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Our Story

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.
Young people who come to Youth Off The Streets leave our care prepared for a brighter future.
CEO AND CHAIR’S MESSAGE

CREATING BRIGHTER FUTURES

At Youth Off The Streets, we empower young people to participate in and transform their future through the development of their skills, confidence and relationships with each other, their families and their communities. We believe in our young people and offer programs that challenge them to make their own decisions, take responsibility for their own lives, and help them to understand they can achieve whatever they set their minds to.

Young people in our services are facing issues that range from homelessness, alcohol and drug addiction, violence, lack of employment opportunities and other types of disadvantage. That is why we continue to advocate about the challenges our young people face and take an active approach to raising awareness of the needs of young people.

Many of our services and programs focus on prevention and intervention support for young people early on. We understand the need to keep young people engaged in positive and constructive activities, helping them stay connected to their peers and communities. If young people feel a sense of belonging, they are less likely to engage in negative activities and more likely to have a positive impact in the community, and that is what we ultimately aim for.

This year, we have witnessed many of our young people achieve greatness and we encourage you to join us in celebrating their successes, from the ones highlighted in this report to the everyday triumph of a young person making the first step in believing in themselves and deciding to turn their lives around and be a part of our programs.
**Continuing good work**

There is still a great need to recognise and support disadvantaged young people. Young people in Australia continue to face barriers to support and access to services that could assist them to meet their full potential.

As we celebrate our first 25 years, we at Youth Off The Streets are focused on continuing our good work into the next 25 years to help young people overcome the barriers they face and get the support they need.

**Innovative fundraising**

Youth Off The Streets completed the final year of its three year fundraising strategy initiated in 2012. Innovative events (Lipstick Lunch) and fundraising campaigns helped us end the financial year with a donation revenue of $11,905,291 (2015: $9,900,054). This was an increase of 20.3 per cent. The second annual #laceitup campaign was run to critical acclaim and contributed to the awareness and fundraising efforts of the organisation. The second Lipstick Lunch was held early in the year and was very successful in reaching a new audience for the organisation. The Lipstick Lunch will be an annual fundraising event in Youth Off The Streets’ calendar.

Overall, Youth Off The Streets reported a surplus of $821,849 (2015: deficit $1,241,117). This result reflected a substantial increase in bequests and more information on this can be found in the Directors’ Report. Expenditure for the financial year 2015/16 was $24,225,079 (2015: $22,476,014) attributed to award increases, an increase in staffing and related costs to support the Out Of Home Care program, Specialist Homelessness Services funding for the Inner West Youth Homelessness Services and the increase in the Department of Education and Training operations based on school enrolments.

**Thank you**

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

Yours sincerely

Father Chris Riley  
CEO and Founder

Richard Gibbs  
Chair
Our Street Walk was run for 191 nights, contacting 1,200 young people, with 1,137 instances of blankets, clothes and food handed out and 297 young people referred or transported to other services.

In 2015 five students from Key College acted as student representatives on our management committee.

On June 30, 2016 there were 467 active volunteers.

For 50% of our young people, getting support and finding a job is their top priority and reason for participating in our services. Youth Off The Streets has been working with young people to address this.

In 2015/16 there were 26,314 instances of young people attending our outreaches, with a further 12,218 instances of young people attending Aboriginal services.

In 2015 we had 229 students attend our fully accredited schools. 53 students gained their Recognition of School Achievement and five completed their Higher School Certificate.

22 new scholarship recipients and their mentors joined the National Scholarship Program.

Dunlea Alcohol and Other Drugs Youth Service provided services to 59 clients throughout the year. 61% of clients completed their treatment or moved on to continue treatment.

50 staff attended restorative practice training. Restorative practices transform teacher student relationships; ensure high quality teaching and learning, enabling a safe environment to make choices and decisions that are supportive of student growth.
I know I can’t save every kid. But when I see that with the right support young people can turn their lives around, I’m motivated to keep going.

Father Chris Riley
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
Narrandera Outreach (Aboriginal Program)

GRIFFITH, NSW
Griffith Outreach (Aboriginal Program)

BOURKE, NSW
Bourke Outreach (Aboriginal Program)

HUNTER VALLEY, NSW
Hunter Valley Outreach
Singleton Op Shop
Maitland Op Shop
Maitland Paraphernalia Antiques and Collectables Shop

TASMANIA
Derwent Outreach

QUEENSLAND
Logan Outreach (Aboriginal Program)

KEY
- Education Program
- School
- Outreach Program
- Centre for Youth
- Aboriginal Program
- Opportunity Shop
- Youth Off The Streets Office
- Residential Treatment Program
- Dunlea Alcohol and Other Drug Youth Service
- Street Walk
- Food Van
- Mental Health Service
- Sydney Homelessness Service
WHAT WE DO

FROM HOMELESSNESS TO THE HSC. YOUTH OFF THE STREETS HAS PUT YOUNG PEOPLE ON THE PATH TO EDUCATION AND EMPLOYMENT.

CREATE SAFETY

Youth Off The Streets’ goal is to see that no young person is denied the right to education, safe accommodation, drug and alcohol rehabilitation, counselling and other support services aimed at breaking the cycle of disadvantage, abuse and neglect.

Does this young person in crisis need help with:

» Coping with drug use
» Counselling
» Legal stuff
» Family breakdown
» Problems at school
» Getting a job

» Debts
» A safe place to stay
» Feelings of isolation and fear
» Disconnection from their culture and community
There is self discovery, development of skill, growth and education for young people involved in our programs and services.

**Stories of support and growth:**

» Bourke Outreach in partnership with the local high school ran Yarr-Pai, a culturally based literacy and numeracy program to get young people back into mainstream education.

» Young people from our Griffith Outreach produced a book detailing the history of the local Wiradjuri people as part of the parental and community engagement program.

**Success stories:**

» One of our national scholarship recipients, and rising hip hop artist, D.Minor was chosen to represent Australia at the World Championship of Performing Arts in the US. The competition runs over two weeks and it is a big achievement to be selected out of 75,000 applications.

» Our Blacktown Outreach art program, funded by Housing NSW, was held over 10 weeks. Young people were taught four different art styles by six different artists, resulting in an exhibition featuring their artworks.

Youth Off The Streets empowers young people to participate in and transform their future through the development of their skills, confidence and relationships with each other, their families and their communities.
WHO WE HELP

FORGOTTEN AND ISOLATED YOUTH NEED SUPPORT

In 2015/16 Father Chris Riley reminded us of a comment made by our patron and previous Governor General, Sir William Deane who many years ago said - “we as a nation will be judged by the way we treat our most vulnerable," and we have many vulnerable who are forgotten and isolated.

Social isolation can often lead young people to engage in negative behaviour. This negative behaviour can impact their development and consequently their chance at a brighter future. To give these young people a chance, Youth Off The Streets invests heavily in programs and services that encourage them to achieve their best.

Our annual National Scholarship Program, for example, financially assists young people to enable them to unlock their full potential and pairs them with mentors to guide them through their educational journey. The scholarships celebrate young people’s talents and engage the community to take responsibility for young people who are suffering or at risk of poverty, disadvantage and marginalisation.

Our Outreach programs engage and connect young people, giving them access to fun activities and programs including sports, music and dance, education, volunteering and community projects. These programs are all about connecting with local communities, building relationships and networks, and addressing social isolation and exclusion.

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

The lens we choose to look through determines our perception of reality. The young people we work with are often looked at through a one dimensional lens. They’re perceived as trouble makers, without hope for the future, but this couldn’t be further from the truth.

Father Chris Riley had some advice in a letter to editor early this year, “If we look through a one dimensional lens we risk becoming the voices of contempt, judgement, and irrationality. The challenge for all of us is to view the world through many lenses to acknowledge the diversity within our country.”

To view our young people through multiple lenses is to also acknowledge the untapped potential and lack of opportunity they’ve been afforded. Father Chris Riley went on to say “we must embrace our common humanity and as a united community in order to benefit young people.”

**ANNUAL YOUTH SURVEY**

In 2015/16, we focused on improving the response rates of our youth annual survey by breaking it down into different business units to give service staff more ownership of the data capturing process. It also allowed for some additional questions to be asked that are specific to the client demographic they service. It has resulted in a 9.7 per cent improved response rate from 271 in 2015 to 300 in 2016.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total respondents</th>
<th>Staff demonstrate RESPECT very well or well</th>
<th>Staff demonstrate DEDICATION very well or well</th>
<th>Strongly agree or agree that Youth Off The Streets helps me feel safer</th>
<th>Strongly agree or agree that Youth Off The Streets helps me achieve things I didn’t think I could achieve</th>
<th>Overall experience of Youth Off The Streets is very good or good</th>
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<tbody>
<tr>
<td>2011</td>
<td>109</td>
<td>98% (94)</td>
<td>94% (89)</td>
<td>84% (84)</td>
<td>91% (87)</td>
<td>91.5% (86)</td>
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<tr>
<td>2012</td>
<td>157</td>
<td>97.1% (132)</td>
<td>95.6% (129)</td>
<td>87.9% (116)</td>
<td>87.9% (116)</td>
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<td>149</td>
<td>97.9% (138)</td>
<td>97.9% (138)</td>
<td>86% (117)</td>
<td>80.1% (109)</td>
<td>95.8% (135)</td>
</tr>
<tr>
<td>2014</td>
<td>217</td>
<td>98.4% (191)</td>
<td>98.4% (191)</td>
<td>88.5% (169)</td>
<td>85.3% (162)</td>
<td>93.8% (204)</td>
</tr>
<tr>
<td>2015</td>
<td>271</td>
<td>98% (265)</td>
<td>98% (265)</td>
<td>91% (246)</td>
<td>88.5% (239)</td>
<td>94% (255)</td>
</tr>
<tr>
<td>2016</td>
<td>300</td>
<td>99.6% (299)</td>
<td>99.6% (299)</td>
<td>91.1% (273)</td>
<td>82.5% (248)</td>
<td>94.6% (284)</td>
</tr>
</tbody>
</table>

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

The legislative frameworks we comply with or work within are:

- Out of Home Care and Child Protection
- Children and Young Persons (Care and Protection) Act 1998 (NSW)
- Children and Young Persons (Care and Protection) Amendment
- (Parental Responsibilities Contracts) Act 2006 (NSW)
- Child Protection (Offenders Registration) Act 2000 (NSW)
- Crimes Act 1900 (NSW)
- Commission for Children and Young People Act 1998 (NSW)
- The Ombudsman Act 1974 (NSW)
- NSW Trustee and Guardian Act 2009
- The Privacy Act 1988
- The Family Law Act 1975 (Cth)
- Education Act 1990 (NSW)
- Child Protection (Working with Children) Act 2012
- Teacher Accreditation Act 2004
- Institute of Teachers Act 2004
- Disability Discrimination Act 1992
- Work Health and Safety Act 2011
- Environmental Planning and Assessment Act 1979
- Food Act 2003
- Explosives Act 2003
- Building Code of Australia
OUR STRATEGY

FOCUS 1
TO PROVIDE VALUES BASED INTEGRATED PROGRAMS, ENGAGING YOUNG PEOPLE IN MEANINGFUL AND TRANSFERABLE LEARNING AND EMPOWERING THEM TO REACH THEIR POTENTIAL.

Create safety
Case study: We helped Andrew break free from drug addiction and gave him the chance to turn his life around. He’s now looking forward to completing TAFE.

Support growth
Bankstown Outreach’s Mind Over Matter program supported young people to improve their health and wellbeing.

Open up options
We improve young people’s access to education and empower them to reach their full potential.

FOCUS 2
TO EQUIP AND EMPOWER ABORIGINAL YOUTH AND THEIR COMMUNITIES TO EMBRACE THE FUTURE.

Create safety
We deliver a range of programs with other community services for the benefit of young people.

Support growth
Aboriginal services held 14 culture camps where young people were able to learn about their culture and connect with Elders.

Open up options
Bourke Outreach’s ‘Yarr-Pai’ program helped young people believe in themselves. The young people involved in the program successfully re-entered mainstream education.
FOCUS 3

TO DEVELOP AND FOSTER RELATIONSHIPS WITH COMMUNITY ORGANISATIONS IN ORDER TO IMPROVE OUTCOMES FOR YOUNG PEOPLE AND OUR SERVICES.

Create safety
We supported over 500 young people through our Inner West Youth Homelessness Services (iWYHS).

Support growth
Through our iWYHS program, a young person was able to complete a highly sought after internship at the Museum of Contemporary Art in Sydney.

Open up options
The iWYHS team continues to look for more options to meet young people’s medium and long term accommodation needs.

FOCUS 4

TO PROVIDE THE FRAMEWORK FOR A SUSTAINABLE FUTURE THROUGH ACCOUNTABLE, PROFESSIONAL AND COLLABORATIVE PRACTICE.

Create safety
We completed the implementation of a fundraising and branding review to ensure diversification of revenue sources and secure the organisation’s future.

Support growth
The Hogs For Homeless Ride event in 2016 raised $141,351 for Youth Off The Streets. Rugby League greats, Matt Cooper, Josh Perry, Steve Roach, Ian Schubert, Brad Fittler and Nathan Hindmarsh, stopped in 17 country towns.

Open up options
Case study: We helped Sally get off the streets and build the skills needed to live independently. She now lives by herself and is looking forward to studying at university to become a nurse.
HOW WE FIT WITH OTHER SERVICES
To provide values based integrated programs, engaging young people in meaningful and transferable learning and empowering them to reach their potential.

Goals

» Empower young people to become community leaders and enact positive and meaningful change in their communities.

» Equip young people with meaningful and transferable skills and connect them with employment opportunities.

» Improve young people’s access to education and empower them to reach their full potential.

Ongoing Challenges

» The ability to collect accurate information and data about service delivery to young people. It is hard to determine the social return on investment (SROI) without this information which, in turn, makes it harder to secure funding.

» Unreliable funding environment makes it difficult to secure the finance needed to run our services and to open up new services in communities in need.

» Negative public perceptions and beliefs around our young people put up barriers for them in areas such as employment and education, making it difficult for disadvantaged young people to make the necessary changes to improve their lives.

What We Did

Overview

» This year, all young people at our accredited high schools participated in at least one Service Learning opportunity and gained valuable life skills through helping and volunteering for others. Service Learning opportunities engage young people in projects designed to help others and stimulate social conscience, helping them develop skills that will be useful to them later down the track.

» Our Cultural Support Team was established at the end of 2015, out of a growing concern that some young people weren’t accessing mainstream services due to barriers stemming from cultural and religious perceptions. This year, the Cultural Support Team has successfully serviced these young people by providing them with a youth-focused, accepting, non-judgemental environment to meet other young people in the area and participate in activities and skills-based workshops. The team has had a positive effect on the community this year and is committed to increasing the feeling of social belonging among young people who feel marginalised, vulnerable and disenfranchised.
Highlights

» **Youth initiative teams** – Our Outreach services aim to have input from the young people we work with. One of the most important ways in which we ensure our young people participate is through our Youth Initiative Teams. This year our Youth Initiative Teams organised various events in the community. One of the most successful was the Bankstown Sleepout which raised over $6,000 on the night and spread awareness about homeless young people sleeping rough.

» **Mind Over Matter** – Bankstown Outreach’s Mind Over Matter program provided young people with educational workshops, activities, excursions and access to a support network in order to improve their health and wellbeing. The program worked with local partners to deliver informative and fun sessions around important issues facing young people. Young people participated in life skills workshops and learned about alcohol and other drugs, mental health, sexual health, and employment. This program helped young people gain confidence, self-esteem, empathy and self-worth and young people got to hear from a variety of respected community members.

» **Job readiness** – Youth unemployment is a serious concern for young people, with over 50% of young people (in our annual youth survey) stating that getting support and finding a job is a top priority and reason for them participating in our services. In addition, Youth Off The Streets’ young people are often dealing with responsibilities well beyond their years, making it difficult for them to access opportunities and remain engaged in mainstream education. That is why our services have put various initiatives in place to help young people transition into work. This year, we opened our Youth Occupational Trades Skills Centre based in Merrylands. This trade school provides young people with the opportunity to practise their skills and access a support network in a safe and friendly environment. Our teachers work closely with students to motivate them in education and put them on the path to positive life choices.

» **Integration** – Our aftercare program (integration) offered support to ex clients through offering, employment opportunities, food hampers, free educational courses, lunches and much more. The program ensures that young people leaving our care still have support.

**WHAT’S NEW 2017**

» **New schools** – Youth Off The Streets’ education team is working on opening up two new schools for young people not suited to the mainstream system. Education is the key to breaking the cycle of poverty and disadvantage, and we want to work with young people to change their life outcomes. The schools will 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.

» **Reconciliation Action Plan** – In the 2016/17 financial year, Youth Off The Streets will continue its strong commitment to its Reconciliation Action Plan (RAP) and implement a third RAP document. In line with Reconciliation Australia’s framework, our third RAP document has been developed as an ‘Innovate RAP’ to build on successful workplace and community activities and test new activities and strategies, which we have continued to structure around building meaningful relationships, greater respect and sustainable opportunities.

» **Regional focus** – Youth Off The Streets will have a renewed focus on engaging young people in regional disadvantaged areas including Bourke, Griffith and Narrandera. Young people in these areas often lack access to the same opportunities available to young people in urban areas and they require services that cater to their specific educational and employment needs. Our vision for the coming year is to create a mobile Outreach van that can get out to regional areas and re-engage young people with their community, education and employment opportunities.

**YOUTH OFF THE STREETS GIVES ME MORE SELF-CONFIDENCE THROUGH LIFE AND THEY GIVE ME THE BIGGEST MOTIVATION TO CONTINUE IN LIFE AND THROUGH MY SPORTING CAREER.**

**ETHAN, 14**
WHO WE HELPED

National Scholarship Program
Our National Scholarship Program celebrates the talents and strengths of young people who exhibit extraordinary promise – but who lack the support and resources to reach their full potential.

Every year over 20 young people throughout Australia are awarded Youth Off The Streets scholarships and granted up to $6,000 each to help them pursue further education and training over a period of two years.

One of these young people was Raphaela Rosella (Rosie), a young person from Nimbin who had a dream of becoming a photographer. With the help of the National Scholarship Program, Rosie was able to achieve this dream and she has since been selected as one of 12 photographers to attend the World Press Joop Swart Master Class in Amsterdam.

Rosie says she couldn’t have done it without the help of the National Scholarship Program and her sponsor, David Salmon, owner of A & D Salmon Pty Ltd. In response David says this is why he continues to support the program.

“That really does make you want to continue with the program. Obviously, the funds we’ve provided have gone to very good use and I mean, basically, if you help or contribute to the betterment of these young people then that’s a good thing.”

“A lot of them aren’t going to do anything with their lives; a lot of those young kids will end up dying at an early age. Really, a lot of this program is saving lives, not to mention improving them,” he says.

And David is right – there are so many talented young people that get left behind by our educational system every year and become further marginalised from the community. The National Scholarship Program is all about providing the support young people need to achieve their full potential.

CASE STUDY

Cycle of courage
As part of our Step Up program at Key College, Tom*, has been doing work placement fixing and recycling old bikes.

Our school, Key College, offers students the opportunity to complete their Preliminary Course (Year 11) and their Higher School Certificate (Year 12). As part of this program, students are offered the opportunity to study ‘Work and the Community’ and or participate in work experience.

Tom, a Year 11 Student, has participated in work experience at a boutique bike shop in St Peters called Sydney Park Cyclery. Owner Ben specialises in recycling bikes and has been guiding Tom in his craft for the last four months.

Part of Tom’s training is the upkeep and recycling of bikes. He works with discarded and unusable bikes, stripping them down and building them back up to create a sellable final product. The experience teaches work ethic and on the job skills.

Tom has worked on numerous decrepit bikes and restored them into as-new working order.

Proudly supported by Youth Off The Streets staff, Tom has been able to get this work experience while working towards his Preliminary Course.

His dedication to work and education is admirable. We wish him the best with Sydney Park Cyclery and the rest of his schooling.

*Name has been changed to protect the young person’s privacy.
Dear Father,

Illawarra Outreach

I am writing to you to say thank you for all the help Youth Off The Streets has given me. Thanks to your organisation, I have been able to shake my dependence on drugs and alcohol and move towards a career in youth work.

Growing up my relationship with my parents was very strained. My brother and I were exposed to drugs and alcohol at a young age. Since then, I developed a dependence on drugs and alcohol and my life began to spiral downwards. I started hanging out with the wrong crowd, breaking the law, became a constant user of ice and would graffiti around the community. This had a huge effect on my life and my job as a labourer and I developed mental health issues.

I realised I needed help when my brother was taken to prison for his drug use.

I turned to Youth Off The Streets to help with my addictions, but got so much more than just help with substances.

When I started with Youth Off The Streets, I was in trouble with the law. But with the support of the Illawarra Outreach staff I was able to complete a work and development order and begin my training with a Certificate IV in Youth Work. Not only has Youth Off The Streets helped me with drug use, legal help, education and training, but they have also helped me cope with my mental health issues.

I am looking forward to completing TAFE and my work placement with Youth Off The Streets and am very thankful for the opportunities you have provided me.

Thank you again for helping me to turn my life around.

*Name and photo changed to protect privacy.*
Focus 02
To equip and empower Aboriginal youth and their communities to embrace the future.

Goals
» Increase the amount of cultural experiences available to all young people and staff at Youth Off The Streets, raising awareness for the importance of cultural recognition and diversity.
» Recruit and retain Aboriginal staff members to provide the best support and assistance for our Aboriginal youth.
» Deliver a range of community youth programs and activities adequately resourced in partnership with other community services.
» Explore opportunities for social enterprises that address and develop cultural identity.

Ongoing Challenges
» Despite the new service structure increasing effective communication flow, providing the same opportunities to disadvantaged regional young people (compared to urban young people) is still proving difficult. The geographical distance and opportunities available are constant barriers for our regional services.
» Securing sustainable and long term government funding has become more difficult due to the federal government changing the focus on how programs and organisations are funded.

What We Did
Overview
» Aboriginal Outreach services (South East Sydney, Bourke, Griffith and Macquarie Fields) ran culturally specific groups and programs to educate young people on their culture and identity. These programs also addressed community engagement and promoted personal wellbeing.
» Aboriginal Students Participating In Real Education (ASPIRE) Aboriginal Education Program educated young Indigenous Australians, providing high quality, personally tailored schooling alongside teaching Aboriginal culture and history. Working with Aboriginal Elders, ASPIRE assists young people in connecting with their culture and community.
» Youth Off The Streets held 14 Aboriginal cultural camps. Aboriginal Elders utilise traditional means of connecting with young people to enrich their cultural identity, build their communication skills and enhance their leadership qualities. The structured yet flexible workshops and activities offer a range of planned and situational learning opportunities, all of which contribute to a better understanding of one’s world and one’s part within it. Youth Off The Streets also assisted in running camps in several schools, lending expertise to ensure the camps’ success.
Highlights

» Aboriginal dance group – Continuing to encourage our Aboriginal young people to learn about – and contribute to – cultural events is a major aspect of the dance group. Every week, one of our youth workers runs an Aboriginal dance group out of the Koch Centre for Youth and Learning. This group helps young Aboriginal people connect with their culture and community, and has been invited to and performed at numerous local events throughout the year.

» Wiradjuri History Book – Youth Off The Streets Narrandera Outreach worked with the Parental and Community Engagement Program (PaCE) to engage parents and carers and link them with education staff to accelerate positive outcomes for students. As part of this partnership, the Wiradjuri History Book was created and features the written and visual culture and heritage of the local Wiradjuri people. The book will be used as a tool to teach young people about their history and land.

» 100 Spears – In partnership with the Griffith Regional Art Gallery and to contribute to local celebrations, the young people from our Griffith Outreach created 100 spears for 100 years of Griffith. The partnership with the Griffith Regional Art Gallery had our young people participating in an arts program which saw the spears being displayed in the entrance of the council chambers. The spears were then sold with the proceeds going back into Youth Off The Streets’ Griffith Outreach.

» NAIDOC Week celebrations – During NAIDOC Week 2015, Blacktown Outreach held three days of celebrations featuring traditional Aboriginal and Torres Strait Islander games, food tasting, arts and crafts and a variety of sport and recreational activities. The celebrations were a great way for our young people to connect with each other and celebrate their community and culture.

WHAT’S NEW 2017

» Aboriginal leadership program – The leadership program will bring young people from across our services together to discuss the issues that are important to them and their community. The issues will be collated and, with the leaders’ help, Youth Off The Streets will address the issues of the young people.

» Bush to beach – Youth Off The Streets will bring young people from remote communities on day trips to the beach, many of whom have never seen the ocean before. They’ll also get to participate in opportunities that wouldn’t be available to them in a regional area.

» Continuation of established services – Our young men’s and women’s groups will continue at all Aboriginal service locations. The students at our schools will also get the chance to participate in cultural camps, which is something that hasn’t happened recently.

» Path to employment – Our young people from remote communities will be connected with employers and potential career paths.

WE DON’T WANT TO SEE ABORIGINAL YOUNG PEOPLE OVER-REPRESENTED AT OUR SERVICES ANY LONGER. WE WANT THEM TO BE EQUAL AND HAVE EVERY CHANCE AT SUCCESS.

FATHER CHRIS RILEY
Kicking Goals 2 Transition

Youth unemployment is a serious issue for young Indigenous Australians. Our annual young person survey indicated that for 50% of our young people, getting support and finding a job is their top priority and reason for participating in our services. Youth Off The Streets’ main goal is to ensure that young people leave our care with the ability to live independently.

Logan Outreach in collaboration with Brisbane Juvenile Justice ran the eight week ‘Kicking Goals 2 Transition’ program on Tuesdays from 8:30am to 12:00pm at the Brisbane Youth Detention Centre. ‘Kicking Goals 2 Transition’ is a joint operation created to help young people transition from juvenile detention back into the community through setting goals and working on personal growth.

The program was formed to help young people in setting personal goals, assisting in increasing employability, building friendships through sport and providing information and referrals to other local services.

‘Kicking Goals 2 Transition’ ran over eight weeks and was comprised of two sessions. The first involved developing life skills including working on resumes, setting life goals, job interview preparation and how to look for jobs. The second was a physical activity based session where the young people learned how to play soccer and increased their health and fitness.

Over these eight weeks, the young people were given the tools to become work ready and unlock their full potential. The program gave some of the most disadvantaged young people in Queensland the opportunity to gain the experience and skills necessary. ‘Kicking Goals 2 Transition’ will continue to run in the coming year.

Youth Off The Streets will continue to provide in house support as well as referrals to ensure that young people get the best assistance possible. Youth Off The Streets continues to look at new methods for improving employment prospects amongst our youth.

Yarr-Pai

Youth Off The Streets’ Bourke Outreach, in partnership with the local high school, ran a culturally based literacy and numeracy program for young people disengaged from mainstream education.

The Yarr-Pai program was created to help young people re-engage with their education. To qualify for Yarr-Pai a young person has to attend fewer than 10% of school days. Young people are assessed at the start of the program to gauge their reading and comprehension level.

The program’s goal is to transition the young people back into mainstream education. The first step is to get them used to regular school hours, so the program runs from 10:00am to 2:00pm. The next step is to engage them in something of interest. Aboriginal culture and art lessons play a big part in this. The students, through culturally specific classes, gradually work on their literacy and numeracy levels until they are up to a satisfactory level for high school. The program is led by a fully funded, full-time teacher from the local high school and a Youth Off The Streets youth worker providing in-class support. There is a maximum of eight young people in the program at any one time.

The young people can stay in the program for up to three terms. Once completed, the students then gradually return to mainstream education. The first part of the transition is to get them to attend high school three or four days per week and still coming once a week to the Yarr-Pai program. Once the youth worker and teacher are confident in the young person's ability to stay in school, they are fully transitioned back into mainstream education. The most recent graduates of the Yarr-Pai program had a school attendance level between zero and ten per cent before the program. After they completed the program, they had an attendance record of greater than 65%.

The fantastic increase in attendance is how we recognise success of the Yarr-Pai program. Re-engaging these young people with mainstream education is the key to a better future.
Dear Father,

Koch Centre for Youth and Learning

I am writing to thank you and the staff at Koch (Koch Centre for Youth and Learning) for everything you've done for me. Before coming to Youth Off The Streets, my future was looking bleak but since coming to Koch, I feel like I am starting to get a better grip on my life and I am making better decisions.

I had a rough childhood, I was sexually abused by my mother’s partner and as a result I ended up in the care of FACS (Family and Community Services). This brought about a lot of stress and confusion in my life and I felt alone and without a voice.

Luckily, my dad's parents applied for custody and they succeeded. I then moved in with them and that's when things started to get a little better for me. I soon discovered the Koch Centre and started coming along to the various programs they had. Slowly, I started opening up to the staff and became comfortable in the new environment. I started to feel less lonely and started speaking up more and getting involved in activities and interacting with others.

I am much more positive about my future now and determined to make a good life for myself. I have more confidence in my abilities and feel like I have achieved a lot since coming to Koch.

One of my proudest moments was getting selected to be one of the 2016 Koch Emerging Leaders Group and receiving a recognition award for my efforts at the Koch Centre Awards in Bankstown. I was happy for myself but also for my Nan, who was so happy to see how far I had come that she cried when I received my award.

All of this has made me realise how far I have come, and made me believe that I am capable of achieving things I previously thought were impossible. All of this would not have been possible without you and the kind and supportive staff at Koch. Without your help, I wouldn't be the happy, confident person that I am today.

Thanks for helping me when I needed it most.

*Name and photo changed to protect privacy.*
**Focus Three**

**To develop and foster relationships with community organisations in order to improve outcomes for young people and our services.**

**Goals**

- This year has a strong focus on domestic and family violence, and with the 2016 recruitment of a specialist Domestic and Family Violence Project Manager we will address gaps in current service provision whilst launching a youth focussed response in the Inner West district.

- We are also developing a living skills program, which will support young people in crisis accommodation. This will include: a young person's handbook, a series of three workshops with accompanying resources, a youth worker manual in how to effectively run the program and staff training in implementing the program.

**Ongoing Challenges**

- Supported medium term services for homeless young people have been an ongoing issue for the 16-19 year old age group. Our experience is that the gap between crisis accommodation and transitional housing is a big step for many young people who do not have the maturity or living skills to live independently at 16-19.

**What We Did**

**Overview**

- The first full year of operation of the Inner West Youth Homelessness Service (iWYHS) saw increases in referrals and the number of clients we work with. Across the partnership we provided support to over 500 individual young people.

- Over the same period Street Walk provided a response on 191 nights, made 18 referrals to refuges, made 32 referrals to iWYHS for case work, transported young people to a refuge on 68 occasions, transported young people to a safe place 162 times, provided police or court support 17 times and worked with an average of 31 different young people a month.

- Improvement initiatives included establishing a youth Domestic and Family Violence Project to work with clients in the Inner West and provide research and advocacy at an industry level. This followed extensive needs analysis of Government research, networking with domestic and family violence committees, and attending conferences and forums. The “Slamming the Door: Policy and Service Gaps for Young People Experiencing Domestic and Family Violence” by Y Foundations in April 13, 2016, which surveyed youth homelessness services found that: “The majority of services said that more than half of their young...
people had experienced DFV and nearly half of the young people had experienced DFV. In addition the research paper found that links between youth homelessness services and DFV services were often fairly weak, with only around a third of youth homelessness services reporting having a formal or informal partnership. This demonstrates the lack of services that specifically cater to this client group and the need for a program like the one we have developed in the sector.

Our Homeless Youth Assistance Program continues to provide much needed support to girls and young women through early intervention and accommodation support. This year the service has assisted over 80 young people by providing an early intervention therapeutic response. This assists young people to return home or move to long term independent living. We are proud of the partnership we have with the Lillian Howell Project to deliver this service and look forward to providing more long term outcomes for our client group.

**Highlights**

» The Street Walk program was approached by FACS to locate young people sleeping rough to put them straight into Housing NSW properties as a housing first model trial. Case work is shared between YOTS Street walk, the Crossing and Launch pad. Young people have had challenging issues and have both been chronically homeless and sleeping rough for a number of years. The pop-up housing office at Town Hall is one of 25 which have been organised by FACS since 2015 in an effort to take services to vulnerable people rather than expect often fragile individuals to seek out help. FACS has said that the initiative has proved successful to date, helping more than 300 people into temporary, permanent and crisis housing since it launched in 2015.

» One of our young people completed a highly sought after internship at the Museum of Contemporary Art in Sydney under the guidance of its Director and CEO. This arose out of the young person’s participation in the Larapinta Trek that NSW Premier Mike Baird created. It was created to connect eight disadvantaged youths annually with eight influential mentors across the spectrum of Australian society, to create opportunities for shared learning and a better future.

» We established a youth Domestic and Family Violence program to work with clients in Sydney’s Inner West and provide research and advocacy at an industry level, including the recruitment of a specialist Project Manager. This has highlighted a range of opportunities to address issues in the sector, including delivering Domestic and Family Violence prevention and early intervention programs in schools. Through attending conferences and forums, specialists from a range of services shared their knowledge and experience and informed the development of the program.

» iWYHS delivered on all client outcomes as required from our funding through Family and Community Services. Young people were supported to transition from the streets to crisis accommodation and through to transitional housing. Other young people were housed in private rental or were able to return to family or other long term accommodation options. We also continue to increase our efforts to prevent young people becoming homeless and remain at home through early intervention.

**WHAT’S NEW 2017**

» The launch of a youth focussed Domestic and Family Violence initiative in the Inner West. We anticipate this program will enable us to contribute research and advocacy at an industry level and will includes a suite of evidence programs. We are also introducing Safer Pathway locally, becoming involved in Safety Action Meetings (SAM’s) as well as integrating casework support around Domestic and Family Violence in schools.

» There will be a strong focus on continuing to build Community Engagement and collaboration to meet the needs of our young people. Since being awarded the Inner West Youth Homelessness Services contract we have been working on developing integrated services across the Joint Working Arrangement. We will continue to build partnerships across the sector, with a broad range of collaborative initiatives with Addison Road Community Centre, with local schools to strengthen early intervention support, and other first to know services such as Juvenile Justice, and taking part in inter-agencies.

» The currently draft Living Skills program from crisis to transition will be completed by the end of 2016. This will form part of the day to day process for movement across the iWYHS program. A Living Skills worker will be recruited specifically to run this program.
Case Study

Maranguka

The Maranguka Initiative otherwise known as the Bourke Justice Reinvestment Project, was a community initiative featuring Youth Off The Streets, Bourke Local Area Command, the PCYC and the Bourke Local government. The project was created to empower the Aboriginal community to create better support for struggling children and families in Bourke, New South Wales.

The program is an arm of the Aboriginal Working Party, and as such the initiative works with Aboriginal Elders and tribal leaders by following up on decisions made by leaders, following up on government support and making services accountable for funding.

The Maranguka Initiative has a focus on justice reinvestment by redirecting incarceration funds back into the community.

Bourke’s community services came together to create a youth initiative plan to better service Aboriginal youth in Bourke. The plan focuses on finding better ways to utilise existing youth services and identifying the needs of the young people of Bourke.

Youth Off The Streets and its partners created the youth warrant clinic, an emergency strike force created to stop young people with warrants from re-offending or breaking their warrant.

This is the first consultation process of its kind to exist in Australia and due to the seamless communication between major stakeholders of the Bourke community. The initiative has been very successful.

The initiative is currently working on producing a safe house for youth, where crisis accommodation can be provided to at risk young people.

WHO WE HELPED

LEAP

This year, 58 disadvantaged young people (16-18 years old) have been given the opportunity to chase their dreams as recipients of the 2016 Local Educational Assistance Program (LEAP) Awards. The Department of Family and Community Services (FACS) and Youth Off The Streets have joined forces to provide these young people with the help they need to achieve their dreams and educational goals.

LEAP is built on a partnership network of corporate and community leaders working together to provide a whole-of-community response to support disadvantaged young people currently doing their HSC.

One of the young people in the program, Jack*, has been living in different carers homes since he was five. Jack has only visited his mother a handful of times and is struggling to support his school work and passions.

Jack is a talented musician who is passionate about the creative arts. The resources that he’ll have access to through LEAP will mean that he’ll be able to keep up with his school work, but also able to follow his artistic flare. Jack is one step closer to realising his dreams.

Hussain* is also a step closer to realising his dreams. Originally from Burma, Hussain is a refugee whose parents both passed away while they were still in Burma. He is now the primary carer for his younger brother and his sick Grandmother. He is a talented artist, but lacks the financial stability needed to develop his skill for the visual arts.

The LEAP award will allow Hussain to continue his school work and to also pursue his talent for visual arts. His dream is to attend TAFE in the field of art or to secure an apprenticeship. He is looking forward to receiving much needed help and pursuing his dreams.

Hussain and Jack are just two examples of the 58 young people that will be receiving help in 2016. No longer will financial disadvantage get in the way of their school work or future dreams. We wish all these young people the best as they embark on the journey ahead.

*Names have been changed to protect the young people’s privacy.
Dear Father,

Dunlea Alcohol and Other Drugs Youth Service

Youth Off The Streets has turned my life around. Two years ago I was referred to the Dunlea Alcohol and Other Drugs Youth Service and since then my life has been getting better.

Mum was an alcoholic and after dad left, I had to take care of all the cooking, cleaning, and washing. Mum would always put me down telling me I was no good and that I wouldn’t amount to anything. I started acting out. I took my anger and depression out on other people which meant that I was kicked out of lots of schools. After I lost my job, I thought ‘what’s the point in trying?’ and just gave up. I felt like no one cared.

After I left home I was using methamphetamine and cannabis almost every day. I started breaking the law and when the police caught me stealing I was facing charges and my depression and anxiety consumed me. This wasn’t how I wanted to live, but I didn’t know how to get out.

This was before I was referred to your Dunlea Alcohol and Other Drugs Youth Service. All of a sudden I had all this support that I have never had before. The people actually cared about me and gave me options to help me get my life back on track. I started counselling and stopped using drugs which was a big step for me because I didn’t think I could ever get away from that life.

You have helped me get back into school and I am now so much happier and more positive. I feel fully supported and like I am part of the family.

It has been two years since I was referred to Youth Off The Streets and although it has been tough, my life is getting back on track.

I cannot say thank you enough to you and your staff for all the help you have given me. You have truly turned my life around.

*Name and photo changed to protect privacy.*
To provide the framework for a sustainable future through accountable, professional and collaborative practice.

GOALS

» Focus on building and solidifying partnerships with other community service organisations to ensure government funding opportunities.

» Complete the implementation of the 2012/13 fundraising and branding review three year recommendations to ensure a diversification of revenue sources.

» Develop an organisation wide minimum data set and start rollout of linked-up service databases to provide consistent and accessible program results for reporting.

ONGOING CHALLENGES

» Consolidation of grant programs by both federal and state governments have led to increased competition for funding and increased emphasis on partnerships between not-for-profits to ensure the delivery of a broader range of programs.

» Balancing the increased expenses associated with service delivery and return on investment in the short term.

» A rapid increase of staffing in programs and services funded by new government contracts led to pressure on organisation administration and induction.

» Fundraising platforms – the older demographic that choose to fundraise for us find it difficult to operate, understand or hear about the best fundraising platforms available. There is a shortage of fundraising people at large scale, peer to peer fundraising events (e.g. city to surf).
WHAT WE DID

Systems and infrastructure
As part of the framework for a sustainable future for the organisation, Youth Off The Streets reviews the viability and impact of its programs and services. In 2015/16, Youth Off The Streets continued the implementation of an organisation wide minimum data set. In addition we began a process to link service databases to provide consistent and accessible program results for reporting. This approach is being implemented over the next 12 months.

Risk management
At Youth Off The Streets, our focus is on effective risk management in order to better support young people. All staff are part of the risk management system and are encouraged to report and manage risk pro-actively. Managers implement the risk management system, which assesses, monitors and manages operational, financial, project, strategic and compliance risks. Each responsible manager re-assesses risk regularly, in accordance with the risk review timetable, as part of an integrated, organisation-wide risk management system. New programs or projects, or significant changes, trigger a risk assessment.

Youth Off The Streets operates a risk management framework based on the principles and guidelines for risk management established by AS/NZS ISO 31000:2009. It provides the Youth Off The Streets Board with a communication process to continually assure them that the risks inherent in the operations and activities of the organisation are identified, evaluated and then managed through internal controls. The Board has delegated the regular monitoring and review of risk management to the Audit and Risk Committee.

Youth Off The Streets has identified the top material risks it faces. These include: succession planning issues; securing ongoing funding for services; reputational damage potential; client, staff and volunteer safety; child protection risks associated with working with children; securing and retaining appropriate and skilled staff; employee-related issues. Risk management plans have been devised to manage each of these top material business risks.

Incidents, injuries and workplace hazards are reported by staff through a central database which is used throughout the organisation. The database enables systematic review of incidents by management (and the Board for incidents with high impacts) and trend analysis.

Sustainability
Youth Off The Streets works in collaboration with corporate partners, supporters, volunteers, young people and staff to implement programs and services that provide a framework for a sustainable future.

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

- The difference in the amount of sites we own versus those we rent has changed in the last 12 months due to our change in program and service geographical areas. (2014/15: three owned and operational, 19 leased to 2015/16: three owned and operational, 20 leased and operational).
- Ongoing analysis, collaboration and integration of proactive and effective outsourced services supported by our in house services in the facilities management area to drive down costs and ensure a high level of service and continued focus on environmental sustainability.
- Keeping current with standards and requirements for premises.

As a result, our property portfolio is mixed and diverse with different levels of responsibility and authority for energy efficiency, waste management and recycling. Not all of our carbon saving actions and initiatives are able to be delivered uniformly across the organisation.
2015/16 facility carbon and energy initiatives

Youth Off The Streets aims to deliver carbon savings across the organisation. As working within leased premises delivers unique constraints and different challenges than working in owned premises, not all carbon saving actions will be applicable in all circumstances. Some initiatives implemented were:

» Retrofitted energy efficient light fittings.
» Retrofitting energy efficient water heating systems when replacement is required.

The installation of a Solar Power System for our Merryland’s site. The 15.08 kW system will generate (based on averages from the Clean Energy Council) approximately 21,466 kWh per year.

Energy efficiency and carbon management is an ongoing process, and we have only begun to measure and analyse our current usage to ensure the initiatives we have planned for 2016 and onwards meet the UNEP framework.
**Waste management and recycling**

At each of Youth Off The Streets’ five major sites, we have a 1.5mt recycling bin, which is emptied twice a month. This equates to 3.0 cubic meters of cardboard and paper being recycled per month, for 12 months (36 cubic meters), for each site. We recycle at least 108 cubic meters of cardboard and paper per annum, which is just over 63 tonnes. Every ton of high quality paper (e.g. office paper) recycled saves up to 24 trees\(^1\), so in the last financial year Youth Off The Streets’ recycling has saved up to 1,512 trees. Additionally we have increased capacity with Co-mingled and Paper / Cardboard Only waste bins at our major sites as well as leased premises where applicable.

An ongoing evaluation of current practices in our waste management process is undertaken at regular intervals whereby we implement improvement initiatives where possible.

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

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

**Energy efficiency**

In 2012/13 Youth Off The Streets reduced the number of servers utilising energy by 50 per cent through the consolidation of all servers located at different locations and migrating the data on to the central servers at the Youth Off The Streets office in Mascot, Sydney. This year, Youth Off The Streets continued to improve energy efficiency by assessing energy efficient solutions being provided by leading edge Data Centres to reduce cooling expenses and reduce IT infrastructure. Whilst this is an ongoing project, it is predicted to provide energy savings of 20 per cent going forward. This reduction in consumption is a positive outcome, which also provides a significant cost saving to Youth Off The Streets even though the AEMC (Australian Energy Market Commission) predicts prices in NSW will drop by 0.7 per cent per year over the next three years\(^2\).

Youth Off The Streets continues to partner with Canon to ensure energy efficiency and sustainable development in any new photocopier or printer as Canon continue to develop sustainable manufacturing processes, and machines that reduce the energy required to run. Both the Dell servers and Canon copiers comply with the European Union’s Restriction of Hazardous Substances directive (2002/95/EC)\(^3\), which aims to solve the problem of increasing amounts of hazardous waste from electronic equipment.

Through ongoing analysis with regards to the organisation’s usage of energy at each site, comparing different vendors’ pricing and discount schemes, the Operations team was able to reduce the cost per kilowatt hour (kWh) across all five major sites at Youth Off The Streets. Reduction in the cost of energy across the organisation aligns with transparency, efficient running of our organisation, and provides the largest possible percentage of funds to directly be spent on working with young people.

As fuel prices continue to rise, the industry is pushing for more diesel vehicles which are more efficient than petrol engines. Youth Off The Streets has moved to purchase more diesel engines as our Fleet increases across our Outreach services. The implementation of diesel vehicles reduces fuel costs as the average price of diesel is lower than petrol, and diesel engines are more efficient meaning Youth Off The Streets fuel costs are lower.

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HOW THE FUNDS WERE RAISED

Youth Off The Streets is endorsed as a Deductible Gift Recipient by the Australian Taxation Office, and holds a Charitable Fundraising Authority from the New South Wales (NSW) Government. All our appeals and fundraising comply with the Fundraising Institute of Australia’s Principles and Standards of Fundraising Practice, Trade Practices Act, The Privacy Act and we are Payment Card Industry (PCI) compliant. Our fundraising proposal form and other assistance is available on our website. We do not undertake face to face fundraising.

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 2015/16 was 22 per cent excluding government income.

For the year ended 30 June 2016, Youth Off The Streets reported a surplus of $821,849 (2015: $1,241,117), which represented a 34 per cent decrease on the previous financial year. Income received from government decreased by 7.7 per cent from $11,487,008 in 2015 to $10,602,105 in 2016 attributable to the full year of the National Crime Prevention Funding for our Outreach Services, partially offset by the growth in funding from the federal government’s six year commitment to the new needs-based school funding arrangements based on the Gonski model. Income from this source represents 42.3 per cent (2015: 48.5 per cent) of total revenue. Income from Donations grew 20.3 per cent to $11,905,291 reflecting a substantial increase in Bequests which rose to $5,699,719 (2015: $2,885,748).

HIGHLIGHT

Cooley Golf Classic

The ninth annual Cooley Golf Day was held in May 2016. It was another great success raising over $147,623. It was a day where real estate professionals came together in support of disadvantaged young people and Youth Off The Streets. The Cooley Golf Classic continues to raise much needed funds and is one of the signature community fundraising events throughout the year. Damien Cooley and Cooley Auctions have been loyal supporters of Youth Off The Streets for a long time and we are thankful for their support and look forward to bigger and better events in the future.

WE ALL LONG FOR THE PERSON CLOSE TO US TO ASK THE RIGHT QUESTIONS AND GIVE US THE SPACE AND SUPPORT TO ANSWER. YOUNG PEOPLE ARE NO DIFFERENT, AND I’M COMMITTED TO NEVER GIVING UP ON THEM.

FATHER CHRIS RILEY
Individual fundraising

In 2015/16, our focus was on donor care and stewardship, particularly in relation to our elderly donors. We invested time and resources in understanding the needs and wants of our donors in relation to frequency and preferences of communication. Our direct marketing appeal income was $2.1M. This was a result of continuing to acquire and on-board new donors to the organisation and generate increased revenue from our loyal donors.

With an increased focus and investment in acquiring new donors to the organisation through mail, digital channels and lead conversion campaigns we will continue to grow our donor database and our individual giving revenue.

Donor care has been a big focus in 2015/16 and the start of the 2016/17 financial year. The direct marketing team has been focusing on a donor care strategy, particularly with the seniors in our donor database. We’re taking special care to respond to the needs of this group, an example would be the implementation of a ‘vulnerable persons’ strategy (using the FIA standard). This has led to a better/specific mailing list and a targeted ask for that group.

HIGHLIGHT

HOGS for Homeless Ride

Earlier this year, the New South Wales Rugby League (NSWRL) embarked on a three-week journey, travelling more than 3500km in the Hogs for Homeless event. The Hogs for Homeless crew - consisting of NSW Origin representatives Matt Cooper, Josh Perry, Steve Roach, Ian Schubert, Brad Fittler and Nathan Hindmarsh stopped in 17 country towns from Oberon to Cessnock, running Rugby League clinics across schools and local Rugby League clubs for about 3,000 children along the way. In the end, they raised an impressive $141,351 for Youth Off The Streets, which will go to helping young disadvantaged people in Australia. We are very thankful to the NSWRL for their continuous support and dedication to our cause.
Government
In 2015/16 Government revenue hit $10.6 million, a shortfall on budget due to the expected Attorney General funding for Outreach services not continuing. With the exception of this, all other government sources were above budget.

Major government successes over the 15/16 year include $2,180,000 from the Attorney General’s Department to cover four of our Outreach services until 30 June 2018, $750,000 over three years from Multicultural NSW for our Cultural Support Services and over $820,000 in capital works and research grants for our schools. All of this was on top of our usual contracts with the NSW Department of Education and with Family and Community Services.

There has been much talk about Social Return on Investment and its various subsets. Government is looking more towards outcomes and payment upon results so this will drive much of our planning in the year ahead. Reforms in Out of Home Care and in Early Intervention are still underway with the changes expected to significantly change service delivery in this sector.

Community fundraising and events
The number of community fundraising events in the last financial year was 138, a 24 per cent increase on the previous year. Eight of those events were worth over $10,000 each, including three over $140,000. These events are either sourced by the fundraising team or by members of the community who are provided with an Authority to Fundraise on behalf of Youth Off The Streets.

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

Op shop sales
Our Op Shops have consistently provided affordable and quality second-hand clothing, bric-a-brac, linen and furniture goods to those who are financially struggling (including the young people from our services). The income, from purchases at our Op Shops, goes directly to our cause to assist young people. We take pride in the items that we are able to supply at our shops and for the fantastic and friendly service that our volunteers give continually to our customers. The income for our Op Shops this year was $724,843 (2015: $724,874).

Capital projects
Funding for capital works is included in government income. The total amount received for capital projects was $283,564 received from the Commonwealth Block Grant Authority through the Associated of Independent Schools which represented the final tranche of funds for the vocational trade training centre at Key College, Merrylands Campus.
**Corporate partnerships**

The trend towards better linking between not-for-profit (NFP) program outcomes to social impact has continued in corporate partnerships funding. In addition the rise of technology based brokers to facilitate the relationship between NFP and corporate supporters has continued. This has led to more of a direct relationship between the NFP and the corporate employee through digital based communications. In 2015/16, our corporate support revenue included one-off donations, payroll giving, onsite fundraising, corporate and private foundation and trust funding, skilled labour, gifts in kind and pro-bono support, which totalled $2,281,950. The Corporate Partnerships team continued to support our corporate partners (which include Corporate Trusts and Foundations) by building and driving the success of their community programs and offering opportunities that inform them on where their sponsorship will be best suited in our organisation. In addition, we have worked with our partners to identify and deliver opportunities for staff engagement with our services that range from staff events to volunteering opportunities.

**Philanthropic foundations**

Unlike corporate trusts and foundations, private philanthropic foundations generally consist of family members with particular funding priorities and approaches, often driven by personal experience or interest. There are around 3,000 philanthropic organisations in Australia with cumulative distributions since 2001 totalling around $1.7 billion[^4].

At Youth Off The Streets we continue to maintain and develop mutually beneficial partnerships with these funding bodies which resulted in 12 philanthropic supporters providing over $10,000.

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Communicating with stakeholders

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

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

HIGHLIGHT

Welcoming our new gold partner: Future Generation Investment Company (FGX)

This year we were delighted to welcome FGX to our family of supporters. FGX is supporting our Aboriginal Cultural Connections program, which will enable us to deliver a range of experiences aimed at developing and strengthening cultural identity, pride, and a strong sense of community connection. In addition, FGX support will allow us to provide practical advice and referrals to Aboriginal youth. FGX funding is made possible through an innovative approach, thanks to the skill and generosity of the participating fund managers, who forgo management and performance fees. This allows the company to donate 1.0% of its average monthly net tangible assets (NTA) to Australian children and youth at risk charities each financial year.

Youth Off The Streets has given me the courage to make positive changes in my life. I have been able to get my addiction under control and finish my education.

Kim, 19
SNAPSHOT

Website redevelopment

The Youth Off The Streets website was in need of a redevelopment. The 2014 Pareto Fundraising Benchmarking study found that the website was one of the worst performing in the industry when looking at bounce rate and mobile device responsive design. The website redevelopment aligned with three different strategic plans that were being implemented at the time. The website redevelopment complemented the plans and helped Youth Off The Streets achieve its fundraising goals in 2015/16.

In 2015, the website redevelopment began and the site was designed with the user experience in mind. The new website was launched on 1 September 2015 and has already out-performed the old site in terms of online donations. The new website has seen a significant increase in donations received online, rising to 26% of total donations, compared to 18% the previous year.

The completed website redevelopment now means that Youth Off The Streets has a best-practice digital asset that drives website traffic and online fundraising efforts. The website is now user friendly and will ensure that visitors to the site will be given the best experience available, helping us convert additional donors equal to, or better than, the current industry average. More information on the website redevelopment will be available in the next annual report, after enough time has passed to do a thorough analysis.
Feedback from our stakeholders

For the last seven years, Youth Off The Streets has surveyed our staff, the young people in our services, our stakeholders and volunteers. We use all this feedback to improve our programs and services. Feedback across all survey groups remains positive overall, continuing our annual trend, with high rates of satisfaction expressed by the majority of respondents. Critical feedback or suggestions for improvement are reviewed by the Executive Team and by managers and their staff as a part of our quality improvement cycle. Volunteers always contribute useful suggestions about how we can improve our equipment and processes to increase their engagement and satisfaction. Stakeholders continue to seek ways to strengthen our partnerships with them; especially in areas where we have expanded our service reach.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total respondents</th>
<th>Volunteer respondents</th>
<th>Parent / Guardian respondents</th>
<th>Over 24 months involvement with YOTS</th>
<th>Staff demonstrate PRIDE values very well or well</th>
<th>Overall experience of working with YOTS as rated very good or good</th>
<th>Parents / Guardians rate support received for their child as high / very high</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>110</td>
<td>31</td>
<td>N/A</td>
<td>46%</td>
<td>95%</td>
<td>85%</td>
<td>N/A</td>
</tr>
<tr>
<td>2011</td>
<td>137</td>
<td>60</td>
<td>N/A</td>
<td>82%</td>
<td>85%</td>
<td>89%</td>
<td>N/A</td>
</tr>
<tr>
<td>2012</td>
<td>186</td>
<td>88</td>
<td>N/A</td>
<td>51.5%</td>
<td>90%</td>
<td>78.5%</td>
<td>N/A</td>
</tr>
<tr>
<td>2013</td>
<td>178</td>
<td>86</td>
<td>N/A</td>
<td>63%</td>
<td>97.3%</td>
<td>94%</td>
<td>N/A</td>
</tr>
<tr>
<td>2014</td>
<td>199</td>
<td>59</td>
<td>N/A</td>
<td>53%</td>
<td>97.1%</td>
<td>93.3%</td>
<td>N/A</td>
</tr>
<tr>
<td>2015</td>
<td>151</td>
<td>48</td>
<td>15</td>
<td>56%</td>
<td>97.0%</td>
<td>96.5%</td>
<td>73%</td>
</tr>
<tr>
<td>2016</td>
<td>166</td>
<td>50</td>
<td>21</td>
<td>50.3%</td>
<td>96.2%</td>
<td>97.3%</td>
<td>90.48%</td>
</tr>
</tbody>
</table>

How we communicate

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

ORGANISATIONAL GROWTH

- Expenditure
- Income

$25,046
$21,300
INTERACTION AND MEDIA

Talking to a younger audience

In 2015/16 Youth Off The Streets saw a significant increase in donations received online, rising to 26% of total donations, compared to 18% the previous year. This was due to the implementation of a direct marketing strategy and the redevelopment of the Youth Off The Streets website. The most common content accessed during the year was our volunteer page, about page, and then the donations page.

Our Facebook page, Youth Off The Streets Australia, grew through the year with a 23 per cent increase in ‘reach’. The page is our most successful social media platform. Youth Off The Streets raises awareness for the issues of youth homelessness, education, alcohol and other drug problems, Aboriginal youth issues, child abuse and juvenile justice among others. The Facebook page is also used to support community fundraisers and the work they do in raising funds and awareness for our cause. Youth Off The Streets’ events and fundraising appeals are also supported through the page. #laceitup, Hogs For Homeless and the Sydney To Surfers bike ride are just a few of the events that were supported throughout the year. Youth Off The Streets’ Facebook page will continue to grow and support the organisation in its efforts to assist young people.

In 2015/16, more time was invested in other social media platforms. Youth Off The Streets’ Twitter, Instagram and Pinterest accounts all grew. Over the next few years the social media presence of Youth Off The Streets will continue to grow.

TEACHING YOUNG PEOPLE ABOUT DRUGS, ALCOHOL AND SEXUAL HEALTH IS A FOCUS FOR YOUTH OFF THE STREETS. MANY PARENTS VIEW THESE TOPICS AS TABOO, BUT WE CAN’T JUST IGNORE POTENTIAL DANGERS.
Youth Off The Streets media

Similarly to the previous year, there is a global shift in the media industry from traditional media (TV, radio and print) to online (including social media). In Australia, the media landscape has continued to cut editorial staff from community and metro newspapers on a local level. Amalgamating content creators to serve a wide geographical area has also led to more reliance on short drafted content, such as placed articles and letters to the editor, rather than media releases and interviews that required a story to be written by the media outlet. As a result, Youth Off The Streets had fewer interviews than the previous year (2016: 46; 2015: 96). In 2015/16, the social media news reporting software changed the way it reports on how many hits were achieved for a particular piece of news. This has led to a dramatic decrease in hits reported, despite activity remaining consistent.

Our media coverage (which includes traditional media, online news and social networking sites) was also tracked by issues and activities to better understand which Youth Off The Streets messages were being published in traditional and online media (as well as social networking sites), which type of media achieve greater coverage and to ascertain why certain issues received greater prominence. In 2015/16, despite the general Youth Off The Streets category expanding to include events and community fundraisers (7% in 2014/15) there was a decrease in general Youth Off The Streets related media and an increase across all major issues. Even though coverage has been down – partly due to a challenging media environment – a greater focus on issues has been achieved. The success of gaining more specific media – around certain topics – is due to the public relations calendar and letters to the editor from Father Chris Riley which have driven media results.

In 2015/16, the audience reach for our traditional coverage (TV, radio, and print) was tracked showing that our message had a potential audience of over 35.3M. The standard approach to measuring online reach is to calculate total monthly unique views to the general website or social media platform that has featured a Youth Off The Streets story or social media post.

WHAT’S NEW 2017

» We continue to adapt to the changes in funding requirements and opportunities from the various federal, state and local governments provided through relevant grants; as well as individuals and communities; and private philanthropy and corporate support.

» The corporate services office is moving locations. Youth Off The Streets’ head office will be located in Alexandria. The current teams will be on one floor and communication will flow better within teams and the organisation.

» Youth Off The Streets policies and procedures are being reviewed and analysed. The project is expected to increase operational efficiency through an easier to understand collection of policies and procedures. The project is expected to wrap up in 2017.

» Real Estate Sleepout was initiated by Cooley Auctions and brought together heavy hitters from the real estate industry. They slept rough on Bondi Beach to raise much needed funds for Youth Off The Streets. The event is expected to run annually, which is exciting for Youth Off The Streets.

» Our Streets Lights partner program has continued to develop over the year. The direct marketing team is looking at making this process easier for donors and ensuring that they’re kept up to date with the help they provide.

» Acquisition retention is a new focus to ensure our donor database continues to grow.
Youth Off The Streets gratefully acknowledges the generosity of our major supporters and partners in 2015/16:

Corporate trust and foundations and corporate supporters

**PLATINUM**

MinterEllison

**GOLD**

Your local club
ClubsNSW

HSBC

PEPSICO
Australia & New Zealand

**SILVER**

RSL Club

Crown Resorts Foundation

Greater Charitable Foundation
Philanthropic Foundations
- Australian Communities Foundation (Holding Redlich Social Justice Fund)
- Australian Schools Plus
- Bagnall Foundation Pty Ltd
- Beerwen Foundation
- Beswick Family Fund
- Collier Charitable Fund
- Coorparoo Foundation
- Dick and Pip Smith Foundation
- John T Reid Charitable Trusts
- Lacetree Pty Ltd
- Marich Foundation
- Matana Foundation for Young People
- Packer Family Foundation
- Rainbow Foundation
- Ted Dunn Foundation
- United Way Worldwide*
- William McIlrath Charitable Foundation

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 Department of Educations and Communities
- NSW Department of Health
- NSW Department of Premier and Cabinet
- NSW Office of Communities
- The Community Relations Commission for a Multicultural NSW (Multicultural NSW)

Community Fundraisers
- Cooley Auctions
- Gavel & Page Property and Construction Lawyers
- Holroyd City Council
- NSW Rugby League
- Rotary Club of Engadine
- TAFE NSW – Sydney Institute

Bronze
- Bank of New York Mellon
- Bankstown District Sports Club
- Blacktown Workers Club
- CSR
- Diageo
- Enborder
- Ernst & Young
- Karma Currency
- Liverpool Catholic Club
- Microsoft Australia
- Myer Pty Ltd
- Network 10
- Pacific West
- PPG Industries Australia and Kaboodle Kitchens
- Principal Global Investor
- PwC
- St John’s Park Bowling Club
- Sydney Airport
- Western Suburbs Leagues Club Illawarra
- Westpac Banking Corporation

* United Way Worldwide grant on behalf of the generosity of Principal Financial Group
Dear Father,

Sydney Homelessness Service

I was 16 when I first met a Case Worker from Youth Off The Streets. I was having problems at school and the teachers were worried about my drug use.

I didn't realise it back then, but I was homeless.

I didn't have a stable home to go back to. I was moving around relatives' houses and sleeping on friends' couches. I wouldn't know where I'd be the following week or even the next night. But I never thought of myself as homeless. I thought I was just making do for the night, so I could get up and go to school the next morning.

One night, that all changed. I found myself without a place to stay. That's when my Case Worker brought me into the Don Bosco Home crisis refuge.

For the first time, I didn't have to worry about where I'd spend the next night. That helped me attend school more often. My school marks started to improve and this was the time I discovered my passion for doing volunteering and fundraising.

I stayed at Don Bosco Home for a few months and then my Case Worker helped me move into transitional accommodation. That helped me get used to living independently. My Case Worker would meet up with me regularly to make sure I was staying on track.

Today, I'm living in my own place. It's my dream to help other people, so next year I'm applying to go to university and become a nurse. I never thought this would be possible. That's why I want to say thanks to Youth Off The Streets. You believed in me. Without your help, I'd probably still be sleeping somewhere different every night. And I definitely wouldn't have finished school.

So thank you, Father - I'm where I am today because Youth Off The Streets was there for me.

*Name and photo changed to protect privacy.*
Our People

Our Staff

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. Youth Off The Streets encourages Aboriginal and Torres Strait Islander people to apply for roles within the organisation. At 30 June 2016, we had 230 full-time, part-time and casual employees, and had 467 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. Youth Off The Streets is committed to the NSW government’s Office of the Children’s Guardian’s principles of a child safe organisation.

We love what we do and truly believe that we are making a change for our youth. You will have some days just laughing along with students and celebrating their milestones and other days you will all mourn and be saddened by news that has been shared. Either way, it is experienced together in a safe and supportive environment.

Youth Off The Streets Staff Member
2015/16 goals

» Build and maintain a customer focused and organisationally aligned HR department that empowers people through good HR practices.

» Development of a Youth Off The Streets People Strategy:
  • Alignment of employee skills to job requirements.
  • WHS and work life balance.
  • Effective recruitment and selection.
  • Maintaining policies and procedures.

Ongoing challenges

» Providing career development opportunities that align with employee expectation.

» Maintaining efficiencies in a growing environment without affordable electronic system support.

» Meeting the diverse needs of the business due to the uniqueness of each of the client groups.

» Meeting casual employee resourcing requirements for operational purposes.

What we did

» Implemented a new interactive on boarding system for new starters called Enboarder (see highlights for more).

» Re-structured the HR team to ensure that their capacity to take on the work required continued to improve.

» Focused on continuous improvement of systems and processes for the benefit of staff across the organisation. A desk review of all policies was conducted to identify and correct areas that were considered poor.

» Research and implementation of HR good practice. Youth Off The Streets continues to improve as an employer and the adoption of best practice processes in all HR areas is critical to Youth Off The Streets' success as an employer.

Highlights

» HR Team – Our team of HR professionals worked closely with services and built partnerships to ensure unique and diverse service needs were met.

» Recruitment – Further enhancement to recruitment through process improvement and training has seen improvements in this area.

» Enboarder – We implemented Enboarder (staff induction software) to significantly improve the employee engagement and retention of new starters. Enboarder allows managers and new employees to feel connected from the moment the decision to hire them is made. It ensures that all processes are followed and that everything is in place for the employee's first day. Enboarder also ensures that manages follow up with the new employee and that their first six months are as good as possible.

» Traineeships – Ongoing success with trainees progressing to fully qualified Youth Workers.

WHAT’S NEW 2017

» Review all current HR systems, policies and processes ensuring free flowing, user friendly and transparent delivery of HR service to all stakeholders.

» Expand the use of Enboarder to further enhance HR processes. Enboarder is an open source, easy to use, HR system. This means that the process for inducting staff can always be improved and Youth Off The Streets will continue to ensure this process is continually improved.

» Youth Off The Streets is conducting a review of all its policies and procedures. The aim of this review is to condense and improve all policies and procedures within the organisation.

» Develop a workplace culture where employees are empowered to have ownership of each stage of the employment life cycle.
**OUR VOLUNTEERS**

At Youth Off The Streets, our volunteers are a valuable resource and an essential component to the success of the organisation. We had 467 active individual volunteers this year (2015: 449) 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* to our organisation. Our volunteers are aged between 21 – 80 years old and work within most of our services through one off events, as skilled volunteers and as regular community volunteers.

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. This enables our teams to spend more time on the frontline engaging with our young people to achieve positive outcomes.

**2015/16 goals**

- Research global good practice and attend development opportunities to continue improving engagement strategies for long term contribution of volunteers.
- Cross train current volunteers and expand their participation across the organisation.

**Ongoing challenges**

- Filling high need operational duties such as gardening, general maintenance, cleaning and warehousing.

**What we did**

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

- **Recruitment** – Vacancies are advertised on our website, on Seek Volunteer and Go Volunteer. Application packs are accessible online.
- **Screening process** – Volunteers complete an application form and sign a code of conduct and other relevant policies including criminal record checks and Working With Children checks, which are conducted prior to commencement.
- **Learning and development** – Mandatory inductions are conducted for most programs, including the Food Van and Street Walk.
- **Workplace Health and Safety (WHS)** – The safety of our volunteers is critical. Safety and risk are discussed during inductions, incident report forms are distributed with all induction packs and volunteers are encouraged to report incidents and near misses to enable us to manage risk appropriately. All our volunteers are covered by our Personal Accident Voluntary Workers Insurance.
- **Induction** – A volunteer handbook is distributed to all new volunteers during induction. The handbook includes the WHS policy, code of conduct, history of Youth Off The Streets, confidentially and privacy policy, child protection policy, and a complaints and feedback form.

**Communicating with our volunteers**

Youth Off The Streets continues to communicate regularly with its 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 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.

*It can be quite confronting, but I feel happy that I’m doing something worthwhile that may ultimately lead to helping some of those kids.*

**STREET WALK VOLUNTEER**
**Highlights**

- The Volunteer annual thank you event was held on 21 June 2016 during National Volunteer Week. Macquarie Group kindly hosted the event, with 70 people attending. The volunteers were able to hear our founder Father Chris Riley talk in an intimate environment. A Circle Of Courage award was presented to a long standing Sydney to Surfers bike ride volunteer – the highest award possible for a volunteer.

- Another 22 mentors were acquired for the National Scholarship Program. All mentors went through a selection process and were trained by the Mentor manager with the help of HR and the Scholarship program.

- Volunteer stories were featured on the Youth Off The Streets website, newsletter and social media accounts.

**WHAT’S NEW 2017**

- Youth Off The Streets’ HR team is conducting a review of job and volunteer descriptions. The results will inform changes in how the organisation recruits staff and volunteers.

- The HR team will implement volunteer strategies and best practice following feedback from the annual stakeholder and staff survey. The results of these surveys will influence changes to the volunteer program in the coming year.

* Based on Australian Bureau of Statistics estimate of private sector average adult ordinary time earnings.
Our Executive Team

Father Chris Riley

Chief Executive Officer and Founder

Father Chris Riley AM has worked with disadvantaged youth for more than 35 years in a variety of roles including teacher, youth worker, probation officer, residential carer and Principal. Father Riley officially founded Youth Off The Streets in 1991. See page 55 for complete biography.

Mark Twomey

Director Corporate Services

» Master of Professional Accounting – MPA
» Master of Applied Finance – MAppFin
» Member of Chartered Accountants Australia and New Zealand – CAANZ
» Fellow Financial Services Institute of Australasia – FFIA

Mark has a wide range of business experience in accounting, manufacturing and financial institutions covering a variety of roles ranging from business owner, general management, human resources and group strategic planning to corporate and commercial finance. Mark joined Youth Off The Streets in 2011 and in this role is responsible for the future development and growth of the organisation in collaboration with the CEO and Executive Team within the parameters of the vision and the constitution of the organisation. Mark is responsible for leading and managing the Finance, Fundraising, Human Resources, Information Technology, Operations and Development strategies for the organisation and has accountability for the statutory compliance and corporate governance of the organisation.

Chad Ritchie

Director Aboriginal Services

» Diploma Community Services
» Certificate IV Frontline Management
» Certificate IV Aboriginal and Torres Strait Islander Health

Chad is a proud Dhungatti man who has worked in the community services industry for the last 10 years, mainly dealing with Aboriginal young people. Chad joined Youth Off The Streets in January 2013 as an Aboriginal Youth Worker. Through hard work and determination, Chad is now the Director of Aboriginal Services and oversees all Aboriginal programs at Youth Off The Streets.
Lex Lutherborrow
Centre Manager Sydney Homelessness Services
- Bachelor of Social Science (Double Major in Psychology and Criminology)

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

Lou Single
Director Education/Principal
- Diploma of Teaching
- Bachelor of Education (Special)
- Master of Education (Special)
- Diploma Management
- Diploma Business
- CMC
- Teacher Accredited Authority – BOSTES
- Cert IV TAE

Lou trained and worked for over 25 years as a teacher and then Principal at Boys’ Town Engadine, with Father Riley. In endeavouring to share her experience she took up a role to tutor and lecturer in Special Education at the University of Wollongong and the University of Western Sydney. She has taught children in Primary and with learning difficulties in Catholic, State and Independent schools and trained Teachers Aides (Special). Lou continues to be active in other school committees and parent groups. She represents all special school Principals with the IEU for NSW. In May 2012, Lou was the recipient of the National Excellence in Teaching Award (NEiTA). In collaboration with managers she oversees the three Registered and Accredited high schools, and has planned opening of 2 new schools Blue Haven central coast and Maroubra Service. Additionally she works alongside staff implementing Service Learning, Chaplaincy, Aftercare, National Scholarship and Mentoring Programs.

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

Ranna Peera
Director Outreach Services
- Diploma in Community Services
- Certificate IV in Youth Work
- Certificate IV in Training and Assessment

Ranna has worked in the community and youth services sector for over 15 years, in a multitude of roles in youth, family, disability and early childhood services. She spent a significant part of her professional life working to empower and support disadvantaged young people through designing and delivering educational and skill based programs, before moving into managing teams within the Not-for-Profit sector. She joined Youth Off The Streets in February 2014 as the Development Manager in Outreach Services and is currently acting in the role of Director of Outreach Services where she oversees the operations a number of outreach programs.
Cass Herring
Centre Manager New Pathways Residential Services

- BA (Psychology)
- MA (Child Protection Investigation)

Cass has worked at New Pathways since 2003, commencing as a Specialist Youth Worker before moving into Coordinator and Case Worker roles. Cass has been the Centre Manager for New Pathways since 2007. As well as working as the Centre Manager for New Pathways, Cass also acts as the Case Work and Compliance Manager for Residential Services offered through Youth Off The Streets to ensure that the NSW Standards for Statutory Out-of-Home Care are met and Youth Off The Streets accreditation status for Residential Care is maintained. Cass’ Masters Dissertation examined the importance of family involvement within the therapeutic aspects of the New Pathways program and attempted to discern the feasibility of formalizing a family based therapeutic component within New Pathways. Cass is also a member of ANZATSA (Australian & New Zealand Association for the Treatment of Sexual Abuse) and participates in clinical supervision through CSOCAS (Child Sex Offender Counsellor Accreditation Scheme).

Ngapera Paki
Program Manager Koch Centre For Youth and Learning

Ngapera is a strong Kaitumutumu woman from the Waikato-Tainui Tribe in New Zealand. She has over twenty years’ experience in the youth sector having worked in community services, mental health and throughout a number of Alternative Education centres. Ngapera started at Youth Off The Streets in 2010 as the Mentor Facilitator and upon completing her Cert IV Frontline Managers course at the start of 2015 she accepted the position of Koch Centre Program Manager. Ngapera has developed a number of youth programs and initiatives since coming to Youth Off The Streets.
DIRECTORS’
REPORT

For the year ended 30 June 2016

Your directors submit their report for the year ended 30 June 2016.

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
» Anna Maree Ainsworth
» Craig Stuart Davis
» Rebecca Monica
» Grace Lynch
» Richard John (Rick) Millen
  (Resigned: 18 November 2015)
» Christopher Keith Riley, AM
» Nicholas James Spooner
» Julie Cleary
  (Appointed: 20 January 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
Anna Maree Ainsworth

**GAICD Director**

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

Anna's earlier career was in Public Health Practice where she worked as a Paediatric physiotherapist. Anna is a member of the Development Advisory Committee of the Botanic Gardens and Domain Trust and a member of Philanthropy Australia through the Eden Foundation.

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

**Committee membership:**

» Services Committee - Chair

Craig 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.
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

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).

Committee membership:

» Development Committee
Julie Cleary

Director

Julie was appointed to the board during the current financial year. 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 working in an environment that services the needs of children and young Australians.

Committee membership:

» Audit and Risk Committee – Chair

Father Christopher Keith Riley, AM

Founder and CEO

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

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.

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

WE MUST HAVE THE COURAGE TO DEMAND GREATNESS FROM OUR YOUTH.

FATHER CHRIS RILEY

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 principle 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

Principle activities to meet objectives

- For the year ended 30 June 2016, Youth Off The Streets Limited reported a surplus of $821,849 (2015 surplus $1,241,116), which represented a 34 per cent decrease on the previous financial year.
- Income received from government decreased by 7.7 per cent from $11,487,008 in 2015 to $10,602,105 in 2016, attributable to a reduction in the National Crime Prevention Funding from the Federal government partially offset by growth in funding from the Federal government’s six year commitment to the new needs-based school funding arrangements.
- Income from government represents 42.3 per cent (2015: 48.5 per cent) of total revenue.
- Income from donations grew 20.3 per cent to $11,905,291 reflecting a substantial increase in bequests which rose to $5,669,719 (2015 $2,885,748)
- Funding for capital works is included in government income. The total amount received for capital projects was $283,564 received from the Commonwealth Block Grant Authority through the Association of Independent Schools which represented the final tranche of funds for the vocational trade training centre at Key College, Merrylands Campus.

Operating results for the year

The operating result for the year ended 30 June 2016 was a surplus of $821,849 (2015: surplus $1,241,117).
**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. This is in accordance with our renewed three year strategic plan which is reviewed annually to ensure that the organisation is well positioned to meet new challenges in our key focus areas.

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.

**PERFORMANCE MEASUREMENT**

Donation revenue of $11,905,291 (2015: $9,900,054) increased by 20.3 per cent largely from donations by individuals as well as bequests. This represented 47.5 per cent of total revenue.

Expenditure for the year was $24,225,079 (2015: $22,464,014) attributed to award increases, an increase in staffing and related costs to support the Out Of Home Care program and Specialist Homelessness Service (SHS) funding for the Inner West Youth Homelessness Service as well as the increase in school operations due to growing enrolments.

**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. The plan lists nine outcomes to be achieved from 2014 to 2017. The outcomes are aligned with the focuses detailed in this Annual Review.

The outcomes and plan are written in a way to be flexible enough to adapt to changes in funding models and political environments.
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 2015/2016, Youth Off The Streets began the implementation of an organisation-wide minimum data set. The minimum data set will allow accurate analysis of the benefits of our programs and services. The roll out is set to continue for the next 12 months.

Continuing the brand refresh

In 2014/15, Youth Off The Streets refreshed its brand image. A new logo and marketing collateral were adopted in 2015. To continue the brand overhaul, Youth Off The Streets had a new website developed which was launched on 1 September 2015.

Youth Off The Streets is continuing to update and upgrade the new website. The new website has seen a significant increase in individual donations received online, rising to 26% of individual donations compared to 18% the previous year.

Improvements are expected to be carried out on the new website over the next 12 months which will focus on back-end processes and the front-end journey of our regular giver donors. Once the design is complete, maintenance of the software and systems will be required on a yearly basis to ensure that the website operates as efficiently as possible.

From the moment I made a connection with Youth Off The Streets, I had youth workers that believed in me.

Adam, 17
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>
</tr>
</thead>
<tbody>
<tr>
<td>Christopher Keith Riley</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Craig Stuart Davis</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Anna Maree Ainsworth</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Rebecca Monica Grace Lynch</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Richard John Gibbs</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Richard John (Rick) Millen (resigned November 2015)</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Nicholas James Spooner</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Julie Cleary (joined January 2016)</td>
<td>6</td>
<td>6</td>
</tr>
</tbody>
</table>

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>
<th>Number of meetings held while in office</th>
<th>Number of meetings attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richard John Gibbs</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Richard John (Rick) Millen (resigned November 2015)</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Christopher Keith Riley*</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>Anna Maree Ainsworth</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>Julie Cleary (joined January 2016)</td>
<td>6</td>
<td>6</td>
</tr>
</tbody>
</table>

* Attendance by invitation only

Nominations Committee Meetings

<table>
<thead>
<tr>
<th>Name of Directors</th>
<th>Number of meetings held while in office</th>
<th>Number of meetings attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rebecca Monica Grace Lynch</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Christopher Keith Riley</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Richard John Gibbs</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>
Services Committee Meetings

<table>
<thead>
<tr>
<th>Name of Directors</th>
<th>Number of meetings held while in office</th>
<th>Number of meetings attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anna Maree Ainsworth</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Rebecca Monica Grace Lynch</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Christopher Keith Riley</td>
<td>10</td>
<td>9</td>
</tr>
</tbody>
</table>

Development Committee Meetings

<table>
<thead>
<tr>
<th>Name of Directors</th>
<th>Number of meetings held while in office</th>
<th>Number of meetings attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richard John Gibbs</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Richard John (Rick) Millen (resigned November 2015)</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Nicholas James Spooner</td>
<td>9</td>
<td>9</td>
</tr>
</tbody>
</table>

**MEMBER’S GUARANTEE**

The Company is a public company limited by guarantee that is incorporated and domiciled in Australia. If the Company is wound up, its Constitution states that each member is required to contribute a maximum of $20 each towards meeting any outstanding obligations of the Company. The total liability of members in the event of winding up the Company is $400 (2015: $400).

At 30 June 2016, the number of members was 20 (2015: 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 10 of the report.

Signed in accordance with a resolution of the directors.

Richard John Gibbs
Chairman
Sydney
19 October 2016

Christopher Keith Riley, AM
Director
Sydney
19 October 2016
## Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2016

<table>
<thead>
<tr>
<th>Description</th>
<th>Notes</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government grants</td>
<td></td>
<td>10,602,105</td>
<td>11,487,008</td>
</tr>
<tr>
<td>Donations</td>
<td></td>
<td>11,905,291</td>
<td>9,900,054</td>
</tr>
<tr>
<td>Fundraising</td>
<td></td>
<td>1,869,822</td>
<td>1,794,090</td>
</tr>
<tr>
<td>Finance revenue</td>
<td>4.1</td>
<td>607,412</td>
<td>434,141</td>
</tr>
<tr>
<td>Other income</td>
<td>4.2</td>
<td>62,298</td>
<td>101,838</td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td><strong>25,046,928</strong></td>
<td><strong>23,717,131</strong></td>
</tr>
<tr>
<td>Employee benefits expense</td>
<td>4.3</td>
<td>(15,616,026)</td>
<td>(14,366,703)</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>4.4</td>
<td>(1,108,663)</td>
<td>(1,168,194)</td>
</tr>
<tr>
<td>Other expenses</td>
<td>4.5</td>
<td>(7,500,390)</td>
<td>(6,941,117)</td>
</tr>
<tr>
<td><strong>Surplus before income tax</strong></td>
<td></td>
<td>821,849</td>
<td>1,241,117</td>
</tr>
<tr>
<td>Income tax expense</td>
<td></td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td><strong>Surplus for the year</strong></td>
<td></td>
<td>821,849</td>
<td>1,241,117</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td></td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total comprehensive income for the year</strong></td>
<td></td>
<td>821,849</td>
<td>1,241,117</td>
</tr>
</tbody>
</table>

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.
statement of financial position

as at 30 june 2016

<table>
<thead>
<tr>
<th></th>
<th>notes</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>current assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>cash and cash equivalents</td>
<td>5</td>
<td>7,231,829</td>
<td>6,866,626</td>
</tr>
<tr>
<td>other receivables</td>
<td>6</td>
<td>75,939</td>
<td>31,008</td>
</tr>
<tr>
<td>other assets</td>
<td>7</td>
<td>5,733,809</td>
<td>4,365,511</td>
</tr>
<tr>
<td>total current assets</td>
<td></td>
<td>13,041,577</td>
<td>11,263,145</td>
</tr>
<tr>
<td><strong>non-current assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>investments</td>
<td>8</td>
<td>4,234,289</td>
<td>4,177,228</td>
</tr>
<tr>
<td>property, plant and equipment</td>
<td>9</td>
<td>15,565,022</td>
<td>16,049,883</td>
</tr>
<tr>
<td>total non-current assets</td>
<td></td>
<td>19,799,311</td>
<td>20,227,111</td>
</tr>
<tr>
<td>total assets</td>
<td></td>
<td>32,840,888</td>
<td>31,490,256</td>
</tr>
<tr>
<td><strong>liabilities and funds</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>current liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>trade and other payables</td>
<td>10</td>
<td>2,734,402</td>
<td>2,365,857</td>
</tr>
<tr>
<td>employee benefit liabilities</td>
<td>11</td>
<td>1,183,395</td>
<td>1,065,880</td>
</tr>
<tr>
<td>total current liabilities</td>
<td></td>
<td>3,917,797</td>
<td>3,431,737</td>
</tr>
<tr>
<td><strong>non-current liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>employee benefit liability</td>
<td>11</td>
<td>238,575</td>
<td>195,852</td>
</tr>
<tr>
<td>total non-current liabilities</td>
<td></td>
<td>238,575</td>
<td>195,852</td>
</tr>
<tr>
<td>total liabilities</td>
<td></td>
<td>4,156,372</td>
<td>3,627,589</td>
</tr>
<tr>
<td><strong>funds</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>contributed funds</td>
<td></td>
<td>4,295,888</td>
<td>4,295,888</td>
</tr>
<tr>
<td>retained surplus</td>
<td></td>
<td>24,388,628</td>
<td>23,566,779</td>
</tr>
<tr>
<td>total funds</td>
<td></td>
<td>28,684,516</td>
<td>27,862,667</td>
</tr>
<tr>
<td>total funds and liabilities</td>
<td></td>
<td>32,840,888</td>
<td>31,490,256</td>
</tr>
</tbody>
</table>

the above statement of financial position should be read in conjunction with the accompanying notes.
PROFESSIONAL SERVICES

Investment Advisers
Youth Off The Streets appointed JBWere to manage our investment portfolio under a discretionary investment facility, from 1 September 2013.

Legal Advisers

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

Independent Auditors
Ernst & Young
AT YOUTH OFF THE STREETS WE BELIEVE IN OUR YOUNG PEOPLE.
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 NSW Office of 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