVE: RISK MANAGEMENT

**the drum** has successfully met its commitment to managing risk and compliance through robust frameworks evident by the following performance measures:

- » Risk management plan developed annually ✓
- » Risk register accurate and regularly updated ✓

Note: an updated risk plan is provided to CoM along with our annual report.

## KEY PERFORMANCE INDICATOR SIX: PARTNERSHIP DEVELOPMENT AND SERVICE DELIVERY INTEGRATION

**the drum** has met the key performance criteria six of engaging with youth services system and young people to define needs, develop innovative programs, strengthen collaboration and advocate for systems change having:

- » Engaged with 50+ community partners to increase support, opportunities and resilience of young people in Carlton and Parkville
- » Advocated for systemic change in relation to LGBTQI affirmative practice in local schools, raised awareness about the particular needs of international students

## KEY PERFORMANCE INDICATOR SEVEN: INCLUSIVE AND ACCESSIBLE YOUTH SPECIFIC SERVICES AND SPACES

**the drum** has met the key performance criteria seven by continuing to deliver inclusive services to and successfully engage a diverse range of young people in Carlton and Parkville. We have also continued to provide accessible youth specific services and spaces.

In 2014/2015 highlights have included:

### Designated youth friendly spaces

We have maintained youth spaces at 150 Palmerston street Carlton, including the Underground and the homework club in Carlton Primary School. In term 2 2015 we began delivering a QSA program at the Underground thereby opening up this space to LGBTQI young people and their allies.

We have also continued to partner with Carlton Baths for the Friday Night Jam program that provides positive recreational opportunities for young people between 4pm and 6pm. We have also continued to engage young people through our new office at 100 Drummond Street where we have host students, hold information sessions and have a multi-media room. Drummond Street also provides a space for YGender, a self-governing and youth-led community group for young people identifying as having diverse genders and seeking positive, peer support.

### **Young people provide input into program planning, service delivery and evaluation**

As part of our commitment to ensuring local young people's 'knowledge as experts' and input into local issues, we continue to consult and co-design activities with young people. We also seek regular feedback about our programs as well as undertaking evaluations on whether our initiatives are meeting needs and are evidence based and consistent with current best practice models. Our peer leaders play an important role in ensuring that we reach and hear from young people we might not otherwise have contact with.

Examples in 2014/2015 include:

- » **Embedding regular consultation and evaluation practices in our 'core' programs such as the Underground, Girlz Zone, Holiday Program, QSA, school support programs, Youth Peer Leader program and Homework Club**
- » **Consultation with regular services users to develop our holiday programs**
- » **Hearing from and responding to feedback from QSA participants on how to better support including the mental health needs of LGBTQI young people**
- » **Delivering more 'taster' sport and recreation activities for cis-young women**

- » **Responding to identified aspirations of young people that emerged from Change it up, working with cis-young women to address gender equality with sport and recreation opportunities and LGBTQI young people to support wellbeing of young people**
- » **Collecting and responding to feedback from students on placement at the drum**

### **Services and programs focussed on engaging local communities and providing culturally specific programs addressing local needs**

**The drum** delivers services in a public health framework, which recognises that some young people are known to be more at risk than others evident in public health indicators. Consequently, we seek to deliver services in the context of universal proportionalism' providing support based on differing levels of 'dose' and 'intensity' based on the different needs of members in our community. As a result of this commitment we have targeted young people from the following communities: LGBTQI, international student, public housing residents, refugee and humanitarian entrants.

In 2014/2015 we continued to deliver services and programs that engaged local communities and addressed local needs. These have been demonstrated throughout this report and also include:

- » **Girlz Zone a program for cis-young women which largely attracts young women of Muslim background**
- » **Working with participants of Girlz Zone to hold an Iftar dinner where significant women in their lives are invited to break their fast during Ramadan**
- » **A QSA at PHSC promoting LGBTQI affirmative environment**
- » **QSA.2 providing an opportunity to for LGBTQI young people allies to meet regularly**

- » Collaborating with the Couch to build relationships with international students
- » Outreach and co-located service delivery in different sites across Carlton
- » Our assertive engagement of young people in local schools (SC and PS) through "warm" referral pathways and time-limited program delivery

### **Young people have opportunities to develop leadership skills and decision making abilities**

As demonstrated earlier **the drum** remains committed to ensuring young people develop leadership skills and their decision making abilities. This is evident in our Youth Voice program which encompasses our youth peer leader program, student and work experience placements and volunteering opportunities. Such programs provide individual young people the opportunity to develop their leadership skills and decision making abilities in practical and supportive settings.

### **Ongoing professional development of staff on issues affecting young people**

**drummond street services** is committed to ensuring the drum (and indeed the wider organisation) participate in regular professional development. Over the 2014/2015 the drum team members have received ongoing professional development on the following topics that impact on young people and our ability to work with them:

- » **First Aid**
- » **Identifying and managing risk for vulnerable young people and families**

- » **Duty of care**
- » **Responding to critical incidents including legal requirements for mandatory reporting**
- » **How to navigate the housing service system**
- » **Trauma informed practice when working with young people**
- » **Working with Culturally and Linguistically Diverse young people**
- » **Transgender affirmative practices in service delivery**
- » **Workplace Health and Safety**
- » **Collective impact (collaborating with others for community level change)**
- » **Developing a performance culture**
- » **Difficult performance conversations and performance management**
- » **Youth peer leaders were trained in: ethical youth work, duty of care, time management, rights and responsibilities when working with young people, consultation practices, group work facilitation**

Staff and students attended a local government forum on LGBTQI young people and the issues they face, included sessions such as 101 working with trans- young people, gender and sexually diverse young people.

### **(ENDNOTES)**

*1 The drum has moved to using the terms cis-female and cis-male to describe gender identity where an individual experiences of their own gender match the sex they were assigned at birth as these terms are affirmative of sexuality and gender diversity. The drum now uses these terms in our reporting as part of our commitment to inclusive practices for all members of our community.*