Our Story

Youth Off The Streets is a non-denominational community organisation working for young people aged 12-21 who are facing challenges of homelessness, drug and alcohol dependency, exclusion from school, neglect and abuse. We support these young people as they work to turn their lives around and overcome immense personal traumas such as neglect and physical, psychological and emotional abuse.

Since opening in 1991, Youth Off The Streets has grown from a single food van delivering meals to young homeless people on the streets of Kings Cross, to a major youth specific agency offering a full continuum of care through the delivery of a wide range of over 35 services built with our knowledge and professional expertise.

It is our goal that young people accessing our services will leave our care with a high school education, living skills, free from drugs and with a full or part-time job in hand. Volunteers support us every step of the way.
OUR VISION

Youth Off The Streets’ vision is that we are well planned and balanced to meet the needs of all our stakeholders and in doing so we are focused on outcomes, community and sustainability.

OUR MISSION

Youth Off The Streets is helping disconnected young people discover greatness within by engaging, supporting and providing opportunities to encourage and facilitate positive life choices.

OUR VALUES

Passion
At Youth Off The Streets we have a dream and we believe in our cause.

Respect
At Youth Off The Streets we are quick to listen and slow to speak.

Integrity
At Youth Off The Streets we know actions speak louder than words.

Dedication
At Youth Off The Streets we find reason why you can and not why you cannot.

Engagement
At Youth Off The Streets we lead by example.
DISCOVERING GREATNESS WITHIN OUR YOUNG PEOPLE

At Youth Off The Streets, we take every chance to appreciate the young people in our services, to thank them for the amazing things that they do for themselves and for others each day, and to acknowledge the things that they accomplish every day despite all odds being against them. We are constantly inspired by our young people who, despite facing challenges like homelessness, abuse, neglect and having minimal support networks, find a way to overcome these barriers and turn their lives around. We are very proud of each one of them and thankful for the opportunity to be in the position to help these kids to help themselves and discover their greatness within.

Youth Off The Streets services and programs have shown time and time again how achievable it is to re-engage kids and encourage them to want to achieve their full potential. Some of our services run activities in partnership with other community organisations and government bodies that work to benefit young people. What all of these programs have in common is giving a young person the opportunity to learn and harness their creativity, talents and ideas, and share them with others.

This year, the impact of the change in the federal government’s approach to funding the social and community services sector has been felt by the young people in our programs and services (see page eight of this report for more detail). As such, Youth Off The Streets has continued to advocate about the challenges our young people face. Challenges such as the increase of youth unemployment; the cost of education; the lack of a safe environment for young people in remote rural areas; the need for youth homeless services; and to recognise Aboriginal and Torres Strait Islander peoples in Australia’s history.

Australia is a multicultural society. We are seen as tolerant, inclusive, wealthy, sunburnt, giving people a ‘fair go’ and many more things. Let us be how we are seen. Let us be a country that recognises each other, works together, giving ALL of our young people the best opportunities possible. It is time for society to take responsibility for our young. We have often said it takes a whole village to raise a child. It is our responsibility, as adults, to ensure the safety and security of our young people. If you see a young person in distress, help them. If you know of a young person being abused or neglected, report it. If you have the opportunity to help an organisation that assists young people, support it. If you know a young person, support them, believe in them and always listen to them. It is the very least we can do for our vulnerable children; our future generations.

BUILDING A SUSTAINABLE FUTURE

Youth Off The Streets will continue to adapt to the changes in funding requirements and opportunities from the various federal, state and local governments provided through relevant grants; the generosity of individuals; and private and corporate donors. The organisation is in the second year of implementing a fundraising strategy and brand development model and has ended the financial year with a donation revenue of $7,868,752 (2013: $6,941,635) increased by 13 per cent largely from donations by individuals. Overall, Youth Off The Streets reported a deficit of $1,600,183 (2013: deficit $1,050,696) which represented a 52 per cent increase on prior year. However, the increase in deficit includes $1,024,664, attributed to non-operational and non-recurrent expenses that are outlined in our Director’s Report on page 57. Hence, the operating deficit for the year is $575,519 which represents a 45 per cent improvement on the previous financial year. 2013/14 expenditure was $19,082,105 (2013: $18,410,689), an increase of 3.6 per cent in expenditure for the year which was largely the result of increased staffing costs and our expansion in Outreach Services.
There has been an impact on the structure of the organisation due to the changes in programs, significant government funding opportunities and interstate growth. For detail on these impacts go to page 33 of this report. As such, Youth Off The Streets is reviewing internal reporting lines and structure to accommodate planned business growth. The organisation’s aim is to ensure that existing business needs are being met and that there is flexibility and alignment with future business needs. We will continue to diversify and grow the individual fundraising streams for the organisation to ensure financial sustainability; continue to focus on building and solidifying partnerships with other community services organisations to maximise government funding opportunities; and continue to identify and implement systems and infrastructure systems based on the growing needs of the organisation and the rapid change in technology services.

**THANK YOU**

We would like to thank our partner organisations, government, corporate and general supporters, volunteers, staff and donors for their belief in our young people and all their support throughout the year. All of the work we do and the achievements of our young people would not be possible without the support we receive from you, our donors, partners, staff and volunteers.

Yours sincerely

Father Chris Riley
CEO and Founder

Richard Gibbs
Chair

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**OUR HIGHLIGHTS**

- Street Walk supported youth 204 nights of the year, engaging 717 young people, referring 196 to the service they needed and advocated for 165 young people. Youth Off The Streets continues to provide a night time presence that aims to refer young homeless support services.

- The Dunlea Alcohol and Other Drug program hired a family worker to ensure that the young person and their families are supported during the program.

- The Mental Health Team started an Alcohol and Other Drugs schools program, where a team member would go to a local high school and educate young people on: the effects of drugs and alcohol, the dangers of various drugs and alcohol and harm minimisation strategies.

- 22 young people each year receive financial support, ongoing assistance and a mentor to assist them to achieve their educational or skill-based goals, through Youth Off The Streets National Scholarship Program.

- Acceptance and Commitment Therapy program at our Step Up Program for Year 11 and 12 students, who began and focused on using art to explore thoughts, emotions, behaviour and values. The young people responded well to the program, often providing much more detail and clarity through pictures than they can verbally.

- Who’s the Man program aimed at challenging pop culture and various stereotypes had an immediate impact on the young people involved, changing the way they talked to female teachers and decreasing incidents of aggression towards staff and other students.

**ASPIRE STUDENTS TOOK PART IN A THREE DAY CULTURAL CAMP AT BUNDEENA LEARNING ABOUT TRADITIONAL FISHING TECHNIQUES, BUSH TUCKER, HAVING A YARN AND LEARNING ABOUT THE LOCAL HISTORY OF BUNDEENA.**
**ACTIVE VOLUNTEERS**

- Aboriginal Services: 0.5%
- Homeless Services: 38%
- Education Services: 14.5%
- Koch Centre for Youth & Learning: 2%
- Cordeaux Heights Centre for Youth: 1%
- Outreach Services: 6%
- Opportunity Shops: 35%
- Corporate Services: 3%

**TOTAL** 442

---

**STAFF BY AGE**

<table>
<thead>
<tr>
<th>Service</th>
<th>&lt;25</th>
<th>25–34</th>
<th>35–44</th>
<th>45–54</th>
<th>55+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homeless Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Op Shop</td>
<td>1</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KC4Y&amp;L</td>
<td>3</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residential Services</td>
<td>8</td>
<td>21</td>
<td>8</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>Outreach Services</td>
<td>14</td>
<td>21</td>
<td>9</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>Education Services</td>
<td>2</td>
<td>12</td>
<td>3</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>Corporate Services</td>
<td>5</td>
<td>18</td>
<td>16</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td>Aboriginal Services</td>
<td>5</td>
<td>18</td>
<td>4</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

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**INWARD REFERRAL** - Any referrals of young people who come directly to an individual program. Intake is based on young people meeting the appropriate age and other criteria specific to a particular program.

**OUTWARD REFERRALS** - Any referrals of young people in our care to other services who can support them; either in partnership with us or if we are unable to continue to support them ourselves.

**ADVOCACY** - The individual support provided by staff across all other programs to assist and empower young people to access another service or program or deal with a family or community issue. Each month, an individual young person may have many instances of advocacy across a range of areas of need.

**NUMBER OF YOUNG PEOPLE IN OUR SERVICES (%)**

<table>
<thead>
<tr>
<th>INWARD REFERRALS</th>
<th>TOTAL 1202</th>
<th>12</th>
<th>9</th>
<th>1</th>
<th>12</th>
<th>1</th>
<th>13</th>
<th>2</th>
<th>9</th>
<th>5</th>
<th>14</th>
<th>3</th>
<th>14</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTWARD REFERRALS</td>
<td>TOTAL 1838</td>
<td>13</td>
<td>7</td>
<td>3</td>
<td>11</td>
<td>8</td>
<td>10</td>
<td>2</td>
<td>4</td>
<td>7</td>
<td>8</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>ADVOCACY</td>
<td>TOTAL 5104</td>
<td>14</td>
<td>5</td>
<td>2</td>
<td>9</td>
<td>7</td>
<td>9</td>
<td>9</td>
<td>5</td>
<td>5</td>
<td>7</td>
<td>14</td>
<td>3</td>
</tr>
</tbody>
</table>
**Our Young People**

Youth Off The Streets

**Focuses**

More than 47,000 young people under 25 are homeless in Australia, making up 48 per cent of the overall homeless population. (ABS, 2011)

160,000 incidents of child abuse or neglect were reported between 2011 and 2012. (AIHW, 2012)

Aboriginal young people aged between 10 and 16 are 15 times more likely to be under supervision on an average day in comparison to non-Aboriginal young people. (House of Representatives – Standing Committee on Aboriginal and Torres Strait Islander Affairs, 2011)

52 per cent of young people in juvenile detention in 2012 had not yet received a sentence (AIHW, 2012) and only 16 per cent of children and young people on remand in New South Wales will go on to receive a custodial sentence. (AIHW, 2012)

Every year in Australia one in five young people aged from 15 to 19 drop out of education and are unemployed. (Foundation for Young Australians (FYA), 2012)

There are 2.2 million families in Australia who are living below the poverty line, including 600,000 children who often go to school without breakfast or lunch and suffer social isolation. (ACOSS, 2012)

**Believes**

Providing intervention services to local communities.

Offering flexible curriculum that responds to the specific needs, interests and talents of young people.

Showing that somebody cares and is willing to help them.

Build trust with young people in need and refer them onto services that can help, both internal and externally to Youth Off The Streets.

Provide qualified psychologists and counsellors through our programs to both young people and their families for assessment, treatment and support.

Support Aboriginal students to engage with education, learn how to make positive life choices.

Provide extra curricula support to students to ensure that the personal barriers they face in learning are minimalised and they are able to achieve their full potential.
Youth Off The Streets

PROVIDES

cultural programs, services learning, & connections back into their communities

Some young people stay for up to three months at our crisis refuge until they are able to find more stable accommodation whilst others may stay for only one or two nights, particularly if they are able to be reunited with their families.

Engaging young people in community-serving activities.

Equip and empower Aboriginal youth and their communities to embrace the future, standing strong and proud.

Engage young people in their own environment, starting with low key activities and building up to more structured, specific activities as trust and acceptance grows in the community.

A Youth Centre that offers access to qualified youth workers who provide support, information and referrals; participation in service learning projects which involve young people assisting the community; after school programs; wellbeing programs; and programs in partnership with other local organisations and services.

Youth Off The Streets

CELEBRATES

the achievements young people have made

In 2013, 28 students achieved their Record of School Achievement and seven students achieved their Higher School Certificate.

The Takeover Tournament held by the Outreach Services at the KC4Y&L had an estimated 100 young people compete for the winner’s trophy. Bankstown Outreach’s team ‘Bucket-tears’ came away with the goods, undefeated during the tournament.

25 students enrolled or completed in TAFE or tertiary education courses and 10 students maintained part-time work.

14 year-old Mikaela won the annual Hunter Valley Outreach youth week Open Mic Night talent competition with her cover of Adele’s ‘Turning Tables’. There was a total of 16 acts, including solo performances, duos, instrumental covers and dancing.

Students at EDEN College took part in an art course throughout 2013, which culminated in an exhibition of 95 pieces of art on display.

At the KC4Y&L, the Creative Art Course Art after-school program asked young people to create a collage around the theme ‘locating you’. It was designed as a self-exploration process that represented a journey in their life.
WE NEED TO STAND TOGETHER TO CREATE A BETTER SOCIETY

The changes to family benefits, along with increased costs of living directly related to the 2013 federal government budget will create a reliance on support services for many struggling families. Go to www.youthoffthestreets.com.au/federalbudget for more detail on changes to benefits and allowances that impact our young people. A low-income family will have no chance in improving their position. Their minimum wage job isn’t providing enough money for them to live on.

Education is unattainable due to the expense of it. The everyday cost of living is on the rise through increased healthcare costs and a fuel excise. Family tax benefits and unemployment benefits are being cut, and these are government benefits that a lot of the families we deal with rely on. An increased need for homelessness services is anticipated, as those living at or below the poverty line will be pushed into homelessness. According to Australian Institute of Health and Welfare 2012-13 SHS report, 16 per cent accessed homelessness services due to financial hardship, a statistic that will rise due to the impact of the 2013 budget from the federal government. In addition, the government’s cuts to Gonski and de-regulating university fees are negatively impacting the young people we deal with the most as they are at risk of being priced out of further education. Young people will be left with no choice but to enter the workforce with fewer skills and as such continue to struggle to find their greatness within.

RESPONDING TO THE IMMEDIATE NEEDS OF OUR YOUNG PEOPLE

This year, to meet the growing demand of our services we have opened new programs and services and reviewed existing programs and services. See examples of these programs on pages 17 and 27. In addition, Craig Davis College was in its first year of operation and is located at our Cordeaux Centre for Youth at Cordeaux Heights, Illawarra. This school is an accredited, independent high school working in collaboration with our other schools to deliver a holistic approach to learning and teaching. Our schools consider the needs of each student and helps them to develop resiliency and life skills. We believe that every young person can reach their full potential if they’re supported and engaged in educational practices that respond to each individual developmental need.
Across the organisation, we have a number of students sitting the Higher School Certificate (HSC) in our accredited high schools, with 28 students having previously completed Record of School Achievement and seven completing their HSC in 2013. Our schools provide life skills, along with education, so students that graduate are highly sought after in the workplace and can also live independently. It’s important that they leave our care with the ability to cook, clean, secure accommodation and employment, and have literacy and numeracy skills. In 2013, 165 students were enrolled at Youth Off The Streets schools. Of this number, 25 students enrolled in or completed TAFE or tertiary education courses; ten students maintained part-time work; 20 students completed their swim test; and eight students completed their Responsible Service of Alcohol training.

Over the last six years, the young people in our care have been invited to complete an anonymous, online annual survey. The results contribute to our regular planning and review processes and assist senior managers to identify and address areas for improvement. Each year, increasing numbers of young people voluntarily complete the survey.

### Youth Unemployment

Youth unemployment currently represents just under 40% of all unemployment in Australia, which means one in three unemployed Australians are between 15 and 24 years of age (Australian Youth Unemployment 2014 Snapshot, 2014)

<table>
<thead>
<tr>
<th>Year</th>
<th>Total respondents</th>
<th>Staff demonstrate RESPECT very well or well</th>
<th>Staff demonstrate DEDICATION very well or well</th>
<th>Strongly agree or agree that Youth Off The Streets helps me to feel safer</th>
<th>Strongly agree or agree that Youth Off The Streets helps me achieve things I didn’t think I could achieve</th>
<th>Overall experience of Youth Off The Streets is very good or good</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>105</td>
<td>94% (89)</td>
<td>92.5% (87)</td>
<td>82% (79)</td>
<td>88.5% (85)</td>
<td>93.5% (88)</td>
</tr>
<tr>
<td>2011</td>
<td>109</td>
<td>98% (94)</td>
<td>94% (89)</td>
<td>84% (84)</td>
<td>91% (87)</td>
<td>91.5% (86)</td>
</tr>
<tr>
<td>2012</td>
<td>157</td>
<td>97.1% (132)</td>
<td>95.6% (129)</td>
<td>87.9% (116)</td>
<td>87.9% (116)</td>
<td>92.8% (130)</td>
</tr>
<tr>
<td>2013</td>
<td>149</td>
<td>97.9% (138)</td>
<td>97.9% (138)</td>
<td>86% (117)</td>
<td>80.1% (109)</td>
<td>95.8% (135)</td>
</tr>
<tr>
<td>2014</td>
<td>217</td>
<td>98.4% (191)</td>
<td>98.4% (191)</td>
<td>88.5% (169)</td>
<td>85.3% (162)</td>
<td>93.8% (204)</td>
</tr>
</tbody>
</table>

Note: The percentage is based on the number of young people who responded to an individual question not the total number of respondents to the entire survey.

There is an observed spike in responses in this year’s survey due to the opening of the additional Outreaches and the extra effort staff put in to gather feedback. The overall experience of young people are still consistently positive, the biggest difference has been in the numbers of Aboriginal and Torres Strait Islander responses doubling from 31 (24 per cent) in 2013 to 63 (40 per cent) in 2014.
OUR STRUCTURE

WESTERN SYDNEY
- Bankstown Outreach
- Doonside Outreach
- Blacktown Outreach
- Fairfield Outreach
- Willmot Outreach
- Holroyd Outreach

MERRYLANDS, SYDNEY
- Youth Off The Streets' Office
- Chapel School
- Step Up (Education Program)
- ASPIRE Aboriginal Education Program
- Integration (Education Program)
- Dunlea Alcohol & Other Drugs Youth Service
- Mental Health Services

MASCOT, SYDNEY
- Youth Off The Streets' Office (Corporate Services)
- Scholarship Program (Education Program)

MAROUBRA, SYDNEY
- South East Sydney Outreach (Aboriginal Program)

REDFERN, SYDNEY
- Key College (School)

MARRICKVILLE, SYDNEY
- Street Walk
- Food Van
- Don Bosco Home
- Mental Health Services
- Inner West Sydney Youth Homeless Services
MOSS VALE, SOUTHERN HIGHLANDS
New Pathways (Residential Program)
Mental Health Services

BOWRAL, SOUTHERN HIGHLANDS
Bowral Op Shop

CORDEAUX HEIGHTS, ILLAWARRA
Cordeaux Heights Centre for Youth which includes Craig Davis College (School) and the Aboriginal Residential Care Program
Illawarra Outreach

MACQUARIE FIELDS, SYDNEY
Koch Centre for Youth & Learning that includes EDEN College (School), Mental Health Service and Education Programs
Macquarie Fields Outreach

NARRANDERA, NSW
Narrandera Outreach (Aboriginal Program)

GRiffITH, NSW
Griffith Outreach (Aboriginal Program)

BOURKE, NSW
Bourke Outreach (Aboriginal Program)

HUNTER VALLEY, NSW
Cessnock Outreach
East Cessnock Outreach
Kurri Kurri Outreach
Singleton Op Shop
Maitland Op Shop
Maitland Paraphenalia Antiques and Collectables Shop

TASMANIA
Derwent Outreach

QUEENSLAND
Logan Outreach (Aboriginal Program)

KEY
- Education Programs
- School
- Outreach Program
- Centre for Youth
- Aboriginal Programs
- Opportunity Shop
- Youth Off The Streets' Offices
- Residential Treatment Programs
- Dunlea Alcohol & Other Drug Youth Services
- Street Walk
- Food Van
- Mental Health Services
- Don Bosco Home
- Inner West Youth Homeless Services
Executive Team

Father Chris Riley
Chief Executive Officer and Founder

Father Chris Riley AM has worked with disadvantaged youth for more than 35 years in a variety of roles including teacher, youth worker, probation officer, residential carer and Principal. Father Riley officially founded Youth Off The Streets in 1991. See page 59 for complete biography.

Mark Twomey
Director Corporate Services

- Master of Professional Accounting
- Master of Applied Finance
- Member of the Institute of Chartered Accountants
- Fellow Financial Services Institute of Australasia

Mark has a wide range of business experience in accounting, manufacturing and financial institutions covering a variety of roles ranging from business owner, general management, human resources and group strategic planning to corporate and commercial finance.

Kathy McKenzie
Director Aboriginal Services

- Frontline Management – FaCS
- Certificate IV in Drug and Alcohol

Kathy is a Wiradjuri woman who was raised in Griffith and has lived there for the majority of her life. Kathy has managerial experience in child protection and Out Of Home Care Services. She trained as a member of the Joint Investigative Response Team NSW Department of Community and Family Services (FaCS), which included training around child sexual assault and child protection.

Lex Lutherborrow
Centre Manager, Homeless Services

- Bachelor of Social Science (Double Major in Psychology and Criminology)

Lex has extensive and diverse experience in the community services sector. Lex has 15 years of experience working with young people in need and has had a variety of roles. She has worked in community services and for the government as a Unit Coordinator for the Department of Juvenile Justice. Lex draws on this vast experience as she currently manages Youth Off The Streets’ Homeless Services, where she works closely with partner organisations Wesley Mission and YWCA NSW. Lex continues her commitment to education and professional development by undertaking an Advanced Diploma of Management.

She joined Youth Off The Streets in 2006 as a Cluster Manager for Aboriginal Residential Care in the Southern Highlands. Kathy then returned to her home town of Griffith where she commenced as Outreach Manager for Griffith and Narrandera where her extensive local knowledge contributes to understanding issues, identifying barriers and addressing needs. Kathy has been in her current role since November 2011.
Lou Single  
**Director and Principal Education Services and Koch Centre for Youth & Learning**  
- Diploma of Teaching  
- Bachelor of Education (Special)  
- Master of Education (Special)  
- Diploma of Management

Lou trained and worked for over 25 years as a teacher and then Principal at Boys’ Town Engadine, with Father Riley. In endeavouring to share her experience she took up a role to tutor and lecture in Special Education at the University of Wollongong and the University of Western Sydney. She has taught children in Primary and with learning difficulties in Catholic, State and Independent schools and trained Teachers Aides (Special). Lou continues to be active in other school committees and parent groups. She represents all special school Principals with the Independent Education Union for NSW. In May 2012, Lou was the recipient of the National Excellence in Teaching Award (NEiTA). In collaboration with managers she oversees the four high schools, and Educations Services which include National Scholarship Program, Aftercare, Service Learning and Mentoring Programs.

In 2013 Lou was awarded the Youth Off The Streets Employee of the Year Award.

Sarah Dodds  
**Director Outreach Services**  
Sarah has a background of training in Alcohol and Other Drugs, Mental Health and Management. Sarah has been part of the Salesian family since 2001 learning and using the Salesian ways, particularly Don Bosco’s preventive system of working with youth. She has worked with Youth Off The Streets for approximately seven years and as recently as February 2012, took up her current role. During this time Sarah has had the opportunity of working in several programs in Outreach and setting up programs in Western Sydney and South West Sydney as a Manager.

Suzi Kenney  
**Centre Manager Cordeaux Heights Centre for Youth**  
- Bachelor of Laws  
- Master of Inclusive Education (School Leadership)

Suzi commenced work at Youth Off The Streets in 2003 as a Specialist Youth Worker at New Pathways, before moving across to Matthew Hogan School as a teacher in 2004. Suzi commenced managing the school in 2005 and has built up an extensive repertoire of experience in teaching and working with young people in out of home care. In 2012, she took on the role of managing the final stages of development of the new Centre for Youth at Cordeaux Heights. In December 2012 she moved into the role of Centre Manager, where she now oversees Craig Davis College and the Illawarra Outreach Program. Suzi is also an accredited Child Protection Investigator (Licence CK1049).

Cass Herring  
**Cluster Manager, New Pathways Residential Services**  
- Bachelor of Arts (Psychology)  
- Master of Arts (Child Protection Investigation)

As well as working as the Cluster Manager for New Pathways, Cass also acts as the Case Work and Compliance Manager for Residential Services offered through Youth Off The Streets to ensure that Work and Occupational Health standards are met and our accreditation status maintained. Cass’s Masters dissertation examined the importance of family involvement within the therapeutic aspects of the New Pathways program and attempted to discern the feasibility of formalising a family based therapeutic component within New Pathways. Cass is also accredited through ANZATSA (Australian & New Zealand Association for the Treatment of Sexual Abuse) and CSOCAS (Child Sex Offender Counsellor Accreditation Scheme).
**OUR STRATEGY**

To help disconnected young people to discover greatness within

### Focus 1: To provide values based integrated programs, engaging young people in meaningful and transferable learning and, empowering them to reach their unique potential.

<table>
<thead>
<tr>
<th>Examples of implementation</th>
<th>Organisation Outputs</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
<th>Impact Highlights for 2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>To expand and develop relevant programs to assist our young people to prepare and transition into independence and the community.</td>
<td>Number of occasions individual support was provided to young people by staff at our crisis refuge, to another service or program, or deal with a family or community issue.</td>
<td>5211</td>
<td>6847</td>
<td>5556</td>
<td>* Young people aged between 15-18 facing homelessness will be referred through this program into our crisis and short term accommodation, Don Bosco Home, where they will receive on-site support in a safe environment. Young people facing drug and alcohol dependencies may be enrolled into the Dunlea Alcohol and Other Drug Youth Service, which provides a comprehensive treatment program designed to help them to change their levels and patterns of drug use. These programs are supported by the Mental Health Team which offers qualified psychologists and counsellors, available to both young people and their families for assessment, treatment and support. The team works across Homeless Services to provide a holistic approach to a young person’s path to wellbeing.</td>
</tr>
<tr>
<td></td>
<td>Number of students in our independent and accredited high school with post school opportunities.</td>
<td>113</td>
<td>57</td>
<td>35</td>
<td>* Opportunities correspond to the age of the students involved.</td>
</tr>
<tr>
<td>Explore the expansion of the Youth Centre model and programs into other regional areas.</td>
<td>Number of young people participating in programs and workshops at KC4y&amp;L.</td>
<td>874*</td>
<td>1298</td>
<td>1169</td>
<td>* The Creative Art after-school program asked young people had to create a collage around the theme ‘locating you’. It was designed as a self-exploration process that represented a journey in their life. They had to put things in the collage that mattered to them, such as safe places, toys, and practical things that held a personal meaning. At the end of the course, they had made something that represented their life journey so far.</td>
</tr>
</tbody>
</table>

### Focus 2: To equip and empower Aboriginal youth and their communities to embrace the future.

<table>
<thead>
<tr>
<th>Examples of implementation</th>
<th>Organisation Outputs</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
<th>Impact Highlights for 2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>To expand education and social support services provided to Aboriginal youth.</td>
<td>Number of programs with an element created specifically in response to the needs of Aboriginal and Torres Strait Islander young people.</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>* ASPIRE Cultural Program for all young people who identify as Aboriginal or Torres Strait Islander. This program involves camp opportunities, one day outings and classroom activities.</td>
</tr>
<tr>
<td></td>
<td>Number of staff that identify themselves as Aboriginal.</td>
<td>16</td>
<td>19</td>
<td>18</td>
<td>* Girls Social &amp; Wellbeing Group at Griffith Outreach for girls aged between 12-18 years old. The purpose of this group is to provide positive role modelling, self esteem sessions, individual and group support in making positive choices. Young people also participate in cooking, art and crafts and social outings.</td>
</tr>
<tr>
<td></td>
<td>Although there is increased communication and availability of Aboriginal job positions within the organisation and a policy of encouraging Aboriginal and Torres Strait Islander people to apply for roles within the organisation, there has been a slight decrease from last year.</td>
<td></td>
<td></td>
<td></td>
<td>* Youth Off The Streets is an Equal Opportunity Employer.</td>
</tr>
</tbody>
</table>

### Focus 3: Being innovative in the youth field with a focus on new programs.

<table>
<thead>
<tr>
<th>Examples of implementation</th>
<th>Organisation Outputs</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
<th>Impact Highlights for 2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify and introduce programs and services that enhance Youth Off The Streets as an Employer of Choice.</td>
<td>Number of new programs and services introduced by Youth Off The Streets.</td>
<td>14</td>
<td>11</td>
<td>15</td>
<td>* Seven programs are Outreaches launched by Youth Off The Streets after receiving $5 million from the Federal Government to expand our Outreach Services. The funding was used to establish 10 new outreach locations over the last two years.</td>
</tr>
<tr>
<td></td>
<td>Number of programs and services that have closed in response to a change in needs of our young people, local communities or industry.</td>
<td>5</td>
<td>3</td>
<td>2(4)</td>
<td>* Casula Op Shop and Wyoming Op Shop were closed, however they are not programs and services for our young people, but sources of income.</td>
</tr>
</tbody>
</table>
**Focus 4: To provide the framework for a sustainable future through accountable, professional and collaborative practice.**

<table>
<thead>
<tr>
<th>Examples of implementation</th>
<th>Organisation Outputs</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
<th>Impact Highlights for 2013/14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>To promote</strong> the provision of “specialised services” to interested state government agencies.</td>
<td>Number of inward referrals for culturally specific residential programs.</td>
<td>5</td>
<td>5</td>
<td>7</td>
<td>• Aboriginal and Torres Strait Islander people are still over-represented among clients for specialist homelessness services in Australia. They represent 23 per cent of those accessing the services, despite making up just 2.5 per cent of the population¹. Our Aboriginal Residential Care program has been running for two and half years and provides out-of-home accommodation for young Aboriginal males aged between 12 and 17 years who have been referred to us by the NSW Department of Family and Community Service (FaCS).</td>
</tr>
<tr>
<td></td>
<td>Number of successful government grants applied for specialised programs.</td>
<td>9</td>
<td>3</td>
<td>5</td>
<td>• Department of Education, Employment and Workplace Relations – Parental and Community Engagement Program (PaCE) as part of our Narrandera Outreach. • Community Relations Commission – Multicultural Advantage Grants Program – Community Inclusion for career progression through sport at our Blacktown Outreach.</td>
</tr>
<tr>
<td><strong>Increase visibility in youth policy decision making.</strong></td>
<td>Number of conferences at which Youth Off The Streets spoke.</td>
<td>1</td>
<td>7</td>
<td>5</td>
<td>• Australian Youth Affairs Coalition 2013 National Youth Affairs Conference, August 2013. • Fundraising Institute of Australia’s Fundraising Conference March 2014.</td>
</tr>
<tr>
<td><strong>To develop and start implementation of a Reconciliation Action Plan (RAP) in the next 12 months.</strong></td>
<td>Number of staff who are members of the RAP Committee, the Advisory Committee or a RAP Champion.</td>
<td>9</td>
<td>18</td>
<td>22</td>
<td>• Our Reconciliation Action Plan Committee consists of five staff and managers and four support staff from across the organisation from the following programs: Dunlea Alcohol and Other Drugs Youth Services, Mentoring, Trusts and Foundations, Mental Health Team, Cordeaux Heights Centre for Youth and Corporate Services. • Our committee was supported by seven RAP Expert Advisors, four of who are external to the organisation and three from the following programs: Aboriginal Residential Care Program and the Director of Aboriginal Services. • Six RAP Champions provide their teams with updates specific to their area of business about RAP actions at team and unit meetings. They also provide information to the RAP Committee about initiatives, actions, ideas or issues raised in their area of business.</td>
</tr>
<tr>
<td></td>
<td>Number of staff who undertook cultural awareness training.</td>
<td>51</td>
<td>40</td>
<td>15</td>
<td>• Youth Off The Streets Cultural Understanding and Cultural Awareness Training held by a Traditional Wiradjuri Elder. • Unlike the previous years, Youth Off The Streets did not have any staff attend the OTEN TAFE Western Sydney Institute’s Aboriginal Cultural Education Course in Partnering with Aboriginal Communities.</td>
</tr>
<tr>
<td></td>
<td>Number of cultural and Reconciliation events young people participated in.</td>
<td>7</td>
<td>11</td>
<td>21</td>
<td>• NAIDOC Week, 7-14 July 2013. Youth Off The Streets participated in many local events around New South Wales, celebrating Aboriginal and Torres Strait Islander individuals and communities. For example in Griffith, the community fun day was highly successful with many people from across all communities including the local preschools, disability services and many non Aboriginal community members. The activities on the day included many things for young people such as sporting comps, sumo wrestling suits, jumping castles, free use of the basketball stadium as well as a free BBQ lunch was provided.</td>
</tr>
</tbody>
</table>
OUR STRATEGY

HOW WE FIT WITH OTHER SERVICES

First Circle – How young people enter Youth Off The Streets Services

Second Circle – Youth Off The Streets Services

Third Circle – Aboriginal Services

Fourth Circle – Youth Off The Streets Program

Family • NSW Dept of Family & Community Services

Independence • Drop In • Self-

Wellbeing Programs

Court Support

Family Program

Wellbeing Programs

National Scholarship Program

Service Learning

Community Support

National Scholarship Program

Service Learning

Wellbeing Programs

National Scholarship Program

Service Learning

Wellbeing Programs
Focus 1: To provide values based integrated programs, engaging young people in meaningful and transferable learning and empowering them to reach their potential.

2013/14 Goals

- Improving the curriculum based measurement across all schools.
- Evaluate and improve the model for Aboriginal Residential Care, providing a strong cultural program for young people who require out-of-home support.

Ongoing Challenges

- The way that schools are funded, using two census dates (one in February and the other in August) dramatically affected the amount of inward referrals we received during the start of the year. Schools are now hesitant to refer students before the census date in February.
- Changes to social and community services outlined in the 2013 Federal Budget has led to cuts to Newstart and Youth Allowance, two areas of financial support that impact our young people greatly. In February 2014, the number of people on Newstart increased by 6.4 per cent to 726,740, however with the change to the eligibility age for this benefit increased from 22 years to 25 years, there is an expected increased demand for our services, particularly our Outreach Services and Homeless Services, as there is less support for young people seeking employment.

What We Did

- Student welfare strategies were developed to build positive self esteem and acknowledge student achievement schemes.
- For the 2013 school year, Youth Off The Streets’ EDEN College received funding for, and employed, a youth support worker. This worker took students to medical and dental appointments, accompanied students to court, moved students from one refuge to another, assisted young mothers and assisted with general accommodation problems.
- Our Street Walk inner-city program which offers a night time presence Sunday through to Thursday in Sydney, referring young people facing homelessness, or who are already homeless, to internal or external services, supported youth 204 nights in the last financial year. The program engaged 717 young people, referred 196 to the service they needed and advocated for 165 young people.
- Formed a partnership with Wesley Mission and YWCA NSW to tender for the Going Home Staying Home government funding for the Inner West Youth Homelessness Service. The service will support over 450 young people per year covering six local government areas in Sydney; these include, Ashfield, Burwood, Canada Bay, Marrickville, Leichhardt and Strathfield.
- After receiving a $5 million funding from the National Crime Prevention Fund at the end of the last financial year to open 10 new Outreach programs over two years, Youth Off The Streets fulfilled this funding and expanded services interstate, opening a new Outreach in Tasmania and another in Logan, Queensland. This work will continue into the 2014/15 financial year.

An Australian Government Initiative
**HIGHLIGHTS**

- **Service Learning** – Service Learning opportunities are structured to engage young people in projects designed to help others and stimulate social conscience. All young people participated in at least one service learning opportunity through the year including; reverse mentoring, Aboriginal Elders Olympics, Land Care Black Butt Reserve and Wollongong Hospital Children Ward.

- **The Take Over Tournament** – This basketball tournament arranged by our Bankstown Outreach and held at the Koch Centre for Youth & Learning (KC4Y&L) in the January 2014 school holidays was a big success with an estimated 100 young people participating. Through our partnership with the Sydney Kings basketball team, many players came to the tournament and played with the young people. The tournament had an estimated 100 young people compete for the Takeover Tournament trophy. The home team ‘Bucket-tears’ from Bankstown Outreach were undefeated and won the final trophy.

- **Partnering at the KC4Y&L** – The centre partnered with a number of organisations to deliver after-school educational programs; such as, the Macarthur Disability Service and Musicians Making A Difference (MMAD). The centre was able to offer very popular digital arts and music courses through the partnerships for young people.

* Names changed to protect the privacy of the young people.

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**SNAPSHOT**

**The Macsim Sydney to Surfers Charity Bike Ride**

This 900km, seven day event is an annual highlight in our community fundraising calendar. Held in early May 2014, around 180 riders including eight young people and six staff from Youth Off The Streets completed the journey. One of our young people, John* managed to finish the race, completing all possible stages. Here is an insight into the ride from an interview with John.

**The first couple of days**

- “I had this gel seat on my bike and I thought it was annoying, so I left it behind at Merrylands (Sydney) before we went to Hornsby. I kind of regretted that!” John says. At the end of the first two days the riders had done over 200km and many were feeling aches and pains in their tired joints. John remained positive, despite 700km left to ride, and that positive attitude would help him down the track.

**Banana Hill**

- “I just wanted to hurry up and do it, yeah. I just wanted to get to the theme parks. I found just riding on the highways and that to be the hardest part. ‘Cause it’s just flat and you’re riding for ages. And then we hit Banana Hill. That hill was a nightmare. The hill goes up and around and then you think it ends, but it goes up again,” he despaired.

**The home stretch**

- On the seventh day John crossed the line. “My favourite day was probably the last day. All the ride packs were waiting for us at the end. So we all rode in together at the end and we were leading. It was awesome, but at the same time I was just happy to make it,” he said. John was given the Big COG award on the last day for his commitment to the ride, his positive attitude for the entire week and that he never once complained or gave up.

**So, what next for John?**

- John experienced many firsts when he participated in the ride; it was his first time cycling, first time on a plane (to get back to Sydney) and first time at a theme park (Movie World). John’s attendance at a mainstream high school last year was 1 per cent, but since coming to Youth Off The Streets’ EDEN College, his attendance has been 96 per cent. He is showing the same commitment to his education that he showed to the ride. He is not giving up and continues to learn more and more every day.

This year the event raised $262,000 making the total raised over the sixteen annual rides to date being $2.53 million.
This year continues our strong commitment to RAP with seven members of staff on our RAP committee, six RAP champions along with an Expert Advisor committee which comprises of a Wiradjuri Elder, Youth Off The Streets senior manager and Elder, and a Professor at the University of Wollongong.

2013/14 saw our second RAP document, which was approved by Reconciliation Australia. In this RAP we aimed to have each area of business establish and maintain key local relationships with Aboriginal and Torres Strait Islander organisations to build stronger relationships, ensure RAP information is included in new staff inductions so all staff are aware and understand reconciliation, consult with Aboriginal and Torres Strait Islander management and employees to establish a networking/mentoring strategy among other initiatives.

Based on the result of our first RAP in 2012/13, our second RAP made the following changes:

• RAP became a standing agenda item at all team meetings.
• Development of the Aboriginal Protocols Document.
• Terms of reference and nomination process published for RAP.
• Youth Off The Streets staff email signatures adjusted to acknowledge the traditional owners of country throughout Australia.

In the few months that our second RAP has been in effect we have already implemented the following across the organisation:

• Held a Youth Off The Streets event during National Reconciliation Week.
• Created a annual calendar of local Aboriginal and Torres Strait Islander cultural and reconciliation events.
• Established key local relationship with Aboriginal and Torres Strait Islander businesses, services, organisations, community members and leaders.

In 2014/15, our focus is to; establish and maintain key local relationships with Aboriginal and Torres Strait Islander organisations, engage all new staff in intensive cultural learning to improve our capacity to integrate Reconciliation within our organisation and providing opportunities to increase Aboriginal and Torres Strait Islander employment opportunities.

For more information visit www.youthoffthestreets.com.au/ourservices

WHAT IS NEW IN 2015

• Engage more with local communities through partnerships and community consultations. Expand staff training and expertise in the use of information and communication technology (ICT). Improving ICT skills in the classroom and office will ensure that our young people receive the highest quality education. Utilising best practice teaching methods will give our young people every chance of success in the classroom.

• Inner West Youth Homelessness Service is part of the Going Home Staying Home funding announced in June. Youth Off The Streets has partnered with Wesley Mission and YWCA to provide homeless services for young people aged 16-25 years and will act as the lead agency for this ongoing partnership. The services delivered within this partnership include; intervening early to prevent homelessness, rapid rehousing, crisis & transition, and intensive responses to clients with complex needs.

CASE STUDY

Reconciliation Action Plan (RAP)

This year continues our strong commitment to RAP with seven members of staff on our RAP committee, six RAP champions along with an Expert Advisor committee which comprises of a Wiradjuri Elder, Youth Off The Streets senior manager and Elder, and a Professor at the University of Wollongong.

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Dear Jenny,

When I first came to Hunter Valley Outreach I had no idea how to control my emotions. I wanted the people I hung out with to like me and I was angry all the time.

I was caught by the cops trying to steal some things from a shop. After the ‘break and enter’ charge my JJO (Juvenile Justice Officer) made me go to Youth Off The Streets, the judge said I was too young for jail. This only made me more angry and my feelings often consumed me, I didn't know what I was doing to others and didn’t really care. I had no idea that Youth Off The Streets would help me in a big way.

When I started volunteering through Outreach, it really made me see the other side of what I was doing. I was talking to people that had things stolen from them and that gave me a new perspective on the effects of my actions. I never thought that volunteering would help me in any way, I thought it was for losers, but I made friends in the community and they taught me a lot. The other volunteers and people we help, work really hard and it’s of great value to them. I now know that I shouldn’t view the community as people against me, but as people that can come together to help. It has taught me to help others, before helping yourself.

I was also made to participate in the Inner Pyrotechnics (IP) course. This course taught me how to control my emotions and was focused on anger management.

IP really opened my eyes to how angry I was. Before I thought it was normal to feel this way, but now I know better and I have greater control of my emotions. The confidence I have now has helped me develop better, positive relationships outside of Youth Off The Streets. The knowledge I’ve gained from IP also means I can recognise when I get angry and can use the exercises I learned to start to control that emotion.

Thanks for your help through all of this Jenny, without you or Hunter Valley Outreach I don’t know where I’d be right now. Through helping others and learning about my anger issues, I’m now a better person that gets along with others.

I have positive relationships now because of the great program that you run – Kevin*

* Name changed for privacy reasons.

52% of young people in juvenile detention in 2012 had not yet received a sentence and only 16% of children and young people on remand in NSW will go on to receive a custodial sentence.*

* AIHW, 2012.

“The incarceration of any young person should only ever be used after all other avenues of rehabilitation have been exhausted.” Father Chris Riley
FOCUS 2 TO EQUIP AND EMPOWER ABORIGINAL YOUTH AND THEIR COMMUNITIES TO EMBRACE THE FUTURE.

2013/14 GOALS

- Increase recruitment and retention of Aboriginal staff across Youth Off The Streets services.
- Identify and develop programs that provide culturally appropriate care to all our young people in our service.
- Build and improve relationships with Aboriginal communities.
- Initiate and foster positive relationship with Juvenile Justice courts and engaging young Aboriginal offenders, connecting them back to culture and country.

ONGOING CHALLENGES

- Recruitment and retention of staff from Aboriginal communities can be difficult due to the location of some of our services requiring them to travel a long distance and face adverse road conditions.
- Securing sustainable and long term government funding is a challenge as the federal government has now cut 150 ‘Indigenous affairs’ programs from the budget (merging them into five key areas), meaning young people now have fewer programs aimed at helping them.

WHAT WE DID

- Youth Off The Streets held eight Aboriginal cultural camps. The camps use traditional means of connecting with young people in an outdoor learning environment, where Aboriginal Elders will transfer knowledge and skills to younger generations. The camps are hosted by Aboriginal Elders and the activities are designed with cultural considerations and awareness in mind. The activities promote self determination; empower young people by equipping them with knowledge; and skills to cope with difficult times that may lie ahead. The structured yet flexible workshops and activities offer a range of planned and situational learning opportunities, all of which will contribute to a better understanding of one’s world and one’s part within it, enriching their cultural identity, building their communication skills and enhancing their leadership qualities. Youth Off The Streets also helped many schools run their own cultural camps, lending expertise to ensure the camp’s success.
- Continued to develop the ASPIRE Aboriginal Education Program at Key College, Chapel School, Merrylands Campus to help Aboriginal students to realise their full potential. The program supports Aboriginal students to engage with education, learn how to make positive life choices, and participate in and implement cultural activities in collaboration with the community.
- South Eastern Sydney Outreach took young people to a touch football combined sports event and taught the young people about positive thinking, a sense of belonging, physical fitness, responsible and respectful behaviour, decision making and understanding consequences. All of these are essential lessons that our Aboriginal Services team teach young people.
- Every week our Koch Centre for Youth & Learning ran a ‘Young Aboriginal Men’s Group’ which was targeted toward young Aboriginal males. The idea is to engage, help monitor and talk to them about respect, roles in the community, being a man, future job prospects and talking about the issues they are dealing with. Guest speakers were brought in to talk to them about the different services available in the area.
**HIGHLIGHTS**

- **Outreach expansion** – In the 2013/14, Youth Off The Streets launched three Aboriginal Outreach locations; Bourke Outreach, South Eastern Sydney Outreach and Logan Outreach. All Outreach locations have been running programs that aim to discover the greatness within the young people attending the service.

- **NAIDOC Week** – NAIDOC Week focus is to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. In 2013, it ran from 7-14 July and the theme was “we value the vision: Yirrkala Bark Petitions 1963”. Youth Off The Streets participated in many local events around New South Wales, celebrating Aboriginal and Torres Strait Islander individuals and communities.

- **Partnership with Shellharbour TAFE Community Services Section** – Cordeaux Heights Centre for Youth established a partnership with Shellharbour TAFE to provide placement and employment opportunities for Aboriginal Youth Work students in May 2014. One successful student placement has resulted in the employment of an Aboriginal Support Youth Worker across all services at Cordeaux Heights Centre for Youth which includes Craig Davis College, Illawarra Outreach and Aboriginal Residential Services.

- **Young Person attended the Tribal Warrior Early Morning Program** – This is a mentoring program designed to help Aboriginal and Torres Strait Islander youth of all ages. A male student from Key College Redfern has been attending the local Tribal Warrior early morning program since September 2013. He was supported by an Aboriginal mentor.

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**SNAPSHOT**

**Reconciliation Week (27 May – 3 June 2014)**

- The theme for this year was ”Let’s walk the talk”, where all Australians were asked to put those words into action. Our Reconciliation Action Plan (RAP) Committee held an event on 29 May with around 200 people attending. The event featured traditional dancers, flag raising ceremony and a traditional smoking ceremony. Young people at the event participated in traditional Indigenous games, painted a reconciliation canvas, ate bush tucker and listened to an Elder describe the various weapons and tools their ancestors used to survive.

**Speech at Youth Off The Streets National Reconciliation Event, 29 May 2014 – Chad Ritchie, Program Manager, Aboriginal Services**

- I’d like to acknowledge the Elders past and present and pay my respects to the Dharawal people. I stayed up all night wondering how I could put together a speech that would express the emotion and be able to honour my past ancestors and also my Elders that are with me today, but it’s difficult.
- Reconciliation is a small step forward each year; it is a start to the healing process.
- We can never forget what has happened in the past but we can move forward together and try to understand the pain my ancestors have gone through and why it filters down through the generations and try to help each other to heal and close the gap.
- In my early years in school no one was educated in Aboriginal history and culture or celebrated any of these kinds of days or weeks like today to raise awareness of Aboriginal culture and the struggles that through society we faced.
- That’s why I think I experienced the racism and the ridicule from others. Growing up I was embarrassed of being Aboriginal and I did not want to learn about my culture. But as I’ve gotten older, weeks and days like these along with the Acknowledgement of Aboriginal People and the Apology has helped me overcome this and wanting to be a proud leader for my culture and help educate the youth of today!
- I am Chad Ritchie; I am a proud Dhungatti man. I am here to help create a better Australia, but never forget the past.
- Make the most of today and participate in all the activities, learn and have fun!
CASE STUDY
Providing support at Campbelltown Children’s Court

At the Koch Centre for Youth & Learning in Macquarie Fields, Sydney, Chad Ritchie, Program Manager, Aboriginal Services, and Chris Standing, Senior Youth Worker supported 12 young Aboriginal men, during their local Campbelltown Children’s Court appearances. The focus of the work was to foster the cultural identity of young people through activities including; cultural camps and the inclusion of the young people in the Dharawal men’s group. One of the most important attitudes addressed is respect, both for the obligations these young men have, which is to go to court and to be present at the time that their case is heard, and for the Magistrate presiding over their case and the verdict handed down.

Between 1 January 2014 and 31 May 2014, Chad and Chris had six young men referred to them from legal institutions: such as Juvenile Justice and the Children’s Court.

As a result of this support between 1 January 2014 – 31 May 2014 Youth Off The Streets has:
- Placed four of these young men in relevant accommodation based on needs.
- Been involved in 20 occurrences of court support, Juvenile Justice appointments, discussions and meetings. This has opened up discussions of alternative options for the Magistrate with regards to sentencing. For example instead of incarceration, Chad and Chris include the young person in the discussion about the choices they have with regards to their sentencing and offer cultural camps, restoration appointments with Juvenile Justice and supervised community service.

A Youth Kurri court is in the process of being built in Parramatta, Sydney. In 2015, Youth Off The Streets’ Aboriginal Services team aims to develop positive relationships with the court and mentor young Aboriginal offenders and expand this support to this geographical area.

WHAT IS NEW FOR 2015
- Focuses on developing positive community relationships and partnerships to assist the young people in our programs.
- Fulfil Father Chris Riley’s pledged to hire four additional Aboriginal and Torres Strait Islander trainee youth workers by December 2014.

For more information visit www.youthoffthestreets.com.au/ourservices
DEAR KAIN,

I want to thank you for helping me in a difficult time and getting me to make friends when I thought that was impossible. Last year, my father passed away, I was just 14 years old and was struggling to deal with my emotions.

I let this tragedy affect my social life, refusing to go out with friends and people my age. I became withdrawn as the emotion of my father’s passing consumed me. If Youth Off The Streets weren’t here I would have nothing to do, and there would be no way to get my mind off things.

That was until I discovered ‘Youth’ (what the young people call Outreach) in Maroubra. I saw it from a distance at Coral Sea Park and started to build up the courage to give it a go. I attended my first ‘Youth’ in early 2014 and haven’t looked back since.

Kain, you and the staff helped me deal with my father’s death and helped me make friends at the time I needed them most. I kept coming to ‘Youth’ because it was really fun, a great way to get my mind off things, it offers lots of activities and everyone there is really friendly.

You helped me turn things around by inviting me to do activities with ‘Youth’, especially during the school holidays when I had the most time on my hands. I was able to participate in OzTag, touch football and many other sports. You made me feel really glad to have people around me, I felt supported and it felt great to be active and have a lot of fun.

I’m still coming to ‘Youth’ because of you and the other staff. I’m making great friendships and having a lot of fun. I can now deal with the emotions that I feel and this has improved steadily, as I’ve participated more and more in the ‘Youth’ program.

Without Kain and the other staff at ‘Youth’ I don’t know if I would have dealt with my emotions in the right way, without ‘Youth’ I don’t know where I would be today, but I definitely wouldn’t be the happy, out-going and fun person that I am. Thanks Kain!

Thanks for helping me when I needed it most – Lisa*

P.S. I’m not going to be fooled by your sidestep anymore! No more OzTag tries for you!

* Name changed for privacy reasons.
FOCUS 3 BEING INNOVATIVE IN THE YOUTH FIELD WITH A FOCUS ON NEW PROGRAMS.

2013/14 GOALS

- Expand and develop relevant, sustainable programs to assist our young people and the communities they live in.
- Continue to review the viability and impact of our programs and services and amend or enhance the programs and services accordingly.

ONGOING CHALLENGES

- One of our goals for this year was to develop an operational framework for our two Centres for Youth. As part of this process, Youth Off The Streets identified that the drop-in model was not meeting the needs of the local communities as it siloed the programs offered by the Centres. As a result, the Koch Centre for Youth was changed to a more structured, educational environment offering after-school programs. To match this new focus, the centre was renamed to the Koch Centre for Youth & Learning (KC4Y&L).
- Following on from the federal election in 2013, the federal government reallocated funding earmarked for Youth Off The Streets to construct a shed-like building in Narrandera, NSW that could be used as a youth centre for the community.
- In 2013/14, Youth Off The Streets, in a joint partnership with St Vincent’s de Paul Society NSW, operated the Barbara Holborow Accommodation Service at the Cordeaux Heights Centre for Youth, Cordeaux Heights, Illawarra. This pilot program was a 24/7 residential service model designed to supervise bail conditions and reduce incidents of adverse contact between young males (12 – 16 years) and the justice system. However, the referrals of young people to this program were slow, despite consultations with – and the inclusion of amendments and recommendations from – key stakeholders that ensured compatibility with existing processes and procedures. After great consideration, Youth Off The Streets, in consultation with the St Vincent de Paul Society NSW decided to end the Barbara Holborow Accommodation Service as of 1 March 2014, three months earlier than its review date. The scheduled evaluation of the program by University of Wollongong will review the need in the Illawarra region for this service and the effectiveness of the referral process. The resulting report is expected in October 2014. It will be shared with all stakeholders and will be part of the continued discussions and recommendations with regards to the children and young people who are held on remand.

WHAT WE DID

- In 2014, the KC4Y&L changed the way it structured its programs in order to place a greater importance on education. The centre now runs various educational and sporting programs where young people are encouraged to sign up and participate over a four week period. Youth Off The Streets has implemented restorative justice principles as a means of dealing with poor behaviours. This restorative practice is based on the restorative justice method that is used to counteract poor or criminal behaviour in a way that
does not degrade people, but makes them accountable. The adapted restorative practice at Youth Off The Streets is implemented if there is an issue between young people or if a young person’s behaviour is detrimental to the group. The group is called together to resolve the situation and the resolution is around how the behaviour of one of them has impacted on another individual or the collective group. We have found this approach to be very effective.

- Students at EDEN College, KC4Y&L, took part in an art course throughout 2013. To celebrate their achievements an exhibition was held on 19 November, which featured all their major works. In total, 95 pieces of art were on display. Members from the Macquarie Fields community were there to see the exhibit and many commented on the excellent quality of the art work.

**HIGHLIGHTS**

- **The Family Talk Program** – Dunlea Alcohol and Other Drugs Youth Service established this program at the beginning of 2014 which results in an immediate positive impact on the young people involved. The Family Talk program allows the 10 participating families to come together as a group in a structured way to communicate effectively and build positive relationship skills. This was done through group discussions, workshops and practical take-home tasks designed to develop positive behaviours.

- **Acceptance and Commitment Therapy Program** – This year, Step Up, a Year 11/12 Program offered at Chapel School – Key College, Merrylands Campus began and focused on using art to explore thoughts, emotions, behaviour and values. The young people responded well to the program, often providing much more detail and clarity through pictures than they can verbally.

- **PaCE sessions** – In August 2013, Youth Off The Streets secured a small amount of funding from the then Department of Education, Employment and Workplace Relations (DEEWR) to run a series of school and community workshops in Narrandera, NSW. These were run in November 2013 with a focus to identify the barriers and opportunities for Aboriginal parents and care givers to participate in their child’s education.

- **Who’s the Man Program** – A senior youth worker at the Koch Centre for Youth & Learning ran a “Who’s the Man” program aimed at challenging pop culture and various stereotypes. The program made an immediate impact on the young people involved, changing the way they talked to female teachers and being a lot less aggressive towards staff and other students.

**SNAPSHOT**

**A Holistic Approach to Mental Health**

- At Youth Off The Streets, we aim to unlock the potential of disadvantaged young people. Those that come to us for help are very unique and are often dealing with complex problems at home and in their personal lives such as depression, self harm or suicide, abuse or assault, eating disorders, anxiety, family violence or general problems, drug or alcohol problems and relationship problems. There is a need for them to access a mental health professional and have a program developed that suits their individual needs.

- Like all mental health industry professionals our team provides individualised treatment programs, however our mental health team has more time to deliver the treatment plan as they are there, in the communities, with the young people and their families every day. This delivery model is possible due to the grouping of a psychologist to the range of services and programs in a geographic area. This holistic service that is grounded in a community allows our psychologists to operate in a unique way with our young people and their families. Our psychologists spend more one on one time with each young person, building the relationship and counselling them in informal and formal situations, giving them the individualised help they need.

- The Youth Off The Streets Mental Health Team is an example of how we work alongside young people at their pace to achieve realistic goals.
CASE STUDY

Bourke Outreach

Bourke is in Western New South Wales (NSW) on a bend in the Darling River. With a population of just over 2000 people, it is home to a proud and diverse Aboriginal community. A recent mapping exercise identified the presence of Aboriginal people from over 20 language groups. The traditional owners, the Ngemba, are a minority alongside other major language groups including the Wanggamurra, Murrawari and Barkindji.

Bourke local government area scores 934 on the SEFIA index of disadvantage meaning it’s more disadvantaged than the NSW average. The index is derived from attributes that reflect disadvantage such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations.

Some current issues Bourke is facing are a heavy drinking town among Aboriginal and non-Indigenous people alike; a segregated town with minimal interaction between the Aboriginal and non-Aboriginal communities; and a decline in the population and the local industries such as cotton, soft fruit, citrus, cattle production, irrigated wheat, wool, wild goat and kangaroo harvesting due to a continued drought. As such, the local economy is becoming reliant on services and government investment.1

As a result, alcohol has been identified as the trigger for the violence, particularly family violence and social violence at large gatherings, that dominates crime rates in Bourke and the subsequent deterioration of the communities’ relationship with the police.

Youth Off The Streets was asked to set up an Outreach in Bourke to provide a safe environment for the young people of the area. From February 2014, our Bourke Outreach operates two afternoons a week at the old train station. The service offers a drop-in centre that will be available four afternoons a week, Tuesday to Friday from 3:00pm. To date, Youth Off The Streets operates the only service for young people that is open after 5:00pm in the local area.

The crime rate in Bourke has reduced to almost zero on occasions that correspond with the fishing excursions out to the river. A free meal is also part of the regular program. As the program becomes familiar to the community, Youth Off The Streets will work with other local community services to identify the needs of the young people. Initial discussions have highlighted the need for a ‘safe house’ for young people to come to at all hours of the night. In addition, to counteract the lack of school attendance, Youth Off The Streets aims to set up alternative learning environment by establishing an accredited, independent school that offers a flexible curriculum.


WHAT IS NEW IN 2015

• The after-school programs at the KC4Y&L are changing from a four week delivery structure to align with the school term. Each school term, they will run for ten weeks and a greater variety of sporting programs will be offered to meet the needs of young people.

• Create a Culture Club at EDEN College to expose students to a variety of cultures in order to broaden their horizons. The program aims to promote understanding, a sense of belonging and identity, unity and tolerance for different cultures.

• Continue to establish Youth Advisory groups in the Outreach Service. The groups will give young people the opportunity to voice their opinions, views and build them up to be proactive individuals. They will realise that they are future leaders that can make a contribution to their community and society as a whole.

For more information visit www.youthoffthestreets.com.au/ourservices

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HI NADINE,

I’m writing to you to thank you and the staff for everything you’ve done for me. I can’t describe what Dunlea (Dunlea Alcohol and Other Drugs Youth Service) has done for me over the past three months. I feel like a new person, I’m in control of my addiction and am beginning to repair damaged relationships.

It all began when I was arrested for stealing a car, driving unlicensed and driving while intoxicated. This was just after Christmas and things only got worse. I began fighting with mum, stealing from her to buy alcohol or taking alcohol from the cupboards just to feed my addiction. I didn’t realise it at the time, but my behaviour was having a bad effect on my younger sister and brother.

Things kept getting worse and my sister, after having enough, moved out of the house to live with another family member. My lies and behaviour had hurt her too much and she didn’t want to deal with it anymore. That was when I knew I had to make a change. My Juvenile Justice Officer recommended Dunlea and I thought I owe it to my sister, brother and mum to give it a go.

When I first arrived at Dunlea I introduced myself to everyone and met the staff. Everyone seemed really friendly and helpful, which allowed me to share my story. It was liberating telling you my issues Nadine. Some of my anxiety and troubles disappeared, for those brief moments. I think that was the first time I said them out loud, an emotional experience that helped me a lot.

I set some personal goals and joined the Family Talk program to repair my relationships with my sister, brother and mum. We learned to communicate with each other, with patience, respect and how to start positive communication habits. Most importantly, my sister showed me how my actions had affected her, which was a real eye opener.

The family camp with mum was another great milestone for me. It really bonded us back together and I felt like we were a family again. At the camp we were laughing like we used to, although we are still working through issues and I knew we had a long way to go.

Not long after camp, I graduated from Dunlea and was accepted into a rehabilitation centre. Getting into the centre was a big deal for me and wouldn’t have been possible without the help of you, Nadine, and Dunlea. My sister, brother, mum and supporters were with me when I graduated, which meant the world to me and gave me the strength to continue my recovery.

Thank you Nadine, thank you Dunlea, you’ve helped me begin to repair relationships with my sister, brother and mum and best of all, I’m controlling my addiction and not letting it control me. I’ll write to you after I’ve completed my time at the rehabilitation centre.

Thanks for helping me break free from addiction – Alex*

* Name changed for privacy reasons.

AROUND 12.5% OF PEOPLE AGED BETWEEN 16 AND 24 IN AUSTRALIA ARE ESTIMATED TO HAVE A SUBSTANCE USE DISORDER¹, ALCOHOL BEING THE MOST COMMON SUBSTANCE ABUSED².

¹ (ABS, 2010)
² (Reavley et al., 2010)
FOCUS 4 TO PROVIDE THE FRAMEWORK FOR A SUSTAINABLE FUTURE THROUGH ACCOUNTABLE, PROFESSIONAL AND COLLABORATIVE PRACTICE

2013/14 GOALS

• Reduce operating costs with regards to IT, fleet and facilities through vendor sourcing and custodian education.

• To continuously improve the quality of our data collection through staff training and ongoing support.

• Encourage and foster cultural, community and family partnerships to provide young people with safe, consistent and meaningful connections that instil a sense of belonging and contribute to growth in social capital.

ONGOING CHALLENGES

• Balance the growth opportunities with the sustainability of the organisation.

• The availability, capacity and sustainability of resources, both human and financial, remain an ongoing challenge.

WHAT WE DID

• Reduced spending on telephony by 16.9 per cent whilst increasing the number of services being utilised.

• Working with our Aboriginal Services staff to help them implement data collection in regional and remote contexts.

• Staff continued their professional development by attending a range of internal and external professional learning events. This allowed staff to implement the latest and most effective learning techniques.

• Produced a unified outreach model that creates consistency in the way we deliver our services. This was done over a number of months and all Outreach staff underwent training to ensure that the new model was accepted and put in place. It provides a consistency of service while also allowing different Outreach services to address specific needs within the community.

HIGHLIGHTS

• Risk Management – Youth Off The Streets operates a risk management framework based on the principles and guidelines for risk management established by AS/NZS ISO 31000:2009. It provides the Youth Off The Streets Board with a communication process to continually assure them that the risks inherent in the operations and activities of the organisation are identified, evaluated and then managed through internal controls. Importantly, the risk management framework provides a strong basis for all staff to manage risk appropriately.

• Research Partnerships – In 2013/14, our research partnerships mostly involved working with academics and/or students on university initiated research projects. All research approved by Youth Off The Streets has the appropriate ethics approval from the relevant university, and each partnership is supported by a Memorandum of Understanding. Other partnerships may be contract based such as the University of Wollongong evaluation project.
University of Wollongong – Evaluation of Barbara Holborow Accommodation Service program. An academic with expertise in juvenile justice conducted a post-closure review of possible causes for the failure of the accommodation service to attract appropriate clients. A literature review, background review into the policy and funding context and a range of interviews were conducted to provide Youth Off The Streets with insights to help frame future program planning and implementation.

University of Sydney – Adolescent Violence Towards Parents in New South Wales: The Challenges and Perspectives of Secondary Education Professionals. Teachers and education support staff were interviewed to provide insights to help inform future educational resources.

University of Sydney, research funded by ACCAN (Australian Communications Consumer Action Network) – Homeless and Connected: mobile phones and mobile internet in the lives of families and young people experiencing homelessness. Staff, refuge clients and clients of our food van were interviewed and/or completed a survey to help inform future telecommunications policy and improve access for socially marginalised groups.

University of New South Wales – Debunking the ‘Westie’ Myth, Understanding the Racialisation of Western Sydney’s Social Issues Through the Perspective of Young Males. Interviews were conducted with young males from various cultural backgrounds about their perceptions and experiences of racial stereotyping.

University of New South Wales – Characteristics of vulnerable young people in inner-city areas who use alcohol and other drugs; policing and pathways to diversion and care. Interviews were conducted with clients of our Dunlea Alcohol and Other Drug Treatment Program.

University of Newcastle (UoN), agreement with Social Work Department, We have extended our partnership this year to increase our capacity to take fourth year Social Work students on long placements; a mutually beneficial arrangement.

SNAPSHOT

Youth unemployment

- According to the Australian Bureau of Statistics, currently there are 257,000 young people, aged 15 to 24, that are unemployed in Australia. 50,000 of those young people have been without a job for at least 12 consecutive months.
- Youth unemployment currently represents just under 40 per cent of all unemployment in Australia (Australian Youth Unemployment 2014 Snapshot, 2014).

The 2013 federal government budget revealed job seekers applying for Newstart or Youth Allowance, who have not been previously employed, will face a six-month waiting period of no income support before they are eligible for payments by undertaking 25 hours a week in the Work for the Dole program. People under 25 will no longer be eligible for the dole and will have to apply for Youth Allowance, which is about $100 less a fortnight.

The changes that have been made to Newstart and Youth Allowance places more burden on one of the most vulnerable groups in Australia; the young and unemployed.

Youth Off The Streets believes it is important for a government to act in the best interests of the least fortunate and to protect them from further inequality. “The young people we work with won’t have anywhere to go. In a fiercely competitive space, with few jobs, young people will have to lean on friends, family and support services in order to survive. Through service learning and other targeted programs, we aim to equip our young people with the experience and skills necessary to enter the workforce,” says Father Chris Riley, CEO and Founder at Youth Off The Streets.

If youth unemployment continues at its current rate, communities will be put at risk of an increase in rates of petty crime, domestic violence, alcohol and other drug abuse, and give young people very little opportunity to escape the cycle of disadvantage.

Youth Off The Streets will continue to provide disadvantaged young people with the opportunity to improve their position in life through outreach programs; accredited, independent high schools; mental health services; homelessness services and youth centres.
CASE STUDY

Trainee Youth Worker Program

Our Outreach programs are an important service that Youth Off The Streets provides. The programs have a five stage life cycle and often this starts with a local community crisis, facing disadvantage and support the young people in the area. We are asked to come into the area and work with the local community to see what intervention and prevention programs could be provided. We then open an Outreach program.

Part of that initiative was setting up a trainee youth worker program, whereby Youth Off The Streets employs young people from the local area to work and study for a Certificate IV in Community Services through their local TAFE NSW. These trainees demonstrated outstanding leadership and empathy and they have been great ambassadors for Youth Off The Streets. Upon completion of their studying each youth worker has the opportunity to continue to work in their local community as a qualified youth worker at Youth Off The Streets or any other local youth service.

Currently, Youth Off The Streets has 16 trainee youth workers across eight different Youth Off The Streets programs and services. Thomas is an example of how the program can have an impact in the local community. Just after starting high school, Thomas* lost his father to bowel cancer. After that, he became depressed and started hanging around with the wrong crowd, which got him into a bit of trouble with the law. Thomas realised he had to stop and started taking positive steps to achieve his goals and dreams.

The traineeship gave Thomas the chance to study, become qualified and earn a living.

“Reflecting on my growth, I’ve become more confident with things like; facilitating small group programs, running school programs and the activities we do at Outreach. I have gained administration skills and it has also lifted my self esteem.”

Thomas received his Certificate IV in Community Services and Certificate IV in Alcohol and Other Drugs from TAFE NSW in September 2013. He continues his work with Youth Off The Streets and is studying to complete his Diploma in Community Services.

* name changed to protect privacy

In 2013/14, a UoN fourth year student had an opportunity to work with our Hunter Valley Outreach team and also assisted us to initiate an Social Return of Investment evaluation on a group of our Hunter Outreach programs.


Clients of our outreach programs completed a survey about their perceptions of, and experiences with police.

WHAT IS NEW IN 2015

• Further streamline our data collection for monitoring, evaluation and reporting purposes.
• Formalise the delivery of program development and monitoring training to Service Managers and staff.
• Undertake an equipment refresh across the organisation over the next three years to deliver technology that enables staff to better engage with our young people and be more efficient in the delivery of our services.

For more information visit www.youthoffthestreets.com.au/ourservices
DEAR SUZI,

Last year I was unemployed, didn't have any qualifications and I wasn't interested in school. My future was bleak and this was the situation for many of my friends and family. I started going to Youth Off The Streets at Cordeaux Heights as something to do and to keep myself busy.

It wasn't long before you found an opportunity for me and a few of my friends. Through a partnership with Warrigal Employment, I was offered a spot in a nationally accredited course and the opportunity to specialise in a field of my choice. I was soon to get the workplace skills and experience that I needed to become employed.

My two brothers and I started our Certificate II in Construction, where we gained invaluable industry experience, we were taught by a qualified instructor and we worked at local worksites during the course. Learning about safety, proper construction practices, levelling procedures, power tools and excavation was really eye opening. I had no idea that the construction world would have this much theory and I soaked it all up like a sponge.

I enjoyed the course, but had the most fun on local worksites. The people there were great and taught me a lot about construction, that's when I knew that I could do this for a living. Working outdoors, sweating and cutting into huge slabs of concrete was fun. I'd have to say that the circular saw was my favourite tool, that thing can cut through anything.

After the qualification, Warrigal Employment got my brothers and me a job working on the upgrade to Wollongong Hospital. We took this opportunity with both hands, happy to be doing paid work that would make a difference to people's lives. We are lucky, because in our area many young people we know aren't employed and they are finding it very difficult to find work. If it wasn't for the work that you and your staff do at Cordeaux, I wouldn't be in this great position.

Your staff believed in me and gave me a chance to learn, work and be involved in the community and I think that I have made the Illawarra area better as a whole.

Through this course I've gained lifelong workplace skills and an accreditation that can set me up for future study and opportunities.

Thanks to Cordeaux, and thanks to you Suzi – Jerry*

* Name changed for privacy reasons.
As part of providing the framework for a sustainable future through accountable, professional and collaborative practice, Youth Off The Streets reviewed the what external and internal factors will impact our organisation for the next three years. The six major impacts are as follows.

**Continued Growth in Operational Expenditure**

Youth Off The Streets’ operational expenditure continued to grow this year (2013: five per cent growth; 2014: four per cent growth). We have budgeted an expected increase of 17 per cent against this year’s actual expenses. This increase in expenditure is due to wages growth following our adjustment of non-award pay, which was benchmarked to the not-for-profit industry, the growth in our Outreach Service into Queensland and Tasmania, and locations in NSW (Illawarra). This led to additional requirements on our IT resources and infrastructure. There was a need for an IP (Internet Protocol) telephony solution providing increased connectivity within Youth Off The Streets. This allowed these sites to connect to shared resources, templates, reporting services and presentations to meet the requirements of their local communities.

**Change in Program and Service Geographical Areas**

In 2013/14, partly funded by the National Crime Prevention Funding announced in April 2013, we launched seven of the 10 new Outreach programs that expanded our Outreach Services from seven to 17 into communities that are in need. This growth included an expansion interstate (Queensland and Tasmania) and locations in NSW (Illawarra). This led to additional requirements on our IT resources and infrastructure. There was a need for an IP (Internet Protocol) telephony solution providing increased connectivity within Youth Off The Streets. This allowed these sites to connect to shared resources, templates, reporting services and presentations to meet the requirements of their local communities.

**Change in Government Policy and the Trend to Outsourcing Social Services**

There is a general trend of the federal government in cutting services to the social and community services sector, grouping funding under fewer departments and outsourcing the administration of services to the not-for-profit sector by changing the criteria of applying for funding. This trend has continued with the budget handed down in May, 2014. For details on Youth Off The Streets comment on the impact of the Federal Budget impact go to www.youthoffthestreets.com.au/2014Federalbudgetimpact.

**Continued Implementating Our 2012 Fundraising and Brand Review Recommendations**

In January 2012, Youth Off The Streets engaged More Strategic to review its fundraising and marketing structure and assist in the formulation of a three year fundraising strategy and brand development model that is sustainable and scalable. Over six months, More Strategic audited Youth Off The Streets’ fundraising model, including the evaluation of the level of investment in fundraising, compared our performance to that of best practice fundraising strategies and tools in Australia, and clarified gaps and opportunities for growth. Two major issues were identified, a lack of investment in fundraising in comparison to organisation growth and an unbalanced income portfolio with a reliance on two vulnerable revenue streams (bequests and major gifts). The review recommendations focused on building a fundraising team, implementing and reinvigorating the revenue streams related to all individual fundraising such as appeals programs, regular giving, and donor relations and establishing proactive campaigns around major gifts and bequests. Youth Off The Streets’ began its’ three year fundraising strategy focused on balancing the financial investment in fundraising with the expected return on investment in 2012/13 with a focus on establishing and resourcing individual fundraising with a focus on best direct marketing practice. In 2013/14, the investment continued with the creation of the Father Chris Riley Society for our supporters who have decided to
acknowledge Youth Off The Streets in their will; increasing the use of and implementing guidelines for our customer relationship management software to ensure better analysis and strategic decision making regarding income generation; and building an acquisition program for new donors and supporters.

EMBRACING MOBILE TECHNOLOGY

During 2013/14, Youth Off The Streets has embraced the use of mobile technology such as tablets, smart phones and multi devices for working with our young people in their communities. The Street Walk team is using tablets while they are on the street interacting with young people to update and create reports in real time. Our Outreach programs are capturing attendees details at activities and events through the use of tablets. They are capturing data in real time, which has improved data collection by lowering the reliance on after the fact reporting.

CONTINUED INVESTMENT IN SYSTEMS AND INFRASTRUCTURE

A long term goal of the organisation is to implement an organisation database that provides a solution for our diverse programs that range from schools to outreach and involve a host of different government reporting requirements. Youth Off The Streets implemented its annual review of our IT and infrastructure needs, which resulted in the aforementioned investment in an IP telephony solution to increase productivity across all our sites and assessing our Wide Area Network (WAN) to ensure support of all additional and remote sites. Youth Off The Streets scoped the possibility of outsourcing its IT infrastructure to Infrastructure as a Service (IaaS) with software that is cloud based and the potential for the implementation of Virtual Desktop Infrastructure across our main fundraising platform. In addition, the organisation looked at transforming the current service delivery model to include engaging local service providers to support local businesses in the communities we are working in, whilst being able to reduce the mean time to resolution of issues and problems raised with our central service centre. The results of these two elements of the review and possible implementation will be completed in 2014/15.

2013/14 GOALS

- Focus on building and solidifying partnerships with other community services organisations to ensure government funding opportunities.
- Continue to implement the three year fundraising and branding strategy to ensure a diversification of revenue sources.
- Identify and implement systems and infrastructure investment to enable the growth of a sustainable organisation.

ONGOING CHALLENGES

- Due to rapid growth in the organisation and changes in available technology, different IT systems are being outgrown at varying rates across the organisation such as the organisation website content management system.
- Adapting to the change in government attitude to and policies for the not-for-profit sector with regards to responsibility for the social and community services sector and future funding opportunities.
- To balance the increased expenses and return of investment in the short term.
- There is additional pressure on staffing and resourcing due to the change in program and service geographical areas identified in the above impacts.

HOW THE FUNDS WERE RAISED

Youth Off The Streets is endorsed as a Deductible Gift Recipient by the Australian Taxation Office, and holds a Charitable Fundraising Authority from the New South Wales (NSW) government. All our appeals and fundraising comply with the Fundraising Institute of Australia’s Principles and Standards of Fundraising Practice, Trade Practices Act, the Privacy Act and we are Payment Card Industry (PCI) compliant. Our fundraising proposal form and other assistance is available on our website. We do not undertake face to face fundraising nor solicit donations via phone.
Cost of Fundraising

The discussion around cost of fundraising continues in the not-for-profit industry, and until a formula is agreed and used as a standard, Youth Off The Streets’ figure is calculated by taking into account expenses such as:

- All costs of direct mail appeals and newsletters including, print, processing, and postage.
- All salaries of staff involved in fundraising, events, finance processing and database management.
- Ancillary costs including premises, transport and office expenses in running the Development office.
- All costs associated with running internal and external events, advertising and promotions, merchandise expenses and website costs.

Youth Off The Streets cost of fundraising for 2013/14 was 27 per cent excluding government income and 14 per cent including it.

For the year ended 30 June 2014, Youth Off The Streets Limited reported a deficit of $1,600,183 (2013: deficit $1,050,696) which represented a 52 per cent increase on prior year. However, the increase in deficit includes $1,024,664, attributed to non-operational and non-recurrent expenses. Hence, the operating deficit for the year is $575,519 which represents a 45 per cent improvement on the previous financial year. This was due to a 13.4 per cent increase in fundraising revenue (2014: $7,868,752 2013: $6,941,635), which represented 43 per cent of our total revenue, and an increase of 3.6 per cent in expenditure for the year which was largely the result of increased staffing costs and our expansion in Outreach Services. 2014 expenditure was $19,082,105 (2013: $18,410,689).

Individual Fundraising

This was the second year of our implementation of the recommendations of the Fundraising and Branding review and Youth Off The Streets was able to build on the excellent results achieved by our best practice direct marketing methods from the previous year. Our appeals program grew by 39.3 per cent year-on-year from a total income of $1,487,466 in 2012/13 to $2,072,360 in 2013/14. The 2014 June Appeal has been our most successful direct marketing appeal to date, generating $871,900, an increase of 19 per cent year-on-year. Donors continue to respond well to our direct mail appeals with higher response rates, an increased level of giving and many choosing to give a major gift in this method. We will continue to invest in our major gifts area and direct marketing through our planned acquisition appeals over the next 12 months and are focused on developing a strong regular giving program for our donors. In addition we will invest in our fundraising back office to increase the level of donor care and stewardship.

There was a 61 per cent increase in bequest income in 2013/14 (2014: $1,509,804; 2013: $936,265) however the number of bequests was the same as last year.

Individual Fundraising

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<tr>
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<th>2013</th>
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<tr>
<td>Regular Donation</td>
<td>12%</td>
<td>10%</td>
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<tr>
<td>Bequests</td>
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<td>29%</td>
</tr>
<tr>
<td>Major Donors</td>
<td>17%</td>
<td>12%</td>
</tr>
<tr>
<td>Others</td>
<td>13%</td>
<td>8%</td>
</tr>
<tr>
<td>Direct Marketing Appeals</td>
<td>36%</td>
<td>40%</td>
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</tbody>
</table>
Government

In 2013/14 government revenue (increased from $7,970,324 to $8,101,451. This was largely due to Attorney General’s Office funding under the National Crime Prevention Fund, which saw Youth Off The Streets launch a range of new outreach programs. Putting this large piece of funding aside, Youth Off The Streets was impacted like any other not-for-profit with the 2013 federal government elections. Firstly, no federal funding could be applied for or secured for four months between the dissolution of House of Representatives in August 2013 and the establishment of the new government in December 2013, and secondly, the subsequent change and consolidation of departments impacted funding opportunities.

GOVERNMENT

For example, the Social Inclusion Board ceased to operate, while the Department of Prime Minister and Cabinet took on responsibility for Indigenous affairs, deregulation and the Office for Women, changing funding requirements and availability. Prior to last year’s election Youth Off The Streets were successful under the Regional Development Australia Fund (RDAF) stream of funding for a youth centre in Narrandera, NSW, however, unfortunately with the establishment of the new government this funding offer was withdrawn.

Community Fundraising and Events

The number of external events contributing to our events revenue in the last financial year numbered 111, five of those worth over $10,000 each. The net result was 6.8 per cent lower than the previous financial year due to the loss of a major recurring event. These events are either sourced by the fundraising team or by members of the community contacting us. These event organisers complete a proposal to fundraise form, which is assessed, advised upon and then registered. They are then provided with an Authority to Fundraise letter, to show that they are officially raising funds on our behalf.

Op Shop Sales

Each year, Youth Off The Streets reviews the effectiveness of our programs and the measure of their sustainability. We take into account changes in rental agreements, viability of properties in the local areas for our program needs, expenditure versus revenue, the economic climate and most importantly, the need in the community for that particular program or service when we make these decisions. Our Op Shops have consistently provided affordable and quality second-hand clothing, bric-a-brac, linen and furniture goods to those who are financially struggling (including the young people from our services). The income, from purchases at our Op Shops, goes directly to our cause to assist young people. We take pride in the items that we are able to supply at our shops and for the fantastic and friendly service that our volunteers give continually to our customers. Unfortunately, the total income received through our Wyoming Op Shop and our Casula Op Shop were insufficient for us to continue to provide these valuable services in their areas. We have explored all the options in generating more awareness about the service through promotional activities, however have not achieved any change in our customer numbers. As such these two Op Shops were closed during 2013/14 resulting in four remaining Op Shops. Understandably the income for our Op Shops this year (2014: 683,385, 2013: 763,786) was 10.5 per cent less than the previous year.
Capital Projects
There were no new capital projects during the year. We received $226,430 from the Regional Development Authority Funding being the final payment for the refurbishment of our Cordeaux Heights Centre for Youth which was completed in March 2013 and was operational by June 2013.

Investments
The domestic equities and the exchange traded fixed interest investments are managed by JBWere under a discretionary facility. The portfolio’s objective is to achieve benchmark performance of plus three per cent above the ASX Top 300 index. In the current year, the portfolio achieved a net yield of 4.4 per cent (2013: net yield of -2.40 per cent) and a total yield of 9.2 per cent against the ASX index yield benchmark of 9.6 per cent. All cash investments are held with Australian Prudential Authority (APRA) regulated Australian banks with a Standard & Poors rating of A or better and government bonds and notes and corporate bonds and notes must have a long term credit rating of BBB or better to qualify for inclusion in the portfolio.

Corporate Partnerships
In the corporate sector, organisations are increasingly taking a strategic approach and focusing their investments in fewer organisations. Supporters are shifting focus to community organisations that deliver effective services, and have the tools and capacity to measure and report effectively on outcomes. There has also been a rise of technology based brokers to facilitate the relationship between not-for-profits and corporate supporters. This has led to a reliance on digital based communications for a number of online portals that various not-for-profits and corporations are registered with. This year our income from corporate support include one-off donations, payroll giving, onsite fundraising, corporate and private foundation and trust funding, skilled labour, gifts in kind and pro-bono support, which totalled $2,832,744, this was a slight decrease of 1.8 per cent from the previous year. The Corporate Partnerships team continued to support our corporate partners (which include Corporate Trusts and Foundations) by building and driving the success of their community programs and offer opportunities that inform our partners on where their sponsorship will be best suited in our organisation. In addition, we have worked with our partners to identify and deliver opportunities for staff engagement with our services that range from staff events to volunteering opportunities. To ensure we are in a stronger position in a crowded and competitive funding stream, Youth Off The Streets has invested in a business development account manager whose focus is on identification and cultivation of potential partners, to support the organisation now and into the future.

Unlike Corporate Trusts and Foundations, Private Philanthropic Foundations generally consist of family members with particular funding priorities and approaches, often driven by personal experience or interest. Youth Off The Streets had the same amount of philanthropic supporters as last year, 37, and 54 per cent of these supporters provided funding up to $10,000 each.
Communicating with Stakeholders

Youth Off The Streets shares important news and advocates for our youth with personalised letters from Father Riley and relevant staff, our bi-annual newsletter, Youth Off The Streets Facebook page, Twitter handle, Instagram account, our website, and comment in the media from Father Riley and relevant staff on youth issues such as youth homelessness, education, child protection, poverty, juvenile justice and Aboriginal youth issues.

Our services and staff have relationships with our young people, their families, their communities, partner organisations, government, corporate and general supporters, volunteers and donors. We meet with our partners, sponsors and fundraisers regularly, providing the opportunity for two way feedback, engagement and improved relationship building. We acknowledge the support of our donors, volunteers and corporate partners with relevant recognition on our website and our communications.

As part of our Fundraising and Branding review, Youth Off The Streets surveyed donors, supporters and the general public to understand how the organisation is seen by the public, identify differences and similarities between our supporters and the public, understand the congruence of Father Chris Riley and the organisation and identify compelling messages to stimulate donations. The findings resulted in a clarification of what, how and when we communicate to the public and our supporters. In addition, it identified the need to refresh our brand and marketing materials, including our website. This refresh will be the focus of 2014/15.
For the last five years Youth Off The Streets has surveyed our staff, the young people in our services, our stakeholders and volunteers. In 2014, we invited parents and guardians of the young people in our programs to also provide their insights. We use all this feedback to improve our programs and services. Feedback across all survey groups remains positive overall, continuing our annual trend, with high rates of satisfaction expressed by the majority of respondents. Critical feedback or suggestions for improvement are reviewed by the Executive Team and by managers and their staff as a part of our quality improvement cycle. Staff interest in mentoring, learning and development remains high with staff identifying the types and levels of training they would like to attend. Volunteers always contributed useful suggestions about how we can improve our equipment and processes to increase their engagement and satisfaction. Stakeholders continue to seek ways to strengthen our partnerships with them; especially in areas where we have expanded our service reach.

**How we communicate**
- Regular updates
- Our annual surveys
- Sharing reports and evaluations with donors and partners
- Invitations to events
- Appeal opportunities
- Staff presentations and posters at conferences
- Attendance at inter-agency and sector meetings
- Memberships of relevant peak bodies and sector agencies
- Phone calls
- E-mails
- Bi-annual newsletter
- Email newsletter update for Corporate Partners
- Website
- Youth Off The Streets Thank You Events
- Youth Off The Streets Annual Open Day
- Youth Off The Streets Annual Presentation Night
Growing support for our Hunter Valley Outreach

This year, the Greater Charitable Foundation chose to support our Hunter Valley Outreach service, investing over $287,000 over a two year period in the Hunter Valley Futures program, designed to assist disadvantaged young people to build their capacity to actively participate in the community. This support enables Youth Off The Streets to expand the programs on offer at our Hunter Valley Outreach that are already supported by long term, local Gold Partners the Bloomfield Group and the Rainbow Foundation. The new extended program will see Youth Off The Streets implement Social Return on Investment (SROI) reporting to provide clear metrics and identify program outcomes. As the trend for enhanced outcomes-based reporting grows, this will put Youth Off The Streets in a stronger position in future funding applications. In addition to financial support, our corporate partners are also able to provide practical hands-on support, be it providing volunteers to create a sustainable garden for the local East Cessnock community, or helping with the delivery of our school holiday programs, or lending a much-needed hand to the Outreach team each week.

The Cooley Golf Classic – This event is held in early May each year and brings together the real estate industry for a day to support young people at risk. Hosted by Damien Cooley of Cooley Auctions, the 2014 event raised over $100,000 making the total raised over the past seven years to be in excess of $300,000.

Pink Television Commercial – International singer/songwriter Pink donated her time and music to help Youth Off The Streets create a homelessness awareness campaign. Pink’s song, The Great Escape, taken from The Truth About Love album, is the music to the 30 second commercial and the accompanying 90 second video about a homeless teenage girl, which was created and produced by Sydney-based company, Fishy Productions. This campaign’s aim is to create awareness about this issue and show the perspective of a young person on the streets. Fishy Productions are supporters of Youth Off The Streets and wanted to find a more hands-on way to help support the organisation. They approached the organisation with an idea to create an advertising campaign, pro bono. Fishy Productions is a film, television and stage production company formed by a group of actors and writers in 2003; they have produced award-winning short films and critically acclaimed theatre productions. To see the commercial and the accompanying 90 second video go to www.youthoffthestreets.com.au/pink

“WHEN I WAS ON THE FUNHOUSE TOUR BACK IN 2009, I READ A STORY ABOUT YOUTH OFF THE STREETS. I TOTALLY RELATED TO IT BECAUSE I COULD HAVE BEEN ONE OF THEM. I FIRST MET SOME OF THESE KIDS ON THAT TOUR AND WHEN I CAME BACK LAST YEAR I MET MORE OF THEM AT MY SYDNEY CONCERTS. IT MADE ME WANT TO FURTHER SUPPORT THIS GREAT ORGANISATION AND GIVE THESE KIDS A FIGHTING CHANCE.” P!NK
“From the beginning of the project, we were overwhelmed by the generosity of Sydney’s television production industry. Red Apple rentals donated additional lenses; Method Studios came on board to do the edit. We collaborated with an exceptionally talented cast and crew. We’d also like to thank P!nk, Dan Wilson and Sony Music for allowing us to use P!nk’s song *The Great Escape* in the campaign.”

Fishy Productions.

**TRENDS IN TOTAL INCOME RECEIVED – 2006 TO 2014 (DISPLAYED AS $000’S)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Government Grants</th>
<th>Corporate Supporters</th>
<th>Donations</th>
<th>Foundations &amp; Trusts</th>
<th>Capital Income (Inc Gov)</th>
<th>Community Fundraising &amp; Events</th>
<th>Other</th>
<th>Op Shop Sales</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>6,308</td>
<td>4,924</td>
<td>808</td>
<td>1,153</td>
<td>1,014</td>
<td>250</td>
<td>197</td>
<td>116</td>
<td>222</td>
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<tr>
<td>2007</td>
<td>7,867</td>
<td>5,980</td>
<td>1,555</td>
<td>992</td>
<td>1,677</td>
<td>187</td>
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<td></td>
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<tr>
<td>2008</td>
<td>5,591</td>
<td>4,243</td>
<td>1,545</td>
<td>1,112</td>
<td>1,839</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>2009</td>
<td>6,048</td>
<td>6,575</td>
<td>1,244</td>
<td>1,919</td>
<td>220</td>
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<td>1,324</td>
<td>1,552</td>
<td>1,885</td>
<td>235</td>
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<tr>
<td>2011</td>
<td>6,416</td>
<td>9,532</td>
<td>1,472</td>
<td>306</td>
<td>1,074</td>
<td>728</td>
<td>937</td>
<td>1,678</td>
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<tr>
<td>2012</td>
<td>6,111</td>
<td>7,985</td>
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<td>758</td>
<td>1,071</td>
<td>906</td>
<td>887</td>
<td>3,458</td>
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</tr>
<tr>
<td>2013</td>
<td>6,232</td>
<td>1,251</td>
<td>802</td>
<td>894</td>
<td>790</td>
<td>764</td>
<td>1,738</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>7,875</td>
<td>5,806</td>
<td>1,329</td>
<td>934</td>
<td>883</td>
<td>970</td>
<td>683</td>
<td>228</td>
<td></td>
</tr>
</tbody>
</table>
Talking to a younger audience

In 2013/14, there was a 12 per cent increase in visits to the website year-on-year. There was also a 61.4 per cent increase of online donors from the previous year, which is due to the implementation of our direct marketing strategy. The most common content accessed during the year was our volunteer page, followed by our donations pages, then the jobs@youthoffthestreets.com.au page. This is the reverse of the previous year.

Our Facebook page, Youth Off The Streets Australia, grew through the year with a 63.9 per cent increase in ‘likes’. Through this forum we are able to engage with our ‘fans’, informing them of the happenings at Youth Off The Streets and encouraging them to become involved in our initiatives, events and to fundraise on behalf of the organisation. Youth Off The Streets joined Instagram to support our fundraising and awareness campaigns such as #LaceItUp and Youth Off The Streets’ Sleepout at schools.

The organisation’s Twitter account and the organisation’s social media platforms are managed by Hootsuite, which ensures that information sent out and the conversations are on message and coordinated, and is measured by BuzzNumbers to track the organisation’s online presence.

Youth Off The Streets Media

For the 2013/14 financial year we had a very similar amount of interviews to the previous year (2014: 120; 2013: 122), however we sent out fewer announcements such as press releases, letters to editors, media statements and article placements (2014: 67; 2013: 71). This is along the similar trend to last year where the amount of interviews and announcements decreased but the amount of media coverage increased. This year our media coverage increased by 68 per cent. The spike was due to social media, which was nearly double the coverage of the previous year. This trend was reflective of the changes in the Australian media landscape that led to outlets preferring short drafted content, such as placed articles and letter to editors, rather than media releases and interviews that required a story to be written by the media outlet.

Our media coverage (which includes traditional media, online news and social networking sites) was also tracked by issues and activities to better understand which Youth Off The Streets messages were being published in traditional and online media (as well as social networking sites), which type of media achieve greater coverage and to ascertain why certain issues received greater prominence. In 2013/14, there was an increase in coverage in comparison to the previous year around homelessness and Aboriginal issues, and Youth Off The Streets fundraising events and community fundraising that is done on behalf of the organisation by the general public.

In 2013/14, the audience reach for our traditional coverage (TV, radio, and print) received was tracked showing that our message had a potential audience of over 56.1 million. The standard approach to measuring online reach is to calculate total monthly unique views to the general website or social media platform that has featured a Youth Off The Streets story or social media post.

WHAT IS NEW IN 2015

• Continue to diversify and grow the individual fundraising streams for the organisation to ensure financial sustainability.
• Continue to focus on building and solidifying partnerships with other community services organisations to maximise government funding opportunities.
• Continue to identify and implement systems and infrastructure systems based on the growing needs of the organisation and the rapid change in technology services.

"THIS COMMITMENT (TO RAP) SHINES THROUGH IN THE WORK OF KEY COLLEGE WITH INDIGENOUS YOUNG PEOPLE." RESEARCH PARTNER, YOUTH OFF THE STREETS’ STAKEHOLDER SURVEY
#LaceItUp connects the community to the issue of youth homelessness.

The Media Federation of Australia (MFA) chose Youth Off The Streets to be the not-for-profit ‘client’ for the NGEN category in the 2013 MFA Awards. The brief to the young upcoming media and advertising specialists (NGEN) was to raise awareness and donations for Youth Off The Streets from young people between 13 and 17 years of age. The winning entry, from John Dawson and Mark Golafshan from Mindshare, had a central idea that was sparked by the fact that when homeless kids go to sleep they don’t untie their laces as they are out in the open. Youth Off The Streets worked with John and Mark, who donated their time, to bring to life the idea of integrating the Youth Off The Streets’ message into the everyday lives of thousands of young Australians by asking them to swap out normal shoe laces for branded, blue laces and sharing this via social media –with the hashtag #laceitup. The campaign will be piloted in July and August 2014.

“There are still far too many young homeless people on the streets of Australia. Most young people have the luxury of tying their shoes on in the morning and taking them off at night, the young homeless sleep with shoes on. Once you’re aware, tying your shoes in the morning becomes something special.” Father Chris Riley, CEO and Founder, Youth Off The Streets.

### MEDIA OUTPUT 2013–14

<table>
<thead>
<tr>
<th>Issue</th>
<th>Interviews</th>
<th>Releases</th>
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</thead>
<tbody>
<tr>
<td>General YOTS</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>Homelessness</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Juvenile justice</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>Aboriginal issues</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td>Child protection</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>YOTS fundraising events</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>YOTS events and activities</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Community fundraising</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Corporate supporters</td>
<td>0</td>
<td>8</td>
</tr>
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</table>

**MEDIA COVERAGE BY MEDIUM 2013/14**

- TV: 59%
- Radio: 16%
- Newspaper: 18%
- Magazine: 4%
- Social Media News: 0%
- Social Media: 2%
- Other Internet: 1%

**MEDIA COVERAGE BY ISSUE 2013/14**

- General YOTS: 46%
- Homelessness: 22%
- Education: 7%
- Juvenile justice: 1%
- Aboriginal issues: 7%
- Child Protection: 1%
- YOTS fundraising events: 1%
- YOTS events and activities: 1%
- Community fundraising: 9%
- Corporate supporters: 1%
Youth Off The Streets gratefully acknowledges the generosity of the following major supporters and partners in 2013/14:

Corporate Trusts and Foundations and Corporate Supporters

**GOLD**

- Ausgrid
- Bank of New York Mellon
- Bankstown Sports Club
- Beach Road Hotel
- Bennelong Foundation
- Bimonu Pty Ltd
- Campbelltown Catholic Club
- Canterbury League Club
- CCH Australia
- Collegians Club
- Command Auto Group
- Commonwealth Bank of Australia
- Coopers Brewery Foundation
- Count Charitable Foundation
- CSR
- EY (Ernst & Young)
- Fremantle Media Australia
- The Honda Foundation
- Inghams Enterprises
- Insurance Australia Group
- Macquarie Group Foundation
- Microsoft Australia
- Munich Reinsurance
- Myer Pty Ltd
- NRMA Motoring & Services
- Salmat
- Selfan Pty Ltd
- State Street Corporation
- Sydney Airport
- Trading Pursuits
- Wenty Leagues Club
- Westpac Banking Corporation
- Wilson Parking
Individual and Family Trusts and Foundations
- Beeren Foundation
- Beswick Family Fund
- Carlo & Roslyn Salteri Foundation, managed by Perpetual
- Cochrane Investment Trust
- Collier Charitable Fund
- Coorparoo Foundation
- The Danks Trust
- Dick and Pip Smith Foundation
- Ivy H & Arthur A Thomas Trust, via Equity Trustees
- James N Kirby Foundation
- JLDJS Foundation, via The Trust Company
- Marich Foundation
- The Petre Foundation
- Rodney & Judith O’Neil Foundation
- Schudmak Family Foundation
- William McIlrath Charitable Foundation

Australian Government
- The Attorney-General’s Department
- Department of Education (previously known as the Department of Education, Employment and Workplace Relations)
- Department of Employment (previously known as the Department of Education, Employment and Workplace Relations)
- Department of Health (previously known as the Department of Health and Aging)
- Department of Immigration and Border Protection (previously known as the Department of Immigration and Citizenship)
- Department Social Services (previously Department of Families, Housing, Community Services and Indigenous Affairs)
- Department of Infrastructure and Regional Development

NSW Government
- The Association of Independent Schools
- NSW Family and Community Services
- NSW Office of Communities Aboriginal Affairs
- NSW Department of Premier and Cabinet
- NSW Department of Education and Communities
- NSW Department of Health
- The Community Relations Commission for a Multicultural NSW (Multicultural NSW)

Community Fundraisers
- Engadine Rotary
- Cooley Auctions
- TAFE NSW
- Terrey Hills Rotary Club
- Gavel & Page Lawyers


OUR STAFF

Youth Off The Streets is an equal opportunities employer and boasts a diverse cultural mix of people working and volunteering to meet the needs of the young people in our organisation. At 30 June 2014 we had 201 full-time, part-time and casual employees, and had 442 volunteers.

The human resources (HR) team develop, review and implement policies, processes, systems, training, governance, and the means of living the Youth Off The Streets values of Passion, Respect, Integrity, Dedication and Engagement (P.R.I.D.E.). HR provides specialist support for employees and volunteers across recruitment, learning and development, industrial relations, Work Health and Safety, reward and recognition, performance and career management, rehabilitation and workers compensation, and payroll.

As an employer in the child related employment sector, Youth Off The Streets is required to have all staff and volunteers, including those who do not work directly with children, complete a Working with Children check. Youth Off The Streets encourages Aboriginal and Torres Strait Islander people to apply for roles within the organisation.

2013–14 GOALS

- Build and maintain a customer focused and organisationally aligned HR department that empowers your people through good HR practices
- Deliver systems, processes and practices that embraces individual ownership to employees and volunteers.
- Personal Development – Youth Off The Streets is committed to the continued development of staff ensuring their skills and abilities are matched to perform in their current or desired role. However, due to the changes in organisation focus, the rapid growth and the additional pressure on existing resources, the existing performance management framework had been outgrown by the organisation. All employees participate in the minimum requirement of monthly meetings between manager and employee, however the added complexity and opportunities around role requirements and potential personal development has led to a review of the existing processes. This review will be completed and recommendations implemented by the end of 2014.

ONGOING CHALLENGES

- A high turnover of employees throughout the organisation due to growth and changes in the focus of our programs increased the emphasis on recruitment and learning and development and put additional pressure on the existing workload of employees.
- Our annual staff survey feedback helped us to reflect on and improve conditions. A need for training and development for managers as the organisation grows into different areas and in size. There is also a need for a review of the level of pay in the organisation based on this year’s feedback.
**WHAT WE DID**

- **Work Health and Safety (WHS)** – Youth Off The Streets continued to educate and train volunteers, managers and employees on the requirements and function of the WHS Manual. In addition, site inspections and risk assessments were completed for all Op Shops and services throughout NSW, ensuring compliance with WHS standards. Youth Off The Streets purchases Personal Accident Voluntary Workers Insurance on a yearly basis to cover all volunteers, who participate in any voluntary activity within the organisation. Our volunteers also have access to our Employee Assistance Program – a confidential, free counselling service, for both our volunteers and families to use if needed.

- **Staff Recognition** – Staff continue to be recognised at regular intervals throughout the year, including monthly reward and recognition, quarterly awards and the Employee of the Year. Nominations for these rewards are received on both a managerial and employee level. The Executive team decide who the winners are for each quarter. Our values based PRIDE cards are available as an immediate way for staff to recognise and thank each other at anytime and Father Riley sends ‘CEO Notes’ to thank staff and managers for their outstanding contributions. Years of Service Acknowledgements for five, 10 and 15 years service are also a staff recognition initiative.

- **Learning and Development** – In order to broaden staff’s understanding of learning and development, a strategic review of all learning and development programs will happen over the coming year to ensure all mandatory obligations are current.

- **Policy and Procedures** – Policies are reviewed every two years and the policies reviewed in the previous year are due for updates in the next financial year. Policies are available on the staff intranet for all staff to view.

**STAFF BY GENDER**

- 55% Female
- 43% Male

**STAFF BY AGE**

<table>
<thead>
<tr>
<th>Service Type</th>
<th>&lt;25</th>
<th>25–34</th>
<th>35–44</th>
<th>45–54</th>
<th>55+</th>
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<tbody>
<tr>
<td>Homeless Services</td>
<td>1</td>
<td>9</td>
<td>3</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Op Shop</td>
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<td></td>
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<tr>
<td>KC4Y&amp;L</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residential Services</td>
<td>8</td>
<td>21</td>
<td>8</td>
<td>8</td>
<td>5</td>
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<tr>
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<td>6</td>
<td>1</td>
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<tr>
<td>Education Services</td>
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<tr>
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<td>4</td>
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**YEARS OF SERVICE**

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<td>5</td>
<td>7</td>
<td>3</td>
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<td>1</td>
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<td>2</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td></td>
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</tbody>
</table>
HIGHLIGHTS

Remuneration and Benefits – Youth Off The Streets encourage flexible work arrangements for staff where this does not compromise the care of any young person; conduct annual performance reviews for all staff; facilitate paid learning and development; and offer a competitive salary packaging scheme. Staff under the Social, Community, Home Care and Disability Services Industry Award 2010 (the SCHADS Award) have their salaries reviewed and adjusted as they progress to a higher grade level through experience and education. All other staff members receive an annual review of compensation, which follows after the performance management cycle finishes. All non-award pay are benchmarked to the not-for-profit and salaries are adjusted accordingly. Youth Off The Streets continues to implement the Wellbeing Program benefits scheme, which has now been running for three years. The scheme has included flu vaccinations at three locations; access to the Employee Assistance Program, which provides counselling services for employees and their families and quarterly magazines.

Recruitment and Induction – Vacant positions are advertised internally, through the employee intranet, the website, social media and recruitment agencies, and the internet on appropriate recruitment sites. To ensure best practice is adhered to all roles recruited and interviewed, human resources facilitates a recruitment to assist hiring managers with the complete recruitment cycle, ensuring the hiring manager has a sound understanding of the recruitment policy, process and procedure. Human resources presents a compulsory orientation day whereby attendees receive training and information around policies and procedures, training, payroll and the services of Youth Off The Streets.

Payroll – Payroll continues to undergo improvements in systems and processes.

WHAT IS NEW FOR 2015

- Introduction of automated systems in payroll and recruiting to minimise manual intervention and streamline processes.
- Implement a structure that aligns to services needs and further develops a partnering service model.
- Implementation of a new Performance Management process measuring key organisational indicators that link to pay and reward.

OUR VOLUNTEERS

At Youth Off The Streets, our volunteers are an extremely valuable resource and an essential component to the success of the organisation. We had 442 active individual volunteers this year (2012/13: 478) who worked beside our staff to provide the best quality of care for our young people and contribute to an estimated value of just over $1.6 million* to our organisation. Our volunteers are aged between 21 – 80 years old and work within most of our services through one off events, as skilled volunteers and as regular community volunteers. These activities include providing assistance to teachers and students at our schools, assisting at our Outreach programs with recreational activities, supporting the maintenance and upkeep of all our facilities and more specialised tasks such as data analysis. Volunteers are critical to our Food Van and Street Walk programs, without which the services could not be offered.

Our volunteers provide a positive adult presence throughout our programs and services, support our staff with day to day tasks, which enable our teams to spend more time on the frontline engaging with our young people to achieve positive outcomes.

* based on Australian Bureau of Statistics estimate of private sector average adult ordinary time earnings.

2013/14 GOALS

- Develop improved engagement strategies for long term contribution.
- Expand variations of volunteering.

ONGOING CHALLENGES

- Two of our six Op Shops closed in the last 12 months, which impacted 40 of our volunteers at these locations. However, even with these closures, our Op Shop volunteers are still the major contributor to the overall estimated value of volunteers to our organisation with just over $1 million in value.
- Changes in programs and services offered by the organisation led to changes in need for volunteers on a geographical basis. For example, there was an increase in Outreach volunteers due to the opening of new services in different areas.
WHAT WE DID

Youth Off The Streets continues to comply with the national standards for volunteering and is a member of the Centre for Volunteering. The process for the recruitment of new volunteers and the matching of volunteering opportunities with the right candidate is as below:

- **Recruitment** – vacancies are advertised on our website, on Seek Volunteer and Go Volunteer. Application packs are accessible online.

- **Screening Process** – volunteers complete an application form and sign a Code of Conduct and other relevant policies including Criminal Record checks and Working With Children checks, which are conducted prior to commencement.

- **Learning and Development** – Mandatory inductions are conducted for most programs, including the Food Van and Street Walk.

- **Workplace Health and Safety (WHS)** – The safety of our volunteers is critical. Safety and risk are discussed during inductions, incident report forms are distributed with all induction packs and volunteers are encouraged to report incidents and near misses to enable us to manage risk appropriately. All our volunteers are covered by our Personal Accident Voluntary Workers Insurance.

- **Induction** – A Volunteer Handbook is distributed to all new volunteers during induction. The handbook includes the WHS policy, Code of Conduct, history of Youth Off The Streets, Privacy Policy, Child Protection Policy, Complaints and Feedback form.

COMMUNICATING WITH OUR VOLUNTEERS

Youth Off The Streets communicates regularly with our volunteers. This is done through a quarterly email called Volunteer Connections that includes one off volunteer opportunities and information about Youth Off The Streets activities and events. In addition, our volunteers receive the bi-annual Streets Ahead printed newsletter, printed and emailed versions of invitations for the Youth Off The Streets annual Presentation Night for all our young people and the Youth Off The Streets’ Open Day, dedicated Facebook posts and website articles profiling individual volunteers, and a thank you event with Father Chris Riley during National Volunteer Week in May. The feedback from our annual volunteer survey said that 96 per cent of respondents would recommend Youth Off The Streets to family or friends as a good place for volunteering.

HIGHLIGHTS

- Four volunteers were nominated for the Youth Off The Streets’ Circle of Courage Awards, the most prestigious award given to volunteers and supporters at Youth Off The Streets; three were awarded on Presentation night.

- Annual Thank You Event was held on 15 May 2014 during National Volunteer Week. Macquarie Group kindly hosted the event, with 65 people attending. Four young people shared stories of how volunteers had influenced their lives.

- Successfully recruited and trained 22 new mentors for the National Scholarships Program. Inducted 15 new Food Van volunteers for our regular roster.

- Volunteer Profile was featured in the biannual Streets Ahead newsletter

- Publicised and celebrated our volunteers and what they do for Youth Off The Streets on International Volunteer Day through a Letter To Editor from Father Chris Riley to all media.

WHAT IS NEW

- Streamlining recruitment process.

- Gaining long term commitment.

- Increase awareness level of the importance of our volunteers.
Our Governance

Our Governance Statement

Youth Off The Streets is a company limited by guarantee, incorporated under the Corporations Act 2001. Ultimate responsibility for the governance of the company rests with the Board of Directors. This governance statement outlines how the Board meets that responsibility.

The Board recognises the importance of good corporate governance and achieving accountability of the Board and management.

The Board continues to report against the ASX Corporate Governance Council’s Principles of Good Corporate Governance and Best Practice Recommendations 2007 (2nd edition – ASX Recommendations). Youth Off The Streets corporate governance policies centre around the Board, the Board committees and the principles that govern the interaction with, and oversight of, management. The Board is satisfied that the company’s application of the principles in the ASX Recommendations is appropriate to its circumstances and that Youth Off The Streets corporate governance framework, policies and procedures will ensure the continued effective management and operation of Youth Off The Streets.

Youth Off The Streets corporate governance framework, policies and practices have remained under regular review as expectations and requirements develop to ensure Youth Off The Streets continues to comply with industry practices, standards and legislation.

The Role of the Board

Our Board of Directors is our governing body and is committed to acting in the best interests of the company and protecting the assets and interests of Youth Off The Streets by promoting our objectives as identified in our constitution and in our vision and mission.

The Board has the following principal responsibilities:

(a) charting the direction, strategies and financial objectives for the company and monitoring the implementation of those policies, strategies and financial objectives; and

(b) monitoring compliance with regulatory requirements and ethical standards.

Within the context of the principle responsibilities mentioned above, the Board has a number of specific responsibilities which are set out in the company Board’s Charter, which can be viewed on the company’s website, www.youthoffthestreets.com.au/aboutus/governance/

Management Responsibility

The Board has delegated authority for the management of the company to the CEO and the Director Corporate Services (DCS). Accordingly, the CEO and DCS have been charged with implementing the Board directives and the day-to-day management and reporting of activities.

Board Composition

The Board comprises of six Directors; five Non-Executive Directors and the CEO. The company Secretary attends Board meetings but is not a director. The DCS attends Board meetings by invitation.

Under the constitution the maximum number of Directors is 15. The Board should, if practical, comprise a majority of Non-Executive Directors who satisfy the criteria for independence in the Board Charter.

Board Charter

The Board has developed a charter to provide a framework for the effective operation of the Board. The Charter addresses the following matters:

- Responsibilities of the Board;
- Relationship between the Board and management;
- Board membership;
- Independence of Directors;
- Non-Executive Directors;
- Board meetings;
- Board committees;
• Performance of the Board;
• Conflicts of interest;
• Retirement from the Board;
• Outside directorships;
• Code of conduct;
• Induction procedures and continuing education;
• Access to the company secretary and employees;
• Confidentiality;
• Review of Board Charter;
• Access by Directors to independent advice; and
• Request for additional information.

The full Board Charter can be viewed on the company’s website, www.youthoffthestreets.com.au/aboutus/governance/

INDEPENDENCE OF DIRECTORS

A Director is only to be regarded as independent if the Director is independent of management and free of any business or other relationship that could materially interfere with or could reasonably be perceived to materially interfere with the exercise of the Director’s unfettered and independent judgment.

In considering whether a Director is independent, the Board is to have regard to:

• any information, facts or circumstances that the Board considers relevant; and
• any materiality thresholds, standards or guidelines that the Board may adopt from time to time.

If a Director is or becomes aware of any information, facts or circumstances which will or may affect that Director’s independence, the Director must immediately disclose all relevant details in writing to the company Secretary and the Chairman.

The Board will regularly assess the independence of each Director.

DIRECTOR INDUCTION AND PROFESSIONAL DEVELOPMENT

Youth Off The Streets has an induction program to facilitate immediate involvement in Board activities by any new Director.

Youth Off The Streets also recognizes that Board members must be provided with a range of opportunities for professional development. The Board encourages Directors to identify areas for professional development and the company will do its best to provide sufficient access to appropriate resources.

BOARD COMMITTEES

The Board has established appropriate committees to assist it in the discharge of its responsibilities. However, the Board will not delegate any of its decision-making authority to those committees except as expressively specified in the Committee charters.

The Board has the four standing Committees discussed below. The Board may also establish other Committees as and when required. Membership of Board Committees is based on the needs of Youth Off The Streets, therefore Committee membership can be extended to experts in their fields or management who are not Directors but whom the Board believes can add value to the functions of the individual Committee. Membership to Committees will be based on the skills and experience of the individual members.

The charter of each Board Committee is available on the company’s website at www.youthoffthestreets.com.au/Aboutus/Governance/

AUDIT, FINANCE AND RISK COMMITTEE

Composition

The Chairman and members of the Audit, Finance and Risk Committee are noted on pages 57 to 59. The Board will ensure that an independent Director, who is not Chairman of the Board, remains Chairman of the Committee and that the Committee shall consist of at least two and not more than four Board Members, the majority of whom are independent Directors. An expert Risk Advisor is a Committee member and the CEO, DCS and Finance Manager are invited by standing invitation to attend.
RESPONSIBILITIES

The primary function of the Audit, Finance and Risk Committee is to assist the Board in fulfilling its responsibilities by reviewing:

(a) The financial reporting, including the application of accounting policies and financial management, capital, expenditure and revenue;

(b) The performance and independence of the external audit; and

(c) The effectiveness of the business risk management framework, including internal controls, compliance with applicable laws, regulations, standards and best practice guidelines, and the protection of the entity’s assets.

EXTERNAL AUDITOR

It is the responsibility of the Audit, Finance and Risk Committee to:

(a) Ensure that independent external auditors are appropriately engaged to fulfil the needs of the company;

(b) Review the scope of the external audit and the quality and effectiveness of the external auditor’s performance;

(c) Meet formally with the auditor for discussion of draft reports prior to finalisation of the auditor’s final report; and

(d) Review management’s response to matters raised by the external auditors.

The external auditor must attend the company’s Annual General Meeting and be available to answer members’ questions regarding:

- The conduct of the audit;
- The preparation and the content of the audit report;
- Accounting policies adopted by the company in relation to the preparation of the financial statements; and
- The independence of the auditor in relation to the conduct of the audit.

SERVICES COMMITTEE

Composition

The Chairman and members of the Services Committee are shown on pages 57 to 59. Committee membership shall consist of at least three and not more than five Board Members. The CEO is a member of the Services Committee.

Responsibilities

The primary function of the Services Committee is to assist the Board in fulfilling its responsibilities by reviewing the company’s services and the performance and outcomes of the individual programs.

In relation to services the committee is to:

(a) Ensure adequate and appropriate services reporting, including assessing the appropriateness of services policies and practices and ensure that disclosures meet the minimum requirements;

(b) Review the range of services offered in relationship to the mission, strategic and business plans of the company and make recommendations to the Board as appropriate;

(c) Review the reports of services delivery, assessment and outcomes and make appropriate recommendations to the Board. The review will include an annual program of service visits;

(d) Evaluate the procedures established by Management to ensure the company’s compliance with appropriate government bodies’ requirements. Review these procedures on an annual basis; and

(e) Identify and assess the operating risks associated with any proposed new service or program initiative to be undertaken by Youth Off The Streets and make recommendations to the Board as appropriate.

NOMINATIONS COMMITTEE

Composition

The Chairman and members of the Nominations Committee are shown in the Financial Report. Committee membership shall consist of at least three and not more than five Board Members. The CEO and Chairman are members of the Committee.

Responsibilities

The primary purpose of the Nominations Committee is to support and advise the Board on matters including policies, performance, composition and succession planning. This includes identifying, evaluating and recommending candidates to the Board.
DEVELOPMENT COMMITTEE

Composition
The Chairman and members of the Development Committee are shown on pages 57 to 59. From November 2012, Committee membership shall consist of at least two and not more than four Board Members and the DCS. Subject to Board approval, the Chairperson of the Development Committee may invite external specialists and volunteers to serve as committee members. Members of the Youth Off The Streets Fundraising and Marketing and Corporate and Government teams may be invited from time to time to present papers.

Responsibilities
The primary function of the Development Committee is to assist the Board in fulfilling its responsibilities by reviewing:

(a) The current status of the company’s fundraising and strategic income generation initiatives;

(b) Proposals for both general and specific purpose fundraising activities and ensuring that they are consistent with the underlying goals and values of the company; and

(c) Ongoing developments in fundraising and income generation, including corporate partnerships, in the not-for-profit sector with a view to recommending to the Board any suitable initiatives.

RISK MANAGEMENT
Youth Off The Streets operates a risk management framework that provides the Board with a communication process to continually assure them that the risks inherent in the operations and activities of the company are identified and prudently managed. See page 54 for more detail.

The Board has delegated the review and monitoring of risk management to the Audit, Finance and Risk Committee. As part of this role, the Committee regularly reviews the effectiveness of the risk management system and reports to the Board on the risk management framework, at least annually.

Youth Off the Streets management team is responsible for implementing the risk management system, in particular identifying risk, developing methods of improving internal controls and governance systems and reporting material business risks to the Board.

INVESTMENT PERFORMANCE REVIEW
Review of Investment Performance is to be undertaken by the Audit, Finance and Risk Committee on a quarterly basis with advice from the Board.

Special Investment Performance Reviews can also be called as required.

CODE OF CONDUCT
Youth Off The Streets is committed to promoting ethical and compliant behaviour among Directors, volunteers and employees. To this end the Board has adopted a code of conduct applying to all Directors, volunteers and employees. The code promotes:

- Acting with honesty, integrity and fairness;
- Acting in accordance with the law; and
- Using the company’s property and resources appropriately which includes;
  - Promotion confidentiality;
  - Avoidance of conflict of interest; and
  - Seeking effective and efficient outcomes for the company.

The code of conduct can be found on the company’s website at www.youthoffthestreets.com.au/Aboutus/Governance/

This Corporate Governance Statement should be read in conjunction with the Director’s Report as this report also contains information required to be included by the ASX Recommendation.

VOLUNTEER, DUNLEA ALCOHOL & OTHER DRUGS YOUTH SERVICE: “I ENJOY THE KIDS COMPANY, YOU KNOW... JUST TO SEE THE CHANGE IN SOME OF THEM... AND THAT THEY CAN SEE THEY ACHIEVE SOMETHING.”
At Youth Off The Streets, our focus is on effective risk management in order to better support young people. All staff are part of the risk management system and are encouraged to report and manage risk pro-actively. Managers implement the risk management system which assesses, monitors and manages operational, financial, project, strategic and compliance risks. Each responsible manager assesses risk annually in the context of their programs or department as part of an integrated, organisation-wide risk management system. New programs or projects, or significant changes trigger a risk assessment. See Risk Assessment Process diagram.

Youth Off The Streets operates a risk management framework based on the principles and guidelines for risk management established by AS/NZS ISO 31000:2009. It provides the Youth Off The Streets Board with a communication process to continually assure them that the risks inherent in the operations and activities of the organisation are identified, evaluated and then managed through internal controls. Importantly, the risk management framework provides a strong basis for all staff to manage risk appropriately. We recognise the value in everyone contributing to the effective identification and management of risk. The risk management framework itself is subject to a continual process of improvement, which is overseen by the Board and is depicted in the process for continuous improvement to the Risk Management Framework diagram.

The Board has delegated the regular monitoring and review of risk management to the Audit, Finance and Risk Committee.

Youth Off The Streets has identified the top material risks it faces. These include: succession planning issues; securing ongoing funding for our work; reputational damage potential; client, staff and volunteer safety; child protection risks associated with being a child-related employer; securing and retaining appropriate and skilled staff; employee-related issues; establishment of new services where they are not planned in connection with the whole organisation. Risk management plans have been devised to manage each of these top material business risks.

Incidents, injuries and workplace hazards are reported by staff through a central database which is used throughout the organisation.

The database enables systematic review of incidents by management (and the Board for those incidents with high impacts) and trend analysis.

Risk Assessment Process
Youth Off The Streets works in collaboration with corporate partners, supporters, volunteers, young people and our staff to implement programs and services that provide a framework for a sustainable future. For information on our activities regarding financial sustainability, please go to Our Performance on page 33, and for information on our activities regarding social impact please go to page 29.

Following on from the adoption of the United Nations Energy Program (UNEP) Energy Efficiency in Buildings framework in 2012/13, Youth Off The Streets has continued to implement best practice methodology across all of our sites without losing the flexibility required in an environment where the safety and security of the young people we work with is the major priority. Our approach has taken into account the following impacts over the last 12 months:

- The difference in the amount of sites we own versus those we rent has changed in the last 12 months due to our change in program and service geographical areas. (2012/13: five owned and operational, 13 leased; 2013/14: three owned and operational, 17 leased.)

Some initiatives implemented were:

- Retrofitted motion sensors on external lighting.
- Tariff comparison is being undertaken at all sites to ensure each facility is paying only what is necessary for their energy use.
- Retrofitting energy efficient water heating systems when replacement is required.

Energy efficiency and carbon management is an ongoing process, and we have only begun to measure and analyse our current usage to ensure the initiatives we have planned for 2014 and onwards meet with the UNEP framework.

At each of our five major sites, Youth Off The Streets has a 1.5mt recycling bin, which is emptied twice a month. This is 3.0 cubic metres of cardboard and paper being recycled per month, for 12 months (36 cubic metres), for each site. We recycle at least 108 cubic metres of cardboard and paper per annum, which is just over 63 tonnes. Every tonne of high quality paper (e.g. office paper) recycled saves up to 24 trees\(^2\), so in the last financial year Youth Off The Streets’ recycling has saved up to 1512 trees.

In addition, scrap metal is collected and dropped off at local scrap metal dealers where possible; fallen trees and branches are turned into wood chip and used in garden beds as mulch; timber pallets are re-used in our schools’ woodwork classes; and donated paint is used to refurbish internal and external areas of owned buildings.

Youth Off The Streets also accepts donations of used and serviceable corporate office furniture and residential furniture to be utilised throughout its services, which would otherwise have been disposed of in landfills. This helps our supporters reduce their waste footprint.

\(^2\) Approximately 70 per cent of all facilities management services in New South Wales (NSW) and Victoria are outsourced. Analysis of the Facilities Management Market for Government Institutions in Australia, http://www.frost.com/sublib/display-report.do?id=P68A-01-00-00-00

\(^3\) www.conserveatree.com/learn/Enviroissues/Treestats.shtml
**ENERGY EFFICIENCY**

In 2012/13, Youth Off The Streets reduced the number of servers utilising energy by 50 per cent through the consolidation of all servers located at different locations and migrating the data on to the central servers at our office in Mascot, Sydney.

This year, Youth Off The Streets continued to improve energy efficiency by assessing energy efficient solutions being provided by leading edge data centres to reduce cooling expenses and reduce our IT infrastructure. Whilst this is an ongoing project, it is predicted to provide energy savings of 20 per cent. Whilst this reduction in consumption is a good outcome, this also provides a significant cost saving to Youth Off The Streets even though the Australian Energy Market Commission (AEMC) predicts prices in NSW will drop by 0.7 per cent per year over the next three years.

Youth Off The Streets continues to partner with Dell and Canon to ensure energy efficiency. Both the Dell servers and the Canon copiers comply with the European Union’s Restriction of Hazardous Substances directive (2002/95/EC)\(^4\), which aims to solve the problem of increasing amounts of hazardous waste from electronic equipment.

As fuel prices continue to rise Youth Off The Streets has moved to purchase more diesel engines as our fleet increases across our Outreach Services. The implementation of diesel vehicles reduces fuel costs as the average price of diesel is lower than petrol.

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**WHAT IS NEW FOR 2015**

- Incorporate new processes and policies and assess new technology that becomes available to allow for a more efficient support to our programs and services.

- Continued change to the property portfolio such as a relocation of staff from our Mascot, Sydney office to a new location and the building of a Trade Skills Centre on our Merrylands, Sydney site.

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\(^4\) Canon Australia’s Carbon Calculator
The names and details of the Company’s Directors in office during the financial year and until the date of this report are as follows. Directors were in office for this entire period, unless otherwise stated.

Richard Gibbs GAICD
Chairperson

Richard has been a Director since 2006. He was appointed Chairperson in February 2011. He is the Global Head of Economics and Chief Economist at Macquarie Group, where he is responsible for providing analysis and strategic advice on developments in domestic and international economies, and investment markets. He plays a key strategic advisory role in support of Macquarie Group’s securities trading, banking services, corporate finance, infrastructure and funds management businesses. He also acts as a specialist adviser to the Boards of several of the Group’s major institutional clients and provides strategic advice to the Board of Macquarie Group.

Richard holds a Bachelor of Economics (Hons) and a Master of International Economics and Finance specialising in macroeconomic policy, finance and public policy administration. He also holds a Graduate Diploma in Applied Finance and Investment from the Securities Institute of Australia, a Master of Business Administration and a Graduate Diploma in Executive Performance Management.

Richard is a member of the Australian Business Economists and the National Association of Business Economics (NABE) in the United States. He is a member of the Advisory Board for the Australian National University, School of Arab and Islamic Studies, a Trustee for the Committee for the Economic Development of Australia (CEDA), a Member of the Australia-Oman Business Council, a Fellow of the Financial Services Institute of Australasia (FINSIA) and Graduate Member of the Australian Institute of Company Directors.

Committee Membership:
• Development Committee – Chair from October 2007
• Audit, Finance and Risk Committee
• Nomination Committee

Anna Ainsworth GAICD
Director

Anna has been a Director since 2002. She served as Chairperson of the Board from 2008 to February 2011. Anna is the Community Development Manager of Eden Gardens and Garden Centre, North Ryde and a Director of the Eden Foundation.

Anna’s earlier career was in Public Health Practice where she worked as a Paediatric Physiotherapist.

Anna is a member of the Development Advisory Committee of the Botanic Gardens and Domain Trust and a member of Philanthropy Australia through the Eden Foundation.

Anna holds a postgraduate Diploma in Physiotherapy from Cumberland College of Health Services and a Bachelor of Science from the University of New South Wales. Anna is a graduate Member of the Australian Institute of Company Directors and a graduate of the Benevolent Society Sydney Leadership Program.

Committee Membership:
• Services Committee – Chair

Craig Davis
Director

Craig Davis has been a Director since 1998. He was elected Deputy Chairman in 2000 and served as Chair of the Board from 2002 to September 2008. He was also elected a Youth Off The Streets Ambassador in August 2009.

After a successful career playing Australian Football League (AFL) for Carlton, Kangaroos, Collingwood and Sydney Swans, Craig is now Consultant to Sport for the University of New South Wales.
Craig was honoured with the Australian Sports Medal and Life Membership for AFL New South Wales (NSW)/Australian Capital Territory (ACT) in 2000 and brings with him vast experience in Board membership.


Craig holds a Surveying Certificate from the Royal Melbourne Institute of Technology.

Rebecca Lynch
Director

Rebecca has been a Director since 2005. Rebecca is a special counsel at Thomson Geer Lawyers. She holds a Bachelor of Laws from the University of Sydney and brings with her a great deal of experience in the legal profession. Rebecca has practised in the area of commercial litigation for over 30 years. She was a partner at DLA Phillips Fox until she retired from the partnership in May 2007.

Rebecca was admitted as a Solicitor of the Supreme Court of New South Wales (1979), Northern Territory (1992) and South Australia (1994). Rebecca also received accreditation as a mediator by LEADR (1994). Rebecca is a member of the Law Society of NSW.

Committee Membership:
- Services Committee
- Nomination Committee – Chair

Rick Millen
Director

Rick has been a Director since 2007. Rick was a partner of PricewaterhouseCoopers (PwC) (retired June 2011). During his time Rick led the Advisory Practice and sat on PwC’s leadership team. For five years from 2006-2011 Rick led PwC’s corporate responsibility agenda in Australia including running the PwC Foundation. From 2008 to 2010 Rick also coordinated PwC’s corporate responsibility agenda globally in some 140 territories.

Rick is a director of Australia for UNHCR and a director of Cabcharge Limited. Rick holds a Bachelor of Arts in Law from Oxford University and is a member of the Institute of Chartered Accountants in Australia.

Committee Membership:
- Development Committee
- Audit, Finance and Risk Committee – Chair

Deborah Thomas MAICD
Director

Deborah joined the Board of Youth Off The Streets in August 2013. One of the country’s most successful and experienced magazine editors, Deborah was at the helm of Australia’s biggest selling magazine, The Australian Women’s Weekly, for a decade and has been editing some of Australia’s most popular women’s magazines for over 20 years, before moving to a corporate role within Bauer Media.

In her current role as Director of Media, Public Affairs and Brand Development across Bauer Media’s portfolio of 60-plus magazines, websites and social media, Deborah is responsible for media, events, communications, brand licensing and sponsorships, as well as key advertising relationships.

In 2012 Deborah was elected to local government as a Councillor for Woollahra. She is a Non-Executive Director of Ardent Leisure (ASX200), Deputy Chair of the National Library of Australia, and a founding patron of the Taronga Conservation Foundation.

Committee Membership:
- Development Committee
Father Chris Riley, AM  
Founder and CEO

Father Chris Riley AM, Founder and CEO of Youth Off The Streets, has worked with disadvantaged youth for more than 40 years in a variety of roles including teacher, youth worker, probation officer, residential carer and principal. Father Riley officially founded Youth Off The Streets in 1991.

As CEO of Youth Off The Streets, Father Riley oversees the operation of over 35 programs that employ over 200 staff and involve more than 478 volunteers. He has implemented innovative behaviour modification strategies to help young people deal with a history of trauma, abuse and neglect.

Many of these strategies have been adopted by schools across Australia and by government agencies. Father Chris Riley believes there is no such thing as a “child born bad”, but acknowledges that there are bad environments, circumstances and families that impact negatively on our young. “We must have the courage to demand greatness from our youth.”

Qualifications:

- Diploma of Teaching (three years trained) Australian Catholic University, Chadstone, Victoria, 1975
- Secondary Teachers Certificate of Registration No. 37378, 1975
- Primary Teachers Registration Board, 1976
- Bachelor of Theology, Melbourne College of Divinity, Clayton, Victoria, 1982
- Bachelor of Arts (major Sociology and English) Monash University, Clayton, Victoria, 1984
- Diploma of Abuse Counselling, Australian Institute of Professional Counsellors, Queensland, 1996
- Diploma of Psychology, Applied School of Psychology, Sydney, 1997
- Diploma of Aboriginal Studies, TAFE NSW OTEN, 2010
- Certificate IV in Alcohol and Other Drugs, TAFE NSW OTEN, 2010
- Honorary Doctorate of Letters, University of Western Sydney. “This award is in recognition of your outstanding humanitarian service to the community, especially youth,” 2010
- Masters of Special Education, University of Southern Queensland, 2010.

Father Riley is a member of the Children’s Court Advisory Committee; Headspace Macarthur, Campbelltown, Southern Highlands; Regional Development Committee Sydney; and is Patron of the Care Van Foundation in the Albury region.

Committee Membership:

- Services Committee
- Nominations Committee
- Audit, Finance and Risk Committee

PRINCIPAL ACTIVITIES

Youth Off The Street Limited was incorporated in New South Wales on 30 April 2002. The principal activity of the Company is the provision of rehabilitation services to youth affected by drugs, alcohol, exclusion from school, neglect, abuse and homelessness. Youth Off The Streets Limited commenced operating as a company, limited by guarantee, on 1 April 2003. There have been no significant changes in the nature of these activities during the year.

OPERATIONAL AND FINANCIAL REVIEW

Principal activities to meet objectives

For the year ended 30 June 2014, Youth Off The Streets Limited reported a deficit of $1,600,183 (2013: deficit $1,050,696), which represented a 52 per cent increase on the previous financial year. This increase in deficit includes $1,024,664, attributed to non-operational and non-recurrent expenses, as detailed in the Performance Measurement section below. The deficit for the year – after excluding the non-operational items – is $575,519, which represents a 45 per cent improvement on the previous financial year.

Income received from government increased by 2 per cent from $7,970,324 in 2013 to $8,101,451 in 2014. Income from this source represents 44 per cent (2013: 46 per cent) of total revenue.
Funding for capital works is included in government income. The final payment of $226,430 (2013: $1,738,221) was accepted from the Regional Development Authority Funding for the refurbishment of our Cordeaux Heights Centre for Youth. Capital projects ensure staff and young people are provided with adequate infrastructure resources to maximise learning and development outcomes.

**Operating results for the year**

The deficit for the Company for the year ended 30 June 2014 was $1,600,183 (2013: deficit $1,050,696).

**SHORT TERM AND LONG TERM OBJECTIVES AND STRATEGY**

Youth Off The Streets will continue to provide services consistent with our mission of helping disconnected young people discover greatness within, by engaging, supporting and providing opportunities to encourage and facilitate positive life choices.

Our 35 services include crisis accommodation, alcohol and other drug services, counselling, accredited high schools, centres for youth, outreach programs and specialised residential programs. This is in accordance with our existing three year Strategic Plan, which is reviewed annually to ensure that the organisation is well positioned to meet new challenges in our key focus areas. See page 15 and 16 for detail on our Strategy.

As outlined on page 30 of our annual report, Youth Off The Streets has continued to outline the external and internal factors which will impact our organisation for the next three years, as part of our focus on providing a framework for a sustainable future through accountable, professional and collaborative practice. Youth Off The Streets will continue to adapt to the changes in funding requirements and opportunities from: the various federal, state and local governments provided through relevant grants; the generosity of individuals; and private and corporate donors. The organisation is in the second year of implementing a fundraising strategy and brand development model. This is based on recommendations given from a fundraising and brand review that took place from January to June 2012.

The Board continues to set clear expectations about the number and quality of programs provided to young people. The Board has agreed, in line with the Chief Executive Officer, to measurable outputs for each service, and performance reports noting the progress made towards achieving these outputs, are reviewed at the monthly Board meeting.

**PERFORMANCE MEASUREMENT**

Donation revenue of $7,868,752 (2013: $6,941,635) increased by 13 per cent largely from donations by individuals. This represented 43 per cent of total revenue.

Expenditure for the year was $20,106,769 (2013: $18,410,689). The majority of the increase in expenses is mainly due to non-operational and non-recurrrent items as follows:

- Following the closure of Matthew Hogan School and our Southern Highlands residential programs, Better Homes Farm and Foundation House, the Canyonleigh properties have been put on the market as they are surplus to requirements. The closures are due to fewer young people being referred to our residential service and the low number of school enrolments resulting in the school becoming no longer sustainable. Alternative arrangements were made for these young people to ensure their educational needs are being met.
- The estimated fair values were obtained from market appraisals provided by our appointed real estate agents for these properties. This resulted in a write down of $605,664 from the properties’ carrying costs. This amount was charged directly as an expense for this financial year; and
- As a result of the closure of Matthew Hogan School, we are required to repay previous capital funding received from the federal government for buildings there. The amount of $419,000 has also been recognised as an expense for this financial year.

Operational expenditure for the year amounted to $19,082,105 which was an increase of 4 per cent from 2013. This increase was largely due to increased staffing cost.

**LIKELY DEVELOPMENTS AND EXPECTED RESULTS**

**Partnerships and Consortiums**

Across both NSW and federal governments there has been a strong trend toward consolidating the source and grouping of funding. Previously
there were several government departments looking after our funding however these have largely been consolidated. In addition, there has been an increased emphasis on partnerships between not-for-profits to ensure the delivery of a broader range of programs, with one of the partners having the extra responsibility of administering the delivery of the program as a criteria to qualify for funding. While this means a successful tender will now generate larger sums than previously, organisations are now incurring higher operating costs and having to deliver more programs for similar amounts of funding. Youth Off The Streets has seen increased competition for funding between organisations, as well as increased risk to key programs being shut down due to consolidation of grant programs. In response to this trend, Youth Off The Streets has been proactive over the last year in building and strengthening partnerships with other community service organisations, as well as local, state and federal government. This has led to an increase in the types of programs we offer young people within a service, increasing our chances of securing funding, and building our knowledge base through dynamic joint working arrangements. This approach was best evidenced during the Going Home Staying Home (GHSH) homeless services reform, led by the Department of Community Services. This reform required Youth Off The Streets to prequalify and tender for the Inner West Youth Homelessness Service funding that included our crisis refuge program, Don Bosco Home, in Marrickville, Sydney; and the Macarthur Multipurpose Homelessness Service funding that included our Koch Centre for Youth & Learning in Macquarie Fields, Sydney.

Youth Off The Streets formed strong partnerships with Wesley Mission and YWCA NSW in the Inner West of Sydney, and Uniting Care Burnside in the south west of Sydney. Both of these tenders were successful and announced in June 2014, and both will provide us with the opportunity to expand our services in two separate districts for the next three years.

Change in Program and Service Geographical Areas

In 2013/14, as part of the National Crime Prevention Funding announced in April 2013, we launched eight of the 10 new Outreach programs that expanded our Outreach Services from five to 15 into communities that are in need. This growth included a number of interstate (Queensland and Tasmania) and remote locations in NSW (Bourke and Illawarra). This led to additional requirements on our IT resources and infrastructure. There was a need for an IP (Internet Protocol) telephony solution providing increased connectivity within Youth Off The Streets. This allowed these sites to connect to shared resources, templates, reporting services and presentations and meet the requirements of their local communities.

Implement Planned Business Growth

There has been an impact on the structure of the organisation due to the changes in programs, significant government funding opportunities and interstate growth. As such, Youth Off The Streets is reviewing internal reporting lines and structure to accommodate planned business growth. The organisation’s aim is to ensure that existing business needs are being met and that there is flexibility and alignment with future business needs. The Board began the review in April 2014 and recommendations will be discussed at the Board Strategy Day in November 2014.

Continue to review the viability and impact of our programs and services

As part of the framework for a sustainable future for our organisation, Youth Off The Streets reviews the viability and impact of our programs and services. Subsequently the relevant programs and services are amended or enhanced according to the results. For example, one of our goals for this year was to develop an operational framework for our two Centres for Youth. As part of this process, Youth Off The Streets identified that the drop-in model was not meeting the needs of the local communities as it siloed the programs offered by the Centres. As a result, the Koch Centre for Youth was changed to a more structured, educational environment offering after-school programs. To match this new focus, the centre was renamed the Koch Centre for Youth & Learning (KC4Y&L).

Continued Implementation of our 2012 Fundraising and Brand Review recommendations

In January 2012, Youth Off The Streets engaged More Strategic to review its fundraising and marketing structure and assist in the formulation of a three year fundraising strategy and brand development model that is sustainable and scalable. Over six months, More Strategic audited Youth Off The Streets’ fundraising model, including the evaluation of the level of investment in fundraising, compared our performance to that of
best practice fundraising strategies and tools in Australia and clarified gaps and opportunities for growth.

Two major issues were identified; a lack of investment in fundraising in comparison to organisation growth and an unbalanced income portfolio with a reliance on two vulnerable revenue streams (bequests and major gifts). The review recommendations focused on building a fundraising team, implementing and reinvigorating the revenue streams related to all individual fundraising such as appeals programs, regular giving, and donor relations, and establishing proactive campaigns around major gifts and bequests. Youth Off The Streets’ began its three year fundraising strategy focused on balancing the financial investment in fundraising with the expected return of investment in 2012/13 with a focus on establishing and resourcing individual fundraising with a focus on best direct marketing practice. In 2013/14, the investment continued with the creation of the Father Chris Riley Society for our supporters who have decided to acknowledge Youth Off The Streets in their will, increasing the use of and implementing guidelines for our customer relationship management software to ensure better analysis and strategic decision making regarding income generation, and building an acquisition program for new donors and supporters.

**DIRECTORS’ MEETINGS**

The number of meetings of Directors held during the year and the number of meetings attended by each Director were as follows:

<table>
<thead>
<tr>
<th>Name of Directors</th>
<th>No. of meetings held while in office</th>
<th>No. of meetings attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christopher Keith Riley</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td>Craig Stuart Davis</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Anna Maree Ainsworth</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td>Rebecca Monica Grace Lynch</td>
<td>11</td>
<td>9</td>
</tr>
<tr>
<td>Richard John Gibbs</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Richard John (Rick) Millen</td>
<td>11</td>
<td>9</td>
</tr>
<tr>
<td>Deborah Thomas</td>
<td>11</td>
<td>7</td>
</tr>
</tbody>
</table>

**MEMBER’S GUARANTEE**

The Company is a public company limited by guarantee that is incorporated and domiciled in Australia. If the Company is wound up, its Constitution states that each member is required to contribute a maximum of $20 each towards meeting any outstanding obligations of the Company. The total liability of members in the event of winding up the Company is $400 (2013: $380).

At 30 June 2014 the number of members was 20 (2012: 19 members). The maximum number of members allowed under the Company’s Constitution is 100 members.

**AUDITOR INDEPENDENCE**

The Directors received an independence declaration from the auditor, Ernst & Young. A copy has been included on page 9 of our Financial Report.

Signed in accordance with the resolution of the Directors.

Christopher Keith Riley, 
Director  
Sydney, 2014

Richard John Gibbs, 
Director  
Sydney, 2014
### SUMMARY INCOME STATEMENT

For the year ended 30 June 2014

<table>
<thead>
<tr>
<th>Notes</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Government grants</td>
<td>8,101,451</td>
<td>7,970,324</td>
</tr>
<tr>
<td>Donations</td>
<td>7,868,752</td>
<td>6,941,635</td>
</tr>
<tr>
<td>Fundraising</td>
<td>1,566,585</td>
<td>1,657,617</td>
</tr>
<tr>
<td>Finance revenue</td>
<td>4.1</td>
<td>456,943</td>
</tr>
<tr>
<td>Other income</td>
<td>4.2</td>
<td>512,855</td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td><strong>18,506,586</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Notes</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Employee benefits expense</td>
<td>4.3</td>
<td>(13,215,701)</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>4.4</td>
<td>(1,132,973)</td>
</tr>
<tr>
<td>Other expenses</td>
<td>4.5</td>
<td>(5,758,095)</td>
</tr>
<tr>
<td><strong>Deficit before income tax</strong></td>
<td></td>
<td><strong>(1,600,183)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Notes</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Income tax expense</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Deficit for the year</strong></td>
<td></td>
<td><strong>(1,600,183)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Notes</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total comprehensive loss for the year</strong></td>
<td></td>
<td><strong>(1,600,183)</strong></td>
</tr>
</tbody>
</table>

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes, that are in the Financial Report that can be found at www.youthoffthestreets.com.au/annualreport

The results for 2014 financial year include one off expenses that are non-operational and non-recurrent items as per below:

- Following the closure of Matthew Hogan School and our residential programs Better Homes Farm and Foundation House we have decided to sell those Canyonleigh properties. The estimated fair value less costs to sell were obtained from market appraisals provided by our appointed real estate agents for these properties. This resulted in a write down of $605,664 from the properties’ carrying costs. This amount was charged directly as an expense for this financial year.

- As a result, we are required to repay previous capital funding received from the federal government for Matthew Hogan School. The amount of $419,000 has also been recognised as an expense for this financial year.
## BALANCE SHEET

As at 30 June 2014

<table>
<thead>
<tr>
<th>Notes</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>5</td>
<td>4,095,820</td>
</tr>
<tr>
<td>Other receivables</td>
<td>6</td>
<td>30,472</td>
</tr>
<tr>
<td>Other current assets</td>
<td>7</td>
<td>3,731,493</td>
</tr>
<tr>
<td>Assets classified as held for sale</td>
<td>8</td>
<td>2,211,266</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td></td>
<td>10,069,051</td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>9</td>
<td>4,046,637</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>10</td>
<td>16,460,821</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td></td>
<td>20,507,458</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td></td>
<td>30,576,509</td>
</tr>
<tr>
<td><strong>Liabilities and funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>11</td>
<td>2,839,606</td>
</tr>
<tr>
<td>Employee benefit liabilities</td>
<td>12</td>
<td>899,022</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td></td>
<td>3,738,628</td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee benefit liability</td>
<td>12</td>
<td>216,331</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td></td>
<td>216,331</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td></td>
<td>3,954,959</td>
</tr>
<tr>
<td><strong>Funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributed funds</td>
<td></td>
<td>4,295,888</td>
</tr>
<tr>
<td>Retained surplus</td>
<td></td>
<td>22,325,662</td>
</tr>
<tr>
<td><strong>Total funds</strong></td>
<td></td>
<td>26,621,550</td>
</tr>
<tr>
<td><strong>Total funds and liabilities</strong></td>
<td></td>
<td>30,576,509</td>
</tr>
</tbody>
</table>

The above statement of financial position should be read in conjunction with the accompanying notes, that are in the Financial Report that can be found at www.youthofthestreets.com.au/annualreport
PROFESSIONAL SERVICES

Investment Advisors
Youth Off The Streets appointed Wilson HTM Investment Group to manage our investment portfolio under a discretionary investment facility. From 1 September 2013 this task will be undertaken by JBWere.

Legal Advisors
Youth Off The Streets corporate legal advisors are Wilshire Webb Staunton Beattie Lawyers and Henry Davis York Lawyers.

Bank
Youth Off The Streets main bank accounts are with Westpac Banking Corporation. We also have accounts with National Australia Bank and Commonwealth Bank of Australia.

Independent Auditors
Ernst & Young
Youth Off The Streets is accredited as a Designated Agency and maintains policies and procedures that comply with the benchmark standards as defined by the Office for Children the Children's Guardian.

**All donations over $2.00 are tax deductible.**
Charitable Fund Raising No. 12611. Youth Off The Streets Limited ABN 29 100 388 412.

Phone: 1800 062 288 | Email: info@youthoffthestreets.com.au

www.facebook.com/youthoffthestreetsaustralia
Twitter: @YOTSAustralia | Instagram: @youthoffthestreets
www.youthoffthestreets.com.au