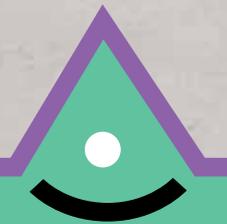




# Annual Report 2016-17



***the drum** respectfully acknowledges the Kulin Nation as Traditional Owners of the land.*

*We deliver services and programs on the lands of the Wurundjeri, Boonerwung, Taungurong, Djajawurrung and the Wathaurung groups. This land and the wider Naarm (Melbourne) has always been an important meeting place for events of social, educational, sporting and is of cultural significance.*

*We acknowledge Aboriginal and Torres Strait Islanders as the first people of Australia. They have never ceded sovereignty, remain strong in their connection to land, culture and in resisting colonisation.*



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## What our young people tell us

Every year our youth peer leaders consult with their peers, families and the wider community. Legendary youth peer leaders of 2016/17, Rory Blundell and Awatef Hamed, reached out to 143 people to understand the pulse of our people. Their wide reaching consultation reflects our firm belief that young people are experts. That they best understand the challenges and issues they face, and that they know the solutions.

The drum seeks to respond to our young people in two ways. Firstly, to shape our service delivery, and secondly, to elevate and create platforms for their voices. As a youth service, our role is to ensure that their voices are projected to the wider community, and to empower them with the resources and opportunity to share their expertise and turn this into meaningful change.

Overwhelming, the young people we consulted shared experiences of **discrimination** and feeling **unsafe**. Hailing from diverse backgrounds, they articulated experiences of marginalisation, impediments to their physical, emotional and psychological safety and alarmingly, barriers to accessing employment, education and the service system. All these experiences ultimately diminish and constrict their participation in the wider community.

With racism, sexism, Islamophobia, queerphobia, transphobia and socio-economic status negatively impacting the mental health of our youth, entrenched disadvantage has become a profound structural force and challenge. Despite this, our young people are resilient, building a vital sense of wellbeing and belonging through community engagement, strong support networks, autonomous spaces and religious and community groups.



### The discrimination of our young people

Whilst it is widely acknowledged that people of colour and/or those identifying as LGBTQI+ experience discrimination, the young people we heard from reported a particular expression of this.

The trans and gender diverse young people shared experiences of transphobia and of being gender invisible within the LGBTQI+ spectrum. This experience prevailed within the spaces and organisations promoted as inclusive, particularly for individuals identifying as people of colour, femme-identifying, non-binary or neurodivergent, or other minority groups.

*"People who don't experience discrimination don't often realise just how pervasive it is and just how even the little things will affect you. While most of the time I can brush it off, sometimes just having someone slip up on my pronouns or having to pick between male and female toilets can suddenly make my anxiety flare up."*

Young people told us that cumulative transphobic experiences and the fear of transphobia is detrimental to their mental health. It also impacts their willingness and confidence to engage in events and programs and to access services.



*"It's not right to stereotype a community with minimal knowledge or understanding"*

For our young Muslim and African-Australians, the current political climate and media coverage of terrorism and the criminalisation of African-Australian young people is particularly harmful. These young people reported discomfort and increased vigilance following news that linked Muslims to terrorism. They also discussed feeling the weight of expectation from non-Muslims to convince or prove that they condemned acts committed by other Muslims. Consistently articulating a concern that they are under the microscope, our young Muslim and African-Australians people felt that media portrayals rendered them illegitimate Australians. Overwhelmingly, this made our young people feel that there was an "us and them" narrative, further widening the gap between Muslim and non-Muslim communities and forcing them to alter how they lived their day-to-day lives.

*"My manager cut my shifts after realising I'm Muslim."*

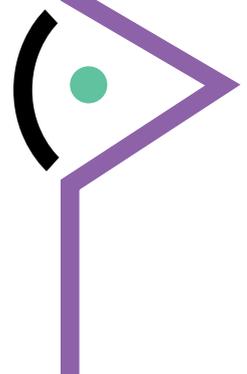
Navigating experiences ranging from micro-aggression to obvious acts of discrimination, our young people are experiencing untold impacts on their mental health and wellbeing. But it is in two particular realms that your young people felt most impacted - employment and sense of belonging to the wider community.

*"It's so hard for young people to become independent and that means it's harder for us to leave toxic and abusive homes."*

An experience shared across young Muslim and African-Australians and young people identifying as LGBTQI+ was that their gender, "race" or religion, made it difficult to find or hold a job. These beliefs coloured and limited the type of work they applied for, their experience of the recruitment process, and their opportunities in employment. Our young people felt that not having employment delayed their independence, made them vulnerable to unsafe and toxic homes, and lead participating in the 'informal' economy to make money.

*"For young people growing up, it's really important to have a space for ourselves, where it's safe and we have a place to belong."*

For both our Muslim and African-Australians and our LGBTQI+ young people, community is exceptionally important and integral to identity. Specific spaces designed for young people alongside groups, events and programs for women, LGBTQI+ young people, trans and gender diverse people, people of colour, young people of African and Muslim heritage are extremely important. The wider social and political context and experiences of discrimination amplifies the need for spaces where young people can feel safe and express themselves. These spaces form part of a vital lifeline for young people to alleviate the stress and impacts of discrimination and ultimately to thrive. The need for "space" for our young people is particularly relevant where small homes and reduced access to safe places to meet and connect is limited in the Carlton public housing estate.





## The safety of our young people

The young residents of the public housing estate in Carlton continue to feel overwhelmingly concerned about their safety.

*“He started smashing all the glass windows and doors in the foyer.”*

A consistent theme over the last three years, young people and their parents tell us that drug use and the actions of substance affected people continue to make them feel unsafe. With issues increasing over time, they report changing the way they used public spaces like the backyard or laundry, to limit exposure to drug use, violence, aggressive behaviour, and the unpredictable actions of drug affected people.

*“My kids are scared to go downstairs to play with their friends because of the (substance affected) people always sitting in front of our house.”*

With a limited sense of agency and control over their own home environment, our youth report feelings of anxiety, hyper vigilance, sleep deprivation, stress and most alarmingly, disempowerment. (you can watch a short movie they made about this by clicking here. You can also visit the drum facebook page and look at our videos)

## Our young people. Their solutions.

Our young people told us not only their issues, but also their solutions:

### 1. An autonomous youth space in Carlton.

Purpose build for youth programs and activities, it would enable young people to explore and express their identities.

A safe and supportive space, free from discrimination on basis of age and intersection with gender, sexuality, 'race', religion or culture.

### 2. Collective & concerted efforts to improve safety on the Carlton Estate.

Involving all levels of government and other stakeholders to respond to increased drug use by non-residents and substance affected people.

### 3. Increased number of employment, 'upskilling' & influencing opportunities for young people.

Specifically geared towards young people experiencing increased levels of discrimination in the workforce or other structural barriers.

### 4. Increasing inclusivity for LGBTQI+ young people.

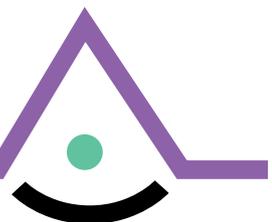
A plan to address the exclusion experienced by these young people at the local government level.

### 5. Increased outreach & engagement with young people.

To overcome the large (and increasing) gap between organisations and young people.

More detail about how the young people and **the drum** think this can be achieved can be viewed [here](#).

Or visit <http://thedrum.ds.org.au/>.





## the drum youth service – giving us insight and action

Situated within the wider drummond street (ds) services and funded by the City of Melbourne (CoM), **the drum** has been delivering youth services since July 2009. With programs developed by and for young people, the drum employs a process of co-design that sees young people create, deliver and evaluate its own programs.

Developed with a public health approach, **the drum's** programs aim to build protective factors and respond to 'risks' at three levels - promotion and prevention; early intervention; and intensive intervention and support. Our co-designed programs and activities are intentional, evidence-based and aimed at creating positive youth development opportunities.

Honouring our ethical and moral obligation to build and transform the communities we work within, **the drum's** activities provide capacity building opportunities and affirmative employment pathways. These activities enable young people to influence the world around them and leadership opportunities provide the additional benefit of promoting positive role models within communities experiencing systemic discrimination and oppression.

As part of our commitment to building the communities we work in, **the drum** prioritises the provision of opportunities to young people (aged 12 to 25) who live, work or have a strong connection to Carlton and Parkville and/or who are of:

- Diverse cultural, 'racial', ethnic & religious backgrounds
- Refugee & humanitarian entrant background
- International students
- Identify as Lesbian, Gay, Bisexual, Transgender, Queer & Intersex (LGBTQI+)
- Public housing residents

By prioritising young people from these communities and naming these barriers, we seek to actively address the disadvantage. This is important in addressing the institutional and structural barriers that otherwise remain invisible or unspoken.

## Celebrating a diversity of knowledge and experience

Seeing young people through a lens of sufficiency, we celebrate the unique knowledge young people possess, and share their stories of success to dispel the engendered expectations of our marginalised youth.

*"I think for young people growing up, its really important for all of us to have a space, where its safe, and we have a place to belong".*



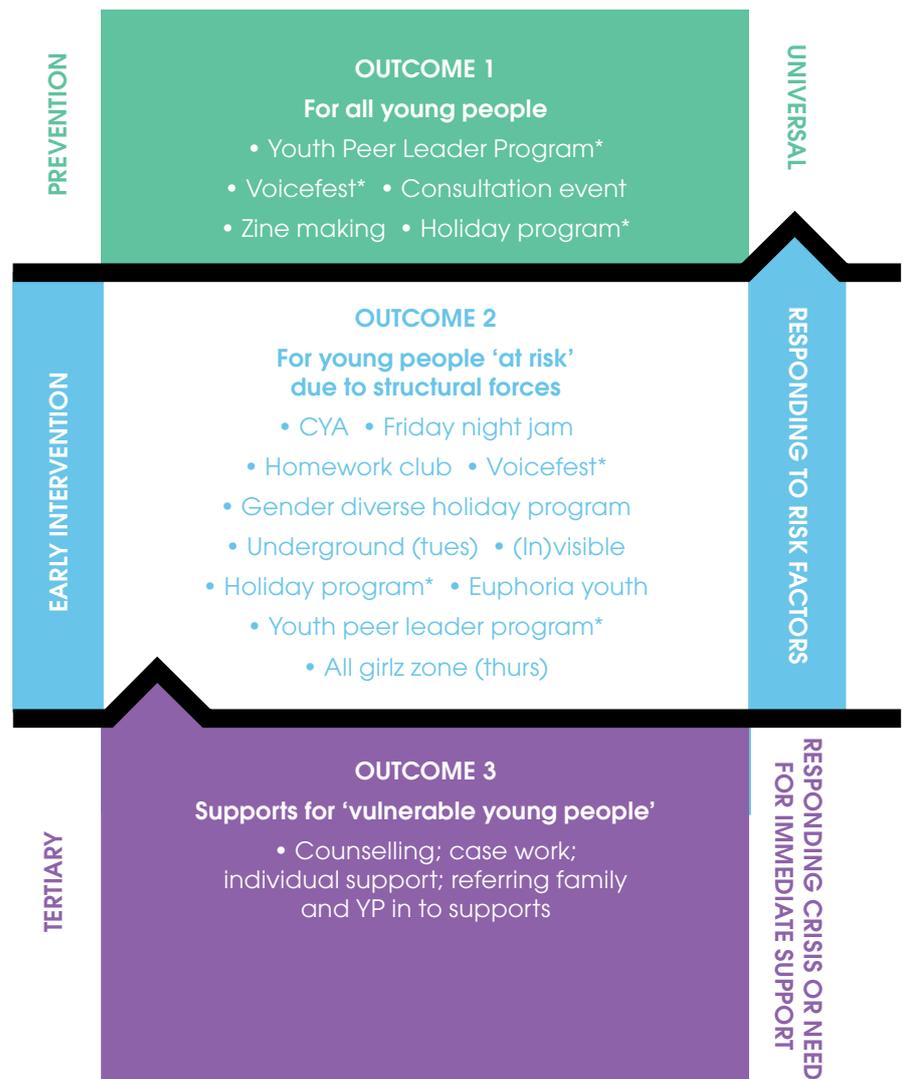
## The public health approach

the drum delivers responsive, intentional and evidence based services within a public health framework to build protective factors and resilience amongst young people, their families and communities.

We deliver three types of interventions to achieve three types of outcomes for young people.

This diagram shows how our service model in 2016/17 provided interventions across this spectrum.

In a youth service context, the delivery of engagement activities and individual therapeutic supports is intentional. Regular programming enables us consistent and structured opportunities to establish rapport and positive relationships with young people. The trusted and supportive relationships developed through programs such as the Homework Club, Friday Night Jam and Euphoria give young people the confidence to access supports if and when they encounter challenging times – effectively responding to risks and building protective factors.



## YOUTH PEER LEADERS

### Assertive engagement & invaluable experiential knowledge

Running since 2013, **the drum's** youth peer leader program, offers two, year-long paid positions to local young people. Providing capacity building opportunities, the program is designed to enable young people to operate in a community service environment and to deploy their innate leadership skills and passion for the local community.

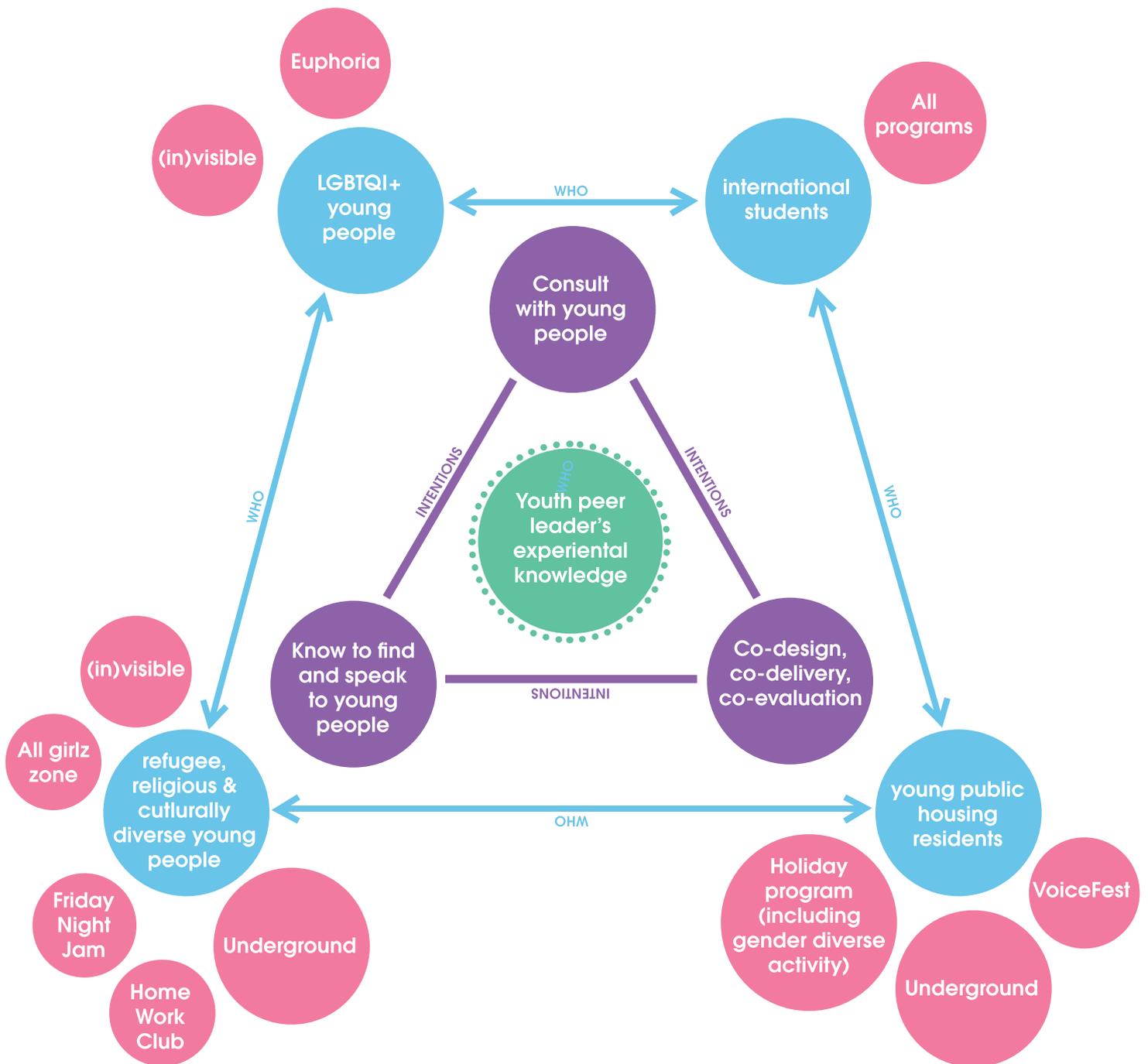
Reflecting the communities we seek to assertively engage, our youth peer leaders bring unique experiences, knowledge and networks that ensure we engage and build pathways to the 'hard to reach' parts of our community.

A true 'for community, by community', co-design approach, our youth peer leader program is a real and tangible investment in the communities we engage and are part of. With benefits extending beyond the individuals involved in the program, our youth peer leaders serve as positive role models for other young people – providing real examples of young people negotiating differences and influencing their community. Generating hope for their peers, parents and the wider community, our youth peer leaders demonstrate the innate strength, wisdom and insight of young people.

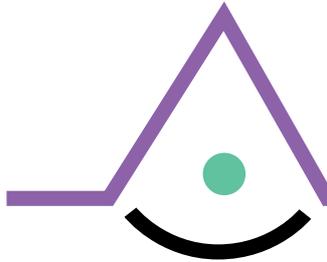
*"it's not right to stereotype a whole community with minimal knowledge & understanding"*



# Youth peer leaders, our practice model



# Our people



2016/17 has seen our team grow and evolve. As valued members have moved into work with other organisations and roles within the wider ds, we've had the opportunity to welcome some fresh faces and new talent. But our passion for combining our diverse disciplines and theoretical training to harness the power of young people's unique experiential knowledge for the creation of a socially just world remains strong.

**Amina Farah**  
*Peer Leader (she/her pronouns)*

Amina is a passionate advocate for young people from the Carlton public housing estate. A recent graduate of Youth Work, Amina is excited to be applying her practical training in Youth Work at the drum. Her early efforts at the local level resulted in the creation of a specific program for young women on the estate. It's Amina's dream apply her passion for young people, families and social change in the youth sector.

**Anoushka Wotton,**  
*Youth & Community Coordinator (she/her pronouns)*

Previously employed as youth focused counsellor with drummond street services, Anoushka has stepped up as Coordinator of the drum Youth Services. Anoushka has a social work background and was the first person in her family to receive a university degree. A passionate advocate for social justice with particular interest areas in socio-economic marginalization, mental health, and queer and trans identities. A musician by the evening, Anoushka hopes that one day the drum Work-Band will come together and write beautiful songs. Anoushka's job in the team is to glue all the fun youth work activities, projects and programs together, as well as promote best practice and make sure the whole team is having fun and feeling good while they work.





**Anyaa Abiel,**  
*Youth & Family Practitioner*  
*(he/him pronouns)*

An experienced community organiser and program planner, Anyaa has held several paid and volunteer roles in the community sector. Anyaa's practical experiences are complimented by studies in Justice alongside an innate passion for social equality and engaging young people in innovative programs. Anyaa is an active leader in our community, with involvement in SAYAG, Shout Out and the African Student Association at RMIT to list a few. Delivering important cultural insights and cross-cultural wisdom to his peers, Anyaa is a valuable contributor to the youth sector.

**Awatef Hamed**  
*Youth Peer Leader (she/her pronouns)*

Awatef is a passionate and committed advocate for the local young people of Carlton. She is enthusiastic about consultation, community safety and ensuring that the voices of young people are heard in places of power. Awatef is committed to empowering children and young people through education and is close to finishing an Undergraduate Education degree. Awatef has 'graduated' from the youth peer leader program and set to move into a teaching role on graduation.

**Bobuq Sayed**  
*Youth Peer Leader (they/them pronouns)*

Bobuq is a queer writer, editor, agitator, and multi-disciplinary artist of the Afghan diaspora. Their passion includes storytelling, reading queer literature and community building.

**Chantelle Higgs,**  
*Manager of Youth and Community*  
*(she/her pronouns)*

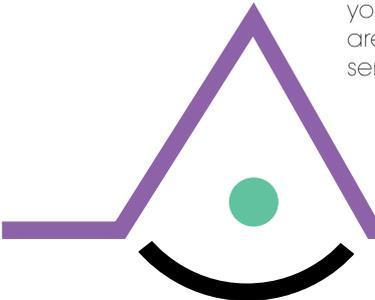
Chantelle remains excited and inspired by young people and is committed to making others enthusiastic about working alongside them. She draws upon her practical experience to ensure the drum (and the wider ds) assertively and affirmatively engages young people and community members who are marginalized by structural forces and our service system.

**Daisy Cattrael**  
*Youth Peer Leader, she/her pronouns*

Daisy is a queer Maori artist, DJ and zine maker. She is super passionate about helping people explore and embody their identities through art and music.

**Erik Ly**  
*(Graduate) Peer Leader, He/him pronouns*

A passionate and fearless advocate for young people, Erik is driven by a desire to see *all* young people have full and rich opportunities. Erik is currently furthering his knowledge and expertise about gender, sexuality, intersectionality and social change and most generously shares that with others. A keen participant in leadership and volunteering opportunities available at YGender, Erik runs social events for young Queer, Transgender, Intersex People of Colour (QTIPOC), by delivering events, workshops, training for parts of our community.



**Eve Breitzke**  
*Youth & Family Practitioner*  
*(she/her pronouns)*

Contributing extensive experience from her work in refuges and youth justice, Eve works across the drum and African Family Support Programs. Excited and optimistic about enriching the drum's practice with those youth the system often fails to provide positive outcomes for, Eve employs an advocacy approach, connecting people to opportunities and supports. With a strength for creating relationships and nourishing their growth, Eve has qualifications in Youth Work and loves music, film, table tennis, reading and being informed. In 2017/18 Eve is moving into the wider ds to continue her interests in providing therapeutic work with vulnerable families.

**Idil Ali**  
*(Graduate) Peer Leader (She/her pronouns)*

A passionate advocate for the local African and Muslim community, Idil seeks to ensure others have the opportunities she had growing up in Carlton. An undergraduate student bringing 'lived experience' to our team, Idil crystallised her passion and commitment for ensuring young people have access to leadership and participation opportunities and that organisations delivering these provide inclusive and affirmative pathways. Committed to leading the development of solidarity across communities marginalised by imposed social categories, Idil is making a sustained difference to our community. Continuing to excel and grow, Idil now holds a role that involves building pathways for young women into art and the Voicefest program, which was her 'brainchild'.

## Mary Quinsacara

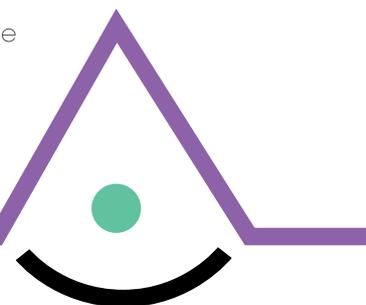
*Senior Youth Development Practitioner  
(she/her pronouns)*

Mary has worked at the intersection of arts and health utilising her love and practice of hip-hop culture to connect and work alongside diaspora and first nations communities working for social change. Born in Chile and raised in Narm (Melbourne) Mary is studying a Graduate Certificate in Education at VU with a growing interest in the role of community based education for young people of colour, particularly how it can contribute to their capacity to confidently navigate and influence different spaces and contexts so that they may live to their full potential.

## Ripley Kavara

*Youth Practitioner (they/them pronouns)*

Ripley is a passionate advocate for queer, gender diverse and young people of colour. Believing in the power of creativity Ripley is bringing young people together to build inclusive communities. With a background in community arts projects, visual arts and music, Ripley is interested in the therapeutic aspects of art for young people and how this can be incorporated into a public health framework. A co-founder of Alterity Collective, a not-for-profit organisation that supports queer people of colour in Melbourne, Ripley holds Fine Arts, and Cultural development qualifications and loves food, music and going to the beach.



## Rory Blundell

*Youth Peer Leader (he/him pronouns)*

Driven by the desire for equity and advocacy of young people of all backgrounds, Rory is dedicated to creating positive social change. Passionate about increasing awareness and inclusion of LGBTI+ young people, Rory is a part of Minus 18 and has been involved with various taskforces and committees delivering workshops, creating resources and running events aimed at empowering LGBTI+ youth. Rory believes in the value of the lived experiences of others and is committed to putting young people at the forefront of issues that most affect them. Rory is also passionate about chocolate biscuits and snacks in the workplace.

## Sarah Nega

*Family and Community Development Practitioner (she/her pronouns)*

Sarah remains committed to building and sustaining therapeutic relationships with families and people of African background who live in the City of Melbourne. Her communication skills, cultural knowledge, tenacity and perseverance have given her a unique capacity to reach, affirmatively engage and achieve positive outcomes for families and individuals experiencing acute social disadvantage and marginalisation. Sarah has a background in community development and continues to build her skills through professional development in incidental counselling, parenting and housing advocacy in order to build trust with some of our most vulnerable women, children and elders.

## Tabotu Teklemariam

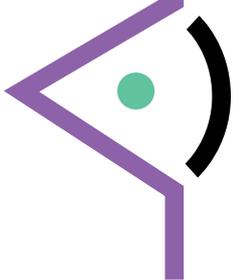
*Youth and Family Practitioner  
(she/her pronouns)*

Tabotu is deeply passionate about supporting 'at-risk' populations and the developing world. Working with young people and families from diverse and disadvantaged backgrounds, Tabotu has a Masters of Counselling and a Bachelor of Arts Degree with a major in Indigenous Australian History and Culture. With a sound knowledge of the emotional, physical and psychological development of young people and families experiencing homelessness, alcohol and other drug dependencies and family violence, Tabotu has worked with the drum and on a family mental health program engaging refugee children and families. Tabotu will be moving into the wider ds in 2016/17.

## Wafa Musa

*Peer Leader (she/her pronouns)*

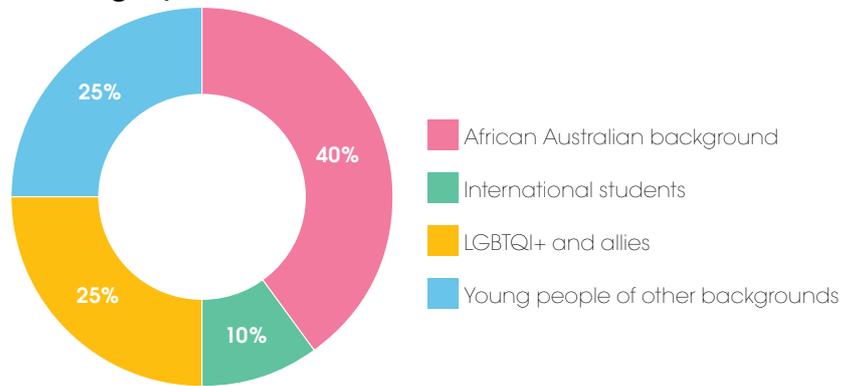
Since joining our team as a youth peer leader in 2014, Wafa's involvement has seen the ongoing growth of the *All Girlz* program. Vital to the drum engaging young women of African and Muslim background, Wafa continues to remind us what is possible at the grass roots level when people have the opportunity to lead. Wafa's skills and standing within the Carlton community have undoubtedly increased the confidence of parents in our service as a culturally respectful and safe organisation. Wafa also shares her skills in the area of Early Childhood Studies, ensuring our programing is family inclusive during the term, during key cultural and religious celebrations and during the school holidays.



Total points of contact with young people aged 12-25 in 2016/17

Type of contact	Qtr1	Qtr2	Qtr3	Qtr4	Annual Total
Individual support	92	101	74	93	174
Youth Voice (includes volunteering)	33	257	70	93	453
Preventing disengagement with regular program attendance (2+ sessions per month)	100	351	129	255	835
Public health campaigns & community activities	611	207	512	401	1,731
<b>TOTAL</b>	<b>837</b>	<b>993</b>	<b>1,230</b>	<b>1,006</b>	<b>4,066</b>

Demographic info



Who received individual support in 2016/17

**174** Number of Young people provided with individual support (casework, counselling & other therapeutic interventions)

**14&18** year olds were most likely to seek support

**3** Aboriginal young people

**6** sessions of support on average

**49** identified as coming from a cultural or religiously diverse background

**65** LGBTQI+ (or questioning) young people

5 most common presenting needs for young people receiving individual support

1. Mental Health
2. Gender questions
3. Family violence
4. Trauma
5. Parenting

Total number of young people accessing the drum's service

Qtr 1	Qtr 2	Qtr 3	Qtr 4
450	598	353	473
<b>1490</b>			

Youth Peer Leaders used their influence at the National Family & Relationships Service Australia (FRSA) Conference; ACU, lecturing youth work students; City of Yarra Youth Services team; Volunteering Victoria Conference; COM.

20+

QTIPOC people were consulted by (in) Visible YPL to gain insights into the delivery of activities

537

volunteering hours were recorded through our Homework club; Gender Diverse Holiday programs; Youth Homelessness Podcast; and Euphoria youth.

No. of Volunteers

35

2

Youth Peer Leaders "graduated" following 12 months of employment

17

students placements were accommodated including high school work experience and international and university students

9

Youth Peer Leaders leading co-design and co-delivery of our programs and work (almost double the number from 2016/17)

Parents were consulted about programs for their young people

Podcast on youth homelessness was created

143

people were consulted to understand about the aspirations and the challenges faced by young people in Carlton and Parkville

AOD sessions were held for concerned parents

190

family members from the public housing estate were taken on a family excursion to Serendip National Park

Training on *Queerness 101* and *Working Inclusively with local Black Muslims from the Carlton Estate* was delivered

Families and young people were supported to navigate the criminal justice system

75

QTIPOC young people were engaged during 2 (in)Visible events

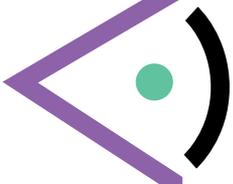
Community events were run on the Carlton Public Housing Estate

Collaborated with 90+ partners for better outcomes for young people

Acknowledgements & special mention



Funders – who believe in the importance of the work we do



## Volunteers – who enrich us and make our work possible!

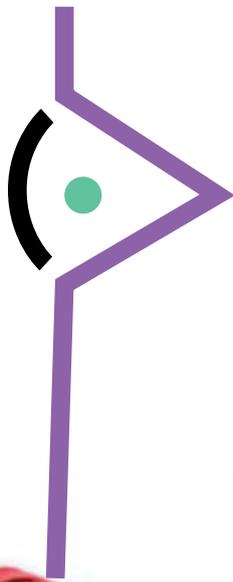
Abby Whale  
Amina Farah  
Andrew Adorno  
Ashlea Bartlett  
Atong Atem  
Ben Tamplin  
Bobuq Sayed  
Chloe Newell  
Declan Long  
Dettie Browne

Eskil Dahlgaard  
Eva Lubulwa  
Geryon Suda  
Hannah Wick  
Jay Boetto-Heeps  
Jean Tong  
Jeremy Pryles  
Jiayu Shi  
Joanna Pidcock

Joe Bryne  
John Mikhail  
Kendall Allsop  
Matthew Eddy  
Pavithira Selvaras  
Petra Blagojevic  
Ria Mooney  
Samuel Tai  
Sanjeevini Reddiar

Shelley Hearnes  
Sivakorn Santikarn  
Stephanie Bini  
Tahla Iqbal  
Tommy Kelly  
Veronica Sari  
Zoe Brinkinshaw





## Youth peer leaders & graduated peer leaders – who bring vital dedication and insights

Erik Ly  
Rory Blundell  
Daisy Catrell  
Bobuq Sayed  
Wafa Mua  
Amina Farah  
Awatef Hamed  
Salah Abdirahman  
Salah Musa

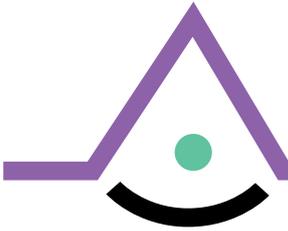


## Supporters & champions – who believe in the sum of all our parts!

Ashlea Bartlett  
Bahar Sayed  
Barney Wilson  
Gary Lee  
Leanne Mitchell  
Krystal Bendell  
Bec Harris  
Charlotte Hilder  
Cheryl Miller-Yell  
Crystal McKinnon

Darius Kedros  
Emma Ward  
Fatima Mawas  
Hana Assafir  
Ileini Kabalan  
Jerome Perrot  
Karen Field  
Korchava Lillit  
Lyn Dundon  
Monique Hameed

Natalie Warren  
Nicola Sydes  
Olivia Crawford  
Rebecca Dejuntuh  
Robert Riccioni  
Saba's  
Sarah Nega  
Tara Willersdorf  
Tess Stella



## Partners – who are vital to enhancing our practice and expanding our reach

African Australian Women's Health Advisory Group

Alterity collective

Arts Centre Melbourne

Carlton Baths YMCA

Carlton Neighborhood Learning Centre (CLNC)

Carlton Office of Housing

Carlton PS

Cinema Nova

City LLEN

City of Yarra Youth Service

CoHealth-Buncle Street Youth Service Victoria University

CoHealth- Carlton

Collarts

Footscray Community Arts Centre

Girl Guides

Hardrock Cafe

Hoyts Cinemas

Islamic Youth Organisation

Kathleen Symes Community Centre and Library

Leaps and Bound Festival

Melbourne Museum

Minus 18

New Wayfinder

Pancake Parlour

Proud 2 Play

Queerspace

Seed Mob

Sticky Institute

Still Nomads

The Push

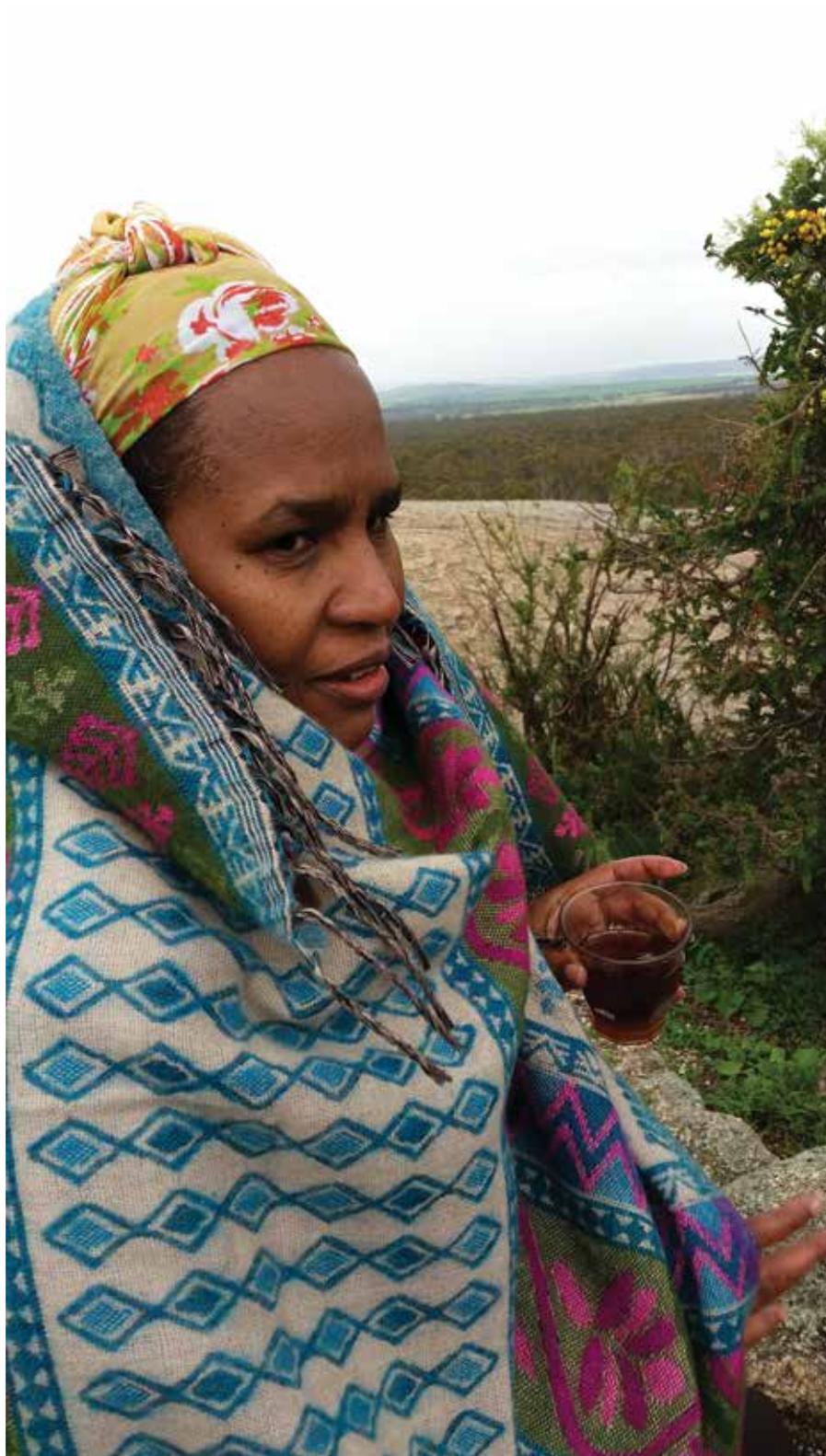
This Mob

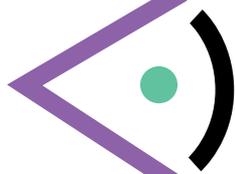
Trades Hall Union

University High

Ygender

Young Workers Centre





KPI 1: Service provider(s) will deliver a neighbourhood high-quality integrated, responsive service to at risk young people aged 12 to 25 who live in, or visit Carlton and Parkville neighbourhood areas				
PERFORMANCE MEASURE				OUTCOME
A minimum of 720 young people accessing the youth service per annum <ul style="list-style-type: none"> <li>• Total number of points of contact (including large community events)</li> <li>• Number of young people accessing our service</li> </ul>				✓ 4066
<b>Level 1: Preventing Disengagement</b> Provision of services/program targeted at vulnerable young people who are at risk of disengagement from family, social supports, community education and employment. <b>150 young people access or attend youth services or programs per annum</b>				
Level 1 pro-social engagement programs/services: <ul style="list-style-type: none"> <li>• Reflect community need</li> <li>• Based on sound research/evidence or successful evaluated similar programs</li> <li>• Outcome focused</li> <li>• Input from young people in the design, running and evaluation</li> <li>• Evaluated beyond client satisfaction</li> </ul>				✓ ✓ ✓ ✓ ✓
<b>Engagement</b>	<ul style="list-style-type: none"> <li>• Underground –Tuesday</li> <li>• All Girlz</li> <li>• Homework Club</li> <li>• Euphoria</li> <li>• (in)visible</li> <li>• Friday night Jam</li> </ul>			
<b>Youth Voice</b>	<ul style="list-style-type: none"> <li>• Youth Peer Leaders (Carlton &amp; Parkville, (in)visible)</li> <li>• Carlton Youth Advisory</li> <li>• Student placements</li> <li>• VoiceFest</li> <li>• Volunteering opportunities</li> </ul>			
<b>Level 2: Reconnection &amp; Engagement</b> Provision of services/programs 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 <b>130 young people attend youth services or programs per quarter</b>				
Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
92	178	74	257	835
<ul style="list-style-type: none"> <li>• Individual case management and dedicated case support</li> <li>• A case plan with actions, progression and outcomes</li> <li>• Ongoing feedback from the young people on outcomes achieved</li> <li>• Able to be externally scrutinized and audited by CoM</li> </ul>				✓ ✓ ✓ ✓
<b>Presenting needs</b>	5 most common presenting needs for young people receiving individual support: <ol style="list-style-type: none"> <li>1. Mental Health</li> <li>2. Gender questions</li> <li>3. Family violence</li> <li>4. Trauma</li> <li>5. Parenting</li> </ol>			

### KPI 2: Financial Management & Reporting

Provide accurate and timely reporting on financial management performance budgets, tasks, and requirements as directed by City of Melbourne

PERFORMANCE MEASURE	COMPLETED
Reports provided quarterly and to be received by the 20th working day after the end of the quarter	✓
Business Plan developed annually and received by the 20th working day of the month after the end of the financial year	✓
Annual Report including annual financial statements received on 20th working day after the end of the financial year	Annual audited statement for 2016/17 to be sent to CoM by 30.10.17
Timely, accurate and informative reporting on all financial and budget issues with all rectifications to take place within 2 business days to maintain 100% accuracy	✓
Creditors paid with 30 days	✓
All requests for documentation actioned within 48 hours	✓



### KPI 3: Data Management

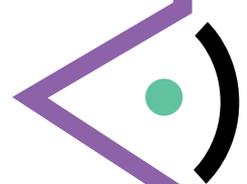
Timely and accurate data is reported re client information, service use and outcomes achieved

PERFORMANCE MEASURE	COMPLETED
Level 1 & 2 Service provision to young people will 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 need, evidence base, evaluation framework and have input from young people such as case studies, focus groups, participant feedback, written evaluation	✓

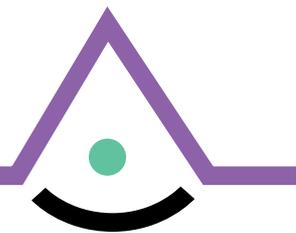
**KPI 4: Responsiveness, Flexibility & Innovation**

**Identify and rapidly respond to the changing needs of young people as they arise**

PERFORMANCE MEASURE	COMPLETED
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	✓
<b>Feedback Collected via:</b>	<ul style="list-style-type: none"> <li>• Online mechanisms such as survey monkey and Facebook forums</li> <li>• Survey of program participants</li> <li>• Survey conducted by youth peer leaders of young people &amp; community service providers</li> <li>• Surveys at community events of young people, their parents and other significant adults</li> <li>• Participation in key networks such as Carlton Local Area Partnership, Carlton Local Area Partnership</li> </ul>
<b>Innovative Service Services Included:</b>	<p><i>The following were initiated and led by youth leadership opportunities</i></p> <ul style="list-style-type: none"> <li>• Expansion of Youth Peer Leader program</li> <li>• (in)visible –a project for QTIPOC young people</li> <li>• Gender diverse holiday program</li> <li>• VoiceFest, bringing together diverse young people for leadership opportunities and events</li> <li>• Euphoria (engagement of LGBTQI+ young people project)</li> </ul>



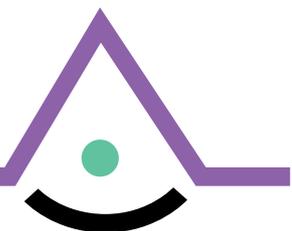
<b>KPI 5: Risk Management</b>	
<b>Commitment to managing risk and compliance through a robust framework.</b>	
<b>PERFORMANCE MEASURE</b>	<b>COMPLETED</b>
Risk Management Plan developed annually that complies with Australian Standard and the City of Melbourne's approach to risk management (Risk is managed in accordance with organization's risk and quality frameworks)	✓
Risk Management Assessment of 'core' program deliverables conducted, including of the Holiday Program, Homework Club, Underground and Friday Night Jam	✓
Risk Register regularly maintained and 100% accurate	✓
OH and S incidents reported monthly and no more than one incident of a similar nature reported per quarter	0 issues reported
Incidents to be reported within 2 working days	✓
Submission of compliance reporting on quarterly basis (Drummond Street Services has a robust governance framework and is fully compliant with all relevant requirements, accountabilities and obligations)	✓
Awareness of current regulatory regime and industry trends and initiatives, and changes at national, state and local levels	✓



<b>KPI 6: Partnership Development &amp; Service Delivery Integration</b>	
<b>Engage with youth service system and young people to define needs, develop innovating programs, strengthen collaboration and advocate for systems change</b>	
<b>PERFORMANCE MEASURE</b>	<b>COMPLETED</b>
Attend 100% of service provider meetings held every two months	✓
Attend 100% Melbourne Youth Services Forum and formally report back on service delivery	✓
Annual client satisfaction survey undertaken with 85% of clients satisfied with service and results documented in annual report	✓
Evidence that survey results have informed practice, service and program development	✓
Evidence that young people have benefited from internal and external partnership development	✓
Identify needs and service system gaps and advocate for resources	✓
Identify ways to improve service delivery and advise Council of issues and trends affecting young people	✓

**KPI 7: Inclusive and accessible youth specific services and spaces**

PERFORMANCE MEASURE	COMPLETED
Designated youth friendly spaces	✓
Young people provide input into program planning, service delivery and evaluation	✓
Services and programs focused on engaging local communities and providing culturally specific programs addressing local needs	✓
Young people have opportunities to develop leadership skills and decision making abilities	✓
Ongoing professional development of staff on issues affecting young people	✓
<b>Designated youth spaces include:</b>	<ul style="list-style-type: none"> <li>• Kathleen Symes Library and Community Centre for specific programs</li> <li>• 480 Community Space (480 Lygon Street Carlton) for specific programs</li> <li>• ds head office (100 Drummond Street Carlton)</li> </ul>
<b>Young people's input into our program planning, service delivery and evaluation include:</b>	<ul style="list-style-type: none"> <li>• See our diagram (PAGE 10) on how the youth peer leader program ensures young people's knowledge sits at the core of our programs</li> <li>• Providing leadership and advisory groups as a platform for young people input</li> <li>• Young people participating in our planning and evaluation activities</li> </ul>
<b>Services and programs focused on engaging local communities and providing culturally specific programs addressing local needs include:</b>	<p>In 2016/17 we have continued to deliver:</p> <ul style="list-style-type: none"> <li>• Programs on the Carlton Public Housing Estate</li> <li>• Cis-female and cis-male only programs</li> <li>• LGBTQI+ allies specific programs</li> <li>• Engagement of international students</li> <li>• Expanded programs to include (in)visible for QTPOC young people</li> </ul>
<b>Young people have opportunities to develop leadership skills and decision making via:</b>	<p>Our youth peer leadership model ensures that young people have real opportunities to build their leaderships and decision-making power. This is at the heart of our program. Additional ways this has been provided in 2016/17 include:</p> <ul style="list-style-type: none"> <li>• Voice Fest committee</li> <li>• Carlton Youth Advisory</li> <li>• Student placement with priority access for local young people (from work experience to undergraduate)</li> <li>• Volunteering opportunities at all levels</li> <li>• Meetings between YPL and COM</li> </ul>



**Professional development of staff on issues affecting young people included:**

**Practice**

- Art of Radical Listening
- Change Makers 2.0
- Child Safe Standards, legislation and responsibilities
- Clinical Aggression
- Community engagement
- Cultural safety
- Sex Ed by Porn
- Shame in All Cultures

**Affirmative practice**

- Intercultural communication
- Koori Heritage Walks through the City of Melbourne
- Koori Youth Forum
- Pacific LGBTI Youth Forum in Sydney
- Queerness 101
- Sorry Day commemoration building knowledge and cultural safety and connection with Australian First Nations People
- Women of the World
- Working affirmatively with refugee community members
- Working inclusively with Indigenous Australians
- Working Inclusively with Local Black Muslim young people from Carlton

**Program delivery**

- Facilitation training
- Family and Relationship Services Australia conference
- Front line supervision
- Project management training: Project planning, planning and logic building consultation and evaluation
- Public health model
- Risk management
- Suicide Prevention training
- Time Management
- Tuning into Teens
- Workplace Health and Safety (WHS)

**YPL specific training**

- Communication
- Consultation
- Cultural Safety
- Ethics
- Facilitation skills
- Project Planning
- Youth Work 101

