

YOU↑TURN

youth support



strategic plan 2020-2025



OUR MISSION:

WE SUPPORT YOUNG PEOPLE IN THEIR TIMES OF NEED TO LIVE A HEALTHY AND MEANINGFUL LIFE



OUR VISION:

TRUSTED TO CREATE SAFE, INCLUSIVE AND

SUPPORTIVE COMMUNITIES

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

HOMELESSNESS

Sustainable housing for young people in our communities

CHILD SAFETY

Providing children and young people with safe and caring environments

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

OUR GOVERNANCE

The organisation has a governance model that provides strategic leadership within a solid and accountable set of governance principles, policies and procedures.

Youturn is governed by a Board of Directors who provide ex gratia strategic advice, guidance and support to the organisation. The Board, retaining its decision-making powers, has four working groups to support in-depth discussions on key operational activities that influence our strategic direction. These comprise:

- Clinical Governance
- Performance and Sustainability
- People and Communities
- Quality, Risk and Safety

Through good governance Youturn ensures that the day-to-day work of the organisation aligns with and contributes to achieving its purpose/mission.

OUR PRIORITIES

- Our Young People
- Our Workforce
- Our Sustainability
- Our Quality
- Our Communities

OUR ENGAGEMENT

Formal stakeholder engagement is facilitated by:

- Licensed Care Service Governance Group;
- Licensed Care Services Practice Group;
- headspace Consortiums;
- Youth Engagement Committees; and
- Membership.

The Clinical Governance Working Group of the Board along with headspace Consortiums, Youth Engagement Committees form part of Youturn's Clinical Governance Framework.

OUR TEAM MEMBERS

The Chief Executive Officer (CEO), who is also the nominee under the *Child Protection Act 1999* and the organisation's Privacy Officer, reports directly to the Board of Directors. The Board has delegated management, and therefore the day-to-day operations of Youturn, to the CEO.

The CEO is supported by an Executive Team of experienced program and support services managers. The CEO has delegated responsibility for particular aspects of decision-making to the Executive Team.

Program managers oversee our three focus areas:

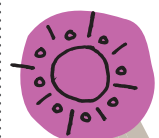


Support services managers oversee functions including:

- Finance & Payroll
- Community & Partnerships
- People & Culture
- Quality, Safety & Risk

The Executive Team is ably assisted by a Leadership Team and has delegated operational responsibility to employees throughout the organisation.

OUR COMPLIANCE AND ASSURANCE



Youturn will be accountable to their Members and provide them with adequate opportunity to raise concerns about how the organisation is governed.



Youturn ensures that all its external and internal obligations are met by complying with relevant legislation; regulatory requirements; national and international best practice standards; organisational, behavioural and mandatory training requirements; and contractual obligations.



Youturn apply internal and external audit to provide the Board and Executive with a level of assurance on compliance and the financial position and operating results of the organisation.



Youturn has a Code of Conduct that is applicable to the Board, CEO, the Executive Team and all employees, contractors and volunteers.

OUR YOUNG PEOPLE

Our Priorities

- Providing person-centered support that is flexible and responsive, focused on achieving outcomes
- Achieving sector excellence in the delivery of high quality services that are respected, inclusive and competitive



Our Success Measures

- Annual increase in number of people supported across all Focus Areas
- Improved proportion of young people meeting or exceeding their individual outcome goals

OUR WORKFORCE

Our Priorities

- Continuing to invest in learning and development opportunities to strengthen our leadership and the potential of our teams
- Improving workforce wellbeing and satisfaction through effective onboarding, ongoing support and performance development



Our Success Measures

- Increase in retention and reduction in employee related disputes
- Increase participation in Workforce Survey and positive responses across all domains
- Increase in the number of team members with Support and Development Plans

Youturn is a not-for-profit company limited by guarantee and registered under the *Corporations Act 2001*. Youturn is a Registered Large Charity under the auspices of the *Australian Charities and Not-for-profits Commission Act 2012*, classified a Public Benevolent Institution (PBI) with Deductible Gift Recipient (DGR) status.

OUR SUSTAINABILITY



Our Priorities

- Retaining and expanding services aligned to our strategic focus
- Developing and securing contracts for new services to address unmet needs
- Diversifying revenue sources to support flexibility and innovation in service delivery



Our Success Measures

- Increase in proportion of grant based contracts renewed and acquired
- Increase donation growth rate as a proportion of overall revenue
- Increase in internal reinvestment activities that deliver positive outcomes for those we support

OUR QUALITY

Our Priorities

- Providing systems that are embedded, maintained and part of our culture of quality safe practice
- Employing both proactive and reactive measures for continuous quality improvement



Our Success Measures

- Increase in proportion of corrective actions completed within defined timeframes
- Reduction in safety incidences and near misses
- Increase in preventative risk treatment plans

OUR COMMUNITIES

Our Priorities

- Establishing brand recognition and awareness across communities and sector networks based on strong relationships
- Connecting with those we support, our partners and each other with transparency and purpose



Our Success Measures

- Increase in brand awareness across digital platforms, mainstream media, events and causes (i.e. media monitoring and social media metrics)
- Increase participation and recognition across our networks as sector leaders (i.e. invited presentations, awards and representation)



At the age of 18 I found myself homeless and arrived at Golden Beach [Crisis Accommodation] at a very difficult time in my life. With the support and guidance of my Case Managers at Youturn I was able to keep my part time job and get my life back on-track. After almost a year, the decision to leave Golden Beach was incredible tough but I was excited to be offered an Electrical Apprenticeship and I was ready to take on new challenges. I have achieved things I never thought were possible including buying my very own home. I am so thankful that this service was there when I needed it most.

Matt



CONNECT

with us

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SOUTH WEST

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HOMELESSNESS - SPECIALIST HOMELESSNESS SERVICES

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MENTAL HEALTH

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HEADSPACE BUNDABERG

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