



FRAMING OUR FUTURE DIRECTION

ANNUAL REPORT 2019-2020





ABOUT THIS REPORT

Youturn Limited (formerly United Synergies Ltd) is a not-for-profit charity established in 1989 and today makes a difference across the Child Safety, Homelessness, Mental Health and Suicide Prevention sectors.

This annual report provides our community and partners with an overview of our activities during the 2019 – 20 year, including our key achievements, challenges, our financial performance and future focus.

We acknowledge the traditional Custodians of the land on which we operate, and pay our respects to their elders past, present and emerging.

Our organisation is a place where human rights are respected and people of diverse genders and sexual orientations are welcome and supported.

**CELEBRATING
OUR PAST**



UNITED SYNERGIES^{LTD}

DEDICATED TO BETTER LIVES

AND SAYING

HELLO TO OUR FUTURE



YOU↑TURN

youth support





A YEAR OF CELEBRATION AND CHANGE

The story of our humble beginnings is an interesting one. It celebrates community spirit and how an unassuming grass roots approach was the answer to a need in our local, coastal community on the Sunshine Coast.

Our origins date back to 1989 when assistance to six young people, who were experiencing homelessness, was provided by five volunteers who established the Noosa Accommodation Project (NAP).

With dedicated and determined campaigners and the help of the local community, NAP evolved to provide supported accommodation to young people aged 16-21 years.

Over the years, our organisation has grown and continued to evolve to meet the needs of vulnerable people in our community. In 2005, our organisation was renamed United Synergies. Our services expanded to other regions and branched and diversified into new focus areas including Child Safety, Mental Health and Suicide Prevention.



CELEBRATIONS

In December 2019, our organisation reached a significant milestone when we celebrated our 30 year anniversary. To honour our birthday and contribution to child, youth and homelessness services in the local community, a festive long table birthday lunch was held at our Tewantin office attended by our Board, members, stakeholders and other dignitaries including the Minister for Child Safety, Youth and Women, The Hon Di Farmer MP.



CHANGE

We are very proud of our heritage and the support we have provided to our local communities. This year, we embarked on a journey to change our name to reflect our focus on supporting young people. Following extensive consultation with our internal teams, our stakeholders, our youth and the larger Sunshine Coast community, our new name **Youturn Youth Support** was proudly launched in July 2020.



The "YOU" acknowledges the individualised support provided to those we support and the "TURN" reflects the change in direction that so many of our young people are seeking.

Youturn is a vibrant organisation dedicated to making a difference across the social causes of:

CHILD
SAFETY

MENTAL
HEALTH

SUICIDE
PREVENTION

HOMELESSNESS



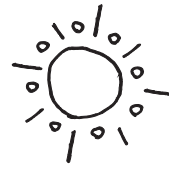
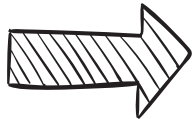


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BOARD + CEO WELCOME



Greg Livingstone
BOARD CHAIR

Andrew Anderson
CEO

The ability to deliver highly professional services while maintaining a charitable ethos requires a particular affinity to the culture of an organisation and an empathy to its mission. We are thankful to **Youturn's teams** who strive to deliver unrivalled services to those in need across our Child Safety, Homelessness, Mental Health and Suicide Prevention focus areas. Only with their individual skills and dedication is it possible to achieve **our vision**; to be trusted to create safe, inclusive and supportive communities.

"WE ARE THANKFUL TO THE COMMUNITIES THAT HAVE SUPPORTED US AND ALLOWING US TO ACHIEVE GOALS THAT WE COULD NOT ACHIEVE ALONE"

As an organisation working with people during periods when they are most vulnerable, we have a sincere appreciation for those who have allowed our teams into your lives and we look forward to continuing to reward your trust.

In December 2019, we celebrated our **30 year anniversary**. This milestone was marked by a wonderful event with broad attendance demonstrating our rich history and strong ties within our communities. We thank The Hon. Di Farmer, Minister for Child Safety, Youth and Women and Minister for Prevention of Domestic and Family Violence for her attendance and the opening address.

This year has been like no other. For Queensland, it commenced with destructive bushfires, made even more devastating by years of prolonged drought. Then, in March 2020, **COVID-19** was declared a pandemic. For Youturn, the health and safety of our teams and our ability to continue providing our essential services to vulnerable people became our highest priority.

We are very proud of the steadfast resolve demonstrated by our teams in continuing to deliver services throughout the pandemic.

Over the 12 month reporting period, Youturn has supported 8,681 people. This represents an incredible

outcome and was achieved through well-conceived and collaborative approaches to establishing goals and **achieving targets**. Our ability to deliver this outstanding result was enhanced by embedded foundations delivering improved organisational clarity, performance, accountability and risk management.

This year the organisation developed its first **five-year strategic plan** through extensive engagement. Our comprehensive plan establishes a road map for achieving the organisations community-based aspirations including: individualised service excellence, workforce investment and satisfaction, the commercial practicalities of funding and sustainability, the continuation of safe practices and embedded proactive quality systems, and community connection.

Cultivated from the engagement around our strategic plan, was the overwhelming view that the organisation should **change our name** to better describe our services and improve the connection with the young people we support. The new name, Youturn, evolved from two dominant themes of providing individualised support and seeking directional change. Our longstanding StandBy Support After Suicide service, which is distinctively different to our youth focused services, proudly remains as an additional service brand for our organisation.

Finally, we want to thank our Board for their guidance, devotion, knowledge and passion. You provide invaluable assistance in navigating through the complex environments in which we operate.

Yours sincerely,


Greg Livingstone, Chair


Andrew Anderson, CEO

VISION

TRUSTED TO CREATE SAFE, INCLUSIVE AND SUPPORTIVE COMMUNITIES

- Positive experiences reported by young people and those who support them
- A sustained and qualified workforce committed to our values
- Annual investment program in our social purpose improving outcomes for those we support
- Safe environments working towards zero incidences
- Recognised and trusted provider of youth services validated through market testing

MENTAL HEALTH

Supporting young people to manage their mental health in the future



STANDBY®
SUPPORT AFTER SUICIDE

To support those bereaved or impacted by suicide

CHILD SAFETY

Providing children and young people with safe and caring environments

HOMELESSNESS

Sustainable housing for young people in our communities

SUPPORT SERVICES

Internal corporate support across our business

2020-2025 GOALS

OUR YOUNG PEOPLE

Ensuring we place young people, and those who support them, at the centre of our service delivery

OUR WORKFORCE

Investing in team members who embody our values to foster a collaborative culture of excellence

OUR SUSTAINABILITY

Achieving long-term financial sustainability through strategic growth of innovative, value for money services

OUR QUALITY

Embracing our commitment to a quality, risk free, safe environment for all

OUR COMMUNITIES

Engaging to create meaningful connections based on trust and respect

WHO WE SUPPORT

In 2019/20
WE SUPPORTED

8,681*

PEOPLE across Queensland & Australia

BUNDABERG

GYMPIE

TEWANTIN

MAROOCHYDORE

CABOOLTURE

TOOWOOMBA

WE PREDOMINANTLY
SUPPORT YOUNG PEOPLE

UNDER
25
YEARS

across South East
Queensland from

14

MAIN WORK LOCATIONS

We also provide support after suicide to individuals and communities across Australia.

* Total number of people we provided at least one service between 1 July 2019 and 30 June 2020.



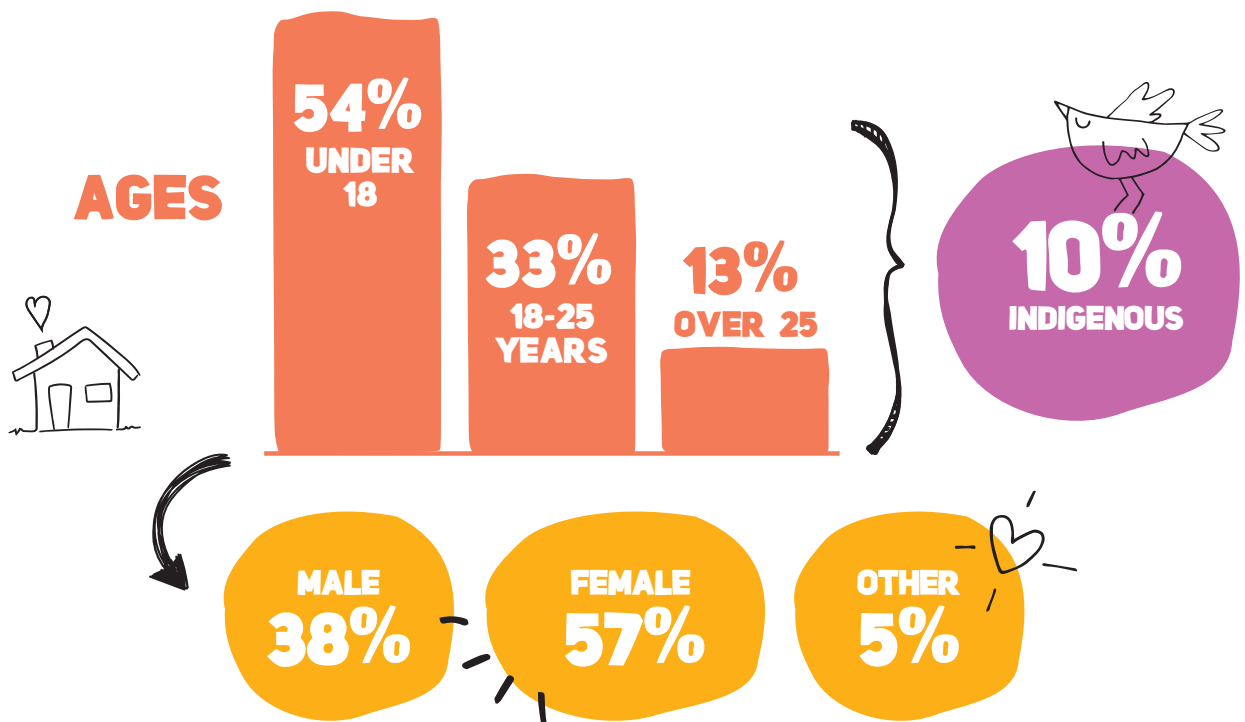
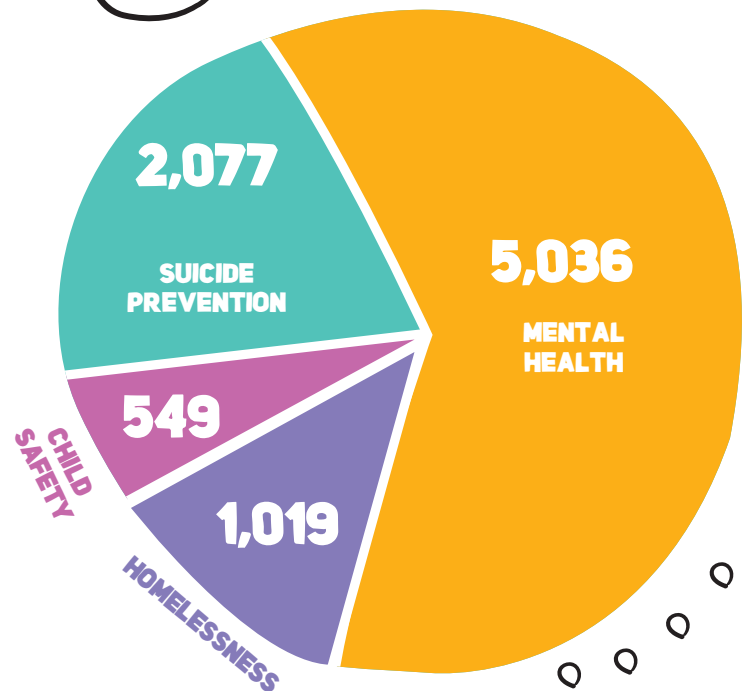
OUR DEMOGRAPHIC DATA REFLECTS THE DIFFERENT LEVELS, DURATION AND COMPLEXITY OF THE SERVICES THAT WE PROVIDE RATHER THAN THE DOMINANT FOCUS FOR OUR ORGANISATION.

While our **CHILD SAFETY** programs represent the smallest number of those we support, our youth workers support the most complex and vulnerable demographic across all our focus areas. Children living in Out of Home Care can be supported by Youturn for several years, until they reach 18 years of age, and can live independently.

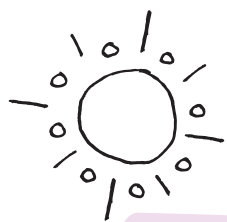
Our **HOMELESSNESS** services deliver a wide range of supports addressing the impact of high rental competition, lack of affordable housing and family breakdown. Our individualised case management support is typically for longer than six months with many young people staying connected for a couple of years to manage multiple complex issues.

MENTAL HEALTH services are provided through our headspace centres which support young people aged 12-25 years with low to moderate mental health needs. The high visibility and acceptance of headspace services amongst young people means that our centres, like others across Australia have large annual service levels.

Our **SUICIDE PREVENTION** services provided through our StandBy Support After Suicide program, specifically focuses on supporting those impacted or bereaved by suicide. It is the only program delivered nationally, through partner organisations, supporting people of all ages.







CHILD SAFETY



CARING FOR CHILDREN AND KEEPING THEM SAFE IS A SHARED RESPONSIBILITY. WE MUST ALL WORK TOGETHER TO RAISE SAFE, WELL, HEALTHY AND SUPPORTED CHILDREN.

The number of children living in statutory Out Of Home Care in Queensland, continues to rise rapidly. This has contributed to a 130% increase in child safety service provision at Youturn over the last year in both our Licensed Care services, as well as family support programs.

Evidence tells us children in care face many challenges including stability with their placement and the transition out of supported care.

A trusted provider of child safety services for over 10 years, Youturn employs a dedicated and experienced team of social workers across North Coast and South West regions of Queensland.

We are grateful for the in-kind gifts and smaller donations we receive from our community to provide opportunities to vulnerable children that are not possible under our program grants.



549

Total number **CHILDREN + YOUNG PEOPLE SUPPORTED**

130% INCREASE
over last financial year



Youturn's child safety team are committed to supporting:

- Vulnerable families to help them to maintain the family unit; and
- Children and young people (0-17 years) who cannot remain living safely with their parents.

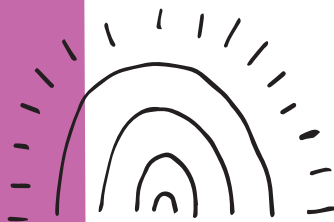
Child Safety services and programs are funded by the Queensland Department of Child Safety, Youth and Women.

ACHIEVEMENTS

- **UPSKILLING OUR WORKFORCE** with all of our Child Safety team trained in youth Mental Health, Therapeutic Crisis Intervention and Trauma Informed Care.
- **EXTRAORDINARY OUTCOMES** including families safely removed from high risk domestic violence situations to thrive in new environments, reunification of children to the parent(s), and positive community connections.
- **RECOGNISED AS SECTOR LEADERS** with our Child Safety team receiving an award during Child Protection week acknowledging the significant contribution we made to young people's lives in our South West region.
- **WELLBEING FOR OUR TEAM** with high levels of psychological wellbeing and support from regular post crisis debriefing after any incident, as well as group and individual supervision sessions every four weeks (well above industry standard).
- **CONTINUOUS HIGH STANDARDS OF CARE** with no breaches or concerns recorded, this places us well above average for the State in Child Safety.
- **EMBRACING CULTURE** through cultural advisory sessions with elders and community leaders, to ensure best cultural practices for children, young people and their families.

CHALLENGES

- **INCREASING DEMAND AND REFERRALS** of younger children due to lack of foster care options. Youturn currently ensures children are safe and supported until a suitable foster care placement can be recruited through our innovative Parenting Model.
- **COVID-19** has impacted our ability to connect with people the same way and we've had to adapt quickly. Other COVID impacts are increased number of referrals with Family and Domestic Violence issues as well as unemployment and housing struggles.
- **STAFF FATIGUE** which can occur when new workers come straight from study into a demanding industry. New recruits require a lot of nurture and support to prevent them leaving the industry in the first six months.
- **RECRUITMENT** of Youth Workers who are qualified, experienced and available is a constant challenge.



FUTURE FOCUS

● OUR YOUNG PEOPLE

Continue providing "Continuity of Care" and maintain high quality practitioners in all of our programs. Encouraging feedback from service users on satisfaction and improvement.

Expansion of programs such as In-Home support options.

● OUR WORKFORCE

In-house training in family Therapeutic Crisis Intervention and Safe and Together models.

● OUR QUALITY

To ensure that at least 80% of the Child Safety team are trained and competent in the Safe and Together model

● OUR COMMUNITIES

Increased community engagement enabled by additional staffing in this area.

Increased focus on working collaboratively with and alongside local indigenous groups to ensure best practice, equal opportunities and the delivery of culturally respectful support.



**TO LEARN MORE
ABOUT OUR CHILD
SAFETY PROGRAMS
GO TO:**



www.youturn.org.au/what-we-do/child-safety/



HOMELESSNESS

EVERY NIGHT IN AUSTRALIA, 28,000 YOUNG PEOPLE BETWEEN THE AGES OF 12 - 24 ARE HOMELESS AND IN THE LAST DECADE THIS NUMBER HAS GROWN BY 49%*

Homelessness is a complex issue with many factors contributing to Australia's increasing rates of young people who find themselves couch-surfing, living rough or in supported accommodation. For most young people, homelessness is not a choice, with many experiencing home lives that are fraught with poverty, neglect, physical and emotional abuse, leaving them to feel there is no other option but to leave.

Youturn has been providing youth homelessness services for more than 30 years and is a well established and respected provider of Specialist Homelessness Services (SHS) across South East Queensland.

Our services include both the provision of accommodation, with over 50 beds each night available across almost 20 properties, as well as wrap-around case management services for young people aged 16 to 25 years.

Youturn is committed to supporting:

- *Young people whose living conditions make it intolerable to remain at home; and*
- *Young families who cannot afford secure and appropriate housing.*

The number of people we supported **IN 2019/20**

1019

Includes people supported through our Emergency Relief programs



5% INCREASE

0 0 0



In addition to our program funding we are grateful for donations and support generously provided by our communities. This ranges from regular in-kind donations of meals and new linen through to financial donations that allow us to do much more for service users than the scope of program funding.

*Australian Institute of Health and Welfare 2019. Specialist homelessness services annual report 2017-18. Cat. no. HOU 299. Canberra: AIHW. Viewed 20 October 2020

Our Specialist Homelessness services are funded by the Queensland Department of Housing and Public Works, and complementary services by the Department of Communities, Disability Services and Seniors, and Department of Employment, Small Business and Training. Funding of our Emergency Relief is provided by the Federal Department of Social Services.

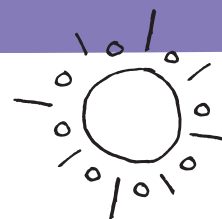
ACHIEVEMENTS

- **INCREASED FUNDING** via successful grants enabling infrastructure improvements, including our laundry and shower amenities.
- **CO-OPERATIVE PARTNERING** with key stakeholders and local organisations including cross industry, to better deliver our programs and strengthen our service provision.
- **INCREASING CAPACITY** of our immediate and temporary supported accommodation and achieving success in case planned outcomes.
- **RAPID RESPONSE TO COVID-19** through our Emergency Relief program to meet the demand and needs of vulnerable people in our community.
- **YOUNG PEOPLE ACHIEVING SUCCESS** with many upskilling through driving lessons and barista training.

CHALLENGES

- **ACQUIRING PRIVATE RENTALS** due to the growth in the median market rents and the stigma associated with social housing and homelessness. Whilst this is a common challenge for the sector, recently this has been further compounded by the increase in out-of-area renters and investors dominating the local area due to the popularity of Queensland as a preferred housing market.
- **RESPONDING TO IMPACTS OF COVID-19** including the increased demand and changes to our operations, including additional cleaning, record keeping and working from home restrictions. Additional case management barriers are experienced when trying to re-engage young people into employment.
- **WORKFORCE RETENTION AND TRAINING** to offer our team professional development opportunities which are relevant, ensuring skill levels continue to meet the requirements in our sector.

FUTURE FOCUS



● OUR YOUNG PEOPLE

Providing young people with safe and secure accommodation underpinned by diverse and flexible Case Management support.

Enabling young people and young families to exit our services within industry standard timeframes, with at least a third accessing and maintaining sustainable housing.

Aligning service offerings to our strategic priorities.

● OUR WORKFORCE

Operating a "community of practice" to support and retain our appropriately skilled and trained workforce.

● OUR SUSTAINABILITY

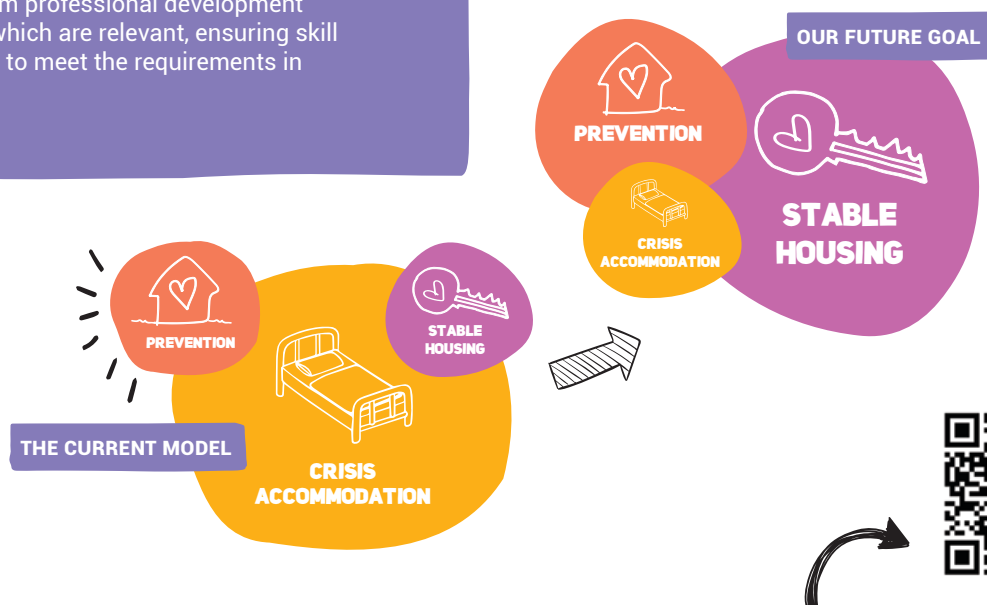
Strengthening the Toowoomba community through the establishment of additional transitional accommodation.

Increasing our much needed donation funding, using a social media marketing approach to drive donations; developing a system for reporting back to donors the impact of their donation.

● OUR COMMUNITY

Reinvigorate our local community support centre to create an environment that is welcoming and engaging for those we support, creating links with other services in our region.

Engage with current landlords and private real estate agencies to provide clearer pathways to sustainable accommodation.



TO LEARN MORE ABOUT OUR HOMELESSNESS PROGRAMS
GO TO: www.youturn.org.au/what-we-do/homelessness/



MENTAL HEALTH

MENTAL ILL-HEALTH ACCOUNTS FOR 35% OF THE GLOBAL ECONOMIC BURDEN OF NON-COMMUNICABLE DISEASES, MORE THAN CANCER, DIABETES AND HEART DISEASE.

Across the whole lifespan, young people aged 10-24 years bear the major burden for onset and impact of poor mental health globally. Recent reports indicate that mental health for young Australians is worsening, with rates of psychological distress increasing 5.5% in the past seven years alone.*

Higher rates of suicidal thoughts and other health-risk behaviours, such as smoking, drinking and drug use, are reported by young people and many delay seeking help because they fear stigma and discrimination.**

headspace Early Intervention

Youturn is the lead agency for five headspace centres across South East Queensland that focus on early intervention and connecting young people with a range of services and programs to ensure they receive comprehensive and individualised support.

Each headspace centre is developed in partnership with local Youth Engagement Committees (YEC's), local consortium agencies, headspace national Youth Mental Health Foundation and the regional PHNs.

* Bloom et al. (2011) The global economic burden of non-communicable disease. Geneva: World Economic Forum; 2011.

** Australian Bureau of Statistics 2008, National Survey of Mental Health and Wellbeing: Summary of Results, 2007 cat. No. 4326.0, ABS, Canberra.

In 2019/20
we supported

5,036

25%
INCREASE

1 IN 2 Australians experience
MENTAL HEALTH
issues at some point in life

50%
before age 14

Through the delivery of our mental health services, Youturn is committed to supporting:

- Young people who are experiencing mild to moderate mental health problems; and
- Those who support young people accessing our services.

We are grateful to the local organisations and individuals that provide additional and generous donations to support events and initiatives across our five headspace centres, allowing us to provide opportunities outside of what our funding allows.

Funding for our headspace centres is obtained on a regional basis through the PHNs and Medical Benefits Schedule Billing.



ACHIEVEMENTS

- **CONSISTENT AND SIGNIFICANT** increase in our deliverables across all headspace centres meeting the increased demand of youth mental health services including a number of new young people accessing services.
- **MANAGING OUR COVID19 RESPONSE** by working with headspace National and PHNs to address the impact of restrictions on our workforce and the young people we support. Our headspace centres have maintained the delivery of services throughout the crisis via the rapid implementation of Telehealth.
- **SECURING A CAPITAL UPGRADE** for headspace Maroochydore through the Central Queensland, Wide Bay and Sunshine Coast PHN, including provision of additional clinical rooms, soundproofing and cosmetic upgrades.
- **EXTENSION OF HEADSPACE SERVICES**
 - headspace Caboolture: outreach services for Kilcoy and Bribie through additional funding extended until June 2021.
 - headspace Toowoomba: additional funding for a General Practitioner Pilot program.
 - headspace Bundaberg: secured the services of a General Practitioner, operating for 2 days per week.

CHALLENGES

- **INCREASING DEMAND FOR SERVICES** with young people seeking help at an unprecedented rate and with rising levels of complexity.
- **SHORTER TERM NATURE OF THE FUNDING MODEL** and the challenges associated including service planning, recruitment and job security concerns for the workforce.
- **WORKFORCE RECRUITMENT** to secure suitably qualified applicants which is impacted by salary competition from private practice. In addition, attracting General Practitioners can be especially challenging in regional areas.



FUTURE FOCUS

● OUR YOUNG PEOPLE

Providing young people and those who support them with safe and secure holistic mental health services underpinned by the headspace model.

Referring young people to complimentary services to support their recovery.

Extensively engaging with young people in our local communities to refine and deliver services/ program/activities to meet the local need.

● OUR WORKFORCE

Attracting and retaining an Allied Health Provider workforce across all centres.

Leadership positions filled with high performing team members.

● OUR SUSTAINABILITY

Maintaining our annual contractual funding and supplementary revenue through MBS billing and centre-based donations.

● OUR QUALITY

Excelling in the headspace Model Integrity Framework (hMIF) review across all centres.

Maintaining best-practice clinical governance standards across all our headspace centres.

Delivering outstanding performance against key headspace metrics including Occasion of Service and new young people accessing support.

● OUR COMMUNITIES

Hosting headspace consortiums that involve a broad range of partner organisations enabling us to deliver across the four core services areas of: mental health, physical (including sexual) health, work and study support, and alcohol and other drug services.



**TO LEARN MORE
ABOUT OUR MENTAL
HEALTH PROGRAMS
GO TO:**



www.youturn.org.au/what-we-do/mental-health/



STANDBY

SUPPORT AFTER SUICIDE

SUICIDE BEREAVEMENT IS A SIGNIFICANT RISK FACTOR FOR SUICIDE. STUDIES SHOW THAT OVER HALF, THE EQUIVALENT OF 10 MILLION AUSTRALIANS, KNOW SOMEONE WHO HAS DIED BY SUICIDE IN THEIR LIFETIME AND PERCEPTIONS OF CLOSENESS TO THE DECEASED ARE RELATED TO AN INDIVIDUAL'S OWN SUICIDE RISK.

2,077

People supported in
2019/20

Our StandBy service is Australia's leading provider of support after suicide, providing free face-to-face and telephone support to individuals, families, workplaces, groups and the wider community.

StandBy understands how death by suicide can affect the bereaved. The complexity of and interaction between risk and supportive factors requires a flexible variety of approaches and levels of resourcing to support the unique needs of individuals, communities, families and at-risk populations.



StandBy is incredibly thankful to those individuals and organisations that donate to our service, providing the ability to enhance the services we provide to those requiring our support.

PARTNER ORGANISATIONS ACROSS AUSTRALIA:

Tasmania (Lifeline Tasmania)
Country SA (Uniting Communities and Centacare)
Brisbane South and Brisbane North (UnitingCare)
Central Queensland, Wide Bay, Sunshine Coast (Youturn)
Northern Queensland (UnitingCare)
Murray Victoria (APMHA HealthCare)
Country WA [Kimberley region only] (Anglicare WA)
Northern Territory (Thirrili)
North Coast NSW (Social Futures)
ACT (Support Link)
On the Line (After hours)

StandBy is a national service supported by funding from the Australian Government under the National Suicide Prevention Leadership and Support Program.

ACHIEVEMENTS

- **ADDITIONAL FUNDING** was announced in January 2020 by the Minister for Health, the Hon. Greg Hunt MP, as part of the prioritisation of suicide prevention by the government. A further \$10 million has been injected into the expansion of the StandBy Support After Suicide service.
- **MEETING INCREASED DEMAND** for YouMe~WhichWay, a program that is designed to support Aboriginal and Torres Strait Islander communities bereaved or impacted by suicide, and updating training resources and materials.
- **CONTRIBUTING TO GOVERNMENT AND NON-GOVERNMENT INITIATIVES** including the Productivity Commission Inquiry into the Social and Economic Benefits of Improving Mental Health; SPA Turning the Tide; SPA State of the Nation in Suicide Prevention and SPA Lived Experience position paper.
- **EXTENSIVE ENGAGEMENT** with our Lived Experienced Advisory Group resulting in valuable contributions across a number of initiatives including resource content and training material.
- **PRODUCTION OF ADDITIONAL RESOURCES** with the support of service provision partners, Lived Experience Advisory Group and other key stakeholders including a Workplace Toolkit and two grief journals, for children under 12 and one for teens.

CHALLENGES

- **IMPACT OF COVID-19** on the ability to provide face-to-face support and community capacity building training and workshops.
- **WORKING WITHIN A CRISIS RESPONSE ENVIRONMENT** where the impact of the intense and diverse nature of crisis work makes it difficult to plan and allocate staff resources.
- **COVERING LARGE GEOGRAPHICAL REGIONS** with a small team that is required to cover thousands of kilometres to provide face-to-face support.
- **MAINTAINING QUALITY** across all our offerings by focusing on what we do and doing it well, and not diversifying too quickly as we expand our operations.

FOR EVERY DEATH THROUGH SUICIDE, THERE ARE MANY PEOPLE SIGNIFICANTLY IMPACTED, INCLUDING:

- **INDIVIDUALS, FAMILIES, FRIENDS AND WITNESSES**
- **SCHOOLS, WORKPLACES, SPORTING AND COMMUNITY GROUPS**
- **FIRST RESPONDERS AND SERVICE PROVIDERS**

FUTURE FOCUS



● SHARED DIRECTION

Embracing the input of Lived Experience and service delivery partners in a collaborative national governance structure.

● PERSON CENTRED SUPPORT

Increasing community capacity, connection, and resilience through delivering person-centred support and whole-of-community post suicide responses.

● OUR SUSTAINABILITY

Continuing to advocate for longer term funding for suicide prevention, specifically in postvention to ensure ongoing support is available across all StandBy locations.

● OUR QUALITY

Investing in research for innovation and continuous improvement, as well as training to deliver contemporary support after suicide.

Delivering quality and consistent support after suicide through effective systems, processes, and structured support to service provision sites.

Increasing and diversifying StandBy's service offering across settings, life courses and communities.

● OUR COMMUNITIES

Increasing awareness and achieving a genuine national presence ensuring that all Australian's have equal access to support after suicide.



**PLEASE REFER TO
STANDBYSUPPORT.COM.AU
FOR MORE INFORMATION.**

OUR WORKFORCE

YOUTURN IS COMMITTED TO INVESTING IN TEAM MEMBERS WHO EMBODY OUR VALUES TO FOSTER A COLLABORATIVE CULTURE OF EXCELLENCE ACROSS ALL ASPECTS OF OUR ORGANISATION.

Our workforce is vital to our success. Youturn is focused on attracting and retaining capable, qualified and positive team members who live our values. We achieve this by supporting our workforce from induction through to practice supervision and performance development to meet the needs of employees, our business and sector.

INVESTING IN OUR TEAM

In addition to the mandatory staff training, Youturn launched a program for employees to apply for an educational or professional development funded course. During 2019/20 six employees were supported to complete certificate to graduate level training, with another 12 places on offer this coming year.



The highlight for me is when a young person comes back to visit to show off their first car, brings me their certificate of achievement, or just pops by to say thank you. I love my job!



Jo Lloyd, Gateway House



AMANDA EKERT

"What a great way to say thanks for the hard work we all do...I definitely feel valued and appreciated"

BA Human Services (Child, Youth & Family)



SUSAN BEATON

"Staff are given choice, incentive and support, rewarding people who want to do extra"

Certificate Professional Fundraising (FIA)



AMBER SMITH

"I draw upon the teachings routinely, as a foundation for therapeutic intervention"

Trauma and Attachment Workshop

REGULATORY ENVIRONMENT

Youturn maintains strict compliance in a highly regulated environment, including Blue Card and Licensed Care services checks. We participate in regular internal monitoring, reviews and audits, as well as external audits by regulatory bodies.

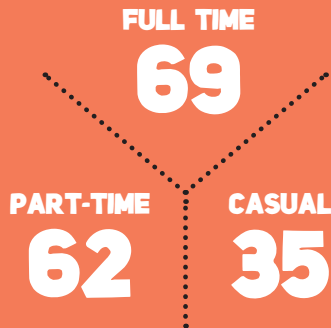
Health and safety of all workers, visitors and those people we support is of the utmost importance. Through regular consultation, messaging and awareness raising, we strive to continuously improve health and safety in the workplace. This remains a future focus guided by our Quality, Safety & Risk working group (refer p.24).

ACHIEVEMENTS

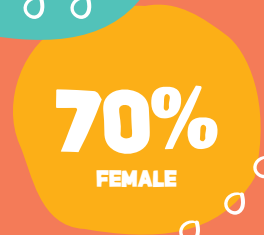
- **LAUNCHED EMPLOYEE DEVELOPMENT PROGRAM** to build both skills and morale in the workforce.
- **EMBEDDING L.I.S.T.E.N VALUES** (refer p.7) led by our Community & Partnerships team and embraced by our staff. Workshops introduced the new values, followed by a Day in the Life campaign and staff rewards scheme.
- **EMPLOYEE OPINIONS DRIVE WELLBEING** with the annual employee opinion survey (completed by 79% of staff) identifying many positives as well as opportunities to promote wellbeing. The Employee Benefits and Wellbeing Program continued to expand and new initiatives were implemented including the Wellbeing Newsletter.
- **INTRODUCED ENABLE HR** information technology platform to consolidate and replace outdated systems, providing more visibility and control of records by staff.



OUR TEAM



GENDER



166

Total number of employees*

*As at 30 June 2020

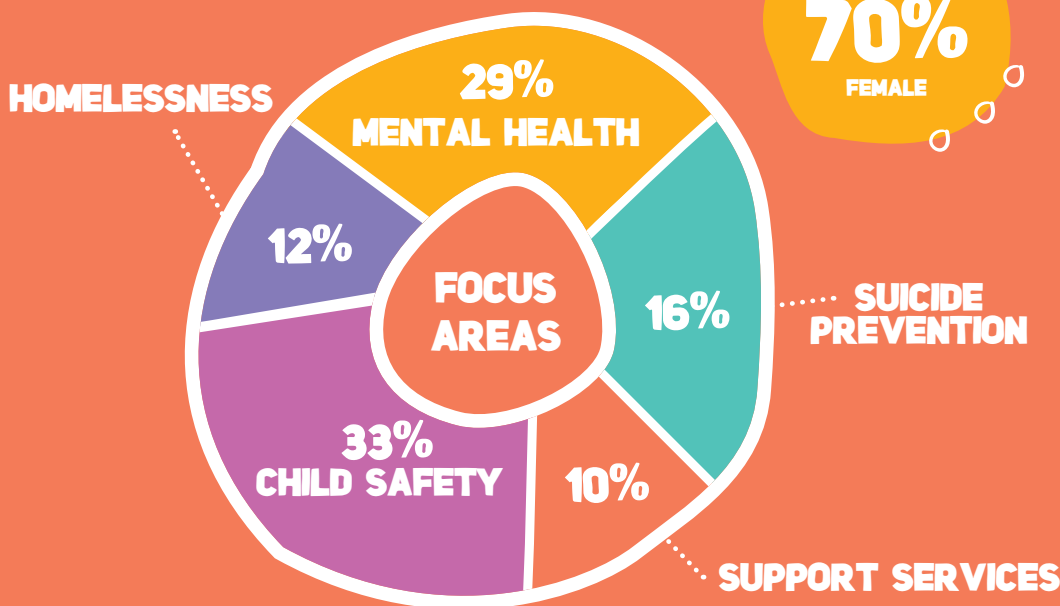
AGE

8.5%
15-25 YEARS OLD

28.3%
26-35 YEARS OLD

59.6%
36-65 YEARS OLD

3.6%
66+ YEARS OLD



CHALLENGES

- **EMPLOYEE RETENTION** in our sector where staff turnover is higher than average and competition with private practice are competing factors.
- **PROACTIVELY MANAGING PSYCHOLOGICAL DISTRESS** with extra measures needed to support our people who by the nature of the work undertaken means they are disproportionately impacted by psychological distress.



FUTURE FOCUS

- **FURTHER DEVELOPMENT OF OUR WORKFORCE** by offering internal career pathways to ensure we have a highly skilled workforce, who can provide optimal care, service and guidance to those people we support.
- **FRAMEWORK DEVELOPMENT FOR HEALTH AND SAFETY MANAGEMENT** to provide systematic risk assessment control of hazards, ensuring we progressively improve safe behaviours and systems.
- **CONTINUING FOCUS ON WELLBEING**, informed by an Injury Prevention and Management (IPAM) review to identify key opportunities for improvement.



GOVERNANCE



YOUTURN LIMITED IS:

- A company Limited by Guarantee and registered under the Corporations Act 2001.
- A registered charity under the auspices of the Australian Charities and Not-for-Profit Commission (ACNC) Act 2012.
- Classified as a Public Benevolent Institute with Deductible Gift Recipient status.

YOUTURN IS GOVERNED BY A BOARD OF DIRECTORS WHO PROVIDE EX GRATIA STRATEGIC GUIDANCE AND SUPPORT TO OUR ORGANISATION. THROUGH GOOD GOVERNANCE, YOUTURN IS ABLE TO ENSURE THAT THE DAY TO DAY OPERATIONS OF THE ORGANISATION CONTRIBUTES TO THE STRATEGIC DIRECTION OUTLINED BY THE BOARD.

A key aspect of our governance model are the four working groups chaired by the Board. The working groups support in-depth discussions across the areas of:

- Clinical Governance
- People and Community
- Performance and Capability
- Quality, Safety and Risk

Our Board and Executive make informed decisions based on key stakeholder structures across our communities, including our headspace consortiums and key network advisory groups.

These stakeholder advisory structures complement corporate governance structures to inform Youturn on the priorities and effective solutions for our respective communities.

KEY STRATEGIC ACTIVITIES AND ACHIEVEMENTS



- **30TH YEAR BIRTHDAY EVENT** attended by key stakeholders including Minister Di Farmer (pictured), Minister for Child Safety Youth and Women and Minister for Prevention of Domestic and Family Violence who provided the opening address.
- **NEW VISION MISSION AND VALUES** developed in consultation with our staff and reflecting our commitment to the youth focus of our organisation.

- **RELEASE OF OUR STRATEGIC PLAN 2020 - 2025** that sets out our five year goals. The development of our five year organisation wide strategic plan has been a comprehensive process which has been completely developed in-house by our Leadership Team and Board. To find out more about our five year strategy please visit our website to download a copy of our Strategic Plan.

- **CREATING A NEW NAME** based on the unexpected and overwhelming feedback from our teams, that there is a need for a better connection between our organisation name and the services we provide.

Following an extensive consultative and collaborative process with both internal and external stakeholders including our staff, a group of nominated internal brand ambassadors, members, key partners and the young people we support, our organisation announced a new name, brand and logo.

- **RELEASE OF OUR NEW WEBSITE** to coincide with our rename, to improve our connection with our stakeholders and various audiences.

CHALLENGES

Like many organisations across the country the challenges due to the impact and effect of COVID-19 in 2020 have meant significant changes for our organisation including: impact on service delivery, workforce wellbeing and additional cost associated with revised models of care, Personal Protective Equipment (PPE) and complying with social distancing regulations.



BOARD OF DIRECTORS

Youturn has a skill-based Board of Directors who provide ex gratia strategic advice, guidance and support to the organisation. Our Chief Executive Officer reports directly to the Board and is supported by the Executive Team.

This year we welcomed Mitchell (Mitch) Evans to our Board. Mitch has 17 years' experience working in the recruitment and talent acquisition industry, and currently sits on Queensland Government Advisory Boards for Family and Domestic Violence, as well as Employment and Small Business. We are excited to have his energy and thought leadership on our team.

Another key appointment this year was Director Glen Damro to the dual role of Company Secretary. The Company Secretary role for our organisation has previously been a paid staff or consultant role. However, the option for a Director to assume these duties was adopted to leverage Glen's expertise (safety, auditing, legal and business) and enthusiasm to lead us forward, in what was a milestone year in terms of strategic activities and achievements for the organisation.

Youturn is looking forward to making additional appointments to our board in the coming year.

EXECUTIVE TEAM

Our Executive Team is led by our Chief Executive Officer (CEO), Andrew Anderson who completed his first full year with Youturn during this financial year.

Andrew is supported by an Executive Team of program and support services managers with extensive skills and deep experience in their respective fields. Not only are they subject matter experts but they are incredibly passionate about the services and support they oversee.

This financial year we welcomed Robert Owens to the Executive as our new Chief Financial Officer (pictured above, far left).

TO FIND OUT MORE ABOUT OUR BOARD AND EXECUTIVE, PLEASE VISIT OUR WEBSITE.

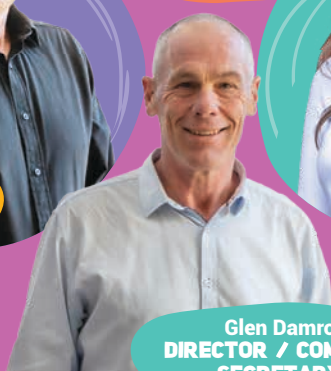


Greg Livingstone
CHAIR

Paula Holden
DEPUTY CHAIR



Glen Damro
DIRECTOR / COMPANY SECRETARY



Joyce Chorney
DIRECTOR



Oscar Modesto
DIRECTOR



Mitch Evans
DIRECTOR



FINANCIALS

ABN 58 114 781 065

STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2020



	2020	2019
	\$	\$
Revenue	22,410,646	22,532,597
Expenses		
Employee benefits	11,361,626	12,123,697
Contracted	4,703,001	4,870,141
Occupancy	594,326	937,155
Client support	1,114,024	1,005,401
Administration	473,983	714,196
Contract liability	1,222,193	7,050
Depreciation and amortisation	760,307	477,868
Other expenses	1,785,574	1,980,844
Surplus before income tax	395,612	416,245
Income tax	-	-
Surplus after income tax expense for the year	395,612	416,245
Other comprehensive income, net of tax	-	-
Total comprehensive income	395,612	416,245



FULL FINANCIALS

A full copy of our financial statements, notes, and commentary as at 30 June 2020 can be viewed on our website at youturn.org.au

ABN 58 114 781 065

STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2020



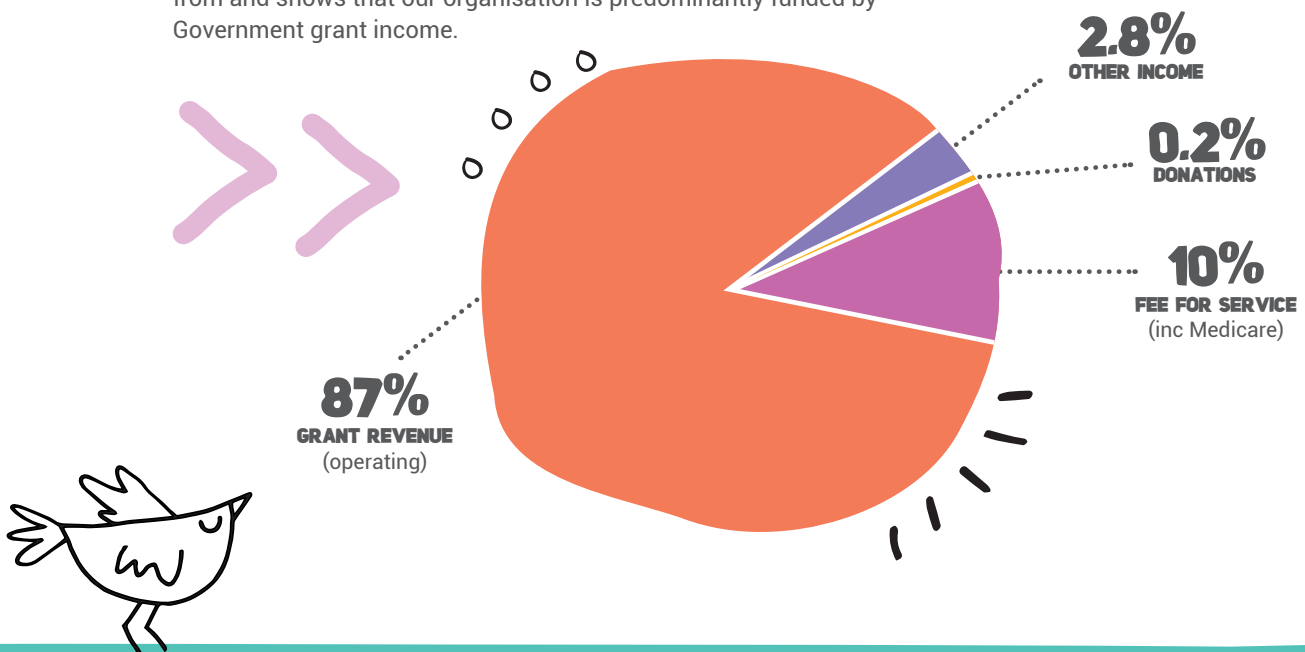
	2020	2019
	\$	\$
Assets		
Current assets		
Cash and cash equivalents	6,002,305	6,374,128
Trade and other receivables	228,821	130,331
Other	309,215	259,151
Total current	6,540,341	6,763,610
Non-current assets		
Right-of-use	2,591,752	-
Property, plant and equipment	1,297,235	1,342,544
Total non-current	3,888,987	1,342,544
Total assets	10,429,328	8,106,154
Liabilities		
Current liabilities		
Trade and other payables	1,063,952	1,370,624
Contract	1,410,500	-
Income in advance	-	1,635,780
Employee benefits	696,977	634,723
Lease	565,086	-
Total current	3,736,515	3,641,127
Non-current liabilities		
Employee benefits	31,299	300,290
Lease	2,101,165	-
Total non-current	2,132,464	300,290
Total liabilities	5,868,979	3,941,417
Net assets	4,560,349	4,164,737
Equity		
Retained surpluses	4,560,349	4,164,737
Total equity	4,560,349	4,164,737

FINANCIALS

AT A GLANCE

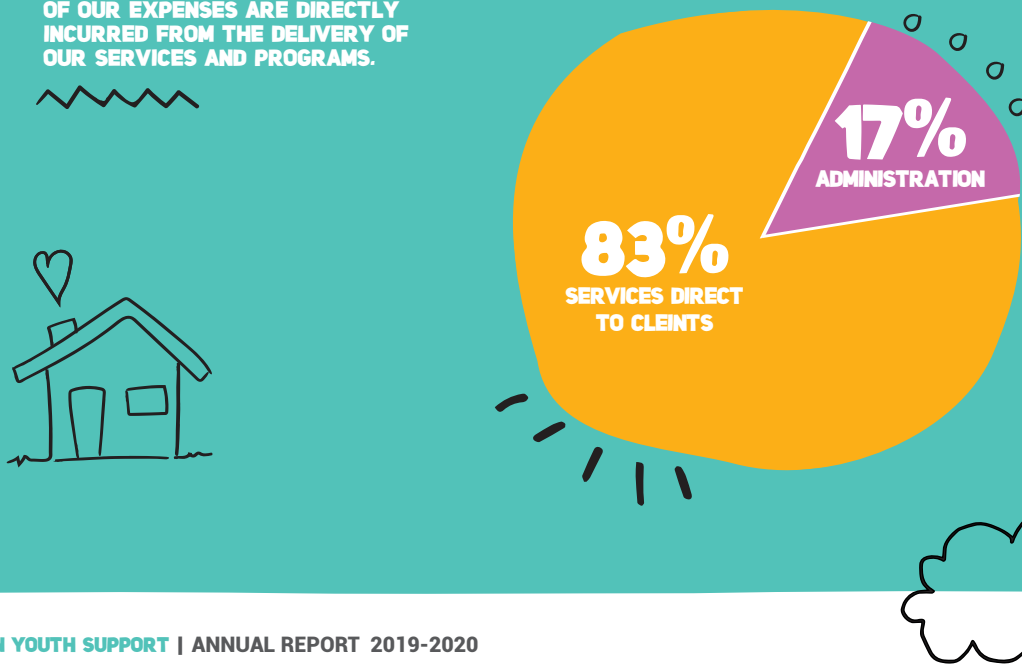
SOURCES OF INCOME

This graph provides a breakdown of where our income comes from and shows that our organisation is predominantly funded by Government grant income.



BREAKDOWN OF EXPENSES

THIS GRAPH SHOWS THAT 83% OF OUR EXPENSES ARE DIRECTLY INCURRED FROM THE DELIVERY OF OUR SERVICES AND PROGRAMS.



STARTING OUR PHILANTHROPIC JOURNEY

**WE ARE CONTINUALLY FINDING NEW
WAYS TO ASSIST THE COMMUNITIES
IN WHICH WE WORK**



For almost 30 years, Youturn has been almost entirely reliant on Government funding. Until recently we had neither resourced nor taken the lead to actively fundraise, yet we kindly accepted donations from time to time.

In 2019-20 Youturn took steps towards diversifying our funding streams – moving towards a more philanthropic culture to drive sustainable growth and self-sufficiency underpinning our mission.

Youturn is developing our people, culture, systems and processes to be fully equipped to enter the fundraising space.

PARTNERSHIPS BETWEEN PEOPLE

At the heart of Youturn's philanthropic processes are partnerships between people. We believe that only as part of a group can an individual make a difference in addressing major social problems.

Government is a major funder of Australian non-profits, but its role is intended to be structural, to stimulate philanthropy through its framework. Whilst Youturn values our collaborative relationship with all levels of government, we will also be looking to leverage philanthropic opportunities for mutual benefit and cost efficiencies going forward.

FUTURE FOCUS

Creating new opportunities for people to support our causes from preferred partner-suppliers, school-charity partnerships, community fundraisers and building an internal culture of philanthropy. In 2021, Youturn will stage regular events and run campaigns to drive our mission.

Contact our team (pictured) via email community@youturn.org.au to learn more on how you can help.

DONATIONS ARE TRANSFORMATIONAL

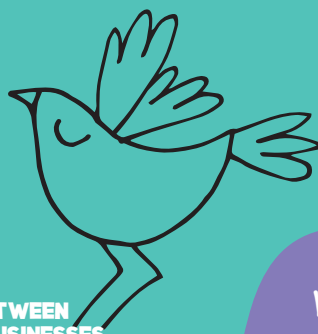
Giving can be in time, talent or treasure, and generosity from one person to another at a critical time of need, perhaps when feeling alone or uncared for, is often transformational. Our website features stories on how gifts at the right time have made a difference, and we encourage our supporters to sign up for regular impact news.

Youturn helped me with my self worth, because I thought if someone who does not know me at all, would go out of their way to help me, then maybe I am worth something...



PARTNERS AND SUPPORTERS

YOUTURN ACKNOWLEDGE IT REQUIRES DEEP COLLABORATION BETWEEN GOVERNMENT AND NON-GOVERNMENT AGENCIES, COMMUNITIES, BUSINESSES AND INDUSTRY TO DELIVER CONSISTENT AND SUSTAINABLE OUTCOMES.



We are incredibly thankful to everyone we work with, to make a difference.

SUPPORT & COLLABORATION

A lot of the work we do with young people, relies on the generous support and working relationships we have with other organisations, including those who participate as part of our headspace consortiums. Across 2019-20 we were kindly supported by many like-minded organisation including schools, government agencies and NGOs across our regions. We thank our partners:

OUR FUNDING PARTNERS

AUSTRALIAN GOVERNMENT

- Department of Health
- Department of Social Services

QUEENSLAND GOVERNMENT

- Department of Communities, Disability Services and Seniors
- Department of Child Safety, Youth and Women
- Department of Employment, Small Business and Training
- Department of Housing and Public Works

PRIMARY HEALTH NETWORKS (PHNs)

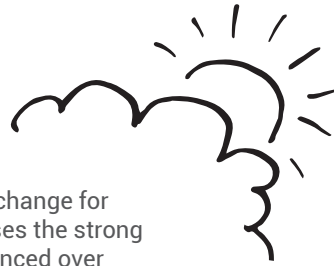
- Brisbane North
- Darling Downs and West Moreton
- Central Queensland, Wide Bay, Sunshine Coast

OTHER PARTNERS

Our national StandBy Support After Suicide model is built on local partnerships – please refer to page 20.



- APM
- Bundaberg Regional Council
- Catholic Care
- Centacare CQ
- Central Queensland University
- Clifford Gouldson Lawyers
- Community Action Inc.
- Downs Industry Schools Co-Op
- Education Queensland
- Fresh PR & Marketing
- Gubbi Gubbi Dance - *Booin Gari Festival partner*
- Horse & Water - *Preferred Partner, Creative*
- IFYS Ltd
- Impact Community Services
- Job Life
- Kimberley Aboriginal Medical Service (KAMS)
- Lead Disability Services
- Life Without Barriers
- Lifeline
- Lives Lived Well
- Lutheran Community Care
- Mental Health Services DDHHS
- Metro North Mental Health, Redcliffe Caboolture
- Moreton Bay Regional Council
- Neighborhood House
- Noosa Shire Council
- Open Door
- Orange Sky Laundry
- OzHarvest & local restaurants
- Phoenix House
- Photo Republic Noosa - *Preferred Partner, Creative*
- Qld Health - Child & Youth Mental Health Services
- Qld Community Foundation (Renouf Family Fund)
- QShelter
- Regional Housing
- Relationships Australia Qld
- Roses in the Ocean
- Salvation Army
- Steps Group Australia
- Sunny Street
- Sunshine Coast Council
- Ted Noffs Foundation
- The Butterfly Foundation
- Toowoomba Regional Council
- UnitingCare
- University of Southern Queensland
- University of Sunshine Coast
- Vanguard Laundry
- YMCA



2019 - 20 was a year of celebration and change for Youturn and this Annual Report showcases the strong momentum our organisation has experienced over the last year. We hope you will continue to follow our journey on our website and social channels, to stay up to date with our latest news, events and achievements and announcements.

We are incredibly thankful to our partners, stakeholders and supporters and we cherish the opportunity to work together to navigate community change across our focus areas of Child Safety, Homelessness, Mental Health and Suicide Prevention.



THANK YOU



YOUTURN
youth support

YOUTURN.ORG.AU



T 07 5442 4277 **E** reception@youturn.org.au

A 12 Ernest Street (PO Box 365), Tewantin, QLD, 4565, Australia