Our Story

Youth Off The Streets is a non-denominational organisation working for young people 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.

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 organised 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 helps disconnected young people discover greatness within themselves 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.
CEO MESSAGE

DARE TO DREAM

Dare to dream. It’s a phrase I’ve used a lot and was a big feature of our first ever Lipstick Lunch, but this year it took on a new level of importance. We’ve reached the end of our current strategy and must plan a new one to move forward.

Since watching the film ‘Boys Town’ when I was 14 years old, I have dreamed of working with young people to help them turn their lives around. It became my life’s mission. When I was working at Boys Town years later, I was still dreaming of something more. The courage to dream of something more is what drove me to start Youth Off The Streets and it’s something I’m now asking my staff to do.

We’ve had a successful year. We’ve started and completed a lot of work that was set out in the current strategy. We’ve established new services, helped over 7,000 young people and worked with communities in desperate need. We’ve accomplished a lot in the past year and we need to plan for the future. We need to figure out how we’re going to grow as an organisation.

Daring to dream and the drive to help more young people is what started Youth Off The Streets in 1991. I wanted to do more than what a principal could accomplish, and I knew how to do it. I just needed the right people to believe in me.

I believe in my staff. I believe they will create a strategy that propels Youth Off The Streets forward and allow us to help as many young people as possible.

One of those people is Lex Nadine Lutherborrow. I promoted Lex to Deputy CEO this year and fully trust her to help me move the organisation forward. If you’ve been to one of our official events this year, then you may have heard her speak.

I’m looking forward to working alongside Lex and my staff in the years ahead. We’re poised to make a huge difference in the lives of young people.

As an organisation, we have established new services, helped over 7,000 young people and worked with communities in desperate need. We’ve accomplished a lot in the past year and we need to plan for the future. We need to figure out how we’re going to grow as an organisation.

AN IMPROVEMENT ON LAST YEAR – OUR FINANCIAL PERFORMANCE

The annual review gives us a chance to look at the money we’ve spent throughout the year. It’s an honest and transparent view of everything we do. For the year ended 30 June 2019, Youth Off The Streets reported a deficit of $809,100 (2018: $4,401,217), which represented an 82 per cent improvement on the previous financial year.

Expenditure for the 2018/2019 financial year was $27,946,941 (2018: $26,839,521), which was up on the previous year due to expanding services and starting new initiatives. Further details on everything we’ve done this year can be read in the Annual Review. We’ve expanded services and, in doing so, helped more young people unlock their full potential.

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
Firstly, I would like to thank Father Riley and the Board for the opportunity to step up as Deputy CEO of Youth Off The Streets. As the Deputy CEO, I am responsible for overseeing the delivery of Sydney Homeless Services, Aboriginal Services, The Koch Centre for Youth and Learning, and Victoria Outreach. In addition, I will also be focusing on strengthening our services and community engagement across all aspects of our organisation.

As we approach the new financial year, we will also unveil a new Strategic Plan. The number of young people at risk across this country continues to rise and at a rate that government money can’t match. Therefore stretching every dollar received from our supporters is vital to reach as many young people in need as we can.

Recently, while preparing our Strategic Plan, I asked Father Riley to share what Youth Off The Streets means to him and where he thought we as an organisation should direct ourselves in the future. He spoke about protecting our brand and our independence, maintaining our edge and our character. He challenged us to dare to dream and to be brave and he reminded us that our work will be defined by the young people we support.

We always talk about how resilient our young people are but I also feel there is a strong message of resilience from our CEO and Founder. To maintain the kind of passion for what you do after 28 years of fighting a system that continues to fail speaks volumes for Fathers’ commitment. He is still here fighting for all young people and his organisation. I am proud to be able to say I work alongside Father for Youth Off The Streets.

To be part of the organisation he founded for the last seven years has been an incredible experience. To work with such an inspiring leader – who I also consider a mentor – is a privilege. I can’t wait to take his life’s work forward as we work together to better support young people with our services.

Lex Nadine Lutherborrow
Deputy CEO
We have reached **64%** of homeless young people in our locally supported areas.

We have provided **31,540** instances of support for young people needing a helping hand.

We have connected with **4,642** young people through our outreach programs.

1000+ **HOURS** instances of support for young people needing a helping hand.

11,500 meals were served from our food van.

**Yr 12 students at YOTS independent schools are on track for an 84.6% completion rate compared to 61% in disadvantaged areas.**

87% of young people in our court support program felt they had more hope for the future.

91% **of our students have grown in self-confidence and improved their social skills while at YOTS.**

93% of young people feel safer after participating in our cultural connections program.

POSITIVE OUTCOMES FOR YOUNG PEOPLE IN 2019 - ALL THANKS TO YOU!

DEPUTY CEO MESSAGE 7

*based off 2016 Census of Population and Housing; Estimating homelessness: ABS

** based on sample survey of students enrolled at Youth Off The Streets schools

^ based off 2019 NSW Department of Education: Centre for Education Statistics and Evaluation- Supporting School Completion: The Importance of Engagement and Effective Teaching
We believe that all students should have the opportunity to engage, grow and achieve in a quality learning environment. Last financial year we divided our schools to sit under two School Principals, Steve Armstrong and Cath Harland, and we are proud to announce we have had another year of great successes under this new model.

Youth Off The Streets (YOTS) Schools operate six registered and accredited individual Non-government Schools and are members of the Association of Independent Schools, NSW. The school’s learning programs comply with NSW Education Standards Authority (NESA) and Australian Curriculum mandatory course requirements for Year 9–12 of schooling, with a strong emphasis on providing meaningful and engaging learning.

This year we identified and focused on three main strategic focus areas:

1. Quality teaching and learning (Creative Vision)
2. Quality systems (Consistent Vision)
3. Quality relationships (Shared Vision)

Our dedicated and skilled staff have been utilising these three focus areas to encourage students to make positive decisions for themselves, take more
responsibility for their own lives, and to understand they have the ability to do well and be successful in their selected goals.

The individualised education we offer is tailored to each young person enrolled in our schools. All of our programs are adjusted to address individual student needs. We consult with each student, parent/carer and key stakeholders to develop an Individual Learning Plan (ILP).

We believe that by providing students with access to wellbeing, social and emotional programs and services, students can build resilience. Our schools work hard to ensure our students feel valued, important, and safe.

We are proud to announce that at the conclusion of the 2018 school year, our students achieved outstanding results. 37 of our students graduated year 9, 44 graduated Year 10 and received their Record of School Achievement (RoSA), 11 graduated Year 11 and 15 received their Higher School Certificate.

While we have a strong focus on academic achievement, we believe that there is more to an education than achieving a RoSA or HSC. Our schools and education programs fully integrate life and work skills such as cooking, creative arts, and workplace certificates. A number of our students achieved their White Card as well as attending social and sports based activities.

Students participated in a range of Service Learning activities such as RSPCA, Aged Care and Landcare, combining learning outcomes for the benefit of students and the community. This year our students also had the opportunity to join the Youth Off The Streets Convoy of Courage, travelling from Sydney to Bourke with our mobile classroom and youth centre, Cycle of Courage, cycling from Blayney to Bathurst, Sydney to Surfers, and Sydney to Wollongong, as well as successfully completing the Kokoda Track.

Moving forward, we were proud to host the 2019 Alternative Education Conference to bring together leaders in the Alternative Schools environment to discuss teaching methods and approaches to tailored learning.

We have had passionate and committed groups of volunteers who continue to make such a valued contribution to our school community. Our volunteers prepare and serve food, provide classroom support and assist staff in providing engaging curricular and co-curricular activities. We would also like to acknowledge our school managers and staff for providing opportunities for our valued young people.

Lastly, to continue our dedication to providing tailored education to those in need, we have plans to open a new school in 2020 located in the Hunter region. Working in conjunction with our Hunter Valley Outreach, we have identified the area as a solid place for expansion and look forward to working further in the community.
The Lakes College has adopted a new project-based learning model as part of their dedicated approach to tailored education for disadvantaged students.

The project units give our students the opportunity to work on a project that matters to them answering a real-world problem. They can demonstrate their knowledge and skills by developing a public product or presentation for a real world audience. These projects allow the kids to be actively engaged in their own learning.

Amy Gill, Teacher at The Lakes College, says students are responding extremely well to the new project learning model.

“Mainstream schooling hasn’t worked for these kids and we asked ourselves ‘Why are we trying to solve that problem with the same solution? We’ve changed the way we are teaching and students are responding well.’

The final work is presented to an audience giving the students real meaning and recognition.

The units of project-based learning are also followed by a ‘genius hour’ unit that allows students to explore their passions and encourages creativity in the classroom. It provides students a choice in what they learn during a set time during school. During this time, the teacher ensures that the student’s work aligns with course outcomes and the learning is meaningful.

A young person from The Lakes College said they look forward to doing more of this type of learning.

“The students recently worked on a polyhedron lantern that then went on display at a community exhibition where their friends and family could see the project along with their reflection pieces. Amy said this particular project meant a lot to her students.

“One student came to us and found it difficult to sit still in class for more than five minutes. Then when he started working on his project he would sit there for three hours at a time working away on his lantern and loving it,” said Amy.

Since introducing this model, attendance and overall engagement in learning has increased.

Running these fantastic programs would not be possible without our supporters. This program was funded through ClubGRANTS by Mingara Recreation Club and Wyong League Club.

We’d like to thank Perpetual for their contribution to our project-based learning initiatives.
CASE STUDY

SAM DARED TO DREAM OF SOMETHING BETTER

Sam* became a student in one of our schools from a family referral, and when he first came to Youth Off The Streets was abusing alcohol and other drugs. He was homeless and had not been attending school for over a year. Sam had previously been diagnosed as bipolar and had experienced domestic and family violence in the home, that led to homelessness.

Upon presenting to a Youth Off The Streets school, a student support worker secured Sam temporary accommodation in a Youth Off The Streets crisis refuge, and he was also supported through referrals and transport to attend the Dunlea Alcohol and Other Drug Youth Service to deal with his substance abuse problems. Attending Key College, outside of classes Sam was provided with counselling through the schools' on-site psychologist, and was linked into extracurricular programs Youth Off The Streets runs, such as sport and recreation.

This allowed him to engage with positive role models and peers. Within the classroom, Sam was helped by teachers with experience working with isolated, disengaged youth, as well as student support workers (Youth Off The Streets has a four students to one staff member ratio in its schools). His attendance was initially poor, coming only one or two days per week, but through our work with Sam, this gradually improved over time.

Like many people experiencing problematic alcohol and drug usage, Sam did not complete the Dunlea program on his first attempt but was again supported to complete it on his second. This demonstrates the persistent support our staff provide students and the wraparound adjustments the organisation makes outside the classroom Sam’s teacher was with him the entire journey. Sam’s education eventually got back on track and he was able to complete his HSC. He currently rents his own flat and has a full-time job and is looking forward to celebrating his 21st birthday.

This tailored approach to education and development is the key to helping young people reach their full potential. We are proud to be able to work with young people like Sam, and will continue to do so in the future.

* Name changed to protect the young person’s privacy
Aboriginal Services extends to all Youth Off The Streets areas of support and gives disadvantaged young people the opportunity to connect with Aboriginal and Torres Strait Islander culture and community. These services also extend to non-Aboriginal and Torres Strait Islander young people as they can learn a great deal about Australia’s first people.

The 2018/19 financial year required some tough decisions for the Aboriginal Services team. We initiated a review into our programs, which led to changes with how we operate. We asked some staff to be flexible with service delivery and they’ve taken the opportunity with both hands. Our programs are now run in a way that enables greater flexibility and responsiveness to community needs. It’s a positive step for the Aboriginal Services team.

During the year, we recognised Mount Druitt as a possible location for a new service and a potential expansion of our court support program run through the cultural connections service. The needs analysis was completed and there just wasn’t enough need to move forward with an entire new service. However, we will always monitor the needs of the area and we intend to continue our current services that reach into Mount Druitt through Parramatta youth Koori court.
Speaking of the cultural connections service, Future Generation jumped on board once again to support the suite of programs offered through cultural connections. Our goal is to connect young people with their culture and heritage and we are able to achieve this thanks to the support of Future Generation.

The Cultural Connections suite of programs includes; arts and music programs, young men’s groups, cultural incursions, cultural camps, court support and workshops, and partnerships with local community elders, leaders and services.

We’ve seen some great results and stories come out of the Cultural Connections program. On page 15, we share the story of Jack who has achieved so much and has come a long way thanks to being able to connect with his culture and heritage. And on page 14, we highlight the court support program that reduced recidivism among young people participating in the program. A great result for our young people for an entire year has paved the way for stronger relationships and better outcomes for our young people.

The year ahead is looking great for Aboriginal Services. We’re exploring how we can integrate traditional healing practice into the care of young people who have experienced trauma. In collaboration with our cultural advisor, we’re working on a program that marries trauma informed care with traditional healing practices. It’s exciting to work on this project and we look forward to rolling it out in the next year.

We’re also working on a business plan for Aboriginal Services. Included in this plan is moving from an outputs to an outcomes based reporting method. This change is exciting because it will show the impact from an evidence-based approach and how we’re making a difference in the lives of young people. This will help us prove the value of the service we’re offering.

I’d like to take this opportunity to thank my staff for all their efforts this year. I’d like to thank all of our supporters, volunteers and everyone that makes Aboriginal Services possible. I’d like to thank the Board and the executive team and everyone in Alexandria. Lastly, I want to say thanks to the young people for grabbing the opportunities we provide with both hands and making the most of what we offer.

I look forward to another year of helping young people connect with their culture and history. I’m looking forward to the changes coming and being able to report on the outcomes.
Making Positive Choices

Early intervention and rehabilitation is essential to young people in crisis. Crime prevention is particularly important as juvenile offenders are 91 per cent more likely to be charged with a crime as an adult.

Young people from Aboriginal and Torres Strait Islander backgrounds face additional challenges in dealing with the court system and have a higher risk of reoffending. They are 12 times more likely to be in juvenile detention.

Our Aboriginal Services team provide a court support program that is proving successful in rehabilitating first time young offenders and giving them a second chance at a positive life. This program helps young people navigate the legal system and offers them the additional support they need at such a crucial time.

Trent McGrath, a Youth Worker with Aboriginal Services, says the program is of enormous benefit.

“We are seeing a lasting positive impact on these young people when they have access to our mentoring service and the other forms of cultural and practical support our service provides. The majority of participants in the program have not reoffended or their reoffending rates have significantly dropped,” said McGrath.

The program also has a positive impact on the community as a whole by lowering crime rates and making our streets safer.

Nathan*, who was part of the program as a 17-year-old, said that the support of our youth workers has helped him to make positive changes in his life.

“I did some bad things and made some bad choices. Being part of the court support program was amazing. They were there for me when other people had given up. It changed me for the better and made me rethink where my life was heading.”

Nathan is one of the many young people who are achieving a better future. Our staff are dedicated to working with those who reoffend to help them turn their lives around. As Father Riley says, “It is our belief that no child is born bad. There are only bad circumstances.”

This program has helped unlock the potential of many Aboriginal and Torres Strait Islander young people and put them on a positive path.
CASE STUDY

JACK WENT FROM BEING A TROUBLED KID TO THE DEFENCE FORCE

It is always important to celebrate young Aboriginal and Torres Strait Islander leaders in our community. A great example of a young indigenous person that we have supported to grow into a leader in their community is Jack*.

Jack has been with our Aboriginal Services team since he was in Year Seven after struggling in school and recovering from a traumatic childhood. We spoke to Jack a few years ago to highlight how he had increased his confidence and motivation thanks to the support of our youth workers.

Now, we are proud to announce that Jack has been offered a position to embark on his childhood dream of being in the Australian Defence Force.

Jack says he never thought this dream would become reality, but with the help of our youth workers, he made it.

“Youth Off The Streets’ Aboriginal Services gave me the opportunity to attend training days and every time I felt like giving up they motivated me to keep chasing my dream.”

Youth Worker, Trent McGrath, has been working alongside Jack since he first came to Youth Off The Streets and teared up when announcing the news of his acceptance into the Defence Force at our Reconciliation Week event.

Jack started out with Aboriginal Services by participating in indigenous dancing all around Australia. This is where Jack's confidence really began to grow, motivating him to continue working towards his dream.

“It’s been quite a journey. I can honestly say I wouldn’t be here if it wasn’t for the support from Aboriginal Services,” said Jack. “Now I’m going to be the first one in my family to finish Year 12 and I couldn’t be prouder.”

We would like to thank Future Generation, who fund our Aboriginal Services programs. Without their support we wouldn’t be able to help young people like Jack.

* Name changed to protect the young person’s privacy
Each week more than two hundred young people walk through the doors of the Koch Centre to participate in one of the programs and the fortnightly Dinner Services provided warm hot meals to many community members and their families.

The 2018/19 financial year saw growth and change for the Koch Centre for Youth and Learning (KOCH). Our team operates under the idea of achieving a shared vision for young people and the community in which we work.

At KOCH we believe that strong community bonds lead to more positive outcomes for young people. As a result, we shifted our focus from youth-only activities to services and activities that are inclusive of groups and families. The Macquarie Fields area has always been family and community-orientated and these community-driven initiatives helped achieve a shared vision for the future of our community.

There have been several initiatives introduced into KOCH this year; one of which is the KOCH Leadership Program.
The Leadership Program gives young people from high risk backgrounds guidance and mentorship to become leaders in their communities. Service Learning is a central component of the program to give our young people a solid foundation of core values. A number of volunteer opportunities are part of the program so young people can give back to the community in which they live.

The transformation in these young people has been amazing, particularly from a young man who has just completed his Youth Work Certificate after graduating Year 12 in 2018 and facing terrible circumstances. Through the Leadership Program, this young man now stands proud and strong.

The year has not been without its challenges or complications. In May of 2019, a young person in our community was violently killed, sending shockwaves through our services and affecting many young people. Since the incident, our team has been working closely with the Campbelltown Police and NSW Pacific Council to host a Community Forum to address this issue. Intervention Programs were developed and delivered in the local high schools, court support increased and Stop Teen Violence Street Walks began.

Planning is already underway to develop a new model of service delivery, encompassing Aboriginal Services and Outreach, as well as the implementation of a number of new programs targeted towards community-specific issues. The newly established Maori and Pacific Island Cultural Support Team has helped establish the KOCH Team as the go-to team for issues regarding Maori and Pacific Island Youth and their families. Additionally, we are developing a new program aimed at combatting violence and gangs called ‘All Eyez On Me Stop Youth Violence’ as a direct result of the incident in May.

2020 signifies fifteen years since the Macquarie Fields Riots and nine years of KOCH operating in Macquarie Fields. We look forward to the future and the new programs we have been working on. On behalf of the team at KOCH, I would like to thank the young people, the families, our communities, our partnerships and especially our funders for a great year.
CLOSE THE GAP DAY AT KOCH

On Wednesday 27 March, Youth Off The Streets’ Koch Centre in Macquarie Fields held a ceremony to acknowledge Close The Gap Day and raise awareness of the issues Indigenous Australians face.

There was an outstanding turn out of youth workers, schools, members of the community and guest speakers, all supporting our Aboriginal Services and the Close The Gap initiative.

The day began with a beautiful smoking ceremony to pay respect and acknowledge the traditional custodians of the land, the Dharawal people. Everyone was then taken inside to hear from a range of guest speakers talk about the Close The Gap initiative.

Two young people from the Koch leadership program did a fantastic job of introducing guest speakers such as Macquarie Fields’ MP, Jan Nicoll.

Mr Anoulack Chanthivong, Member for Macquarie Fields, and Jenny Franke, Director of Lifestyles, Campbelltown City Council (representing Ms Lindy Dietz, General Manager) spoke of the importance of communities coming together. We also heard about the difficulties in the local community and how this gap has a negative effect on all people; Aboriginal or Torres Strait Islander or not.

Father Chris Riley addressed the crowd and spoke of his new Aboriginal Service in Western Sydney.

“In some areas, the gap has shrunk. But there are still many areas in need. We are opening up a service in Mt Druitt, Western Sydney as they have a large population of Indigenous Australians that need our guidance. By this time next year I want to stand here and say we are closing the gap in this community, and I will give you all the resources in order to do that,” Father said.

Jan Nicols spoke of the importance of connecting with the community.

“By connecting with those around you, we can all work toward creating a better future for each other,” Jan said.

Marcello Sirna, Western Sydney Outreach Youth Worker, highlighted the importance of events like this in raising awareness of the inequalities that Indigenous Australians face.

“Closing the gap means taking a step forward. It means acknowledging these vital issues, instead of remaining complacent. It means removing the barriers that prevent reconciliation. It means implementing systematic change within our schools, workplaces, and communities. It means having events like this today that celebrate indigenous culture and continue the conversation,” said Marcello.

The day was concluded with a BBQ lunch, a chance to sign the Close The Gap petition, and arts and crafts including boomerang painting.

At Youth Off The Streets, we believe that every Australian deserves the right to a healthy and bright future. We would like to thank everyone for their continued support. Let’s work toward closing the gap and creating a brighter future for our young Indigenous Australians.
Before her world unravelled at the age of 14, life had already been hard for Jenni*.

Her parents were drug addicts and she grew up surrounded by violence, drugs and alcohol. Jenni never felt safe at home and school wasn’t much better. Being the ‘poor kid’ made her the target of bullies and she struggled to keep up in class.

The day she tragically found her mother’s body, a mere 3 months after her father had died of an overdose, Jenni was left to pick up the pieces. She was 14 with no family and little education or financial support – too young to experience trauma and heartache.

Thankfully she wasn’t alone. Jenni turned to Youth Off The Streets for help because we had been there for her many times before. Jenni was a regular at one of our outreach programs: a safe haven for her when things were bad at home.

“It was my escape and I went there a lot. The youth workers made me feel safe when I couldn’t feel safe in my own home.”

Jenni has experienced more tragedy and hardship than many people would experience in a lifetime. But despite her circumstances, she refuses to let her past define her future. Jenni’s strength and resilience is nothing short of inspirational. She is now finishing year 12 and has a part-time job that helps her live independently.

“The staff helped me to go back to school and find a safe place to live. Today I’m in a much better place. I’m finishing Year 12. I have a part-time job that helps pay the bills and I’m living independently.”

“I now realise my past does not define me. I won’t let anything stop me from what I’m destined to do.”

That transformation is truly remarkable and can only be made possible through the generosity of our supporters. Jenni is living proof that with the right support and care, kids who have been born into poverty and abuse can break that cycle and turn their lives around.

*Name changed to protect young person’s privacy
Sydney Homeless Services is comprised of a number of different programs and services working in the Inner West, City of Sydney and Western Sydney. Together, we support at-risk young people get back on their feet and put them on a path to success.

It was a privilege to manage Sydney Homeless Services for another year. The different services and programs that make up SHS have made a big impact on the lives of young people in the Inner West and Sydney CBD.

We’re on the streets at night time with the Food Van and Street Walk. These are two essential services targeted at young people who are homeless and on the streets of Sydney. Both services rely on volunteers and any small interaction is helpful to those on the receiving end. Street Walk managed to make contact with young people 2,653 times throughout the year and many were referred on to the support services they needed at the time, whether it be our own services or external partners. Food Van served around 10,000 meals for the year and also provided homeless people with warm clothes, blankets and other essential items.
SHS is also home to crisis accommodation and early intervention services through the Inner West Youth Homelessness Service (IWYHS), the Homeless Youth Assistance Program (HYAP) and Dunlea Alcohol and Other Drug Rehabilitation Program.

In the last financial year, IWYHS supported 770 clients from the Inner West and accommodated 104 in the crisis refuge, while HYAP supported 118 young women and accommodated 20 in the crisis refuge.

I'm proud of the work our early intervention and crisis accommodation services have done throughout the year. They've run many programs aimed at helping some of the most vulnerable young people. Living skills programs, various workshops, respectful relationships and outreach are the keys to success for the early intervention part of the service.

One of the programs we run is unique in that we partner with a local high school to engage with young people that are at risk of disengaging with education. We help the students catch up to their classmates in the hope that they stay in school.

We know that education is key to breaking the cycle of disadvantage and we see the ‘Links to Learning’ program as something that contributes to breaking the cycle.

Another service we offer young people is Dunlea – a specialised drug and alcohol program that supports young people to make positive life choices and change their behaviour around drugs and alcohol. One of the great stories to come from the service was James* who you will read more about on page 23.

Domestic and Family Violence (DFV) is a leading cause of youth homelessness and is something that we sought to tackle this financial year. We set up an advisory group consisting of employees from the teams at Youth Off The Streets and started investigating the current service offering and what we need to implement to better support young people. We're still investigating and we'll hopefully have some news in the next financial year.

The year ahead will be filled with challenges as we look at re-accreditation for Dunlea. It's an extensive process but a necessary one in order to continue helping young people struggling with drugs and alcohol. In addition, the IWYHS contract is up for renewal and we're hoping that our great work in the Inner West will continue into 2020 and beyond.
FEEL GOOD NIGHTS

Inner West Youth Homelessness Service (IWYHS) invites young people every two months to take a break from the serious things we are working on together. Feel Good Nights are a chance for the young people in our program to down their hair, or cut it off completely!

Feel Good Nights are an evening where we pamper young people. They rock up for a yummy dinner then they get pampered – haircuts, make-up, massages, henna tattoos and giveaways. The haircuts are provided free by the Murphy Gozzard Hair Community who have a mission to support LGBTQIA+ youth.

The young people involved with Sydney Homeless Services are all dealing with difficult situations in their lives. We're working with them on a daily basis to overcome trauma, substance use issues, housing issues and anything else that might happen while they try to improve their situation. Feel Good Nights represent a moment in time where none of that matters and the young people can just be themselves. They’re able to let go of their worries and just enjoy being around our staff and other young people going through a similar situation.

Recently we had a ukulele performance from a young woman who lives in our accommodation, which inspired two other young women to get up spontaneously and ask for guitars so they could perform too! With Feel Good Nights happening every two months for existing clients, attendees not only enjoy the pampering, but also, the social interaction and connection. By all reports attendees feel good!

We would like to thank staff, the young people and our supporters who make Feel Good Nights something special. A special thanks to Genworth for funding Feel Good Nights.
At the young age of 16, James became heavily influenced by his peers. This is a pattern we see far too often among young people who are pressured by their friends.

James began experimenting and, over time, started using various substances, drinking alcohol and living on the streets.

James became heavily reliant on substances and ended up spending four months in the Early Psychosis Intervention Program (EPIP) Unit at Liverpool Hospital.

He was then referred to the Youth Off The Streets Dunlea Day Program. The team there gave him the support he needed to turn his life around.

During all of this, James knew he was at a turning point in his life and began to draw strength from the support given to him from his family, Youth Off The Streets Dunlea Unit and the EPIP Team.

His support networks engaged James in the recovery process, and his confidence and trust began to grow.

James has now completed his Certificate 3 in Warehousing and has found faith and hope in the church he is attending regularly. His new found confidence also led him to a leadership role within the youth group.

James is now living completely drug-free and his confidence and self-esteem continue to grow. Thanks to his support networks he has made positive choices that are leading him toward a bright future.

*Name changed to protect young person’s privacy*
Outreach stretches from Queensland to Victoria and throughout this financial year, we offered a total of nine services: Bankstown, Blacktown, Cumberland, Cultural Support Team, Fairfield, Hunter Valley, Illawarra, Logan and Wyndham. Each week these services held activities in several locations within their local area.

In the 2018/19 financial year, we ran 880 outreach sessions and made contact with approximately 5,000 young people.

Clearly defined goals are incredibly important for Outreach Services as we’re a large part of the organisation, spread across three states. We strive to maintain the best service, consistently, across all locations.

Maintaining our national footprint – while also expanding our early intervention model – became the top priority for the financial year. The overarching goal of expanding and maintaining our national footprint coincides with our aim of becoming the most recognised and preferred outreach service provider.

To achieve this goal we continued to establish Wyndham Outreach early in the financial year. It is a new service and new area for Youth Off The Streets that required some nurturing to develop into a highly effective service provider. We placed an emphasis on all outreach
services to build partnerships with other community groups, attend large community events and grow stakeholder connections and networks.

Another goal we set out to achieve is to become a more holistic support service to young people. We renewed our delivery to begin providing a higher degree of individual support, creating localised databases for referral options that are geographically relevant to young people, and improving the process around referrals into our services.

Process refinement was an integral part of developing a practice framework that reflects effective service delivery. One of the issues with such a large team spread across an even larger area is the difficulty in providing a consistent service. We overcame this obstacle by developing an Outreach Practice Manual and formally training staff on consistent procedures and practices. Part of that required reviewing, critiquing and improving written policies and procedures for outreach services.

No matter what we put in place to improve service delivery, it only matters if we have the necessary funding. It’s with that in mind that we’ve made some changes to improve the sustainability in funding and program support. We’ve sought to improve methods of data collection to report on outcomes, instead of outputs. This renewed data collection method provides insight into what impact our services have on young people. We can then use those impacts (or outcomes) to apply for more funding from government and non-government organisations.

We achieved a lot of what we set out to do in 2018/19, but the year wasn’t without challenges. In a number of areas, there are growing issues of street level gangs and tribalism amongst young people. This has led to an increased interest from media and NSW police. We’re careful not to tar all young people with the same brush and we’re working with communities to help prevent this type of violence. Our staff work with young people in restorative ways and provide activities that breed inclusivity, belonging and unity. Outreach youth workers are an excellent representation of what positive role modelling can bring to a community.

Another challenge we faced was in the wake of the Christchurch Terror attack. Our Cultural Support Team were quick to respond and initiated a street walk patrol to quell any rising tension in community spaces. The street walk addressed the trauma and anger experienced by the local community after the terrorist attacks.

Funding restraints led to the closure of Illawarra Outreach and was the initiating factor behind a review into how we operate outreach services. It’s from that review that we came up with the goal of attaining sustainable funding for outreach in order to ensure consistent delivery of services to young people. The year ahead presents more challenges for outreach as we continue to strive for sustainable funding, while making a case to be the most recognised and preferred outreach service provider.

In pursuit of this goal, we’ve held a review into outreach services and will look at consolidating our current service offering while improving the focus on young people. In order to create an effective, early intervention service that responds to the expedient needs of young people, there is a need to restructure outreach services. We’ll have more on this in next year’s annual report and will be able to report on the improvements made.
Youth Week activities are a small part of what Outreach provides

On Thursday 18 April, Fairfield Outreach held a three versus three basketball tournament as part of its Youth Week activities.

Our young people had a fantastic day playing amongst PCYC workers, making new friends and keeping active.

The day followed a week full of activities to help celebrate Youth Week where the nation is asked to come together to raise much needed awareness for issues of child and youth homelessness.

Ben Stevens, manager of Sydney Outreach, said the turn out and overall atmosphere for the day was amazing.

“The response that we’ve had from local services and young people in the area that have turned up today has been amazing,” said Ben.

“We were only expecting about 12 teams but ended up with 20 registered teams which just goes to show the passion for basketball in the LGA.

We run a local outreach at the park next door every week and due to the exposure from there, the PCYC and from the other services here today, we have ended up with a great turn out and have all had an awesome day.”

Youth worker at Cabramatta PCYC, Mark, said it’s been an important day for youth in the community to engage with local workers and services.

“It’s really good to see a lot of kids here getting active and getting involved for Youth week,” said Mark.

“It’s been good involving the police as well as it gives young people that opportunity to engage with these officers, showing them a completely different side to policing.”

The hard work the kids put in was rewarded with a barbeque lunch provided by Cabramatta PCYC.

Through positive diversionary programs such as events like these, our outreach teams can continue to connect and engage with young people who need support.
CASE STUDY

SET OUT TO MAKE A DIFFERENCE

This case study is a little different to the others. It involves a current youth worker working at one of our outreach services.

Stephen didn’t have an easy upbringing, but he uses his past to make a difference in the lives of young people today. Here is a brief glimpse of Stephen’s story:

Stephen’s mother was a violent alcoholic. When Stephen was very little, he and his sister fled the family home with their father. But a lengthy criminal history made it difficult for his father to provide them with a stable upbringing. There were times when Stephen and his family were homeless and he remembers one time sleeping in someone’s laundry, huddled up with his dad and sister to stay warm.

Despite the trauma, Stephen experienced as a child, he still loved his mum and dad.

But just as Stephen started to rebuild his relationship with his mother, she passed away suddenly. Stephen, now a teenager, found his world soon spiralling out of control. He started drinking, hanging out late and getting into trouble with the law which ended with Stephen’s arrest. The day he realised how much his actions had upset his family, Stephen knew he had to change.

Stephen enrolled at Dunlea, a drug and alcohol rehabilitation program we continue to run to this day. The moment he walked through those doors he knew he was in the right place.

“I felt like I was failing at life. Youth Off The Streets helped me change my life for the better.”

With the support of youth workers and his teachers, Stephen finished his HSC and took part in a number of Youth Off The Streets programs that helped build his strength of character and learn important life lessons in the process. One thing he realised during his time at Youth Off The Streets was how much he wanted to pay it forward and help others in need.

Stephen was so determined to help other kids, who also have had a turbulent start to life, that he is now one of our most loved and passionate youth workers. He knows what these kids are going through because he’s experienced it himself.

*Name changed to protect young person’s privacy
The Alexandria office holds the administrative functions that allow our programs and services to do what they do best – help young people in need.

The services housed in the Alexandria office include:

» finance
» fundraising (individual, corporate and government)
» human resources
» IT
» marketing and communications
» premises management
» research and evaluation
» risk management
Although corporate services are based in Alexandria, on any given day you can find our staff out interacting with the teams on different sites providing expertise and face-to-face support.

The Alexandria office’s function is to support the people and teams who support our young people. The services managed across the Alexandria office include: finance, fundraising (individual, corporate and government), human resources, IT, marketing and communications, fleet, facilities, research and evaluation, and risk management. Whilst the team is based in Alexandria, we work closely with the services who provide support to our young people, ensuring we visit them regularly.

An important function of corporate services is our fundraising team that is responsible for raising much needed funds for our programs. In FY19, we raised a total of $26,022,533 from fundraising, which included individuals, corporates and government grants.

We’re incredibly grateful for our supporters’ ongoing commitment to us and the incredibly important work we do to support young people who really need us. We couldn’t do it without them.
Thank you volunteers

Our volunteers are essential to the success of our organisation. By providing vital services, our volunteers help us support more young people in need.

This year we had 474 volunteers working alongside our staff. They helped with our Food Van and Street Walk programs, enabling us to support those in desperate need five days a week. They also work tirelessly to support youth workers, teachers and mentors at our outreach programs, our schools and our opportunity shops. Those extra helping hands at these services allows our team to spend more time on the frontline engaging with our young people to achieve positive outcomes.

Whether they have been volunteering with us for many years, or have recently started, we appreciate all of their hard work. Our volunteers are shining examples of how everyone can do their bit to give back and transform lives. We thank them from the bottom of our hearts for their tireless efforts and for helping us to support so many young people to get a better start in life.

This year we had 474 volunteers working alongside our staff.
CASE STUDY

YOUTH OFF THE STREETS KIDS HELP DROUGHT AFFECTED RURAL NSW

We gave our young people the opportunity to give back and they did so without hesitation and with great enthusiasm.

Rural communities in NSW have been in drought for years, but 2018 saw 99 per cent of the state in crisis. Farmers battled with lack of feed for their animals, dry dams and difficult decisions about their livelihoods.

Our young people and staff know first-hand what it’s like to live in dire circumstances – and how much it means to have someone offer a helping hand in their greatest time of need.

So in response to the crisis, we decided to roll up our sleeves and head out on a week-long convoy with our young people to give back to those doing it tough in rural NSW.

The first two days were all about helping farmers. The young people visited two farms near Mudgee to lend a hand and even learned how to herd sheep, an activity that proved to be lots of fun. It brought a rare moment of joy to those who had been surrounded by so much sadness in recent months.

Day three saw us travel to the town of Coonamble. Our young people had a lot of fun playing, singing and dancing with the local community.

On the final day we visited Brewarrina and Bourke. Bourke was by far the largest community event run during the convoy and it was great for our kids to connect with our Bourke Outreach in what felt like a family reunion.

Given these opportunities to learn new skills and help others, our young people grew so much in such a short amount of time.

Father Chris Riley said, “Everyone has really inspired me this week. You’ve made me proud to be the boss of one of the best organisations in Australia.”

*Name changed to protect young person’s privacy
How the Funds Were Raised

Youth Off The Streets is endorsed as a Deductible Gift Recipient by the Australian Taxation Office, and holds a Charitable Fundraising Authority from the New South Wales (NSW), Queensland and Victoria 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 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 accounting expenses including:

- 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 2018/19 was 22 per cent, excluding government income.

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 $12,735,433 (2018: $8,163,392), which is up from last year due to a number of large bequests.
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 the young people in our organisation. We strongly encourage Aboriginal and Torres Strait Islander people to apply for roles within the organisation.

At 30 June 2019, we had 228 full-time, part-time and casual employees, 20 of which identify as Aboriginal or Torres Strait Islander. Along with this, we had 474 active volunteers – more information on volunteers can be found on page 36.

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 across recruitment, learning and development, industrial relations, Work Health and Safety, rewards and recognitions, performance and career management, rehabilitation, workers compensation and payroll.

Youth Off The Streets is committed to the principles of a Child Safe organisation. Some of the measures we take to keep our young people safe include (but are not limited to) ensuring all staff and volunteers comply with the NSW Child Protection Legislation, have a Working with Children Check and National Criminal Check, and are trained in our mandatory child safe policies.

FLEXIBLE WORK ARRANGEMENTS

Youth Off The Streets consider and approve flexible work arrangements for all reasonable requests.

IMPROVEMENT IN ENGAGEMENT

We have found that our staff are more engaged in the work they do. There was a 14 per cent increase in new staff members being satisfied with the guidance and training on offer when they started with the organisation.

WELLBEING INITIATIVES AND OPPORTUNITIES

Youth Off The Streets offers a wellbeing program for staff (family and mind balance).

FAMILY BALANCE – REWARDS GATEWAY

An online rewards program that provides discounts on food, fashion, travel, entertainment and insurance retailers.

MIND BALANCE – EAP

A professional, confidential, free counselling service for staff and their immediate family members.

When surveyed on wellness and work life balance (including job stress, being emotionally well, and meeting family requirements outside work), responses ranged from 75 per cent to 90 per cent.
WHAT WE DID

» Improved efficiency by introducing electronic solutions for on-boarding people (employees and volunteers)

» Continued to enhance Youth Off The Streets’ online learning platform by expanding learning modules

» Implemented clear lines of service (Business Partners) and operational (Administrators) functionality within Human Resources department

» Continually improved practice and processes to meet overall Youth Off The Streets needs while maintaining flexibility across our diverse service areas and ensuring we meet all our obligations as an employer

» Continue to meet overall service level expectations

HIGHLIGHTS

» Expansion of Youth Off The Streets online training modules

» Continued improvement in employee engagement reinforced by our fourth Employee Engagement Survey

» Significantly reduced employee turnover from 28 per cent to 18 per cent

2019–20 GOALS

» Introduce individual development programs for all employees incorporating online and face-to-face programs

» Implement 2019–21 Board and Executive agreed strategies with the overall goal of aligning passionate people to Youth Off The Streets P.R.I.D.E. values
At Youth Off The Streets, we value our volunteers as an essential component to the success of the organisation. This year we had 474 active individual volunteers (2018: 496) who worked alongside our staff to provide the best quality of service for our young people. Our volunteers are over 21 years of age and work within most of our services by providing support on a regular basis and at on-off events.

Our volunteers provide vital support, including assisting teachers and students at our schools, assisting at our outreach programs, mentoring our young people in supporting them to complete their education or teach them to drive. A major task for our volunteers is coordinating the day-to-day operations of our four Opportunity Shops, and a range of other activities involving the maintenance and upkeep of all our facilities, food preparation and generally lending a friendly and encouraging helping hand. Our Food Van and Street Walk programs could not be offered without the support of all our corporate and individual volunteers.

Our volunteers provide a positive and mature presence throughout our programs and services and support our staff with day-to-day tasks. This enables our teams to spend more time on the frontline engaging with our young people to achieve positive outcomes.

2018/19 HIGHLIGHTS

» Engaged 68 new volunteers across all our services
» Engaged 37 new mentors
» Supported 63 students to undertake their work placements in a variety of services
» In conjunction with HR implemented DocuSign a cloud-based system to securely manage and store documents for all newly engaged volunteers
» Developed and implemented a new mentor engagement processes
» All volunteer records loaded into Raiser’s Edge (our Customer Relationship Management software) to enable the running of regular reports
» Continued building long-term relationships with TAFEs and Universities regarding student placement opportunities
» The August Youth Off The Streets newsletter featured a volunteer who has been with us for over 20 years
» Continued to audit volunteer records to ensure up-to-date information
2019 GOALS
» Develop and release a volunteer handbook
» Review the sign-in/sign-out process for volunteers
» Continue to audit volunteer records
» Organise a new recognition program for volunteers

ONGOING CHALLENGES
» Engage volunteers to be involved in our services and their communities
» Utilise volunteers’ experience and skills to assist disadvantaged youth
» Rewarding and engaging volunteers

COMMUNICATING WITH OUR VOLUNTEERS
Youth Off The Streets communicates with volunteers through the bi-annual Streets Ahead newsletter, dedicated Facebook posts, and website articles profiling individual volunteers. Volunteers are also invited to a range of events throughout the year.

We welcome new volunteers and our latest opportunities are advertised on the Youth Off The Streets website.

ACTIVE VOLUNTEERS – JUNE 2019

TOTAL 474
- Mentors
- Homeless Services
- Education Services
- KOCH
- Opportunity Shops
- Outreach
Youth Off The Streets gratefully acknowledges the generosity of its major supporters and partners in 2018/19:

**PLATINUM**

[Logos for Future Generation Australia and HSBC]

**GOLD**

[Logos for Your local club, 10, Sony Foundation, Bloomfield Group, and Eden Foundation]

**SILVER**

[Logos for Rail Club, tigerspike, Principal, and Twenty Leagues]
BRONZE

» Accor Hotels Group
» Bankstown District Sports Club Ltd
» Canterbury League Club Ltd
» Commonwealth Bank of Australia
» Count Charitable Foundation
» Crown Resorts Foundation PAF
» CSR Limited
» DOOLEYS Lidcombe Catholic Club Ltd
» Enboorder

» EY Foundation
» Genworth
» Golden Words Pty Ltd
» Greg McDermott
» James N Kirby Foundation
» King Cotton
» Liverpool Catholic Club
» Minter Ellison
» Park Hyatt Sydney
» PricewaterhouseCoopers Foundation
» St Johns Park Bowling Club Ltd

» State Street Australia Limited
» The Star Entertainment Group UNLTD
» Wentworthville Leagues Club Ltd
» Western Suburbs Leagues Club Illawarra Ltd
» Wilson Parking
» Wyndel Property Group

PHILANTHROPIC FOUNDATIONS

» Bagnall Foundation Pty Ltd
» Beeren Foundation
» Beswick Family Fund
» Cant Family Fund
» Drew Family Trust
» James N Kirby Foundation
» JLDJS Foundation
» Johnson Family Charitable Trust
» Kingston Sedgfield Charitable Trust
» Marich Foundation
» Packer Family Foundation PAF
» Smail Family Foundation
» Ted Dunn Foundation
» The Lord Mayor’s Charitable Trust

AUSTRALIAN GOVERNMENT

» Attorney-General’s Department
» Department of Education and Training
» Department of Jobs and Small Business
» Department of Health
» Department of Immigration and Border Protection

NSW GOVERNMENT

» Department of Justice (Juvenile Justice)
» Department of Family and Community and Services
» NSW Department of Premier and Cabinet
» NSW Department of Education
» NSW Department of Health
» The Community Relations Commission for a Multicultural NSW (Multicultural NSW)

COMMUNITY FUNDRAISERS

» Australia Post
» Cooley Auctions
» NSW Rugby League
» Rotary Club of Engadine
» Macsim Fastenings Pty Ltd
» TAFE NSW – Sydney Institute
» The Age Of Ability
Your directors submit their report on Youth Off The Streets Limited (the ‘Company’) for the year ended 30 June 2019.

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 (Resigned 14 May 2019)
» Rebecca Monica Grace Lynch (Resigned 25 March 2019)
» Anna Maree Ainsworth (Resigned 25 February 2019)
» Christopher Keith Riley, AM
» Nicholas James Spooner
» Giuliana (Julie) Cleary
» Nazmiye Guler (Appointed 20 February 2019)
» Dr Kimberley Pressick-Kilborn (Appointed 16 October 2019)
Richard John Gibbs – Resigned 14 May 2019

Director/Chair

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
» Audit, Finance and Risk Committee
» Nomination Committee

Rebecca Monica Grace Lynch – Resigned 25 March 2019

Director

Rebecca had been a Director since 2005. Rebecca is a solicitor and brings with her a great deal of experience in the legal profession. Rebecca has practiced 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 until February 2016.

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).

Committee Membership:
» Services Committee
» Nominations Committee

Anna Maree Ainsworth – Resigned 25 February 2019

Director

Anna had been a Director since 2002. She served as Chairperson of the Board from 2008 to February 2011.

Anna is the Community Development Manager and Director of Eden Gardens and Garden Centre, Macquarie Park and the Chair 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 and a member of the Australian Institute of Company Directors.

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. Anna is currently completing her Masters in Restorative Practice through the International Institute of Restorative Practice, PA, USA.

Committee Membership:
» Services Committee – Chair

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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.

- 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

‘We must have the courage to demand greatness from our youth.’
Nicholas James Spooner
Director – Appointed Chair
15 May 2019

Nick joined the Youth Off The Streets board as a Director in 2015, having supported the Development Committee since 2009, and was appointed as Chairperson in May 2019.

Nick is the Lead Partner 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, government, telecommunications, media and marketing services.

Prior to joining PwC, Nick held numerous executive positions in prominent companies, including 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. 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 Industrial Studies (Business and Technology).

Committee Membership:
» Development Committee – Chair
» Nominations 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 13 years. She has over 25 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 is the consumer market line of business leader (leading approximately 70 people) and is responsible for driving efficiency and growth.

Julie was the Vice President for the Tara Anglican School for Girls Parents and Friends Association. She 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
» Nomination Committee
NAZMIYE (NAZ) GULER

Director – Appointed
20 February 2019

Naz is passionate about social change and has been non-executive director of Youth off the Streets since February 2019.

Naz has over 25 years global experience leading organisational change programs, in both a consulting and executive leadership capacity, working in financial services, government and manufacturing sectors. Naz has deep expertise in portfolio and program delivery, governance, managing risk and leading large cross disciplinary teams to achieve transformational results.

Keenly interested in the societal impact of innovations in emerging technology, and in particular, the intersection of ethical reasoning, philosophy, cognitive and moral psychology with information systems, Naz is currently undertaking PhD studies in the ethics of AI and algorithmic bias.

Naz holds a Bachelor of Science (Psych) with Honours (UNSW), a Graduate Diploma in Applied Finance and Investment (Securities Institute), an MBA (MGSM) and is a company director (AICD).

She speaks at conferences and industry events including Women in Project Management and Australian Institute of Project Management.

Committee Membership:
» Development Committee
» Nomination Committee
» Audit and Risk Committee

DR KIMBERLEY PRESSICK-KILBORN

BEd (Honours) GradDipEdStudies
(Ed Psych) PhD

Director – Appointed
16 October 2019

Kimberley is a Senior Lecturer in the School of International Studies and Education in the Faculty of Arts and Social Sciences at UTS. She has held a continuing academic position there since 2004, lecturing in Teacher Education subjects related to practitioner research, primary science and technology education, and innovative pedagogies. She is a member of the School’s Leadership Team as the Partners, Schools and Communities Coordinator. Kimberley has been a volunteer with the YOTS education programs since 2005, and received a UTS Human Rights Award in 2018 for ‘The Picture Books Project’ with Key College.
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 in Australia. Youth Off The Streets Limited commenced operating as a company, limited by guarantee, on 1 April 2003. There have been no significant changes in the nature of these activities during the year.

OPERATIONAL AND FINANCIAL REVIEW

PRINCIPAL ACTIVITIES TO MEET OBJECTIVES

- For the year ended 30 June 2019, Youth Off The Streets Limited reported a deficit of $809,100 (2018: deficit of $4,401,201), that represented an 82 per cent improvement on the previous financial year.
- Income received from government increased by 9.5 per cent from $10,738,665 in 2018 to $11,767,571 in 2019, attributable the write-back of a refund of DEEWR funding not recorded in the previous year ($631K) and an increase in funding from the NSW Department of Juvenile Justice related to the Bail Assistance program ($204,081).
- Income from government represents 43 per cent (2018: 51 per cent) of total revenue.
- Income from donations rose by 56 per cent to $12,735,433 attributable largely to a rise in Bequest income to $5,281,463.

OPERATING RESULTS FOR THE YEAR

The operating result for the year ended 30 June 2019 was deficit of $809,100 (2018: deficit of $4,401,217).

SHORT TERM AND LONG TERM OBJECTIVES AND STRATEGY

GROUNDWORK FOR NEW SERVICE AREAS – EXECUTING STRATEGY

Youth Off The Streets continues to provide services consistent with our mission of helping disconnected young people discover greatness within. We do this by engaging, supporting and providing opportunities to encourage and facilitate positive life choices. The organisation delivers our 35 services throughout NSW and Victoria, with those services including homelessness responses, alcohol and other drug programs, counselling, Aboriginal services, accredited high schools, centres for youth, and including outreach programs.

The theme for this year’s annual report is ‘Dare to Dream’, a construct that our Chief Executive Office and founder, Father Chris Riley, encourages staff to draw upon when working with our young people. For the organisation to remain current and forge a reputation of being innovative, responsive, and improving outcomes for young people.

Consistent with this theme, in 2018/19, Youth Off The Streets commenced implementation of the three new service areas, namely developed in accordance with the 2016–2018 strategic plan. These areas were a Youth Unemployment initiative, a Refugee Response and a YOTS-wide Domestic and Family Violence Service. The development of these services reflected the stated outcomes of the 2016–2018 strategic plan. It is intended that each of these that commenced during the year, will continue to be offered to young people in 2018/19 and beyond.

This is something that Father Chris Riley encourages staff to continue to do when working with our young people. It’s with this in mind that the new service offerings were investigated and implemented.
A NEW STRATEGY

Toward the end of the 2018/19 financial year, the executive and Board at Youth Off The Streets came together to review the current strategic plan and formalise the strategic direction for the next three years. The new strategy was completed in July 2019 and will be communicated through the Youth Off The Streets website and 2019/20 Annual Report.

EDUCATION AS A PILLAR OF THE ORGANISATION

Father Chris Riley has encouraged staff to dream, but we also need to encourage our young people to dream of a better future. It is the core foundation of the work that we do at Youth Off The Streets. Education is vital and is often the key to breaking the cycle of disadvantage for young people.

Youth Off The Streets has submitted a proposal for a new school to be opened in an identified high need area in the Hunter Valley. Young people disengaging from education is an increasing problem, and as a consequence of this, schools look to excluding, or imposing unsupervised suspensions on trouble makers and those students who present challenges. Some of these challenges are a result of behavioural difficulties and behavioural and emotional dysregulation. The Commission of Inquiry into the Drug Ice in NSW recently heard evidence from providers across multiple domains that such an approach leads to disengagement from school and is usually the precursor to drug use/abuse, homelessness and crime. Similar to the experience of Youth Off The Streets, the Commission heard that mainstream schools largely fail because, instead of working with the student to overcome their struggle and identify and address the matters underlying the problematic behaviour, they exclude them. The experience of our clients and the experience of Youth Off The Streets’ own education programs has led to a number of areas being identified as possible locations for a Youth Off The Streets alternative school.

All young people deserve an education and not all young people are suited to mainstream school environments. Youth Off The Streets cater to individual needs and we hope to offer our services to areas that have high disengagement levels among high school students.

PROGRESS OF THE DOONSDIE CAPITAL PROJECT – A DELAY

Last year’s Annual Report featured a Doonsdie capital project to begin in the 2018/19 financial year. Planning and design of the Doonsdie Project has been undertaken, the work has seen the finalisation of the building’s designs. It is anticipated that the DA approval will occur by the end of the calendar year. This will enable YOTS to reassess the need of the young people in the area, as well as continue consultation with the community and local government to determine next steps.

EMPLOYMENT, DOMESTIC AND FAMILY VIOLENCE AND REFUGEE PROPOSED SERVICES – AN UPDATE

An updated strategy in early 2018 identified three new possible services for Youth Off The Streets. Employment Services, Domestic and Family Violence services and Refugee services were all investigated in the 2018/19 financial year.

EMPLOYMENT SERVICE

Youth unemployment is a major issue for our young people. To address and overcome this identified concern, an employment service was trialed with great success. The idea was to partner with corporate supporters to offer young people traineeships and other forms of work. The trial produced a number of positive stories. Two young people have been offered short term or long term full-time/part-time/casual employment with corporate supporters. A further six young people were able to source forms of employment on their own, as a result of increased job readiness through the program. Recent casework indicates 100 per cent of those young people remain employed.

The trial was successful, producing a number of positive stories. In 2019/20, the service will continue and it is envisaged that it will improve upon these initial results. Youth Off The Streets is currently seeking more corporate support, funding and young people for the second year of the program.
DOMESTIC AND FAMILY VIOLENCE

It is well-known that the leading cause of homelessness among young people is family breakdown, and that a proportion of that breakdown is due to Domestic and Family Violence. To help young people, Youth Off The Streets has investigated the possibility of opening a Domestic and Family Violence service. The organisation has a Domestic and Family Violence (“DFV”) Advisory Group.

Most services offered by Youth Off The Streets have clients dealing with domestic and family violence. However, there is not presently a specialised offering for this group. The Domestic and Family Violence initiative will continue to work with the DFV advisory group in 2019/2020 as they look to develop organisational expertise in this area. This will include a specific DFV referral and intake process.

REFUGEE PROGRAM

The Refugee Program has completed its review into the needs of this particular client group. This review has identified that we can incorporate, into the existing outreach and homeless services, an additional service response to the current case management practice. This will ensure that our refugee clients receive a response consistent with their specific needs.

CONVOY OF COURAGE 2018 – A SERVICE LEARNING EXPERIENCE

One of the great events and experiences for young people came at the end of 2018. Youth Off The Streets held its second ‘Convoy of Courage’, this time aiming to help drought affected towns in regional and rural NSW. Forty young people were on the journey as part of a service-learning experience. This gave our young people an opportunity to give back to the community, an opportunity to learn about the hardships that others suffer, and how many people, across all ages and experiences, need a hand of help and friendship.

The convoy went through drought affected towns and young people were able to drop off dry goods, clothes and other essential items. The help was well received from the local communities and the young people on the convoy learned a lot along the way. In return, the men and women working on the properties engaged with our young people and offered them a unique and unforgettable experience of life on the land.

On the final day Father Chris Riley, shared with the group, “Everyone has really inspired me this week. You’ve made me proud to be the boss of one of the best organisations in Australia.”

Youth Off The Streets continues to learn and develop as an organisation. It continues to grow and identify new opportunities so that the example of Father Chris Riley can be emulated whilst recognising the need to create sustainable endeavours that address fundamental needs.
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>Anne Maree Ainsworth</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>Nazmiye (Naz) Guler</td>
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COMMITTEE MEMBERSHIP

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

AUDIT AND RISK COMMITTEE MEETINGS

<table>
<thead>
<tr>
<th>Name of Directors</th>
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<tr>
<td>Richard John Gibbs</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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SERVICES COMMITTEE MEETINGS

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DEVELOPMENT COMMITTEE MEETINGS

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<td>Nicholas James Spooner</td>
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<td>Nazmiye (Naz) Guler)</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 $10 each towards meeting any outstanding obligations of the Company. The total liability of members in the event of winding up the Company is $200 (2018: $200).

At 30 June 2019, the number of members was 20 (2018: 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 12 of our Financial Report.

Signed in accordance with a resolution of the directors.

Richard John Gibbs  
Chairman  
Sydney  
28 October 2019

Christopher Keith Riley, AM  
Director  
Sydney  
28 October 2019
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
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Instagram: @youthoffthestreets
Youtube: YOTS011

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