

SERVICE REVIEW OUTCOMES

YOUTH SERVICES

DETAILS OF SERVICE

Maroondah Youth Services is a service unit within Maroondah's Leisure Culture and Youth Service Area, in the Community and Leisure Directorate.

SCOPE OF SERVICES

Maroondah Youth Services is staffed by 6 full time staff and a number of casual staff and provides a wide range of direct and non-direct services to local young people and their families, between the ages of 12 and 25 years, who live, work or study within the Maroondah municipality.

Services include:

- EV's Youth Centre
- Information, Support and Referral
- Youth Advisory Group
- Teenage Holiday Program
- Young Leaders Program
- Personal Development Programs
- FreeZA Music Events
- Youth Volunteer Recognition Function
- Maroondah Festival Youth Precinct and National Youth Week Celebrations
- Maroondah Youth Service Provider Network
- School Focussed Youth Service

SERVICE REVIEW OUTCOMES

Note: The following is a summary of the activity and outcomes of the Best Value Service Review; a detailed report is available for viewing upon request

Best Value Principle	Key Performance Indicator	Performance Result 2003-04	Target 2004-05	Target 2005-06
Cost Standard	Operate within Annual Budget	Performed within Budget (\$557,357)	Performance to be +/- 10% of total budget	Performance to be +/- 10% of total budget
Cost Standard	Competitive service delivery against cost per/head, across the seven Eastern Region Local Government	Ranked within top quarter of cost per head spent across Eastern Regional group	To be ranked within top quarter of cost per head spend	To be ranked within top quarter of cost per head spend
Quality Standard	Achieving diversity in direct service delivery. Minimum 7 targeted and open programs and special events	Exceeded target, provided 13 targeted, open programs and special events	Minimum 7 targeted and open programs and special events	Minimum 9 targeted and open programs and special events
Quality Standard	Achieving diversity in non -direct service delivery Minimum 9 partnership projects, local area planning and network representation	Exceeded target, provided 13 partnership projects, local area planning and network representation	Minimum 9 partnership projects, local area planning and network representation	Minimum 9 partnership projects, local area planning and network representation
Quality Standard	Customer satisfaction rating, target 80% satisfaction	Exceeded target, 94% satisfaction rating	Target 80% satisfaction	Target 80% satisfaction

Consideration of Best Value Factors in setting cost and quality standards

**Best on offer
208C(a)**

The service delivered the range of annual activities within the assigned budget. A benchmarking exercise was undertaken focusing on services offered by each of the seven Eastern Region Local Government Authorities that highlighted the importance of diversity in the range of services delivered and provided a cost per head comparison in relation to direct service delivery. Maroondah Youth Services rated in the top 25% in terms of cost per head while maintaining as one of its key performance indicators a commitment to on-going program diversity.

Coupling the performance KPI figure above with a service user satisfaction rating of 94% demonstrates Maroondah Youth Services to be a competitive provider.

**Value for money
208C(b)**

A benchmarking exercise was undertaken focusing on services offered by each of the seven Eastern Region Local Government Authorities. A cost per head analysis showed Maroondah Youth Services being highly competitive. With the highest cost per head across the group being \$21.55 and the lowest \$11.41. Maroondah's result of \$18.53 places it in the top 25% of the group, considering the satisfaction result of 94% of participants being satisfied with the performance of the service as being indicative of a value for money service.

**Community
expectation and
values 208C(c)**

An extensive community and stakeholder consultation program was undertaken which included local youth who had and had not used the service. The consultation sourced their expectations of the service area in terms of the range of activities they were seeking from the service and value or priority of each. The findings highlighted the following areas of expectation;

- Local service co-ordination & networking opportunities
- Information, support and referral to young people
- Youth programs and facilities
- Community grants and
- Local area planning

All of these have been recognised in the Best Value process and have been included in the service areas annual business plan and strategy development program.

Consideration of Best Value Factors in setting cost and quality standards cont.

**Affordability and Accessibility
208C(d)**

With only two of the services involving a minimal fee for service, the balance between affordability and accessibility to the community is extremely user-friendly. The Teenage Holiday Program applies fees as a contribution towards the cost of programmed activities being provided by external facilitators. A committee of young people (Youth Advisory Group -YAG) facilitates the second ‘user pays’ service (FreeZA Music Event entry fees). The program receives external funding from the State Government (FReeZA Program); the funding body encourages the committee of young people hosting the events to generate revenue via charging an admission fee. Revenue raised is then to be injected into future events.

Should a potential client, with an identified need to participate, demonstrate cost as a barrier to participation, Council has a commitment to enter into negotiations to facilitate their participation, and this will include in some cases the waiving of the proposed service fee.

The service and related information is accessible to residents and the community between normal business hours Monday to Friday from 8.30 am to 5.00 pm via the following methods. However to meet the needs of young people a number of initiatives operate outside these hours.

- Thursdaze Program: 3.30pm-5.30pm
- Drop In: 3.30pm-5.30pm
- FReeZa Events: 3.00pm-12.00am
- Youth Advisory Group: 6.00pm-9.00pm

In addition to EV’s Youth Centre direct service delivery also occurs within Maroondah Secondary Schools via the Young Leaders Program and addressing assemblies. Program and event specific information is also distributed to local secondary colleges and service providers

**Local Employment
208C(e)**

Maroondah Youth Services actively supports pathways to employment between education and training that are appropriate to the needs of the youth population in Maroondah. A great deal of work in this area is performed by the Maroondah/Manningham School Focused Youth Service (SFYS) Co-ordinator, who sits within the Maroondah Youth Services Team. The SFYS Co-ordinator participates in a wide range of local and state wide initiatives geared towards enhancing local growth and retention. Developing protocol between schools and local service providers, advocating the need for a shared response and vision, providing brokerage funding for collaborative programs in schools, identifying and addressing service gaps and developing a long-term strategic plan for increased integration of services within the school context.

Consideration of Best Value Factors in setting cost and quality standards cont.

Local Employment 208C(e) cont. Maroondah’s Best Value Supporting Local Suppliers policy is a demonstration by Council of its commitment to supporting and promoting local businesses as a means of sponsoring local employment opportunities. A Council wide KPI relating to the policy is the target of 25% of purchasing activity to be directed to local suppliers of goods and services. The initiative also extends to the local advertisement of vacant positions and appropriate tenders.

Best Value Principle

Actions Taken

Responsive to Community Needs

The service conducted an extensive consultation process including:
23 x Interviews: Local service providers, School Welfare Co-ordinators, Local Government Youth Network Co-ordinators
281 x Written Surveys: Local service providers, Parents of young people participating in Maroondah Youth Services Programs, current and past program participants, young people attending school, young people not in school, Maroondah Youth Services staff & management, FReeZA Providers
200 x Verbal Surveys: Both young people using the service and non-service users
6 x Benchmarking: Eastern Region Local Government Authorities, Youth Service Units

The format for the consultation assessment and reporting of results was undertaken using the following structure;

Process Evaluation

- Measuring the activities and quality of the project/program, whom it reaches and their satisfaction with the program.
- This relates to the strategies developed in the project/program planning.

Impact Evaluation

- Measuring the immediate effect of the project/program.
- This relates to judgements about whether the objectives of the project/program have been achieved.

Outcome Evaluation

- Measuring long-term effects of the project/program
- This relates to judgements about whether the aims of the project/program have been achieved.

This structure forms the on-going method of program and project consultation evaluation; the outcomes from the guiding principles in the service planning process for the establishment of next year’s service provisions and performance targets.

Best Value Principle

Actions Taken

Accessible

Primary service users are young people aged 12-25 years of age who live work or study in Maroondah, the majority of services are provided at no cost to young people from this group.

Core business hours are Monday to Friday 8.30am – 5.00pm.
However to meet the needs of young people a number of initiatives operate outside these hours including, Thursdaze Program, Drop In centre, FreeZa Events and the Youth Advisory Group.

Accessible cont.

Whilst non-direct service delivery (40% of business) occurs throughout the municipality and beyond, with staff based at Maroondah City Offices, Ringwood, and the majority of direct service delivery (approx 60% of business) occurs from EV’s Youth Centre, Croydon.
In addition to EV’s Youth Centre direct service delivery also occurs within Maroondah Secondary Schools via the Young Leaders Program and addressing assemblies.

Accessibility of Information

Information on Maroondah Youth Services is accessible from the three Council Customer Service Centres located in the commercial precincts of Ringwood and Croydon, additionally information can be found on Council’s web site www.maroondah.vic.gov.au or EV’s Youth Centre website www.evsyouthcentre.com

The service and related information is accessible to residents and the community between normal business hours Monday to Friday from 8.30 am to 5.00 pm via the following methods;
Telephone: “General Enquiries” 1300 882 233 ‘EV’s Youth Centre” 03 9294 5580
Email: Maroondah@maroondah.com.au
In person at Maroondah’s Civic Offices.

Information is also available from our Customer Service Centres located at our City Offices, Braeside Ave, Ringwood and Shop G104, Eastland Shopping Centre, Ringwood

Council information is available 24 hours, seven days a week from Council’s Web site, <http://www.maroondah@maroondah.vic.gov.au> and EV’s Youth Centre website www.evsyouthcentre.com

Program and event specific information is also distributed to local secondary schools and service providers

Best Value Principle

Actions Taken

Continuous Improvement

As a result of the best value process the following initiatives have been identified as vehicles for working toward best practise:

- Develop and adopt an interim Agreed Approach to Clients with Additional Needs
- Develop and implement Youth Programmers Meetings
- Develop and implement a best practise model for providing individual support to young people
- Develop and implement Thursdaze Program
- Develop and implement school based Personal Development Programs
- Develop a Youth Advisory Group Manual
- Develop and implement a Young Leaders Best Practise Model Manual
- Review MYS Teenage Holiday Program to determine its long-term viability and action findings
- Develop and implement a Youth Services Marketing Strategy
- Develop and implement a Youth Consultation Strategy
- Develop and implement a best practise model for facilitating the Maroondah Youth Service Providers Network
- Develop and implement an Emergency Response Plan
- Develop and implement relevant and appropriate Privacy Procedures
- Review and redevelop MYS data collection and collation procedures
- Conduct Best Value Implementation Plan Consultation
- Advocate for allocation of additional resources in the 2005/2006 Youth Services Budget to develop a Maroondah Youth Plan.

Consultation

Maroondah Youth Services is committed to ongoing community consultation. Development and implementation of the Consultation Strategy will ensure Maroondah Youth Services stakeholders are effectively consulted with. The strategy will build upon Council's 'Commitment to Community Consultation' policy and will be designed not only to cover Maroondah Youth Services consultation with stakeholders but will also be inclusive of methods for other council departments to effectively consult with young people. Evaluation of the consultation results will reflect the processes identified in the above section 'Responsive to Community Needs'.

Maroondah Youth Services conduct two service planning sessions per year, at which the Youth Consultation Strategy will be reviewed to ensure the strategy remains relevant and effective, therefore until the strategy is deemed inadequate it will specify the nature consultation for future years. In addition Council has established a formal community feedback and request process as part of its community service charter initiative.

Best Value Principle

Actions Taken

Reporting

Maroondah’s Best Value Annual Community Report of key findings and key performance target and results will be available to the community via the following methods and access points;

- A copy will be placed on Council’s community web page for public access
- A copy will be available at each of our three Customer Service Centres for public viewing.
- A copy will be available at each of Council’s Public Libraries for public viewing.

Performance reporting against key service indicators is undertaken on a monthly basis and the results documented in Council’s monthly performance report. This report is tabled before Council on a quarterly basis and is a publicly available document. Each service area has an annual business plan, which is strategically aligned with Maroondah’s Council Plan, and our overarching strategic community plan Maroondah 2025. Annual performance and key achievements of the strategies in these plans is reported in Council’s Annual Report.