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Young people who come to Youth Off The Streets leave our care prepared for a brighter future.

Youth Off The Streets is a non-denominational organisation working for young people who may be facing challenges of homelessness, drug dependence and/or recovering from 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.

It is our goal that these young people will leave our care drug free, with a high school education, living skills and a full or part time job in hand.

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 delivery of a wide range of services.

Our 35 services include Aboriginal programs, crisis accommodation, alcohol and other drug services, counselling, accredited high schools, Outreach and residential programs. 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.
At Youth Off The Streets, 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.

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. One of the best ways we can help young people do this is by providing them with equal educational opportunities.

At Youth Off The Streets, we know that education is the key to breaking the cycle of poverty and disadvantage. That is why this year we wanted to focus on expanding the educational opportunities available to young disadvantaged people. With this in mind, we opened up two new schools for young people not suited to the mainstream system.

We now have four accredited high schools spread over six campuses that offer young people – who have disengaged from education – an opportunity to achieve the qualifications and skills they require to go on to further vocational education, apprenticeships and/or employment.

Through our educational and other programs, this year we witnessed many of our young people break the cycle of disadvantage and transform their lives. However, there is still a great need to recognise and support disadvantaged young people, especially those living in isolated or remote communities.

That is why another key focus for this year was our ‘Convoy of Courage’, the launch of our very own Mobile Youth Centre that will travel to remote regional communities to offer young people access to the same opportunities available to young people in urban areas. Our Mobile Youth Centre will be the first of its kind, and we at Youth Off The Streets can’t wait to see our vision become a reality as we travel to regional areas to re-engage young people with their community, education and employment opportunities in 2018.

Young people should be given the chance to achieve their best. That is why we work so hard to develop programs within our services to ensure that our young people feel included and valued, and to provide them with opportunities to engage in their local communities and society.

In order to continue providing relevant services to those in need, our organisation will have two new focuses going forward. Domestic and Family Violence and Youth Unemployment are two issues facing the young people we help. In the next year, we will be investigating these two issues and creating programs to help those affected by them.

I have wonderful staff and a supportive board that really enable us to do the most good in this world. I look forward to reporting back next year on what we’ve achieved and the new services that are coming. It’s an exciting time to be at the helm of this organisation.
Fundraising

Innovative fundraising events including our annual Lipstick Lunch and our annual Gala Dinner helped Youth Off The Streets end the financial year with a donation revenue of $8,740,767 (2016: $11,905,291), which is down from last year due to fewer bequests. Overall, Youth Off The Streets reported a deficit of $1,156,976 (2016: $821,849 surplus). This result reflected an increase in expenditure for the financial year.

Expenditure for the 2016/2017 financial year was $26,351,114 (2016: $24,225,079) attributed to an increase in staffing and related costs to support the Inner West Youth Homelessness Services as well as the increase in school operations due to growing enrolments. All positive steps as we are offering more services to young people.

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.

Father Chris Riley
CEO and Founder

Richard Gibbs
Chair
WE LAUNCHED FOUR NEW OUTREACHES

This year has been one of expansion and renewal for our Outreach Services. We launched new Outreaches in Belmore, Auburn, Carramar and Toongabbie in order to increase services in areas with limited youth resources and give young people a safe space to socialise and connect with peers and youth workers.

WE OPENED UP ONE NEW SCHOOL AND ONE NEW CAMPUS

Over the 2016/17 financial year, Youth Off The Streets opened a new school and a new campus as part of our ever-growing commitment to education. The Lakes College in Wyong has extended our educational reach into the Central Coast of New South Wales, an area we identified as in need of specialised learning. In addition, Youth Off The Streets’ Key College expanded into Maroubra with The Bowen Campus providing education to the young people of South East Sydney. At Youth Off The Streets we believe that education is the key to breaking the cycle of disadvantage and through these two new sites, we are able to assist more young people in achieving greatness.

STREET WALK RAN FOR 288 NIGHTS

The contact we make with young people through Street Walk is vital. It is a key part of what we do at Youth Off The Streets. In 2016/17, Street Walk ran for 288 nights, making 2940 instances of contact with young people, providing food on 2126 occasions. Through our dedicated Street Walk staff and volunteers, we also handed out blankets and clothes and referred or transported 225 young people to other services.

WE CONDUCTED A TOTAL OF 775 OUTREACHES AND SUCCESSFULLY RAN 93 PROGRAMS IN LOCAL SCHOOLS

Each Outreach aims to improve young people’s access to social resources and services in an engaging and safe environment. The programs offered in local schools provided students with the opportunity to learn about topics that are not part of usual school subjects such as healthy relationships, anger management, self-esteem and many more.
383 ACTIVE VOLUNTEERS

Volunteers are the backbone of our organisation. Youth Off The Streets has 383 active individual volunteers this year who worked alongside our staff to provide the best quality of care for our young people.

22 NEW SCHOLARSHIPS AWARDED

Every year our National Scholarship Program provides 22 young people with financial support, ongoing assistance and a mentor to assist them to achieve their educational or skill-based goals. This year, one of these young people came from our Koch Centre for Youth and Learning!

LOGAN AND HUNTER VALLEY OUTREACH ACQUIRE NEW PREMISES

In the next financial year we will have eight youth centres in Blacktown, Cessnock, Fairfield, Cumberland, Cordeaux Heights, Logan, and Bankstown. The youth centres do not replace Outreach but provide an additional service to young people where they can access our drop-in services and individual support in a youth friendly environment.

148 STUDENTS ATTENDED OUR FULLY ACCREDITED SCHOOLS

In 2017 we had 148 students enrolled and attending classes across our 6 sites. At the conclusion of our 2016 schooling year we were proud to see nine of our students achieving their Higher School Certificate, a remarkable success for young people who otherwise may not have had the opportunity to graduate.

FOOD VAN SERVED 11,150 MEALS

In 2016/17 our Food Van Service went out 353 nights, providing 11,150 meals to people in need. The Food Van is staffed by a wonderful team of volunteers. This financial year we had 1094 volunteering instances, amounting to 3775 hours of volunteer contribution! This financial year, we also received a new van which has made a positive impact on the lives of those we help.
**WESTERN SYDNEY**
- Bankstown Outreach
- Blacktown Outreach
- Fairfield Outreach
- Holroyd Outreach

**MERRYLANDS, SYDNEY**
- Youth Off The Streets Office
- Chapel School, Key College Merrylands Campus
- Step Up (Education Program)
- ASPIRE Aboriginal Education Program
- Aftercare/Integration (Education Program)
- Dunlea Alcohol and Other Drugs Youth Service
- Mental Health Service
- Mentoring

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

**MAROUBRA, SYDNEY**
- South East Sydney Outreach (Aboriginal Program)
- The Bowen Campus

**REDFERN, SYDNEY**
- Key College

**MARRICKVILLE, SYDNEY**
- Street Walk
- Food Van
- Links 2 Learning
- Inner West Youth Homelessness Services
- Homeless Youth Assistance Program

**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
  - and the Aboriginal Residential Care Program
- Illawarra Outreach

**MACQUARIE FIELDS, SYDNEY**
- Koch Centre for Youth and Learning
  - which includes:
  - EDEN College
  - Mental Health Service
  - Education Programs
- Macquarie Fields Outreach

**NARRANDERA, NSW**
- Narrandra Outreach (Aboriginal Program)

**GRIFFITH, NSW**
- Griffith Outreach (Aboriginal Program)

**BOURKE, NSW**
- Bourke Outreach (Aboriginal Program)

**CENTRAL COAST, SYDNEY**
- The Lakes College

**HUNTER VALLEY, NSW**
- Hunter Valley Outreach
- Singleton Op Shop
- Maitland Op Shop
- Maitland Paraphenalia Antiques and Collectables Shop

**TASMANIA**
- Derwent Outreach

**QUEENSLAND**
- Logan Outreach (Aboriginal Program)
Youth Off The Streets' community Outreach programs have achieved great success in engaging disconnected young people. Our Outreach services are tailored to the specific needs of the young people we help and have shown time and time again how achievable it is to re-engage youth in positive activities that encourage them to pursue and achieve their full potential.

Youth Off The Streets currently works alongside communities in New South Wales and Queensland by providing Outreach programs.

The goals for this year were to improve young people’s access to social resources and services and build their capacity to unlock their full potential. We aim to help young to be self-sufficient, proud and productive members of society. Outreach develops community awareness and support by strengthening Youth Off The Streets’ ties with other community services.

This year has been one of expansion and renewal for our Outreach Services. Logan and Hunter Valley Outreach moved to new premises where in addition to offices, accessible youth recreational space is available. This now means that we have eight youth centres in Blacktown, Cessnock, Fairfield, Cumberland, Cordeaux Heights, Logan, and Bankstown. The youth centres do not replace Outreach but provide an additional service to young people where they can access our drop-in services and individual support in a youth friendly environment.

Outreach expanded to conduct a total of 775 Outreaches. This includes extending our services to Belmore, Auburn, Carramar, and Toongabbie in order to cater to young people’s needs in these areas. This expansion has provided a referral increase in some of our services, most notably the Bankstown Cultural Support Team.

Social media has been introduced to a number of our Outreach Services in order to stay connected with young people utilising their way of communication. Since the start of this year, several Facebook groups have been set up to engage with young people and promote programs and support services.
In the 2016/17 financial year, Outreach has successfully run 93 programs in local schools. The programs cover topics that are not part of usual school subjects such as healthy relationships, anger management, self-esteem and many more.

Outreach received 43 grants which have added value to the services we are able to deliver to young people.

On the business side of Outreach Services, the team has designed a complete grants register that assists program managers in tracking and utilising funds effectively. This ensures that we deliver cost effective programs for young people.

WE LAUNCHED NEW OUTREACHES IN BELMORE, AUBURN, CARRAMAR AND TOONGABBIE

This has allowed us to increase services in areas with limited youth resources and give young people a safe space to connect with peers and youth workers.

The Bankstown Therapeutic Garden is another highlight as it provides young people with a safe space for recreation as well as learning new skills in Horticulture.

Our gala events have been a great success this year. Our events focused on highlighting issues that impact young people such as the White Ribbon Walk in Blacktown and White Ribbon Cup in Fairfield as well a multiple NAIDOC events that celebrate Aboriginal and Torres Strait Islander history, culture and achievements. The Cultural Support Team also organised Ramadan dinners with local Muslim communities.

Our Outreach programs continue to provide young people with opportunities to succeed. Cumberland Outreach Lyrikal music program helped a young person gain the confidence they needed to take a leadership role in Cumberland Outreach Youth Advisory Squad. The young person has also enrolled in a Diploma of Youth Work and will continue to develop their skills to become a future leader. There is a story like this for every Outreach service we run.

The Convoy of Courage gave us an opportunity to investigate the need in rural communities for the types of services we offer. It gave youth workers and young people an opportunity to conduct Outreaches in new communities and promote the work Youth Off The Streets does.

A significant concern for us is the number of children under 12 attending Outreach. We specifically cater to young people aged 12 to 21; hence there may be occasions where it could be inappropriate to include the younger age group.

Social media is taking over young people’s social interaction. This has led to an increase in the number of young people experiencing cyber bullying. This issue is difficult for youth workers to identify and it could have a detrimental impact on a young person’s mental health and wellbeing.

Alcohol and other drugs continue to be prevalent among young people and, alarmingly, we’ve found young people experimenting with new substances and synthetic drugs. It is a challenge ensuring everyone’s safety while working with young people affected by substance abuse.

Revamping Outreach is a new project that will assess and improve on current Outreach practices. The aim is to engage more young people through new activities and tailored services. This will also help us address some of the challenges mentioned above.

Another focus is offering culturally appropriate services by making new local service partnerships with Aboriginal and Torres Strait Islander and other cultural services. This will increase involvement from young people who identify as Aboriginal and Torres Strait Islander.

Outreach Services will also work to establish a service model for providing employment services to young people who find it difficult to fit into current employment programs.

Another focus will be the provision of more “Service Learning” opportunities to encourage young people to learn through giving back to others. The satisfaction young people get from serving others helps them achieve confidence and reach independence.
Aboriginal Services extends through the entire organisation and is something that Youth Off The Streets takes very seriously. Aboriginal and Torres Strait Islander young people are over represented in every service we operate — so it is incredibly important we offer culturally appropriate services.

The Aboriginal Services team aims to offer young people and staff at Youth Off The Streets cultural experiences that they wouldn’t have had otherwise. We aim to recruit and retain Aboriginal and Torres Strait Islander staff to ensure we deliver culturally appropriate programs and services. We aim to deliver a range of community youth programs and activities that are adequately resourced in partnership with other community services and we explore opportunities for social enterprises that explore and develop cultural identity.

These aims manifest themselves in the programs that we carried out this year. One such program was done in partnership with the Banton Brothers. Young people were able to produce their own music and have a professional product that they can show off to one another. It was a therapeutic process for young people as they learn to express themselves through song. They wrote their own lyrics and learned how to write music to accompany those lyrics.

This program proved particularly empowering this year as a tragedy struck our young people. A young person in one of the communities we work in took their own life. It was an incredibly sad time for everyone involved and many young people were struggling to understand what had happened. The music program helped young people with the grieving process. They were able to express themselves through music and it was great to see them coming together to support each other through such a difficult time. Now they have a song to tell the world about the friend they lost and the impact it had on their lives.
One of the cultural experiences that we love providing to young people are what we call cultural camps. We hold them for young people in the communities we work with and for the young people at our schools. Connecting them to country through camps is essential for instilling cultural knowledge about significant events that have happened in that country (where the camp is held). Young people get to learn about artefacts and have the history of the area explained to them.

This year, we extended our cultural camps out to non-Aboriginal young people. This was received really well as many young people became inspired to learn about Aboriginal culture and the land they now live on.

Two mural projects were undertaken this year where young people learned about their culture, background and Aboriginal artistry focusing on techniques of storytelling through art. Telling stories through art is a significant part of Aboriginal culture and we are proud to be able to provide these teachings and experiences to young people.

Speaking about telling a story through artwork, Youth Off The Streets commissioned an Aboriginal artwork that represented the organisation. We now have our own unique artwork and story attached to it.

We’ve done some great work this year but it hasn’t come without challenges. Turnover of staff remains an issue. We operate in several remote regions and keeping staff levels at the required number is always difficult. This year, we had two young female youth workers leave the organisation. This meant that a lot of young girls missed out on some programs throughout the year. In the Aboriginal culture, women’s business and men’s business is separated – so without the young female youth workers, we were unable to offer culturally appropriate programs. In the year ahead, we will continue to work on staff retention in order to offer everyone culturally relevant programs.

Another challenge the service has faced is to set up an Aboriginal Leadership Group. It’s an idea for a program that gathers one or two young people from the different areas we work, brings them all together to discuss the problems they’re having and the help they need. They then get to work on solutions for those problems while participating in activities that build on their leadership ability. It’s a great idea that we’d love to get off the ground, but overcoming the logistics and motivating young people to join has proved difficult. The main issue is the vast geographical distance between services – it would actually cost quite a bit to bring everyone together. We’re hoping to overcome the final hurdles and launch this program in 2018.

As well as launching new programs, the team is expanding within Youth Off The Streets and offering more programs to teams and services that sit outside the Aboriginal Services arm of Youth Off The Streets.

This is largely due to our new platinum supporter in Future Generation Investment Company Limited (FGX). They’ve invested in Youth Off The Streets and specifically the Aboriginal Services team. We’ll be able to offer programs and services across the organisation that provide enriching cultural experiences to both non-Aboriginal young people and Aboriginal and Torres Strait Islander young people.
Earlier in April Youth Off The Streets received a special visit to our offices in Mascot. It is not often that we have families coming into our head office so it drew some attention, however before long we realised that this visit was definitely positive news.

Youth Off The Streets staff had the pleasure of meeting 7 year old Lucinda, who with the help of her older brother Thomas, managed to raise over $775 for Youth Off The Streets!

Lucinda was inspired to help other children her age whom she realised did not have the same opportunities she had. She was aware that many kids her age do not have a home and she was motivated to help put a stop to that.

With this in mind, Lucinda came up with the brilliant idea of doing a market stall at French’s Forest Organic Markets to raise funds for Youth Off The Streets. Half of the items sold were Lucinda’s and Thomas’s old toys and books and a painting that was created by Lucinda’s aunt for the purpose of raffling at the stall on the day. The other items were donated by Lucinda’s grandmother and consisted of babywear that she makes and sells at other markets on the south coast.

The young siblings have always been quite active in giving to people. They are taught at their school to be very charitable and it’s a message their parents back up at home through their own charitable donations and work.

This is the first time the two of them have organised an event such as this, but it definitely won’t be the last! Lucinda and Thomas are both excited to make this market stall an annual event and have some ideas on how to improve it next year. They have plans to involve their friends as well as to ask for items to donate next year. It is amazing to see such strong initiative from such young people.

Fundraising initiatives really make a difference to Youth Off The Streets, and we were particularly touched by this one. A big thank you to Lucinda, Thomas and their family, we hope you continue to fundraise for us in the future!
In its 19th year, the Sydney to Surfers bike ride raised a staggering $261,000 for Youth Off The Streets, bringing the total funds raised over the entire 19 years to $3,113,000!

This fantastic event is an initiative of the Rotary Club of Engadine and has provided crucial support for many years by not only raising funds for our cause but also allowing some of our young people to join in on the ride! Our young people directly benefit from the funds raised as well as finding out about themselves through riding 1000km. It tests their resolve, strength, endurance and at the end of it a great accomplishment awaits.

Youth Off The Streets would like to thank everyone who took part in the Sydney to Surfers ride this year as well as all those who supported the riders. Thanks to you, we are able to continue to provide care for disadvantaged young Australians.
The main reasons young people become homeless are family violence and abuse, mental health issues or family relationship breakdown. Our services work to address the underlying reasons for homelessness, with a strong focus on family and significant other supports. Our goal is that young people are equipped with the tools, skills, ongoing supports and opportunities they need to reach their full potential.

At Sydney Homeless Services we have several programs including the Food Van, Street walk, Links to Learning, Homeless Youth Assistance Program (HYAP) and Inner West Youth Homelessness Service (IWYHS).

The food van offers a meal to the homeless people every night of the year. This financial year, we received a new van which has made a positive impact on the lives of those we help. The volunteers and clients have made comments about how the van is more user friendly and has provided a high quality service.

Street Walk is a crisis service that seeks to make contact with young people living on the streets. In 2016/17, Street Walk made contact with 160 young people. Our goal with Street Walk is to make contact, build rapport and offer support – something that we do really well.

In the IWYHS program we provide generalist support to young people 16 to 25 years, within Sydney's inner west, who are at risk of becoming homeless or who are homeless. The program provides a range of services including: early intervention case management; crisis and transitional accommodation and support; outreach case management; and brokerage. IWYHS is delivered in partnership with Wesley Mission and YWCA. We were contracted by Family and Community Services to assist 454 young people this year.

As of December 2017, we will have two crisis accommodation services for homeless young people 16 to 21 years of age. The crisis refuges are there to help young homeless people with a safe place to stay while their needs are assessed. These refuges are also a way for us to connect young people with other support services, which is part of our continuum of care. In addition to this we have 18 transitional properties across the inner west where young people have their rent subsidised while they get back on their feet.
From time to time, we are also able to provide the young people that stay at our crisis refuges with unique experiences. This year, the Don Bosco Home team took a group of young people on a weekend away at Nelson Bay. The young people were emotionally uplifted as they swam with dolphins and took part in a once in a lifetime experience which many of them would not have been able to do otherwise. These experiences and the overall services we provide to these young people are the reason we receive feedback like this from young people:

“THANK YOU ALL SO MUCH FOR THE HELP YOU’VE GIVEN TO ME. I FEEL BLESSED TO HAVE BEEN ABLE TO STAY AT DON BOSCO HOME AND AM VERY GRATEFUL.”

The IWYHS casework team are dedicated to improving the lives of young people. Our casework team works across Sydney Homeless Services providing individualised support and links to the community and other services. Caseworkers engage young people, their families and support services to help young people remain safely at home, or prepare them to live independently. Caseworkers address immediate housing needs, give emotional and practical support, mediate and advocate, and refer young people and families to other community services. We provided assistance to over 500 young people across the IWYHS partnership with assistance that included brokerage, accommodation, case work, outreach and rapid rehousing support. One thing that we noticed across all of our services is that many young people lack the necessary living skills we all take for granted. With this in mind, we decided to implement a living skills program across our services to teach young people about cooking, cleaning, hygiene and many other skills we take for granted. The program was successful at Don Bosco Home and in the next financial year, we will produce a manual for the program and implement it across Sydney Homeless Services.

The NSW Department of Education’s Links to Learning program, aims to re-engage at-risk youth with an alternative style of education delivered in smaller class groups, within the schools and with qualified teachers. The program provides students with 1:1 support to assist students struggling with large classrooms. The program was developed to focus on learning, communication skills and general life skills. The team was able to make an addendum to the funding agreement with the Department of Education and Training for 2018 which will allow us to continue to help students engage with education and enrich their student experience.

Another successful program this year was our Homeless Youth Assistance Program. This is a government funded program that supports over 80 young woman a year by providing medium term accommodation and outreach case management to those aged 13 to 17 years. This year, some great work was achieved as 15 girls moved out of the accommodation service and found independent living arrangements or transitional housing. This clientele also presents its own challenges – treating young women who have existing or emerging mental health issues.

A focus moving forward for Sydney Homeless Services is the provision of domestic and family violence related services. Too often we forget that young people can be the victims of family violence. It has been a priority for the Youth Off The Streets board and CEO Father Chris Riley and we have employed a project manager to investigate what we can offer young people in this space. In 2017/18, look out for our specific Domestic Violence services from Youth Off The Streets as we meet the demands of young people in need.
At Youth Off The Streets we pride ourselves on creating a tailored education to provide the best possible learning experience for young people who have struggled with mainstream schooling. Operating four schools across six campuses, students are equipped with the skills they need to continue their education, undertake vocational training, or enter the workplace.

Our students come to us from a variety of backgrounds and circumstances. No matter their situation, we provide students with the safe and welcoming environment they need to thrive while taking into account their unique situations and building support systems.

Our classes provide young people with the tailored education they need. Through smaller classes, offering more one-on-one time with qualified teachers, we can ensure that no student is left behind. Working in parallel to our teaching staff, we continue to provide students with access to student support youth workers who encourage and support our young people as they progress through education and achieve positive results.

Over the 2016/17 financial year, Youth Off The Streets opened a new school and a new campus as part of our ever-growing commitment to education. The Lakes College (Blue Haven) has extended our educational reach into the Central Coast of New South Wales, an area we identified as in need of specialised learning. In addition, Key College expanded into Maroubra with The Bowen Campus providing education to the young people of South Sydney. Our education department continues to grow and with two additional sites, we are able to assist more young people in achieving greatness.

In addition to the opening of our two new sites, we have had another successful year in our existing schools. In 2017, we have 148 students enrolled and attending classes across our six sites. At the conclusion of the 2016 school year we were proud to see nine of our students attain their Higher School Certificate, a remarkable success for young people who otherwise may not have had the opportunity to graduate.
Along their educational journey, our students all participate in counselling sessions, camps, service learning and other wellbeing activities. Our students are also given the chance to succeed in individual interests: like the 12 young people who represented us on the 1000km Sydney to Surfers Bike Ride (read more about this on page 15).

The 2016/17 financial year also saw our education department begin to digitalise our student files. As part of our continuum of care, the digitalisation of student files means we are better able to track and record the progress of young people across our Education Services. As part of this, we build portfolios of our young people displaying their growth and educational achievements. Once complete, the digitalisation of our records will allow us to track students across the organisation, so if a young person moves between schools their progress will not be lost. It’s another step toward better care for young people.

The wellbeing of our young people is incredibly important and we realise that this doesn’t just mean their education. Our focus is on academic achievement, but we treat their physical and psychological wellbeing as important factors that contribute to their success at school.

As part of this we provide a highly qualified and trained psychologist at each of our schools. Our high student-to-support staff ratio builds our young people’s confidence helping them achieve greatness in their personal lives as well as academia.

Across Youth Off The Streets, restorative practices provides the framework for the development of our programs. Restorative practices teach our young people how to build social networks and achieve social discipline through participatory learning and decision-making. Through teaching our young people about the value of restorative communities not only are we helping those young people achieve greatness, but we are empowering them to become future community leaders and make positive changes for generations to come. Education has just concluded a comprehensive, Association of Independent Schools research project in the schools (available on our website).

The young people in our services often come to us from difficult circumstances. Unfortunately some of our young people are perceived in a negative light, however our staff and volunteers need to work with students to change the public’s perception. This can be difficult; however supporting our kids and their families through education means our young people mature and learn positive skills to prove that no young person should be left behind. Restoring these connections between a young person and their community can often be a challenge, but our experienced staff and volunteers work with young people by understanding their career aspirations and developing a tailored education to mend the disconnect through community contribution. Additionally students are offered a mentor to support them further. The mentor may assist through planning, sharing in achievements, a social activity or an empathetic ear when needing someone to listen.

Creating a safe and nourishing educational environment means our staff, volunteers and students need constant, up-to-date training. It simply is not enough for our staff and volunteers to use a ‘cover all bases’ approach when interacting with our young people. It can be a challenge to find the best possible means of educating and interacting with each young person but through our continued training we believe that we are best equipped to adapt to our dynamic environment.

Our National Scholarship Program continues to serve young people from across the nation, with a further 22 successful applicants. This is only sustainable with our strong partnership with our generous sponsors.

Our Aftercare program now has 280 active members who continue to access further assistance after they have left our services. This can be help with accommodation, court support, housing, further community networking or family issues.

Education is a major part of Youth Off The Streets that continues to flourish by providing the best possible education and support for some of Australia’s most vulnerable people.
Every year our National Scholarship Program provides 22 young people with financial and staff support, the skills to develop their own support network and access to a personal mentor for guidance and support.

One young person from our Koch Centre for Youth and Learning has been successful in receiving one of our scholarships.

Living in Western Sydney, Sonny spends every morning helping his young siblings get ready for school. He spends his school lunch breaks doing his homework because he simply doesn't have the resources and time he needs at home.

This is why Youth Off The Streets stepped in.

Sonny's scholarship means he can afford to buy the books he needs for school, pay for his school fees, and get help with anything he needs through our scholarship team – as well as his mentor. A scholarship can mean so much to our young people as they continue through education.

Sonny has shown dedication to his family, community and achieving his academic goals. At Youth Off The Streets we believe that education is the key to breaking the cycle of disadvantage and through our scholarship program we can offer young people the support they truly need.

We are proud to support Sonny in reaching his full potential.
For the last two years, AccorHotels has provided fantastic opportunities for Youth Off The Streets students looking for further training, education and career opportunities.

Since the initiation of the AccorHotels program in 2016, 60 of our kids have been given opportunities they may have never received before. As part of the program our young people were invited to attend a five day training program to get a taste for the ins and outs of the hotel and hospitality industry. The program comprised of two days of induction training, two days' work placement at an AccorHotel site, and a job interview on the final day.

We are proud to announce that over the two year period, 29 of the young people who completed the training were offered a job with AccorHotels Pacific network.

At Youth Off The Streets it is our goal that young people will leave our care drug free, with a high school education, living skills and a full or part time job in hand. We understand the difference having a job can make for young people: improving their self-esteem, helping them contribute as a member of society, and having access to their own money. Opportunities like the ones provided by AccorHotels give young people the step up they need to develop vital workplace connections and skills.

We consider this program one of our most successful programs that adds tremendous value to our young people’s lives. Through the program offered by AccorHotels and the support from Youth Off The Streets teachers and youth workers, we have been able to assist young people as they continue their journey to independence and self-fulfilment.
The Koch Centre for Youth and Learning (Koch Centre) in Macquarie Fields is there for the community. This year our goal was to work collaboratively with the community to provide high quality services for the young people, their families and community in the area.

We wanted to work together with young people and the community to improve the use of Restorative Practices. Together, we strengthened our community connectedness and developed a greater sense of cultural awareness.

A focus that came from our board which is being considered across the organisation is that of young people affected by domestic and family violence. All Koch Centre staff received family and domestic violence training and with the recruitment of a specialist Domestic and Family Violence Project Manager, we started to address gaps in current service provision.

The Koch Centre partnered with a variety of local community organisations to deliver eight new programs and services for young people in the area including: Polynesian Volleyball League, Music Program, Hip Hop Dancing, Claymore Outreach, Court Support, Community Dinner Night, and Koch Rugby 7s. These services ran alongside the existing services provided by the Koch Centre. These are some of the examples:

**Adventist Development Relief Agency Partnership**

The Koch Centre partnered with Adventist Development Relief Agency to provide the local Macquarie Fields community with a street BBQ and an Outreach program every six weeks.

The BBQ works to strengthen relationships within the Macquarie Fields community and in particular with the parents and carers of the young people that attend Outreach. Since the program started, a better relationship has been formed with the parents and carers of the young people. Parents and carers are now more involved in their young person’s lives and have a better understanding of the support services that the Koch Centre provides.
Salvation Army Financial Literacy Support

Many young people attending the Koch Centre experience financial hardship due to a lack of financial knowledge and budget management.

With this in mind, the Koch Centre team met with the financial advisor from the Salvation Army in Macquarie Fields to discuss how to best help struggling young people and their families. It was decided that young people would benefit from a financial advisor being located on site to allow easy access to their services.

Young people can now access a financial advisor every Thursday fortnight. In each session, the young person and their family receive budget management advice and recommendations for improvement. Since the start of the program, an increasing number of young people are using the service and making more informed decisions around the use of their money.

One Meal/Shining Stars Meal Service

Every other Friday, the Koch Centre hosts partners One Meal and Shining Stars Foundation as they bring their free food service into the Koch Centre. This partnership has allowed The Koch Centre to increase its reach to a larger number of families in the community who were previously sceptical about accessing Youth Off The Streets' services due to the association with charity work.

Thanks to the partnership parents and carers now realise that it is a service that is being provided to every member of the community and are more willing to come along to engage with their community and seek support.

It was a pleasure to watch so many young people come into contact with our centre and leave for the better. It’s hard to narrow down the highlights, but I’ll provide a few.

This year we put forward a young person to receive a Youth Off The Streets Scholarship. This young person was successful and received the good news from David Koch and Sunrise. It was a great moment for the young person and their family. They’ll now have support for the next two years in order to unlock their full potential. See page 20 for the full story.

Youth unemployment is a big problem and we employed a dedicated staff member to assist young people finding employment. So far, we’ve had six young people directly benefit from this, including one young person gaining full time employment in the hospitality industry.

The Koch Centre provides an Outreach service and attendance has been increasing every year. It has been great to witness the growth of this program and we now engage hundreds of people every week.

Domestic and family violence has become more prevalent in the community and is affecting many young people across the services. There is a current gap in service provision, which the Koch Centre team has started to address by developing a more youth friendly domestic and family violence service that is catered to the young people that are affected by this issue.

All Koch Centre staff members have now received domestic and family violence training and are better equipped to provide adequate support to young domestic violence victims. However, there is still significant work needed in this area. In the coming year, the Koch Centre team will work with the new Domestic and Family Violence Project Manager to reach out to more young people in need of support.

In the coming year, the team at Macquarie Fields will focus on strengthening current partnerships and developing new strategic partnerships to fill any gaps in service provision and strengthen ties with the community.

The team at Macquarie Fields strives to be the most sought after youth service in the Macarthur region and increasing community awareness of services through strong partnerships will be essential to help the team achieve this goal. One of the ways the team plans on achieving this is through the launch of the Koch Extravaganza, an event that will showcase all of the programs and partnerships that The Koch Centre has. The event will provide the opportunity for all community members to get an insight into what services are on offer and how they serve the community.
Closing services is never easy and when it’s one that deals with very sensitive young people it’s even harder. This year, the government decided to change the residential services industry, which meant Youth Off The Streets had to close several services.

One of those services was New Pathways. It was a service for the most troubled young people, who never cope well with change. The goal was to move them on in a way that caused them minimal stress or harm.

To do this we used restorative circles with staff and young people. Restorative circles involved everyone gathering to discuss the impact that the service closure would have on them. It gave both staff and young people the opportunity to have their feelings and concerns validated. It also helped staff develop care strategies for the young people still in the service to help with their transition out of New Pathways.

In March of 2017, Youth Off The Streets was informed that we would have the rest of the year to transition young people into other services from New Pathways. The organisation also felt a responsibility toward the staff and worked on transferring as many as possible to other parts of the organisation.

The commitment shown by staff at New Pathways to support young people during the closure of the program is highly commendable and is a testament to their dedication to Youth Off The Streets. Although we weren’t successful in every case, the young people of New Pathways were cared for every step of the way until they were in another service that could help them.

In addition to the success we had with young people, Youth Off The Streets was able to redeploy seven New Pathways staff internally to other service areas. The remaining staff members were helped in their efforts to find employment in other organisations.

During the year, I was appointed as director of Youth Off The Streets’ Training Services. It’s a new role created to look after the Registered Training Organisation (RTO) and staff training needs within Youth Off The Streets. The first goal for Training Services was to establish a service structure and develop a strategic plan.
The structure and plan was set up by undertaking a needs analysis to determine the training needs within the organisation. The needs analysis was carried out through consultation with the executive staff and key managers within Youth Off The Streets.

Once a plan was developed, Training Services tested the plan through pilot programs that ran through the Education Services. As part of this process, young people were taken through Vocational Education Training (VET) programs to further refine our delivery plan and other back end systems. The pilot program was a success and we are confident we will be able to replicate this success when Youth Off The Streets’ Training Services formally launches in February 2018. A number of initiatives will be carried out and reported on in the next annual review.

Training Services will launch an organisation wide learning and development calendar. This will document all opportunities available to staff throughout the year to learn and grow in their roles.

In addition to the training calendar for internal staff, the RTO will offer accredited courses that will be open to the public and promoted externally. The young people we help are in need of job ready skills and these registered courses will equip them with the skills needed to start work.

Youth unemployment is a growing issue and something that Youth Off The Streets is looking to focus on in the future.

An internal taskforce has been established to provide solutions to young people. Youth Off The Streets’ Training Services will be integral to solving youth unemployment. All courses done through our RTO will be recognised by other training institutions and workplaces.
Before coming to Youth Off The Streets, Jack* was a shy, self-conscious young man who had a traumatic childhood and due to unfortunate circumstances was removed from his parents and is living with his aunty and uncle.

Youth Off The Streets first met Jack at a school program where he made great connections with our Aboriginal youth workers. Since being introduced to our youth workers, Jack has been a consistent attendee with our Aboriginal Services team based out of the Koch Centre for Youth and Learning in Macquarie Fields.

Jack suffered a lot in his formative years. He watched his parents as they abused drugs and alcohol and was removed from his family at a young age, both of which had a dramatic impact on his development. Immediately after joining our services, Jack participated in our first ever dance program and excelled! We were told by his guardians and teacher that he absolutely loved the dancing and could not wait to show them what he had learnt.

Over time, our youth workers built on the relationship with Jack and he became comfortable in discussing issues that were currently affecting him as well as issues he faced in his traumatic past. When young people start doing that, you know there is an element of trust and respect in the relationship. That’s when we can really help them progress and unlock their full potential.

Jack has achieved so much at Youth Off The Streets, he has participated in every cultural program that we offer. He has consistently represented Youth Off The Streets to the highest regard, is growing as a person and we see him as a future leader of the community.

* Name changed for privacy reasons
In September, Youth Off The Streets saw Glen* off as he left to start training in the army.

In and out of trouble with the law, Glen realised that he needed to change his lifestyle, so he came to our Fairfield Outreach in 2015. At the start, Glen struggled with a range of problems, including difficulties in school, employment, and difficulties with alcohol and drugs. But Glen didn’t give up; he consistently attended our programs and workshops and showed determination in making positive life choices and getting his life on-track.

With the help of Youth Off The Streets’ staff, Glen learned new life skills to help him overcome barriers and work towards his goals. This involved facing his challenges head on, improving his physical and mental health, getting off drugs, and taking major steps towards a new and positive life. In February, after months of help from staff and drastic improvements in his life choices, Glen’s hard work finally paid off and he was accepted into the Australian army.

In celebrating his send off, Youth Off The Streets provided Glen with a $400 starter kit for his transition into the Army which included a suit, iron, watch, thongs and various other essentials to make his time in training as easy as possible. Youth Off The Streets is proud to help Glen, and will continue to help others like him. Kids can make positive choices to turn their lives around; sometimes they just need some help.

* Name changed for privacy reasons
Youth Off The Streets’ Corporate Services vicariously support young people through providing administrative functions to programs and services on the front line including finance, fundraising (individual, corporate and government), human resources, IT, marketing and communications, premises management, research and evaluation and risk management.

The team provide a sustainable framework across the organisation to ensure we are fully capable of assisting young people as they strive to achieve greatness. In the 2016/17 financial year, we have continued to maintain our commitment to development, education and restorative practices.

A crucial area for Youth Off the Streets is our funding and to ensure that we are adequately funded to deliver the programs and services we promised. We have three main funding streams; government, individual donors and corporate partners.

This financial year, government income represented 54 per cent of total revenue (2016: 42 per cent) and increased by 30 per cent from $10,602,105 in 2016 to $13,490,622 in 2017. This growth is attributable to an increase in school funding due to an increase in enrolments and the Federal/State funding arrangements as well as additional funds to operate the Inner West Youth Homelessness Service. In addition to the existing schools where enrolments have increased, the additional school funding was applied to the employment of additional teachers at the new Lakes College on the Central Coast and Bowen Campus in South East Sydney. Similarly, the additional funding associated with the upgrade of Don Bosco Home and Knight Street crisis accommodation centres has been applied to the employment of additional youth workers and case workers at these sites.
Individual donors contributed approximately $2 million for the 2016/17 financial year. This was a result of our continued efforts to acquire and on-board new donors to the organisation and generate increased revenue from our loyal donors. In 2016/2017, the direct marketing team implemented and refined a donor care strategy, particularly with the seniors in our database. This activity will continue through the 2017/2018 financial year. We are making special efforts to respond to the needs of this group and others, ensuring we always operate within the Best Practice Guidelines of the Fundraising Institute of Australia.

**FOR 2017/2018 WE WILL BE EXPLORING MORE TARGETED STRATEGIES IN AREAS SUCH AS BEQUESTS AND TO ACTIVATE A DONOR CULTIVATION STRATEGY TO GENERATE MORE INCOME FROM OUR EXISTING DONOR BASE WHO HAVE PROVEN TO BE STRONG SUPPORTERS OVER THE YEARS AND ALLOW US TO DELIVER A WIDE RANGE OF SUPPORT SERVICES TO OUR YOUNG PEOPLE.**

We continue to work with our corporate partners (which include corporate trusts and foundations) to build and drive the success of their community programs and offer opportunities that inform them on where their sponsorship will be best suited in our organisation. Our corporate partners have also been active in providing opportunities to our young people. In addition, we have worked with our partners to identify and deliver opportunities for their staff to engage with our services, from staff events to volunteering opportunities.

Another source of funding comes from events, our own and members of the community. Each year, we hold a Gala Dinner and Lipstick Lunch to raise funds for our services. Members of our community will also hold their own events and raise money for us. We’re extremely lucky to have the community members we do, as each year they raise a lot of money that contributes to the well-being of young people.

Promotion and maintenance of Youth Off The Streets’ marketing, communications and brand continue to be a crucial in supporting our services. Relationships between our organisation and stakeholders continue to be fostered through clear communication. We have seen significant growth on social media in the 2016/17 financial year, where our brand page went from 10,000 fans to just over 18,000. This was achieved through amalgamating our campaign page (#laceitup) and our main brand page. Letters from Father Riley continue to be published on a national basis every month, with topics relevant to our young people, supporters and organisational values reaching thousands of people.

The Youth Off The Streets Mascot office will be closing down and the Corporate Services team will be moving to a new home in Alexandria. It’s the end of an era and we’ve had a great time in our Mascot office, but all good things must come to an end. The office move will be completed in the next financial year. The new office is more modern and will allow us all to be on one floor which will not only provide opportunity for some growth but also the ability for teams to work more collaboratively and for our services to utilise the space as needed.
Youth Off The Streets is dedicated to providing young Aboriginal and Torres Strait Islander people with opportunities to immerse themselves in and expand their knowledge of their culture.

As part of our focus on developing cultural connections, we run an Aboriginal Dance Group out of our Macquarie Fields site, the Koch Centre for Youth and Learning.

The Aboriginal dance program involves young people learning about their culture and traditional dance routines. It also gives the young people the confidence to perform in front of their families, friends, community members and elders.

The program went from starting off with five young people attending, growing into fifteen at a session. The program was based on young people learning about culture but grew into our group having the confidence to get painted up and perform in front of an audience.

Young people learn new dance routines each week, but the troupe isn’t just about dancing. After each session staff and young people have a yarn and something to eat and drink and talk about how the session went.

This opportunity gives young people the chance to perform at events such as NAIDOC week, Schools, Youth Off The Streets events and any other ceremonial events. Local community members and organisations contact our Aboriginal services team to request our dance group perform for them.

Joshua Fern, a Youth Off The Streets Youth Worker and member of the Aboriginal Dance Group says that this is a fantastic initiative for young Aboriginal people. “For the young people to have done this is massive” he said. “For me to see a program that I was unsure about develop into what it is now makes me a proud youth worker. The smile on the young people’s face after a great performance is what matters.”

The program has been a positive change in these young people’s lives as most of the young people were at risk of disconnecting with culture and community until they started coming to the program. Our young people have learned to respect each other, respect others and respect their culture. This program is funded by the Future Generation Investment Company Limited (FGX) to read more about their contribution to Youth Off The Streets.
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.

**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 Corporate Services.
- 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 2016/17 was 28 per cent excluding government income.

For the year ended 30 June 2017, Youth Off The Streets reported a deficit of $1,156,976 (2016: $821,849 surplus). This result reflected an increase in expenditure for the financial year. Income received from government represents 54 per cent of total revenue (2016: 42 per cent) and increased by 30 per cent from $10,602,105 in 2016 to $13,490,622 in 2017. This growth was attributable to an increase in school funding due to an increase in enrolments and the Federal/State funding arrangements as well as additional funds to operate the Inner West Youth Homelessness Service. In addition to the existing schools where enrolments have increased, the additional school funding was applied to the employment of additional teachers at the new Lakes College on the Central Coast and Bowen Campus in South East Sydney. Similarly, the additional funding associated with the upgrade of Don Bosco Home and Knight Street to crisis accommodation centres has been applied to the employment of additional youth workers and case workers at these sites.
Youth Off The Streets is an Equal Employment Opportunity (EEO) employer and has a diverse cultural mix of people working and volunteering to meet the needs of young people in the organisation.

Youth Off The Streets encourages Aboriginal and Torres Strait Islander people to apply for roles within the organisation. At 30 June 2017, we had 255 full-time, part-time and casual employees, and had 484 volunteers.

The Human Resources (HR) team continue to develop, review, update 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 organisation in the child related employment sector, Youth Off The Streets conducts necessary probity checks for all staff and volunteers and is committed to the principles of a Child Safe organisation.

**2017-18 GOALS**

- To further transform internal business partnering relationships with the services
- To establish career pathways for employees
- To enhance current payroll processes
- Reinvigorating the Volunteering program

**WHAT WE DID**

- In partnership with Risk and Compliance draft and update current Child/Young People Policies, procedures and processes
- Implement the ELMO Learning Management System
- Restructure the Team by separating Operations and Relationships
- Becoming more active in partnering with the Risk and Compliance team and the risk and audit Board Committee

**HIGHLIGHTS**

**HR Team**

We continued to work closely with services to build stronger and collaborative partnerships. Maintaining staff levels ensures consistent service delivery for young people.

**Recruitment**

We restructured the process of recruitment and onboarding across all of HR team members. The onboarding process is now in line with best practice HR and it has made a difference to the employees joining Youth Off The Streets as well as the hiring managers.
At Youth Off The Streets, our volunteers are a valuable resource and an essential component to the success of the organisation.

We had 484 active individual volunteers this year (2016: 467) who worked alongside our staff to provide the best quality of care for our young people and contribute to an estimated value of just over $1.7m in value to our organisation. Our volunteers are aged 21 to 80 years old and work within most of our services through one off events, as skilled volunteers and as regular community volunteers.

Volunteers are critical to our Food Van and Street Walk programs, without which the services could not be offered. Other critical services our volunteers provide 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.

Our volunteers provide a positive adult presence throughout our programs and services and 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.

2017/18 GOALS

- Reinvigorate our Volunteers Program and look to have a dedicated staff member for this
- Improve appreciation processes to volunteers and provide improved training opportunities
- Cross train current volunteers and expand their participation across the organisation
- Filling high need operational duties such as gardening, general maintenance, cleaning and warehousing

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 the Youth Off The Streets 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, Working With Children checks and reference 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 continues to communicate 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.

Youth Off The Streets communicates indirectly with volunteers through the bi-annual Streets Ahead printed newsletter, dedicated Facebook posts, and website articles profiling individual volunteers. Volunteers are also invited to a number of events throughout the year including: Annual Presentation Night, Open Day and a thank you event with Father Chris Riley during National Volunteer Week in May.

Highlights

- Successfully recruited and trained 22 new mentors for the National Scholarship Program.
- Volunteer feature stories are included in Youth Off The Streets newsletters and appeals

What is New in 2018

- New volunteer database
- Audit of all active volunteers including probity checks (Working with Children Checks and Criminal Record Check) and signed policies
- Align volunteer recruitment to staff recruitment
- New volunteer procedures
- Implement a new on-boarding system called Enboarder for new volunteers which is currently being used to on-board staff

ACTIVE VOLUNTEERS JUNE 2017

- Aboriginal Services (0.5%)
- Homeless Services (33%)
- Education Services (30%)
- Koch Centre (2%)
- Cordeaux Heights (0.5%)
- Outreach (5%)
- Opportunity shops (24%)
- Business & Administration (5%)

Homeless services (33%)
Education services (30%)
Koch Centre (2%)
Cordeaux Heights (0.5%)
Outreach (5%)
Opportunity shops (24%)
Business & Administration (5%)
Youth Off The Streets gratefully acknowledges the generosity of its major supporters and partners in 2016/17:

**PLATINUM**

- [Future Generation Investment Company](#)

**GOLD**

- [Your local club ClubsNSW](#)
- [HSBC](#)
- [Sony Foundation](#)
- [The Bloomfield Group](#)

**SILVER**

- [RSL Club](#)
- [PepsiCo Australia & New Zealand](#)
- [Tigerspike](#)
BRONZE

» Accor Hotels Group
» AMP Foundation
» Bankstown District Sports Club Ltd
» Canterbury League Club Ltd
» Commonwealth Bank of Australia
» Count Charitable Foundation
» Crown Resorts Foundation
» CSR Limited
» Diageo Australia
» DOOLEYS Lidcombe Catholic Club Ltd
» EY Foundation
» Golden Words Pty Ltd
» Insurance Australia Group
» Kemps Creek Sporting & Bowling Club Ltd
» Liverpool Catholic Club
» Macquarie Group Foundation
» Myer Pty Ltd
» Network Ten Pty Ltd
» PricewaterhouseCoopers Foundation
» Principal Global Investors
» QBE Foundation
» St Johns Park Bowling Club Ltd
» State Street Australia Limited
» UNLTD
» Wentworthville Leagues Club Ltd
» Western Suburbs Leagues Club Illawarra Ltd
» Westpac Banking Corporation
» Wilson Parking

Philanthropic Foundations
» Alcohol and Drug Foundation Inc
» Bagnall Foundation Pty Ltd
» Beeren Foundation
» Beswick Family Fund
» Carlo & Roslyn Salteri Foundation
» Collier Charitable Fund
» James N Kirby Foundation
» Harold Mitchell Foundation
» JLDJS Foundation
» Lord Mayor’s Charitable Foundation (Eldon & Anne Foote Trust Donor Advised Program 2016)
» Marian & E.H. Flack Trust
» Matana Foundation for Young People
» Packer Family Foundation
» Silicon Valley Community Foundation (Adobe Foundation Fund)
» Ted Dunn Foundation
» The Fred P Archer Charitable Trust
» The Jim McIntyre Foundation
» United Way Worldwide*

Australian Government
» The Association of Independent Schools
» The Attorney-General’s Department
» Department of Education

Department of Employment
Department of Health
Department of Immigration and Border Protection

NSW Government
Department Social Services NSW
Family and Community Services
NSW Office of Communities
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
Canon Australia
Coleman Greig Lawyers
Cooley Auctions
C3 Church
GNK Foundation
Greg McDermott
NSW Rugby League
REINSW
Rotary Club of Engadine
TAFE NSW – Sydney Institute
Woollahra Golf Club

* United Way Worldwide grant on behalf of the generosity of Principal Financial Group
For the year ended 30 June 2017

Your directors submit their report on Youth Off The Streets Limited (the “Company”) for the year ended 30 June 2017.

DIRECTORS

The names and details of the Company’s directors in office during the financial year and until the date of this report are set out below. Directors were in office for this entire period, unless otherwise stated.

» Richard John Gibbs
» Rebecca Monica Grace Lynch
» Anna Maree Ainsworth
» Craig Stuart Davis
  (Resigned: 15 February 2017)
» Christopher Keith Riley, AM
» Nicholas James Spooner
» Giuliana (Julie) Cleary
» Lynette Riley
  (Appointed: 13 September 2016)
Richard John Gibbs GAICD

Chairperson

Richard has been a Director since 2006. He was appointed Chairperson in February 2011.

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

Rebecca Monica Grace Lynch

Director

Rebecca has been a Director since 2005. Rebecca is a solicitor and brings with her a great deal of experience in the legal profession. Rebecca has practised in national law firms in the area of commercial litigation for over 30 years including as a partner at DLA Phillips Fox until she retired from the partnership in May 2007 and most recently as special counsel at Thomson Geer Lawyers.

She holds a LLB (Bachelor of Laws) from the University of Sydney. 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 official accreditation as a mediator by LEADR (1994). Rebecca is a member of the Law Society of NSW.

Committee membership:

» Services Committee
» Nomination Committee – Chair
Anna Maree Ainsworth GAICD  
**Director**

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 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 Stuart 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 works in Sport at 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.

Youth Off The Streets Craig Davis College at Cordeaux Heights Centre for Youth was named for him in 2013.
Father Christopher Keith Riley, AM

Founder and Chief Executive Officer (CEO)

Father Chris Riley AM, Founder and Chief Executive Officer (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 and CEO. Father Chris officially founded Youth Off The Streets in 1991.

As Chief Executive Officer of Youth Off The Streets, Father Chris oversees the operation of over 35 programs that employ over 200 staff and involve more than 400 volunteers. He has implemented innovative behaviour modification strategies to help young people deal with a history of trauma, abuse and neglect. He has grown the organisation from a single food van delivering meals to young homeless people on the streets of Kings Cross to a major youth specific agency providing a wide range of services such as crisis accommodation, independent schools, residential treatment programs, centres for youth, Aboriginal programs, and early intervention and prevention programs into troubled suburbs through an Outreach service.

Many of these strategies have been adopted by schools across Australia and by Government agencies. Father Chris 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.

FATHER CHRIS RILEY

Qualifications:

» Diploma of Teaching (3 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
» Diploma of Life Coaching, Registered Training Australia, 2014
» Diploma of Youth Work
» Master of Science in Restorative Practices, International Institute for Restorative Practices Graduate
» School (current)

Committee Membership:

» Services Committee
» Nominations Committee
Nicholas James Spooner

Director

Nick joined the Youth Off The Streets board as a Director in 2015 having supported the Development Committee since 2009.

Nick is the National Leader for PwC's Digital Services practice having joined in 2013. Nick has also held a number of executive roles with some of Australia's leading businesses and has a wealth of commercial experience in leading and running digital enterprises. With close to 20 years within the digital industry, Nick's experience spans across a range of disciplines including commercial sales, marketing, product, operations, technology and program delivery across consulting, telecommunications, government, media and marketing services.

Prior to his current role, Nick championed and executed a significant business and structural transformation, successfully integrating eight separate businesses to form what is now Salmat Digital. He also played an integral role in the digital success of ninemsn as its Chief Operating Officer and Network TEN as its Chief Digital Officer. In addition to this Nick has held senior roles with Singtel Optus and global consulting group Accenture. And as Chairman of the Interactive Advertising Bureau (IAB) Australia, he sought to promote the convergence and growth of the local digital industry. Nick's interest in digital extends beyond his professional life and he is passionate about the opportunities that digital offers to enable transformation beyond the business realm.

Nick is a dual British and Australian citizen and holds a First Class Honours Degree in Business and Technology (Industrial Studies).

Joined May 2015

Committee membership:

» Development Committee – Chair

Giuliana (Julie) Cleary

Director

Julie has a Bachelor of Commerce and is a member of the Institute of Chartered Accountants in Australia. Julie has been a Partner within KPMG’s Audit practice for over 10 years. She has over 22 years of experience in auditing public and private companies in Australia. She also brings international experience to Youth Off The Streets after working for two years in the KPMG US office. Julie’s focus has been primarily in the consumer markets and the energy sectors. As an audit partner she is responsible for understanding the risks that underpin her client businesses, the drivers underpinning financial results and the economic conditions that impact her clients.

As the People, Performance and Culture Partner for the KPMG Sydney audit group (leading approximately 250 people), Julie was responsible for all matters impacting people including remuneration, working environment, work/life balance and diversity matters. She has also been the operations partner for the Energy line of business audit group (leading approximately 70 people) and was responsible for driving efficiency and growth.

Julie is the Vice President for the Tara Anglican School for Girls Parents and Friends Association and is interested in utilising her skills to give back to the community and work in an environment that services the needs of children and young Australians.

Committee membership:

» Audit and Risk Committee – Chair
Dr Lynette Riley

Director

Lynette Riley is a Wiradjuri & Gamilaroi woman from Dubbo and Moree. She is a Senior Lecturer in the Sydney School of Education & Social Work at The University of Sydney. Lynette completed her PhD thesis on “Conditions of Academic Success for Aboriginal Students”.

Lynette trained initially as an infants/primary teacher through Armidale College of Advanced Education 1975-1977. Lynette has almost 40 years’ educational experience, working specifically to improve Aboriginal education and administration within primary schools, high schools, Vocational Education and Training, the NSW Department of Education state office and Universities. Lynette has been a classroom teacher in primary and high schools, an Aboriginal Education consultant for schools across NSW; an Aboriginal Development Manager for VET across central and western NSW; Manager of the Dubbo TAFE Campus; State Manager for NSW DET, Aboriginal Education and a senior lecturer at UNE and Sydney University. In these positions Lynette has run many projects and sat on numerous committees.

Lynette has been required to not only theorise about education to and for Aboriginal children and their communities and interwoven interactions with non-Aboriginal people but to actively find solutions creating sustainable change for Aboriginal programs, entwining understandings and knowledge of cultural education and competence for all people.

Lynette is also an artist having presented her Kangaroo Skin Cloaks – a traditional Aboriginal art form – at several exhibitions since 2012; and one of her greatest accomplishments is her 7 children and at present 10 grand-children.
DIVIDENDS

The Company is a non-profit organisation and the Constitution of the Company prohibits the payment of a dividend.

PRINCIPAL ACTIVITIES

Youth Off The Streets 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 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

» For the year ended 30 June 2017, Youth Off The Streets Limited reported a deficit of $1,156,976 (2016: surplus of $821,849), which represented a 244 per cent decrease on the previous financial year.

» Income received from government represents 54 per cent of total revenue (2016: 42 per cent) and increased by 30 per cent from $10,602,105 in 2016 to $13,490,622 in 2017. This growth was attributable to an increase in school funding due to an increase in enrolments and the Federal/State funding arrangements as well as additional funds to operate the Inner West Youth Homelessness Service. In addition to the existing schools where enrolments have increased, the additional school funding was applied to the employment of additional teachers at the new Lakes College on the Central Coast and Bowen Campus in South East Sydney. Similarly, the additional funding associated with the upgrade of Don Bosco Home and Knight Street to crisis accommodation centres has been applied to the employment of additional youth workers and case workers at these sites.

» Income from donations represented 35 per cent of total revenue and fell 27 per cent to $8,740,767 (2016: $11,905,291), reflecting a substantial decrease in bequests which were down to $1,769,010 (2016: $5,699,719).

» Expenditure for the year was $26,351,114 (2016: $24,225,079) attributed to award increases, the above-mentioned increase in staffing and related costs to support the Inner West Youth Homelessness Services as well as the increase in school operations due to growing enrolments.

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 homelessness services, alcohol and other drug services, counselling, Aboriginal services, accredited high schools, centres for youth, Outreach programs and specialised residential programs. Following the outcome of the NSW State government tender for Out of Home Care services, June 30 saw the closure of the specialised Residential Program for Aboriginal Youth based at Cordeaux Heights as well as the commencement of the phasing out of the New Pathways program which will cease on 30 November 2017. Whilst the closure of these programs is disappointing, Youth Off The Streets has expanded its services into the field of Mobile Services, Employment and Domestic Violence (refer below).

As outlined in 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 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 review the measurable outputs for each service including performance reports noting the progress made towards achieving these outputs at the monthly Board meeting.
LIKELY DEVELOPMENTS AND EXPECTED RESULTS

Change in government funding models based on outsourcing social services

A consistent theme over the course of the last two years has been the reliance on forming partnerships with other community organisations to deliver the services needed by young people.

The Inner West Youth Homelessness Service remains a highlight. Youth Off The Streets, YWCA NSW and Wesley Mission have worked effectively in delivering programs to assist disadvantaged young people in the Inner West area. Aboriginal Services have partnered with Juvenile Justice to deliver various programs to young offenders, helping them re-integrate with the community and unlock their full potential.

The various levels of government continue to update funding models and Youth Off The Streets responds in kind. The latest example of this would be the federal government’s welfare proposal, where funds will be directed to services offering employment and training opportunities for young people. Youth Off The Streets continues to track potential opportunities and changes to funding models in order to deliver the programs that young people need.

Implement planned business growth

Youth Off The Streets has continued to implement the strategic plan developed in 2014 by the Executive Team and the Board.

In 2016 the Board and Executive reviewed these initiatives and the progress in implementation. During this review two major initiatives were identified as being a priority for Youth Off The Streets, in addition to our existing Services, and they are Employment and Domestic and Family Violence. Employment and Domestic Violence services are in high demand by young people and the government funding currently available is starting to match this need.

In response, Youth Off The Streets – while already offering services that deal with these issues – is formalising services in order to secure funding. The 2016 annual youth survey, conducted by Youth Off The Streets, found that 47% of young people at Outreach services required help with finding and keeping a job. Over the next 12 months, specific employment services will be implemented across the organisation.

Youth Off The Streets has also allocated substantial funds in its 2017/2018 budget towards the development of its Domestic Violence strategy and expansion of related services that specialise in help for young people. A specialist domestic violence position has been filled to roll out an organisation-wide approach to caring for young people affected by domestic violence.

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. In 2016/2017, Youth Off The Streets continued the implementation of an organisation-wide minimum data set, utilising the Social Suite software. The minimum data set will allow accurate analysis of the benefits of our programs and services.

Youth Off The Streets has also responded to a request for services in regional towns of western NSW by establishing a mobile Outreach service. With the donation of a customised semi-trailer by Lyndsay Fox, Youth Off The Streets has commenced to service regional towns such as Wellington and Bourke and offer services to young people in those towns similar to that offered in Western Sydney and other Outreach locations. The mobile Outreach service sits within the Aboriginal Service and its first reporting period will be the 2017/2018 Annual Report.

Education – breaking the cycle of poverty

Youth Off The Streets launched two new schools in the 2016/2017 financial year. The Lakes College on the central coast and The Bowen Campus in eastern Sydney were launched at the start of the school year. At Youth Off The Streets, we believe that education is the key to breaking the cycle of poverty and our independent schools are a great way for disengaged young people to get back on track.

Youth Off The Streets now has four independent schools across six campuses. We’re providing an education to those who need it most. In our 2016 Annual Youth Survey, 20% of young people said that they wanted help with school work and their education.
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>Number of meetings held while in office</th>
<th>Number of meetings attended</th>
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<tbody>
<tr>
<td>Richard John Gibbs</td>
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<td>Rebecca Monica Grace Lynch</td>
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<td>Anna Maree Ainsworth</td>
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<tr>
<td>Craig Stuart Davis</td>
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<td>Christopher Keith Riley</td>
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<td>Nicholas James Spooner</td>
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<td>Giuliana (Julie) Cleary</td>
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<td>Lynette Riley</td>
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COMMITTEE MEMBERSHIP

Directors acting on the committees of the Board and the meetings attended are as follows:

Audit and Risk Committee Meetings

<table>
<thead>
<tr>
<th>Name of Directors</th>
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<td>Anna Maree Ainsworth</td>
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<td>Christopher Keith Riley</td>
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<td>Giuliana (Julie) Cleary</td>
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* Attendance by invitation only

Nominations Committee Meetings

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<tr>
<th>Name of Directors</th>
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<td>Richard John Gibbs</td>
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Services Committee Meetings

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<td>Rebecca Monica Grace Lynch</td>
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<td>Christopher Keith Riley</td>
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Development Committee Meetings

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<th>Name of Directors</th>
<th>Number of meetings held while in office</th>
<th>Number of meetings attended</th>
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<td>Richard John Gibbs</td>
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<td>10</td>
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<tr>
<td>Nicholas James Spooner</td>
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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 (2016: $400).

At 30 June 2017, the number of members was 20 (2016: 20 members). The maximum number of members allowed under the Company’s Constitution is 100 members.

INDEMNIFICATION OF AUDITORS

To the extent permitted by law, the Company has agreed to indemnify its auditors, Ernst & Young, as part of the terms of its audit engagement agreement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Ernst & Young during or since the financial year.

AUDITOR INDEPENDENCE

The Directors received an independence declaration from the auditor, Ernst & Young. A copy has been included on page 11 of our Financial Report.

Signed in accordance with a resolution of the directors.

Richard John Gibbs
Chairman
Sydney
18 October 2017

Christopher Keith Riley, AM
Director
Sydney
18 October 2017
I turned to Youth Off The Streets to help with my addictions, but got so much more than just help with substances.
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
Facebook: www.facebook.com/youthoffthestreetsaustralia
Twitter: @YOTSAustralia
Instagram: @youthoffthestreets
Pinterest: www.pinterest.com/youthoffstreets
Youtube: YOTS011

www.youthoffthestreets.com.au