ANNUAL REVIEW 2020
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OUR STORY

Youth Off The Streets is a non-denominational community organisation that supports young people experiencing homelessness, neglect, abuse, substance dependency and other challenges. We work to empower these young people to turn their lives around and reach their full potential.

Since opening in 1991, we have grown from a single food van delivering meals to young homeless people on the streets of Kings Cross to a major youth-specific agency offering a full continuum of care through the delivery of a wide range of services. These include crisis and transitional accommodation, casework support, Aboriginal programs, alcohol and other drug services, counselling, accredited high schools, outreach and residential programs.

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 the greatness within themselves by engaging, supporting and providing opportunities to encourage and facilitate positive life choices.
Our Values

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

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

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

DEDICATION
At Youth Off The Streets we find reasons why you can and not why you cannot.

ENGAGEMENT
At Youth Off The Streets we lead by example.
CEO MESSAGE

Last year, my message in the Annual Review came under the title of Deputy CEO. This year, I am proud to speak as Youth Off The Streets’ new CEO.

Father Riley and I have worked closely together over the last 12 months, and with his encouragement, support and guidance, I have taken the next step into this role.

In doing so, I have an incredible feeling of responsibility towards the young people we support, the staff I work alongside, and the man I joined Youth Off The Streets to work for: Father. I feel fortunate to be able to work alongside Father as he maintains his role as Founder Executive Director and continues to play a huge part in influencing the day-to-day direction of the organisation.

I remember at the end of last year writing a message to staff that included the following:

“I look forward to what 2020 brings and know that a large portion of what we do will be guided by events unforeseen, and new directions that the world and our sector will take us on. Our job as an organisation will be to ensure that we are prepared for these challenges.”

I didn’t know at the time just how extraordinary – and challenging – 2020 would turn out to be. As an organisation we have come together, met the challenges head on, and kept our focus squarely where it needs to be: on delivering sustainable and impactful services for the at-risk young people we exist support and empower.

*Lex Nadine Lutherborrow*
MESSAGE FROM THE CHAIRPERSON

As the new Chair of Youth Off The Streets’ Board, I am pleased to provide this update in the Annual Report.

The 2019–2020 financial year was a time of challenge, change and transition for the organisation, not least because our Founder, Father Chris Riley, has not been in good health. Having known Father for close to 15 years, I’m well acquainted with his selfless attitude when it comes to his own wellbeing, as his sole focus has always been on the young people he helps.

So as we near our 30th year of operations, it is timely that Father Chris – having been a teacher, youth worker, refuge worker, school principal and CEO – deservedly steps back from giving every minute of every day to this wonderful charity. Following such intense work over so many decades, Father now needs to rebuild his strength and good health. This has prompted his decision to take on the new role of Founder Executive Director on Youth Off The Streets’ Board, so that he can continue his life’s work of advocating for young people.

This year, Father Chris, with the full support of the Board, passed on the mantle of CEO to his successor, Ms Lex Nadine Lutherborrow. Lex has extensive experience working with disadvantaged youth, including over eight years with Youth Off The Streets. Most recently, she has been the organisation’s Deputy CEO.

As Lex recently reported to the Board: “Father had a vision 30 years ago and I have a responsibility to ensure that vision continues today. While preparing our strategic plan, I asked Father to share what Youth Off the Streets means to him and where he thought we, as an organisation,
should direct ourselves in the future. He spoke about protecting our brand and our independence, maintaining our edge and our character. He challenged us to ‘dare to dream’ and to ‘be brave’, and he reminded us that our work will be defined by the young people we support.”

I congratulate both Father Chris and Lex on their new positions, and I know Father is already enjoying spending more time on the farm with his beloved dogs and other animals, writing his next book and focusing on restoring his health. Father’s continuing presence on the Board is also very important to us, helping to ensure that Youth Off The Streets continues to forge ahead as a leading charity in a world forever changed by the COVID-19 pandemic.

I would like to extend a special thanks to the staff and many volunteers who, throughout the worst of the pandemic, maintained our services for young people and recorded zero COVID-19 cases across all operations.

Finally, to my fellow Board directors – Deputy Chair Bernie Moore, Julia Zaetta, Craig Davis, Nikki Robinson, Pamela Jack, Paul Smith and, of course, Father Riley – many thanks for your fellowship and support this year. In particular to Bernie, Julia and Craig, your time and determination to assist Father in building a new Board is much appreciated, as are the tireless efforts of our Company Secretary, Sam Hudson, who assists us all in bolstering our strong governance framework.

Anne Fitzgerald, GAICD
EDUCATION SERVICES

By Catherine Harland and Steven Armstrong, School Principals

“Education has the power to transform lives. It supports young people to realise their potential by providing skills they need to participate in the economy and in society, and contributing to every aspect of their wellbeing.”

Education Declaration – Mparntwe, Alice Springs (2019)

Youth Off The Streets operates six registered, accredited non-government schools that are members of the Association of Independent Schools NSW (AISNSW). The schools are identified as Special Assistance High Schools, and learning programs comply with NSW Education Standards Authority (NESA) and Australian curriculum mandatory course requirements for Years 9–12, with a strong emphasis on providing meaningful and engaging learning.

Our schools pride themselves on their innovative approach to working with students who are unable or unwilling to participate in mainstream education. We provide disengaged and disadvantaged youth with an opportunity to continue their educational studies in a highly supportive, caring and nurturing environment.

At Youth Off The Streets schools, Individual Learning Plans (ILPs) are developed in consultation with students, parents/carers and key stakeholders to cater to the specific learning needs of each student. ILPs are monitored, reviewed and updated regularly throughout the school term.

This financial year, we worked with 263 students across our six schools. Our improved organisational structure continued to strengthen our school communities and increase our capacity to support students’ challenges and needs. This new structure included the appointment of our
Deputy Principal – Wellbeing, John Martin. This role assists in delivering our mission and vision by prioritising the wellbeing of our students and staff.

Another positive development was an increase in time allocation for school administration, student support youth workers and school psychologists/counsellors. These positions have strengthened our ability to provide a positive, caring and supportive approach to our students’ individual learning needs, in an environment that encourages positive social interactions between all members of the school community.

Our commitment to excellence across the key areas of Quality Teaching and Learning, Quality Systems and Quality Relationships continued, ensuring that our schools were resourced and accredited to provide students with the opportunity to achieve the Record of School Achievement (RoSA) and Higher School Certificate (HSC).

Throughout the year our staff accessed a comprehensive suite of professional learning opportunities through AISNSW and other accredited training providers. Staff have engaged in professional learning across a range of areas including Trauma Informed Practice, Cultural Understanding and Child Safe Practice.

Our students and staff also benefitted from increased access to information and communication technology. This aided quality student engagement and facilitated efficient data collection processes to drive continuous improvement within our teaching and learning environment. Our electronic student management system was also re-configured to allow staff to report extensive individual learning and wellbeing adjustments to better inform ILPs and teaching strategies.
This year our professional and dedicated staff have strived to build our students’ capacities within a system of core frameworks and values as follows:

*Restorative Practices* – a whole-of-school teaching and learning approach that encourages behaviour that is supportive and respectful. It puts the onus on individuals to be truly accountable for their behaviour and to repair any harm caused to others as a result of their actions.

*Circle of Courage* – a model of positive youth development based on the universal principle that to be emotionally healthy, all youth need a sense of belonging, mastery, independence and generosity.

*Youth Off The Streets’ PRIDE Values* – Passion: being positive, energetic and advocating for creating autonomy and a sense of purpose in learning; Respect: using interpersonal skills to build positive relationships and assist others to achieve; Integrity: showing honesty, reliability and a willingness to apply effort; Dedication: striving for and achieving significant personal growth, especially when faced with challenges; Engagement: taking the opportunities presented and working both independently and with staff.

*Mural painted by young people at Chapel School in Merrylands*
As a result of the support our students received, they achieved excellent results in 2020:

- **36 students completed Year 9**
- **77 students were eligible for the Year 10 RoSA**
- **21 students were eligible for the Year 11 RoSA**
- **1 student achieved the Year 12 RoSA**
- **11 students completed the HSC**

Our schools offer a broad curriculum catering for the academic, psychological and vocational needs of students. This involves providing opportunities to complete a variety of nationally accredited courses provided by Youth Off The Streets in its capacity as a Registered Training Organisation, as well as courses with external training providers, to develop work-ready skills and training for our students. Access to this training helps to develop student knowledge and experience so that they enter the world of work or further education with confidence.

Vocational education and training opportunities were provided throughout the year and integrated into our school curriculum, layered with additional support to enable our students to excel. As a result of these opportunities, **students have achieved nationally accredited Statements of Attainment and Certificates, while others have successfully engaged in periods of work experience or gained their first job.**

Our schools are fortunate to have a team of passionate and committed volunteers, who make a vital contribution to our school communities. Our volunteers prepare and serve food, provide classroom support, and assist staff in providing engaging curricular and co-curricular activities.
We would also like to acknowledge and thank our School Managers and staff for providing a host of opportunities for our students to re-engage in learning within a safe, challenging and highly supportive learning environment.

The Lakes College farm visit offered real-world learning for students

**HIGHLIGHTS**

There have been many highlights at our schools this year, including eight students and four staff successfully training for and completing the gruelling Kokoda Track.

Another highlight was the High Quality Project Based Learning (HQPBL) initiative, which saw our students partnering with local primary school students, university students and a theatre company to perform a public performance for the local community.
This year our students had the opportunity to join the Youth Off The Streets Cycle of Courage team, cycling in the Blayney to Bathurst, Sydney to Surfers, and Sydney to Wollongong events.

Students also participated in a range of service learning activities involving the RSPCA, aged care and land care, combining learning outcomes with benefits to the broader community. This unique values-based service learning program promotes life habits to develop empathy and resilience, including teamwork, self and social awareness, communication and effective decision-making. For young people disconnected from formal education, the program provides a holistic approach to teaching them the social skills needed to enhance their future employability and actively contribute to society.
YOUTH SERVICES

By Ranna Peera, Outreach Services Director; Kylee Bowring, Client Services Coordinator; Chris Sutherland, Aboriginal Services Director; Benjamin Stevens, Outreach Services Senior Manager; Sabrina Misela, Employment Services Manager; Armena Softic, Project Officer, Research and Domestic and Family Violence; Gary Lockhart, Street Walk Manager

Once again this year we have been fortunate to walk alongside so many courageous, determined and resilient young people, helping them see their potential and providing them with the tools they need to reach their goals.

Our services faced numerous challenges as a result of the COVID-19 pandemic. Increased demand from young people in need, as well as the requirement to make adjustments and add safety measures to our services, created additional pressure on our staffing and financial resources. Nevertheless, we provided support to thousands of young people across all of our services and programs in 2019–2020.

Sydney Homeless Services

Sydney Homeless Services covers the Inner West, City of Sydney and Western Sydney and offers a range of programs and services that support and empower at-risk young people to get back on their feet and achieve their goals.

Across our programs in 2019–2020, we worked with a total of 1,067 young people, providing them with a range of supports, meeting their needs and building their resilience and capacity to navigate systems and make informed decisions about their future.
This financial year, two of our main services – Inner West Youth Homelessness Service (IWYHS) and Homeless Youth Assistance Program (HYAP) – provided trauma-informed crisis accommodation, transitional housing and casework support to some of the most vulnerable young people in our community. **At IWYHS we supported 722 young people and accommodated 142 in our crisis refuges, and at HYAP we supported 95 young women.**

Our dedicated team not only achieved positive outcomes for young people, but succeeded in forming strong agency partnerships that increased our capacity to meet the needs of our clients.

In 2020, our services saw firsthand the impact of the pandemic and associated economic and social factors, resulting in young people being further disadvantaged by unemployment, financial pressure, family breakdown, stress and mental health issues. We anticipate these challenges will continue for some time, and so we are working hard on implementing measures to address, as well as prevent, these issues.

Our services also witnessed a significant spike in the number of young people requiring housing support due to domestic and family violence (DFV), and this continues to be an area of focus for our programs. We’re determined to provide the very best support to young people and their families as we try to better understand and tackle this significant social issue.

While our responses aim to achieve family restoration, for many young people this is not an option. Our teams support these young people to develop the living skills they need to become independent and lead
productive and meaningful lives. Underpinning this approach is the provision of refuge accommodation and transitional housing, as well as advocacy to other providers of secure and affordable housing. With a stable place to call home, young people can begin their journey of healing and achieving their goals, which often involve completing their education, finding work, and accessing support for their mental health – all of which leads to personal growth and independence.

Next financial year, Sydney Homeless Services will commence the process of re-contracting for three of our main services: IWYHS, HYAP, and the Dunlea Alcohol and Other Drugs Youth Service. We will also be seeking Australian Service Excellence Standards (ASES) accreditation for our homelessness services. These are necessary steps to maintain the funding contracts we require in order to continue the critical and often life-changing support we provide to so many young people.
Eli’s* story

Eighteen-year-old Eli appeared to be on the road to success: he had achieved good marks at school was studying a double degree in nursing and business. But a very strict family upbringing meant that Eli had to hide his sexuality and progressive values from his parents. When the family finally reached breaking point, Eli was kicked out of home.

Youth workers at Don Bosco House in Marrickville received a call from Eli late one night. It was the middle of winter and Eli been forced to leave his home in the early hours of the morning, still wearing his pyjamas and barefoot. He’d walked to a nearby TAFE, found a security guard on shift and asked if he could use the phone.

Eli explained that for his whole life, he’d lived with psychological abuse from his mother, who was a very strict and unforgiving presence. He said the grudges held by his mother made him feel like he was ‘always walking on eggshells’. She decided what Eli could watch on TV, and would become upset and argue with him over things like the outfits the characters were wearing. These arguments often turned violent, and Eli felt he just had to accept this. He described his life at home as debilitating and suffocating.

Eli was welcomed at Don Bosco House. Our team and the other young people at the refuge accepted him for who he is, and provided a supportive and safe space for him to express his beliefs and values.

Eli was a very enthusiastic casework client, taking every opportunity to develop his living skills as we supported him to move into transitional
housing in a share house, and continue his university studies. Due to the debilitating impacts of the abuse he had experienced, we also supported Eli to work with the team at Headspace, who continue to provide counselling and support to improve his mental health. It’s a slow process, but Eli says he’s feeling free and happy.

Eli has also been saving his entire additional Youth Allowance COVID-19 supplement, and has enough money to pay most of his university fees. With our support, he has taken to independent living with ease, learning how to manage a home, pay bills, plan healthy meals, budget and purchase household goods.

While Eli’s family relationships are still fractured, particularly with his mother, things are slowly improving. The distance has helped both sides gain a new perspective on their differences. This is a common challenge faced by clients from culturally and linguistically diverse (CALD) communities, where there are often intergenerational disparities and expectations about following cultural practices that don’t necessarily align with how young people want to live in our society.

We are so excited about Eli’s future. He is a truly kind and caring soul, and he will make an outstanding nurse one day. In the meantime, we continue to support Eli on his journey to independence and achieving his goals.

*Name changed to protect the young person’s privacy
**Aboriginal Services**

This year Aboriginal Services succeeded in securing funding for the Links to Learning program, which aims to re-engage at-risk young people with education.

After successfully running this program in Sydney’s Inner West for the last four years, we were approached by the Department of Education to run the program in Bourke and Lake Cargelligo.

Aboriginal Services also continues to receive support from our long-term partner, Future Generation Australia. This partnership enables the Cultural Connection program to operate across all Youth Off The Streets services. Through this program we have actively and successfully engaged young people with the therapeutic benefits of connection to culture and land.

*Young people at a barbecue hosted by Aboriginal Services and Sydney Homeless Services*
We utilised the Youth Off The Streets mobile semi-trailer at Lake Cargelligo to assist in delivering the Links to Learning program in the Central School, focussing on educational support through a cultural lens. We delivered the program over the course of three school terms and had great success in engaging the Year 9 to 10 group, which was made up of 20 students. In addition, the trailer was opened one night each week throughout the three terms to engage with the broader Lake Cargelligo community.

This year our cultural advisor, Tyson Birtles, was promoted to Manager of Aboriginal Services. Tyson did an amazing job of instilling culture into the everyday business of Aboriginal Services, promoting culture within the team which, in turn, helped staff feel comfortable teaching and passing on knowledge about culture. This then led to our young people feeling connected to culture and community, and feeling an increased sense of belonging.

*Smoking ceremony at the Koch Centre for Youth and Learning in Macquarie Fields*
The year also saw Tyson and Chris Sutherland, our Aboriginal Services Director, selected to participate in the highly regarded Graduate Certificate in Indigenous Trauma Recovery through the University of Wollongong. It was gratifying to learn that what we have been doing in our programs within Aboriginal Services aligns with healing our young people through connection to culture and land. After completing the certificate, Aboriginal Services modified our narrative and literature for engaging clients through culture and land by connecting our approach to the healing of young people’s trauma.

The COVID-19 pandemic had a significant impact on Aboriginal Services in 2020, including having to put our cultural camps on hold. NAIDOC and Reconciliation Week events were also postponed due to the high risk of community transmission, but we look forward to continuing these annual events next year. Importantly, however, we were able to continue delivering one-on-one, face-to-face support to young people throughout the year.

COVID-19 also prompted a reassessment our service delivery, with some tough decisions made to ensure the continuation of effective responses to the needs of our Aboriginal young people.

Despite the limitations we faced, across all Aboriginal Services programs, the team worked with 81 young people in 2020.

In the new financial year, we are confident that Aboriginal Services will continue to add value to all services within Youth Off The Streets.

I would like to thank our Aboriginal Services staff for their commitment to culture and changing our young people’s lives in our communities – all of you did an incredible job this year.
Thanks also to our generous funders, supporters and stakeholders – we look forward to working alongside you over the next 12 months. And last but not least, thank you to the elders in our communities who continue to give knowledge to our staff and young people.

**Dunlea Alcohol and Other Drugs Youth Service**

At Dunlea we offer support to young people experiencing issues with alcohol and other drugs (AOD).

Our team utilises multiple engagement tools to build trust with young people and engage them in programs that help them confront their battle with AOD in a safe and therapeutic way.

We work to address the issues experienced by young people early in life utilising a harm minimisation approach, as well as education and support to empower young people to make positive choices. We work with many specialist services with the goal of motivating our clients to remain engaged in ongoing support, which increases their safety and successful outcomes.

For many of these young people, an undiagnosed or untreated underlying mental health issue is a central cause of their issue with AOD, and often a barrier to their recovery. This is a primary focus of our team as we work with these young people to put in place the right treatment and support.

In addition, for many of our clients, AOD have become the antidote for the pain associated with being exposed to domestic and family violence, and other traumatic experiences cause by neglect and abuse. This adds another layer of complexity to working with these young people.
This financial year, Dunlea supported 171 young people with casework, counselling and family support, assisting them in identifying the causes and issues associated with their AOD use.

Rory’s* story

By the age of 16, Rory had seen and experienced a lot of violence. Growing up in a home where violence and aggression were commonplace, he turned to drugs to suppress his anger and sadness.

Rory was referred to Dunlea by Corrective Services, who had given Rory’s concerned grandmother, Eileen*, the contact details for our service. Having had multiple issues with the law already, Rory had breached his bail conditions and found himself in custody yet again. As he had already been kicked out of the family home, this time Eileen knew Rory was really struggling and agreed to take him in.

Eileen reached out to our Dunlea service to get casework and counselling support for Rory, as well as access her own support from our family caseworker. She knew she needed better information about AOD and their effects on her grandson, and how to support him to move ahead with his life.

When Rory presented to our service he had a daily alcohol habit that was fuelling his anger issues. This lifestyle saw him falling in with the wrong crowd and he’d often find himself exposed to more drugs, fighting and crime.
Rory agreed to see our drug and alcohol counsellor. Through this support, he was able to identify that he was struggling with depression, and deep resentment and sadness for his mother and father as a result of the domestic violence he’d been exposed to his whole life. Rory felt relieved to have the effects of these experiences validated, and agreed to participate in a case plan with our caseworker.

Rory started to set realistic goals and was supported to achieve them. He received ongoing counselling through this period of change, as he decreased his alcohol intake and learned the importance of self-care strategies to reduce his anger. He then agreed to enter a detox and rehabilitation facility. Our team also supported Rory through his court matters. The magistrate could see how well Rory was doing with our support, and rather than handing down a sentence, he was given a court order that required him to continue engaging with our program and making positive life choices.

Throughout this period, our family caseworker offered face-to-face case management support and crisis intervention phone support for Eileen. Eileen was also referred to a local AOD family support group to share her experiences, learn from others and reduce her social isolation.

Rory continues to live with his grandmother and both say their relationship has improved now that they been given the tools to communicate and support one another. Rory has also found work in construction, and now knows that if he feels the urge to drink, he should instead go to the gym or phone a friend – one of his good ones.

*Name changed to protect the young person’s privacy*
Outreach Services

Youth Off The Streets Outreach Services had an eventful year, undergoing structural and operational changes as well as our services having to adjust to the impact of the global pandemic in the second part of the financial year.

A review of Outreach Services pointed to the need for service responses that are tailored to our client’s individual needs, and which achieve measurable outcomes through a financially sustainable service model.

Structural changes were implemented, providing financial efficiencies and higher sustainability and allowing us to prioritise programs and services that have the highest impact. Our programs continued to cover the same geographic areas, despite a reduction in staffing levels as we eliminated higher-cost programs with lower impact.

As we moved towards a greater focus on achieving individual outcomes for young people engaged in our programs, we implemented modifications to our service delivery, partly moving away from large group activities to an increased emphasis on individualised client support.

Individualised client support provides a tailored response to meet each individual client’s needs, addressing issues and putting in place supports that assist the client to achieve their goals. Our teams of youth workers worked tirelessly in 2019–2020 to keep young people engaged in services and undertake the necessary case planning and goal setting where needed. Young people who previously attended group activities based in public spaces are now able to access more in-depth support that helps them achieve positive outcomes.
During the third quarter of the financial year, the risk of COVID-19 emerged, leading to us make further adjustments to the remaining group activities in public spaces, as well as changing to the way young people accessed our centres. We increased our virtual interactions with young people and kept our centres and offices accessible, with increased precautions and safety measures.

While the changes to group activities resulted in a decrease in the total number of young people accessing our services, our teams were still occupied as we transferred staff support to our crisis refuges within Inner West Youth Homelessness Services (IWYHS). During this time we also started seeing the effects of the social isolation and economic changes on our client group. This was observed through an increase in clients seeking support with financial difficulties, mental health issues and family issues.

In response, our teams worked to tackle some of these challenges through partnering with other agencies and creating solutions to provide relief to our clients. One of our successful initiatives included expanding our Street Walk program to Western Sydney areas, targeting young people breaching restrictions and at risk of contracting infection or being reprimanded by police. This initiative attracted support from the Department of Communities and Justice (DCJ) in recognition of the importance of preventative work and maintaining presence in the community through assertive outreach.
The Outreach Services teams proved to be both resilient and innovative in adapting to extreme and rapid changes. They continued to remain focussed on providing outcomes for young people and achieved the following successes, among many other positive outcomes:

- Moving to a client-focused, results-based and more sustainable service model.
- Adapting to the challenges of COVID-19 and successfully adopting virtual ways of working with other services.
- Significant increases in clients receiving individual support resulting in positive outcomes.
- Improved stakeholder relationships and referral pathways.
- Employing our flexibility and adaptability to provide responses to emerging issues and needs, including supporting our crisis refuges.
- Successful partnership with DCJ for the Street Walk extension project.
• Successful renewal of Safer Communities funding.
• Logan Outreach winning the City of Logan Safe City Awards 2019 – Crime Prevention.

Young people participate in the Drumbeats Circle at Fairfield Outreach

Belinda’s* story

Throughout the time that Youth Off The Streets has known Belinda, she has battled and overcome obstacles in life that not many 16-year-olds have had to face. These include domestic violence, homelessness, drug use, charges and court appearances, disengagement from school, negative peer influences and relationships, mental health issues, and feeling disconnected from her Aboriginal culture.
Since forming a positive relationship with the team at Youth Off The Streets, Belinda has felt comfortable in opening up and speaking to staff about the problems she is facing, which enables staff to ensure the support services offered are efficient and effective. This has been vital in giving Belinda a sense of safety, stability, trust and connection.

Belinda continues to engage with our youth workers. In a recent interaction with our staff, she mentioned some of her greatest achievements and memories with Youth Off The Streets, which ranged from outreach and drop-in programs and a cultural dance workshop, to a cultural camp on Stradbroke Island and a trip to Sydney for Youth Off The Streets’ annual presentation night, which recognises the strength of our young people.

Belinda is now engaged in counselling to improve her mental health, and working on re-engaging with education. She is also receiving support in the form of food parcels and linking with support services for her drug use, transportation and legal support.

Belinda knows that whenever she needs support, she can count on Youth Off The Streets. The positive relationship that has grown between Belinda and our team has been a crucial factor in the progress she has made towards turning her life around.

*Name changed to protect the young person’s privacy*
The impact of Outreach Services in numbers
Over the 2019–2020 financial year, Outreach Services had 16,554 attendances\(^1\) at our programs. The bar chart below illustrates the total attendances across each of our programs.

![Bar chart showing attendances across different regions.

Over the last financial year, the Outreach Services team began collecting data on individual support and/or casework. During this period, we provided support to a total of 1,998 individual young people.

The demographic breakdown of the young people we supported is demonstrated in the following chart:

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\(^1\) Attendance is measured each time a single young person interacted with any Outreach Services activity.
During this period, young people were supported with a range of issues. The key areas of support provided were as follows:
Following the structural changes and learnings of 2019–2020, next year our focus will be on making further adjustments to the service model and delivery, with the goal of greater financial sustainability and achieving a streamlined, consistent approach throughout our programs. This will involve the introduction of a new client support model, an outcomes framework and new data collection systems.
Sally’s* story

Sally was enrolled in Year 9 at Cessnock High School in the Hunter Valley, but she had not been attending due to challenges fitting in socially with other young people.

Sally joined the Youth off the Streets Suspension Program and with the support of our staff, she was able to maintain her school work and complete all of the key learning areas for Year 9.

In gaining momentum with her school work, Sally became excited about the future and began studying childcare through the Year 10 Child Studies subject, guided by our trained tutor.

As Sally’s self-confidence increased, Youth off the Streets coordinated with Cessnock High School and other relevant services for Sally to return to school to complete Year 10. This involved putting together an altered attendance schedule in order to accommodate a smooth transition back into a mainstream schooling environment, as well as smaller class sizes to increase her access to one-on-one learning support.

With the help and encouragement of Youth off the Streets staff and the Suspension Program, Sally is now excited for her future and confident that she will be able to achieve her goals of completing her schooling and pursuing a career in childcare.

*Name changed to protect the young person’s privacy
Food Van

The Food Van program continued to assist Sydney’s most vulnerable people in 2019–2020, offering food, warm clothing, blankets and other essential items.

This financial year, **Food Van provided over 10,000 meals to people within the Sydney CBD sleeping rough and in need of food and other material support.** This included approximately 50 meals for young people.

The Food Van program operates seven nights a week, thanks to the generosity of volunteers who give up their time to make a contribution to our community. This support enables us to continue to offer this vital service to people in need, while providing volunteering opportunities for our supporters.

*The Food Van program provided over 10,000 meals this financial year*
Street Walk

This financial year, our Street Walk program continued to outreach and connect with vulnerable young people within the Sydney CBD and surrounds.

The program made 1,337 instances of contact with young people on the streets of Sydney. We provided assistance including transportation and police support to a total of 79 individuals, and delivered 300 meals to young people engaged in the Street Walk program.

Through these outreach programs, we build relationships with those sleeping rough or itinerant and offer assistance in a non-threatening way – often by meeting immediate needs such as accommodation, food and legal support. With our consistent presence and supportive approach, we gain trust and build rapport, which enables us to transition the most challenging of clients into support services. Like the Food Van program, Street Walk relies on the generous support of community and corporate volunteers.

Employment Services

Employment Services continued the development of the Youth Off The Streets Employment Model to support young people through their journey to work readiness and successfully gaining and sustaining employment.

This financial year, our Employment Services Manager continued to support young people with job placements while also providing support to youth workers and case workers already assisting young people with their job hunting. This support included developing resources and connections within local areas to assist in achieving positive results.
Throughout 2019–2020 we saw diverse client groups engage with Employment Services, requiring all levels of support from basic to intensive.

A key success included working collaboratively with internal services to identify youth employment issues and develop strategies to meet the employment needs of young people.

During this financial year, we also engaged employers at both an advisory and employer partner level. We had success in placing young people into employment with our corporate partners.

At the end of 2019, we participated in the National Youth Commission Inquiry, attending a public hearing to present on key issues in youth unemployment, research we have conducted and data we have collected, helping to inform the inquiry.

In 2019–2020, we supported a total of **42 young people with employment outcomes** ranging from increased work readiness to successful job placements.
This financial year, the long-standing challenge of limited funding for youth employment services continued. As a result, the service was unable to increase staffing resources and some areas of our original Employment Model were unable to be delivered.

Ongoing high rates of youth unemployment and welfare dependency also continued to be a challenge, impacting on participation from both young people and employers. Our model focusses on changing this culture long-term.

As COVID-19 impacted businesses and society in general, young people were among the groups who struggled most to access job opportunities. In an already competitive job market, young people were forced to compete with highly skilled workers who became job seekers as a result of business decline. Our program continued to monitor the job market and seek opportunities for young people.
There was a suspension of group activities and face-to-face contact from March to June 2020, in line with Youth Off The Streets’ health and safety measures and public health recommendations.

We continue to monitor the availability of funding and grants for employment-specific programs, as well as keeping track of post-COVID-19 government budget measures to help us identify where employment funding may be available in the future.

Current internal employment programs are continuing until June 2021. This means we will have a continuum of tracking engagement and employment outcomes to build evidence and benefit future funding applications.

As we head into the next financial year, a social enterprise is a potential business area we hope to explore and implement at Youth Off The Streets. This would complement existing client services and create work opportunities for young people as the economy recovers from the pandemic.

**Charlie’s* story**

In 2019, Charlie was referred by Sydney Homeless Services to our Journey to Work program.

Charlie had been staying at Don Bosco House and had successfully entered into transitional housing. Now that his accommodation was stable, he was ready for employment.

Charlie had held short-term jobs in the past that he felt didn’t connect with his employment goals. Through the support we provided, Charlie started showing consistent growth and increased knowledge about employment,
ranging from understanding the labour market to workplace expectations and job performance.

Along the way, Charlie moved in and out of jobs. However, each time he was able to identify the issues and work through them, turning them into lessons learned. For example, Charlie realised that he struggled to communicate effectively with one of his employers when he needed to make adjustments to shifts and other matters, which resulted in issues with the employer.

As our Employment Model gives us the ability to work with both the employer and employee, we were able to identify the skills gaps and collaborate to find a solution. After working intensively with Charlie on his communication, he was able to interact more confidently with his employer and repair the relationship.

In September 2019, Charlie was supported to apply for his dream job at a sporting store and was hired as a casual employee. This gave Charlie the opportunity work while also pursuing his sporting goals outside of work. He recently achieved 12 months of employment in this role, with his shifts increasing and becoming more consistent.

Charlie’s story is a great example of how one young person’s journey to work can be diverse and transitional. Given the right type of support at the right time, young people like Charlie can be nurtured to see longer-term results such as retention of employment and positive workplace interactions.

*Name changed to protect the young person’s privacy*
Adulting-101 Life Skills Program

Among the numerous programs offered by Youth Off The Streets, Adulting-101, supported by Genworth, is worth highlighting.

Designed and delivered by our team members, a teacher and a qualified chef, this seven-week program brings together a group of our clients to help them connect and develop practical life skills.

Over the course of the program, our young people learn about nutrition, menu planning, cooking, budgeting, cleaning and shopping. The program also covers the importance of self-care, goal setting and time management, as well as building our clients’ knowledge and understanding of living independently.

At the end of the program, our young people graduate and celebrate together. They have told us that they’ve formed new, positive connections and friendships, while also having their feelings validated as they share experiences with their peers over a meal each week.

While the topics covered by the program might be assumed knowledge for most people, our clients have often not had the opportunity to learn these social and life skills. This can deeply impact their self-esteem and confidence and lead to negative decisions. This powerful and practical program teaches young people new skills and helps them to rebuild their confidence and self-assurance.
Domestic and Family Violence (DFV) Project

This financial year, Youth Off The Streets established a DFV project in response to the shortage and gaps in DFV services in NSW that address the impact of this issue on young people.

The project aimed to gather evidence and learnings, as well develop interventions and resources to address the complexities that young people face when experiencing DFV, both as victims and perpetrators. Staff led the project and coordinated an organisation-wide DFV Advisory Group to inform the initiative, based on young people’s experiences and needs within our services.

Young people are often the hidden victims of DFV and, across our services, we have identified that the majority of young people who come to us seeking support for issues such as homelessness, alcohol and other drugs and mental health issues usually have DFV as underlying cause.

As a specialist organisation focusing on supporting disadvantaged and disconnected youth, we know from our research and from young people themselves that existing DFV services do not have the capacity to address their complex needs. These services primarily focus on women and young children, thereby creating a gap in youth support. Our data shows that 56% of young people accessing Youth Off The Streets services have DFV concerns, indicating a significant level of need.

Since March 2020, the main focus of the DFV project has been on preparing the rollout of the interim DFV Framework across all services, in response to the expected escalation of DFV incidents during the COVID-19 pandemic. Prior to lockdown and social distancing restrictions, young people experiencing violence at home had school and other programs as a safe place where they could raise concerns or seek support. With these
avenues being impacted by the pandemic, young people were placed at further risk.

Youth Off The Streets acknowledges that dealing with DFV is complex, and our responses need to be considerate of individual circumstances in each case. The tools and resources developed as part of our interim DFV Framework are a guide for all frontline Youth Off The Streets services to respond to DFV in a consistent manner. The organisation has a responsibility to ensure our work with clients is holistic and can cater for DFV concerns and disclosures relating to people being subjected to violence, as well as those who are using violence against others.

An important part of understanding the knowledge our young people have about DFV and its impact on them was to have their voices heard and their views and opinions expressed. A focus group program, Youth In Focus, was developed in consultation with frontline workers. The young people who participated in this groups provided invaluable initial insights.

The interim DFV Framework was rolled out as a pilot program at our Koch Centre and within Aboriginal Services. Amendments were made based on feedback, and subsequently the interim DFV Framework was launched across all services. Following the full rollout, a Q&A was held to allow frontline staff to provide further feedback.

Delivering these achievements was not without challenges – in particular as the global pandemic prompted many changes to our services and programs, as well as to our sector and life in general. Nevertheless, we remain committed to addressing young people’s issues and driving this initiative within our organisation. In keeping with this goal, a DFV awareness online training package was launched in early 2020 and will be completed by all current and incoming staff members.
Over the next financial year, we aim to expand our collaboration with DFV specialist services and work closely with peak bodies, within both the youth and DVF sectors. We will continue to deliver some of our existing initiatives and develop new ones as we strive to make progress in addressing the impact of DVF on our clients.

**DFV DISCLOSURES**

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<th>Victim</th>
<th>Using Violence (Perpetrator)</th>
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</thead>
<tbody>
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<td>351</td>
<td>72</td>
</tr>
</tbody>
</table>

The number of clients during 2019-2020 who disclosed being a victim of DFV or using violence

**Koch Centre for Youth and Learning**

The Koch Centre continued to welcome young people and the community of Macquarie Fields and surrounds into its programs throughout the first half of the financial year. The program delivered by the Koch team met the needs of clients accessing the centre, and created opportunities for community members to get involved and contribute to resolving issues within the community.

In 2019–2020, the Koch Centre’s focus was on facilitating youth and community gatherings in the form of drop-in and centre programs, and a community dinner service welcoming community elders and families every Friday. These activities further embedded Youth Off The Streets within
the Macquarie Fields community and made the Koch Centre a central hub for most community events.

Our specialist homelessness services partnership with Uniting delivered support to young people requiring assistance with issues ranging from homelessness and mental health to substance abuse and disengagement from education.

In addition, the Koch team ran a number of successful workshops and mentoring activities, both at the centre and other locations including Ingleburn High School, Eaglevale High School and Cobham Youth Justice Centre.

During the second half of the financial year, the Koch team faced a number of challenges due to COVID-19 and the public health restrictions, which impacted the team’s ability to continue group activities and other supports provided to the community. The team had to be adaptable and flexible in finding new methods of supporting young people and the community members linked with the centre.

One of the challenges tackled by the Koch team was the prevalence of young people breaching social gathering restrictions, putting themselves at risk of infection as well as becoming involved with police. The team introduced support sessions for young people at centre, planned and structured so that all public health guidelines, including stringent hygiene protocols and social distancing, would still be followed.

During the pandemic lockdown, there was an increase in referrals to the Koch Centre from Macarthur Police Local Area Command, specifically around DFV. The team worked in collaboration with other services to address these issues and provide young people and families with the required support. This experience highlighted the importance of our
partnerships, enabling us to provide a response that incorporates multiple services.

Throughout this financial year, the Koch Centre worked with a total of 376 young people, as well as many families and community members.

The Koch Centre’s client demographics during 2019–2020

In 2020–2021, all of our Youth Services teams look forward to moving towards an even greater focus on achieving individual outcomes for young people and improved pathways to inclusive services, working together for a holistic response to the needs of our clients.
Daniel’s* story

Daniel first attended the Koch Centre in 2018, after friends suggested he join the Wednesday night drop-in session.

Although he felt shy and apprehensive about interacting with people he didn’t know, our staff ensured that Daniel was introduced to peers who would make him feel welcome and involve him in the centre’s activities.

Through regular attendance and the support other young people and our staff, Daniel’s self-esteem and confidence improved. Soon he was setting up and coordinating sporting activities, and assisting staff with sign-in sheets and other tasks.

Daniel also began opening up to one of the senior youth workers about his family situation. Daniel explained that his father had left the family three years ago, his mother had a new partner, and his brother had been diagnosed with autism. Daniel had dropped out of school and was struggling with underemployment as he wasn’t get enough shifts with his employer.

Daniel was supported by the Koch team to set some goals and put strategies in place to achieve them, including regular follow-ups and contact with our services. Some of Daniel’s goals included reconnecting with his father and improving his relationship with his mother. He also started a Certificate IV in Community Services Work, but later decided to pursue an employment opportunity and discontinued his studies.
Daniel told our staff that he wanted to continue his involvement with the Koch Centre, which he felt had played a huge role in his personal growth and positive attitude about the future. He was offered the opportunity to establish the Youth Leadership group, a role he accepted and worked tirelessly to deliver.

In 2020, Daniel was offered a full-time job. He also obtained his driver’s licence and a car. But perhaps the proudest moment for the Koch team was when Daniel started donating to the food delivery services that help other young people and community members.

Daniel remains committed to giving back to his community and is looking forward to the youth activities resuming at the Koch Centre when social distancing restrictions are lifted.

*Name changed to protect the young person’s privacy*
Youth Off The Streets budgeted a $3.5 million deficit for the 2019–2020 financial year, as the organisation is committed to maintaining its presence in the communities that benefit from the services offered.

In spite of the unusual environment brought about by the pandemic, which greatly limited our ability to run our usual activities and events, Youth Off The Streets saved $2 million against budget and finished the year with a $1.5 million deficit. This saving was mostly driven by efficiencies and cost savings across the organisation, extra subsidies from government, and of course the ongoing generosity of our supporters.

Youth Off The Streets also maintained a healthy liquidity and is now geared towards breaking even in the 2020–2021 financial year.

Revenue and Partnerships

Corporate Partnerships
Over the course of our five-year partnership with Future Generation Australia, their kind support has generated over $900,000 to enable the delivery of our Aboriginal Cultural Connections program.

This support has allowed skilled program staff to provide one-on-one mentoring to assist disadvantaged Aboriginal young people, including supported service referrals; individual advocacy; and participation in
traditional cultural learning programs that aim to strengthen cultural identity, pride and community connections. The program also links Aboriginal young people to local Elders, community and opportunities.

Through the provision of trauma informed care, our Aboriginal Services team gives young people the opportunity to engage in cultural healing practices they can use in their everyday life. Our Aboriginal Cultural Connections program continues to teach young people the therapeutic benefits of connecting to culture and land, giving them practical tools to help them overcome adversity.

Thank you to Future Generation Australia for supporting our Aboriginal Cultural Connections program and for continuing to support the disadvantaged Aboriginal young people who access our services.

**Grants and Advocacy**

This financial year, the team secured $4.75 million in funding for Youth Off The Streets. Major successes included the Safer Communities Funding from the Federal Department of Home Affairs, and renewal funding for Dunlea, our AOD service in Merrylands.

Despite the impact of the bushfires in 2019–2020 and COVID-19, the team managed to keep funding levels high, with a renewed focus on pursuing business-as-usual opportunities across the organisation. Support from the NSW Clubs sector continued, and we successfully secured funding from the NSW Department of Communities and Justice for COVID-related pilot programs.
Direct Marketing
In 2019–2020, direct marketing generated $1,915,000 in donations through four appeals, two newsletters, the inaugural launch of a supporter survey, and a range of new donor acquisition and lapsed donor reactivation activities.

The program experienced a $253,000 (11.7%) deficit on last year. The decline in revenue was most evident from November 2019 to January 2020. This was the peak of the national bushfire crisis, when we expected the dip in revenue due to funds being diverted to emergency support services.

Despite droughts, fires, floods and a global pandemic, we are incredibly grateful to the wonderful supporters who still made every effort to dig deep to help homeless and vulnerable young people. Thank you so much for your continued support for Youth Off The Streets, and for being there for young people in need.

Community Fundraising
An innovative community fundraising event in February 2020 saw us attempt to break a world record for the largest image of a house made out of humans.

EG Funds Management, together with the community of the Flour Mill development in Summer Hill, joined our loyal supporters to take part in this unique world record-breaking attempt. Unfortunately the record was out of our reach this year, but we were thrilled to receive donations of over $68,000 from the community to support our services.
Finance, Risk and Compliance

This team’s purpose is to ensure that all of Youth Off The Streets’ stakeholders can identify and manage regulatory risks and compliance issues, have adequate internal control measures in place, and that they provide relevant and timely financial information that will allow management to make informed decisions and act accordingly.

Organisation Capability

The Organisation Capability (OC) unit’s purpose is to develop and implement ongoing improvement strategies through the effective management of Youth Off The Streets’ resources.
Using the Balanced Scorecard methodology, the Alexandria Office concentrates on four pillars:

- Financial
- Clients and stakeholders
- Internal Operations
- Learning and capability

These pillars remain a constant, however the underpinning drivers will be adjusted to meet the needs of clients, workers, funders/supporters, communities, legislation and environmental factors.

The OC unit was not operational over the full period covered under this report. The Board and management agreed that there was a need to build a cohesive unit focused solely on resource management in order to form a service delivery-minded area – one that fully supports the needs of the business while maintaining proper governance in the areas of people, IT, property and fleet, research and evaluation, and Youth Off The Streets scholars.

Achievements of the OC unit over the reporting period include:

- Approval to upgrade and implement people systems.
- Improving on voluntary headcount turnover at a sector-appropriate level of 21%.
- Effective management of worker benefits such as long-term annual leave, flexible working arrangements and a wellbeing program.
- Reducing fleet size, with a $205,000 saving in operating costs.
Planned projects for 2020–2021 include:

- Implementation of new HR systems
- Implementation of upgraded website and internet
- Further rationalisation of fleet
- Outsourcing property management
- Reduction in operations costs
- Mobile workforce

**Our workforce in 2019–2020: Key statistics**

![Worker Gender Chart]

- Male: 81
- Female: 136

![Worker Headcount Chart]

- Full Time: 107
- Part Time: 48
- Casual: 22
Years of Service

- 15+ (111)
- 11 to 15 (57)
- 6 to 10 (33)
- 3 to 5 (10)
- 0 to 2 (6)

Volunteers
Total 335

- Food Van
- Education
- Merrylands
- Sydney Homeless Services
- Op Shops
- Mentors
- Street Walk
- Cordeaux Heights
- KOCH
- Student Placements
Our properties

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<th>State</th>
<th>Owned</th>
<th>Leasehold</th>
<th>Licence</th>
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<td>15</td>
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<tr>
<td>QLD</td>
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<tr>
<td>VIC</td>
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Sydney Homeless Services:
- Residential: 2
- Transitional: 15

Our vehicle fleet

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<th>Type</th>
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</tr>
<tr>
<td>Buses (12 Seater)</td>
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</tr>
<tr>
<td>Cars</td>
<td>24</td>
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</tbody>
</table>
Our scholarship and mentoring programs

The Youth Off The Streets National Scholarship program empowered twenty-two young people to realise their education or training goals this financial year.

Thanks to the generous support of individual sponsors and organisations, there were a total of 18 full scholarships valued at $12,000 each; three partially funded scholarships; and one full scholarship funded by Youth Off The Streets. Each scholarship provides financial support to recipients over a two-year period.

Alongside this program, we continued our three mentoring programs in 2019–2020, with an increased focus on the recruitment, training and matching of mentors with young people.

These programs cover scholarship mentoring; general mentoring for young people who use our services or attend our independent schools; and iDrive mentoring to help young people log learner driver hours, teach safe behaviours and encourage self-belief. In addition, we were grateful for the support of Transport for NSW and the Blue Datto Foundation, which delivered their Keeping Safe road safety program to 66 of our school students pro bono for the third year running.

Unfortunately, due to COVID-19, the iDrive program was placed on hold in early 2020. All other face-to-face mentoring activities were replaced with remote mentoring for the remainder of the financial year.
Wellbeing
Youth Off The Streets continues its commitment to providing a safe and healthy workplace, identifying potential risks and assisting with the management and support of the mental health and wellbeing of all staff.

Additionally, we continue to run wellbeing initiatives across all services, including webinars, mental health programs such as RUOK Day, and share information from external services on our website.

The views of our staff in relation to wellbeing are captured through our Staff Engagement Survey. The results for 2020, while satisfactory, have dropped slightly from the 2018 survey results and are now just below the industry average. This change is understandable in view of some of the challenges the organisation has faced in recent times, but the commitment of Youth Off The Streets to improve the wellbeing of everyone in our workplace remains undiminished.
Many of our staff work with disadvantaged and often traumatised young people, so it is incumbent upon us to ensure that, as far as possible, we are supporting our own staff’s wellbeing.

That is why self-care is so prominent in our activities and communications, ranging from policies and catch-up sessions with staff, to questions in recruitment interviews regarding how candidates take care of their mental health and wellbeing.

Staff are encouraged to raise issues regarding their own wellbeing with colleagues and managers, so that appropriate support can be provided. Additionally, a confidential Employee Assistance Program is available to any employee and their immediate family members.

Our goal is, and always will be, to try and reduce any adverse impacts that the work our staff do has on their wellbeing, and to increase their resilience and knowledge to cope with stressful conditions by preventing harm, intervening early and supporting recovery.
OUR PARTNERS

Corporate partners

Youth Off The Streets gratefully acknowledges the generosity of our corporate partners in 2019–2020.

PLATINUM

GOLD

SILVER
BRONZE

- Golden Words Pty Ltd
- Dooleys Lidcombe Catholic Club Ltd
- Pacific West Foods Australia Pty Ltd
- Western Suburbs Leagues Club Illawarra Limited
- EY Foundation
- Tigerspike
- James N Kirby Foundation
- GPT Management Holdings Limited
- Genworth Australia
- The Star Entertainment Group
- Liverpool Catholic Club Ltd
- Australian Philanthropic Services Foundation
- Horizon Storm Pty Ltd
- Canley Heights RSL
- Wentworthville Leagues Club Ltd
- Guildford Rugby Leagues Club Ltd
- Mounties Group
- Wyndel Property Group
- Commonwealth Bank of Australia
- Toyota Material Handling Australia Pty Ltd
- Wilson Parking
- Enboarder
- Count Charitable Foundation

Youth Off The Streets’ Schools Netball Gala day with volunteers from Viacom CBS Australia and New Zealand
**Government partners**

We gratefully acknowledge the support of our government funding partners in 2019–2020.

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<td>NSW Department of Communities and Justice</td>
<td>Queensland Department of Justice and Attorney General Office of Liquor and Gaming</td>
<td>City of Sydney</td>
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**Philanthropic supporters**

We offer our sincere thanks to our philanthropic supporters for their generous contributions in 2019–2020.

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<tr>
<th>Philanthropic Foundations</th>
<th>Community Fundraisers</th>
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<td>Beeren Foundation</td>
<td>New South Wales Rugby League Limited</td>
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<td>Cant Family Fund</td>
<td>M.T.O. Shahmaghsoudi – Sikh Youth Australia</td>
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<td>Marich Foundation</td>
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<td>Smail Family Foundation</td>
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OUR BOARD

Father Chris Riley AM, Founder Executive Director

Father Chris Riley has worked with disadvantaged youth for the past four decades in a variety of roles including teacher, youth worker, probation officer, residential carer and school principal. Father Riley officially founded Youth Off The Streets in 1991. Among his many accomplishments, he has implemented innovative behaviour modification strategies to help young people deal with a history of trauma, abuse and neglect. Many of these strategies have been adopted by schools across Australia and by government agencies.

Anne Fitzgerald, Chairperson

Anne started her career in the federal government before moving into the corporate sector, working in a number of large corporations including Medibank Private. With a background in research, sales management, customer service and community engagement, Anne then joined the registered clubs sector, working for the peak industry body, ClubsNSW, as Executive Manager of Member Services and Marketing. It was during her early days with ClubsNSW that Anne became aware of the work of Father Chris Riley and Youth Off The Streets, and for a number of years she was a volunteer mentor. Anne holds an MBA from the Macquarie Graduate School of Management and is a graduate of the Australian Institute of Company Directors. She is also a qualified mediator with the Resolution Institute.
Bernie Moore, Deputy Chairperson

Bernie began his career in the transport industry as an accountant for the Ipec Transport Group. He then worked as the South Australian State Administration Manager for Railex, a unit of the Transport Services Group of Mayne Nickless Ltd, eventually becoming the National Administration Manager for that unit. Bernie then joined Legalco/Espreon, which is now part of ASX listed SAI Global Ltd. During his time at Legalco/Espreon, Bernie held several positions including Chief Financial Officer, Company Secretary and Director. Bernie is a Fellow of the Institute of Public Accountants and an Associate of the Institute of Chartered Secretaries and Administrators.

Craig Davis, Director

After a successful career playing AFL for Carlton, North Melbourne, Collingwood and the Sydney Swans, Craig is now the Facilities Manager for the University of New South Wales. He was CEO of the NSW Australian Football League (1990–1998), Chairman of Selectors, Sydney Swans (1986–1987) and Deputy Chairman of the NSW Sports Federation (1996–2003), as well as Chairman of the Non-Olympic Sports Task Force (1996–2000). In addition to his significant Board experience, Craig holds a Surveying Certificate from RMIT.

Pamela Jack, Director

Pamela has had an extensive career as a partner in Australia’s major law firms. She recently retired from MinterEllison, where she was leading partner for almost 20 years and held many leadership positions within the firm. Youth Off The Streets first came to her attention some years ago, when as part of her pro bono practice she acted for Youth off the Streets in relation to construction projects, including the development of the Koch Centre. Pamela is a graduate of the Australian Institute of Company Directors and recently established her own consulting practice to provide dispute resolution and mediation services.
Nikki Robinson, Director

Nikki is currently the partner in charge of the Sydney office of Clayton Utz. She has been practicing law for over 22 years, specialising in all aspects of real estate law, focusing on urban renewal and infrastructure projects. Nikki is a passionate champion of gender diversity and those who identify as part of the LGBTQIA+ community. For over 13 years, Nikki has also worked with various not-for-profit groups to provide support to the people of Timor Leste. In addition to her work and charity commitments, Nikki is the mother of three girls.

Paul Smith, Director

Paul holds a Bachelor of Business and is a Certified Public Accountant with over 40 years’ experience in finance, compliance, risk management, governance, process improvement and internal audits. Paul has worked in the corporate, government and not-for-profit sectors, holding senior finance positions in the CBA, Australis Media, Seven Network, Seven Group Holdings, Seven Media Group, Seven West Media, NSW Trains and Countplus.

Julia Zaetta, Director

For over 40 years, Julia edited some of the highest circulating magazines in the country, including Better Homes and Gardens, Australian Women’s Weekly, Family Circle and New Woman. She has won numerous awards including the Women in Media Lifetime Achievement Award in 2017 and Editor of the Year in 2018, and she was inducted into the Australian Magazine Awards Hall of Fame. Julia has been a friend of Father Chris Riley’s for many years and is dedicated to supporting vulnerable 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 Office of the Children’s Guardian.

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

T: 1800 062 288
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Twitter: @YOTSAustralia
Instagram: @youthoffthestreets
YouTube: YOTS011

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