

# BUILDING UP

ANNUAL REPORT  
**20-21**

## 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 sectors of **Child Safety, Homelessness, Mental Health and Suicide Prevention**.

This Annual Report provides our community and partners with a transparent overview of our activities during the 2020 – 2021 year, including our goals, key achievements, our financial performance and future focus.

The theme for this report is **"BUILDING UP"**. We have cemented our new name and brand and are now building on our foundations. We continue to build momentum as we work towards achieving our goals set out in our Strategic Plan.

We acknowledge the traditional Custodians of the lands 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.

If you would like to follow our journey, subscribe to our newsletter and follow us on our social media channels.



Should you wish to view a digital version of our Annual Report, go to [report2021.youturn.org.au](https://report2021.youturn.org.au)

# BOARD & CEO WELCOME



**Paula Holden**  
**BOARD CHAIR**



**Dr. Tanya Bell**  
**CEO**

Welcome to our 2020-2021 Annual Report, which marks the first full year of operating as **Youturn Youth Support** under our new strategic plan which guides our ongoing work to support vulnerable people in our community. This has been a really positive experience to see our community and workforce embrace our new brand and direction.

In the 2020/21 reporting year, Youturn has revitalised our services to deliver some exceptional outcomes. Our Youturn team delivered 7,250 occasions of support to young people and young families - a 10% increase from the previous year. Our StandBy team also delivered a 16% increase in support to 2,422 people across Australia.

Achieving this within the context of the pandemic and without additional resources is quite remarkable and our workforce have our admiration and gratitude for all their incredible work.

Due in part to rising support needs we have focused on social and health service improvements to continue to achieve better outcomes for our community. This year, despite COVID, we have also been out and about and given focus to building and nurturing relationships cross-industry and within our sector.

The year has been one of innovation and several firsts where we have fully embraced the opportunities that have emerged. We held our first Supporters Event and appointed our first Brand Ambassadors. Our proactive approach to philanthropy has resulted in an amazing 500% growth in donations and sponsorship and we are excited about those supporters reaching out to us, to be involved. Reading this report, we feel it is a celebration of these occasions, collaborative achievements and viewing change in a positive light.

Finally, we want to voice our appreciation to the Board for their guidance and invaluable assistance, as well as congratulate and thank all those who make this organisation such a remarkable place to work. Your talent, commitment and passion has ensured that vulnerable young people have continued to receive vital support when they needed it most.

**You are amazing!**

**Paula Holden**  
**BOARD CHAIR**

**Dr. Tanya Bell**  
**CEO**

# WHAT WE DO

Youturn ensures that we place young people, and those that support them at the centre of our service delivery.

In **1989**  
5 volunteers  
helped

**6**  
PEOPLE



Last year 160 employees supported

**9,672**  
**PEOPLE**  
across all our programs



**553**

## CHILD SAFETY

Providing children and young people with safe and caring environments.

**1,284**

## HOMELESSNESS

Delivering sustainable housing for young people in our communities.

**5,413**

## MENTAL HEALTH

Supporting young people to manage their mental health in the future.

**2,422**

## SUICIDE PREVENTION

Assisting people and communities impacted by suicide\*

\*In addition to our youth based programs, Youturn Limited also proudly delivers the national suicide prevention program StandBy Support After Suicide. StandBy supports people of all ages who are bereaved or impacted by suicide and more information can be found on the 20/21 achievements for this program [See Insert](#).

# WHO WE ARE

Youturn Youth Support is a charity which started over 30 years ago to address and support youth homelessness in the local Noosa region.

UNDER  
**25**  
YEARS

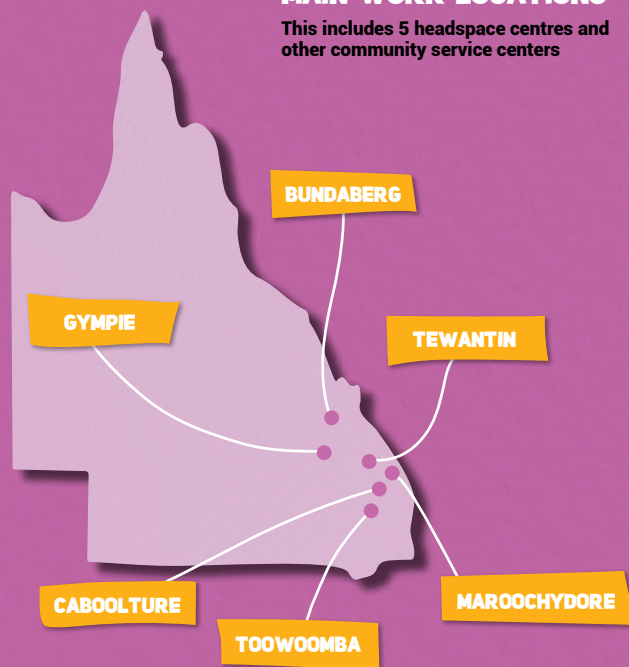
WE PREDOMINANTLY  
SUPPORT YOUNG PEOPLE  
across South East  
Queensland from

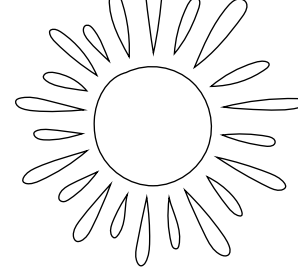


**14**

## MAIN WORK LOCATIONS

This includes 5 headspace centres and other community service centers





# MISSION, VISION & VALUES

Most young people reach out to us in times of intense crisis or emotional distress, seeking our understanding and compassion. Our staff provide non-judgmental, individualised support to those in need, ensuring we are delivering on our Mission, Vision and Values.



# OUR IMPACT



Across the focus areas of Child Safety,  
Homelessness and Mental Health

**WE SUPPORTED**

# 7,250

**YOUNG PEOPLE** across South East Queensland \*

**DID YOU  
KNOW...**



In Queensland as at 31 Mar 2021, **10,929** children were in care (**7% increase from last year**).

**1 IN 5** young people in Australia say they're struggling with their mental health.<sup>1</sup>

Over **75%** of mental health problems occur **before the age of 25**.<sup>2</sup>

Over **42%** of Australia's **homeless** population are **under 25 years old**.

**47%** increase in demand for food relief since the start of the pandemic.<sup>3</sup>

In 20/21 our headspace centres provided **20,936** appointments (**10% increase**).

Youturn had **9,784** bed nights available in 20/21 for young people experiencing homelessness.

**1,226** people were supported through Youturn's Emergency Relief program.



Total number of people we provided at least one service between 1 July 2020 and 30 June 2021; 1. Australia Talks National Survey 2021; 2. The Mental Health of Children and Adolescents, Department of Health; 3. Foodbank.

# BUILDING ON OUR STRATEGIC DIRECTION

**YOUTURN'S 2020-2025 STRATEGIC PLAN** is clear in its intent to meet the current and emerging needs of young people in our communities. Reflecting on our efforts as we reach the end of the first year of work towards achieving our goals, we are proud of the significant headway we have made across all areas.

Over the last year, shifts in both the internal and external environment has seen Youturn develop innovative and collaborative solutions to meet the needs of socially excluded young people in the community. Through our own resources as well as in partnership with government, private and community sectors we have delivered positive, life-changing programs addressing the big issues.

## KEY STRATEGIC ACTIVITIES IN 2020-21 HAVE FOCUSED ON ADDRESSING THE:

**Housing Crisis** through the establishment of our Tiny Homes program to deliver an affordable solution; and

**Declining mental health** amongst young people through the development and delivery of new programs that embrace the emerging practice of social prescribing and non-medical activities.



This year has also seen the reinvigoration of our Toowoomba Service Centre as well as the establishment of our key sustainability initiatives including our Corporate Partners and Preferred Suppliers programs.

# ACHIEVEMENTS



## OUR YOUNG PEOPLE

### STRATEGIC GOAL

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



### BRITE BALL CELEBRATES DIVERSITY

headspace Bundaberg hosted the inaugural Brite Ball, a glam dinner dance for the LGBTIQ+ community. The event, which was attended by 200 young people, offered a safe, supportive and inclusive space to “celebrate all colours of the rainbow.”

The event was made possible with the generous support of amazing corporate sponsors and the community who raised \$23,000 for the event!

**“AT THE BRITE BALL, I FELT LIKE I COULD TRULY BE MYSELF IN A SPACE THAT WAS INCLUSIVE, SAFE, AUTHENTIC AND COMFORTABLE. WE CAME TOGETHER TO CELEBRATE WHO WE ARE. NO JUDGEMENT”. (ATTENDEE)**

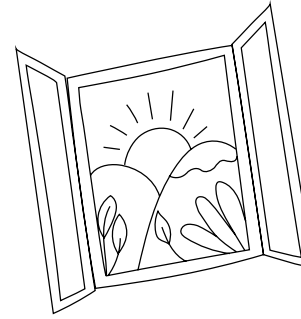


### TINY HOMES FOR YOUNG PEOPLE

The young people Youturn support in crisis accommodation often struggle to transition easily to the private rental market with many unable to pay market rents. Youturn's fundraising initiative Big Hearts for Tiny Homes will deliver affordable living in a small functional tiny homes for young people.

Beginning with two tiny homes in the Noosa Shire tenanted by Christmas 2021, Youturn's pilot is supported by major donors and contributors including Waves of Kindness, Buderim Foundation, Aussie Tiny Houses and Noosa Council, who granted us the land to place the Tiny Homes.

**“A TINY GESTURE AT A CRITICAL TIME IS A POWERFUL MESSAGE TO A YOUNG PERSON.” (DARCE FOLEY)**



## OUR WORKFORCE

### STRATEGIC GOAL

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



### COMMUNICATE, CONSULT AND COLLABORATE

Youturn understands that our differences make for creativity and that great things come from the power of collaboration and communication.

Youturn recruits and invests in motivated employees who fit our culture and are dedicated to finding the best outcome for the people in our care. Our team members make a real and sustainable difference in the communities in which we operate, and this is what drives us. Sharing wins and supporting one another on the journey is key.

We encourage staff to identify areas for development and future career aspirations, so we can design individual learning and development plans for each employee.

We also offer a range of lifestyle, financial and wellbeing benefits, as well as having a reward and recognition program to celebrate staff who display and live our values.

**"STRONG, HAPPY AND HEALTHY PEOPLE EQUATE TO A PRODUCTIVE, ENGAGED WORKFORCE." (LAURA FOX)**

### TAKING CARE OF OUR PEOPLE

Youturn believes the emotional and physical wellbeing of our employees is paramount. Our frontline child protection workers often face complex, highly stressful, and psychologically taxing scenarios which takes its toll, and can result in a high turnover of staff.

Consequently, Youturn's Child Safety team is proactive in developing organisational strategies to foster the wellbeing of our frontline workforce to help them navigate the stressors and prioritise their wellbeing.

This year, our team participated in Equine Therapy, giving them all a greater understanding of the benefits in reducing anxiety and building communication skills. They also participated in a relationship building activity at the Big Kart track, a great opportunity to bond and refresh.

Our leadership team introduced "Self-Care September", where the services of a massage and reiki therapist was engaged to offer weekly sessions to those who were interested.

## OUR SUSTAINABILITY

### STRATEGIC GOAL

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



### BUILDING MOMENTUM

Funding of our headspace centres is obtained on a regional basis through the Primary Health Networks and Medical Benefits Schedule Billing, however, to sustain and complement our headspace programs we apply for additional funding to upgrade and offer improvement to our programs.

Additional funding will allow:

- upgrade headspace Gympie to a fully funded Centre
- headspace Toowoomba to employ additional mental health clinicians and reduce wait times to meet increasing needs
- headspace Caboolture to roll out "Demand Management Funding" over 3 years and Individual Placement and Support (IPS) Program over 4 years.

**"I RANG CONCERNED FOR AN ISSUE WITH MY CHILD, AND THE SERVICE I RECEIVED WAS EXCEPTIONAL. GREG WAS AMAZING, PUT MY THOUGHTS AND MIND AT EASE!" (PARENT)**



### SOCIAL PURPOSE DRIVES BUSINESS PARTNERSHIPS

Through the course of our work, Youturn employs contractors and suppliers of goods and services to operate and function day to day. This year Youturn launched a Preferred Partners Program for our suppliers, allowing us to offer exclusivity in contractor work. In return our partners gift back a little time, talent and treasure, to help us deliver our social purpose.

Local marketing agency, Horse and Water were followed by our printers (Express Print & Mail), photographer (Uwe, Photo Republic) and fleet provider (Toyota) who have all joined Youturn as preferred providers and partners.

Youturn are proud to do business with our chosen suppliers and where we can support one another's core business, we are happy to discuss a preferred partnership arrangement.

**"THIS IS A REALLY POSITIVE ORGANISATION TO BE INVOLVED WITH AND TO SPEND OUR TIME ON. AS A DESIGN AGENCY WE DONATE A PORTION OF OUR BILLING BACK TO SUPPORT THEIR FUNDRAISING EFFORTS. WE HAVE REALLY LOVED BEING ON THIS JOURNEY WITH THEM". (MARK, H&W)**

## OUR QUALITY

### STRATEGIC GOAL

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



### CREATING SAFE AND QUALITY SERVICES

Our Child Safety focus area is licensed to provide care services by the Queensland Department of Children, Youth Justice and Multicultural Affairs under the *Child Protection Act 1999*. The Department requires our team to periodically have quality checks which are done by an independent third-party auditor, to determine compliance with the requirements of the Human Services Quality Standards.

Youturn welcomes this opportunity as it provides the organisation with a clear and consistent framework for planning, operating and improving our Child Safety services.

In November 2020, Youturn underwent a full assessment of the organisation's systems and processes and received confirmation of our re-certification for the period 2021 to 2023 and compliance of the legislative and regulatory requirements as well as relevant internal policies and procedures.



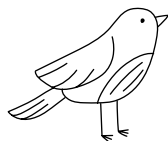
### RESPONDING TO COVID-19

Youturn was quick to develop a Coronavirus Risk Management Plan in response to Coronavirus being declared a pandemic by the World Health Organisation on 12 March 2020.

Youturn's risk management plan:

- provided our workforce with clear information, direction and guidelines to minimise transmission including regular video / email updates from the CEO
- installed signage and demarcating spaces to enforce restriction of access and physical distancing
- introduced a sign-in register for the workforce and clients
- provided branded hand sanitiser and facial masks
- offered telehealth consults to clients
- all surfaces regularly cleaned and disinfected including deep cleans of amenities
- maintaining a risk register for the workforce and clients
- where possible, online Team and Skype meetings were conducted
- facilitated and supported working from home arrangements for our workforce.

## OUR COMMUNITIES



### STRATEGIC GOAL

Engaging to create meaningful connections based on trust and respect.



### BUILDING UP TOOWOOMBA

August of 2020, Youturn's CEO made an announcement about a significant capital investment of \$400,000 which Youturn would be committing to, to establish additional affordable housing for young people in Toowoomba.

Two new two-bedroom townhouses, will provide much needed transitional accommodation in this region to support youth who have transitioned from homelessness, into crisis housing, providing the support they need before they take the next step into independent living. Youturn worked closely with the Toowoomba Council and other planning partners to finalise plans with construction commencing shortly.

Youturn has also expanded our community support by offering laundry facilities, delivering Emergency Relief from our Hume Street centre, as well as participating in numerous community engagement activities.



### COMMUNITY ENGAGEMENT

This last financial year, Youturn welcomed the collective impact of local businesses and community groups who have proactively supported our causes to help deliver our social purpose.

#### Local Legends with BIG Hearts!

White's IGA supermarket stores on the Sunshine Coast have been an enthusiastic and passionate partner and supporter of Youturn this last year. As a preferred supplier of grocery vouchers for our Emergency Relief and Homelessness programs, the IGA team participated in our Big Hearts for Tiny Homes fundraising campaign by running an instore promotion across their five stores. Sporting wild hair and Youturn T-shirts, the staff helped raise awareness for Youturn, raised funds for our Tiny Homes and promoted our upcoming Youturn It Up Live concert!

Partners and supporters of Youturn are from all walks of life and are all kinds of awesome! We could not do the vital work that we do, without the support of our amazing community.

You can read more about our local legends and partners on our website and social channels.



# OUR PHILANTHROPIC JOURNEY

## BUILDING DONOR TRUST

Youturn's brand refresh 12 months ago signalled a new road for us towards a philanthropic giving culture.

A charity for more than 30 years, the organisation has demonstrated value for money impact as a preferred provider of government funded social services, however, we wanted to do more.

Social isolation, a rental crisis, job uncertainty, and personal and family challenges during the 2020-21 pandemic, certainly meant growing social need across our community. It also brought some challenges for fundraisers with events postponed, with terms "Covid-impacted" and "pivot" the new normal.

This year we introduced ourselves to new markets to achieve Youturn's mission and used philanthropy to support major goals: more transitional housing, upgraded facilities for service users, value-add projects, events and activities to complement core programs.

A few highlights include our Bupa and Tewantin Dental Centre supported surf dance for First Nations families blending surf culture and traditional culture; youth-led

LGBTIQA+ Brite Ball in Bundaberg funded by community donors; and major donations by Waves of Kindness, Buderim Foundation and Aussie Tiny Houses towards transitional homes.

Thank you to the many other individuals, groups and businesses that have contributed, and trusted Youturn to use donated funds as planned to meet the needs of our communities.

We have enjoyed sharing our stories to help build an understanding on how donated funds are supporting youth beneficiaries.





# OUR BOARD



Good governance at Youturn ensures daily operations contribute to the strategic direction set by the Board of Directors, while both regulatory and social responsibilities and requirements as a charity and company limited by guarantee are met.

To achieve this, Youturn has a skills-based Board of Directors who voluntarily provide guidance, knowledge and expertise to our CEO and management.

This year our Board had several role changes. Paula Holden accepted the role of Chair from Greg Livingstone, and Mitch Evans was appointed Deputy Chair. We also farewelled director Joyce Chorney and Company Secretary Glen Damro with the later role transitioning

to Robert Owens (Youturn's CFO). Katie Acheson was recruited to the Board late 2020, bringing with her a wealth of experience in child-youth social policy and development.

We thank our Board for gifting their time and talent to Youturn, especially departing directors who have completed terms of more than 3-years to ensure good governance and stability. Continuous improvement at board level is key to effecting performance development at all levels across the organisation.

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

**Paula Holden**  
**CHAIR**

**Greg Livingstone**  
**DIRECTOR**

**Dr. Oscar Modesto**  
**DIRECTOR**

**Katie Acheson**  
**DIRECTOR**

**Mitch Evans**  
**DEPUTY CHAIR**



# EXECUTIVE TEAM

This last financial year, our Executive Team of six, was lead by CEO, Andrew Anderson who started with the organisation in May 2019 and was supported by an Executive Team of program service managers with extensive skills and deep experience in their respective fields. Not only are they subject matter experts, they are also incredibly passionate about the services and support they oversee.

During this period, Darce Foley's title changed to General Manager, Community Services, combining our Homelessness and Child Safety focus areas. In addition, we welcomed Laura Fox as General Manager, People and Culture.

Sadly, in June 2021, Andrew Anderson resigned as CEO of Youturn and moved back to Sydney to pursue a new opportunity. We wish to acknowledge and thank Andrew for all his commitment and dedication over the past two years. Rob Owens our CFO was appointed acting CEO, whilst we recruited for the CEO position.

Following a rigorous and competitive selection process in which both external and internal candidates were assessed, the Youturn Board of Directors announced that Dr Tanya Bell was appointed as the incoming CEO and would officially assume the position from 4 October 2021.



**Dr. Tanya Bell**  
CEO



**Rob Owens**  
CFO



**Karen Phillips**  
STANDBY SUPPORT



**Laura Fox**  
PEOPLE & CULTURE

## GENERAL MANAGERS



**Darce Foley**  
COMMUNITY SERVICES



**Nick Fawcett**  
CLINICAL SERVICES



The People & Culture team have focused on our workforce culture, retention, learning and development, and health and wellness.

Each of our focus areas are led by multi-disciplinary experts in their respective fields. This is essential to ensure our services are best practice and evidence based and that we comply with the complex regulatory environments that face our frontline teams. Through all the diversity and complexity of our organisation, our services are positioned on integrity, transparency and trust.

Our team members are passionate and dedicated to making a real and sustainable difference in the communities in which we operate. We offer flexible working arrangements, a collaborative culture, individualised training, development opportunities, and a range of lifestyle, financial and wellbeing benefits.

## WORKFORCE STATS AT A GLANCE

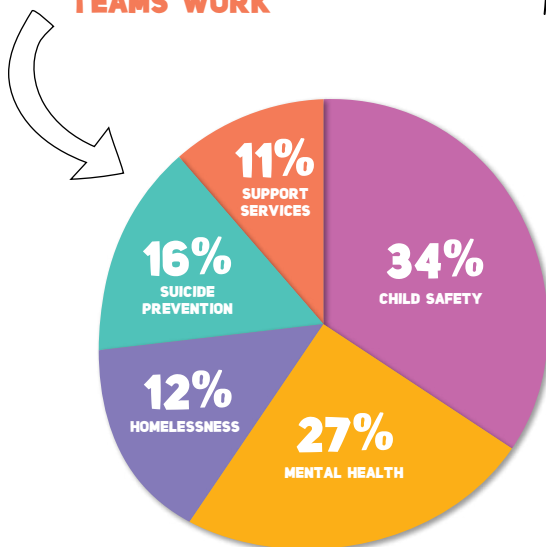
# 157

## TOTAL NUMBER OF EMPLOYEES\*

\*As at June 2021

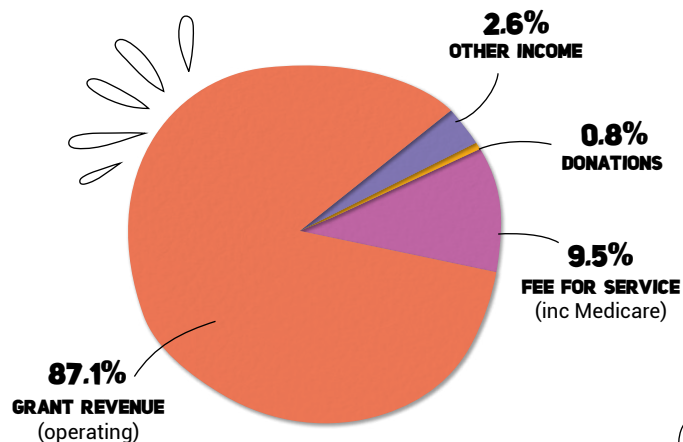
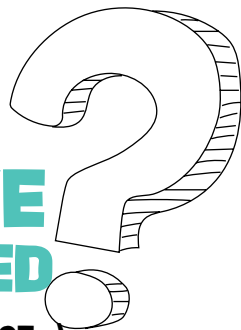
FULL TIME	PART TIME
46%	38%
CASUAL	FIXED TERM
10%	6%

## WHERE OUR TEAMS WORK



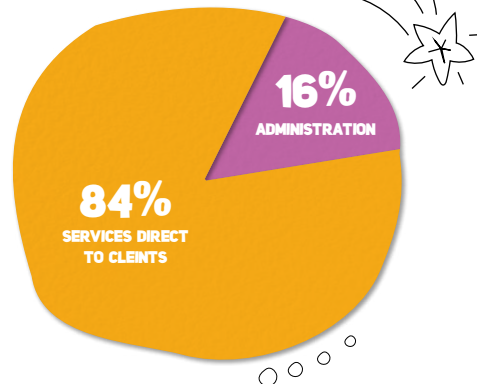
# HOW HAVE WE TRACKED

(FINANCIALS AT A GLANCE...)



## SOURCES OF INCOME

Funding to support the work we do comes from a range of sources. Whilst our predominant source of income is through Government grants, our income from donations is steadily growing as our philanthropic journey continues to develop.



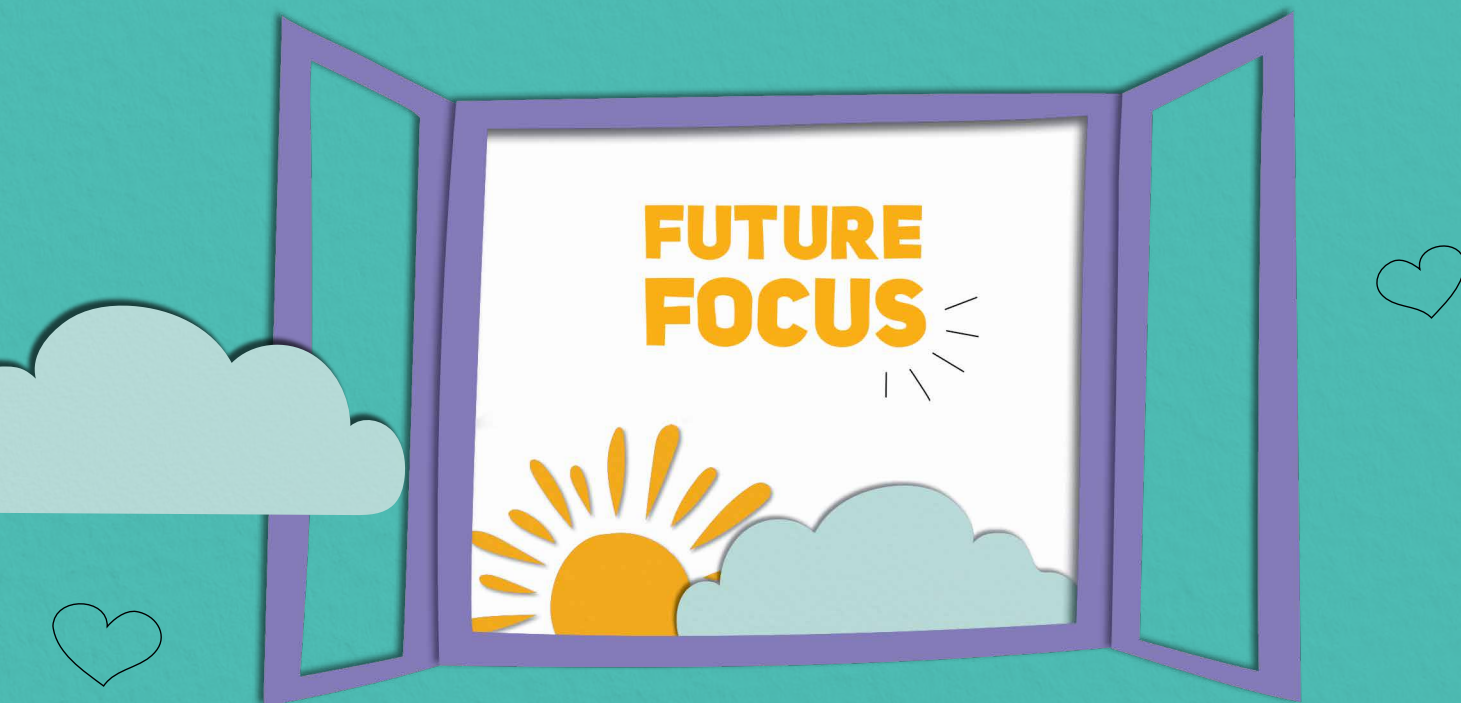
## BREAKDOWN OF EXPENSES

Youturn strives to ensure that the majority of the funding we receive goes directly to those we support. The breakdown of the proportion of our expenses which are directly incurred from the delivery of our services and programs tracks how well we do in achieving this aim.



## FULL FINANCIALS

A full copy of our financial statements, notes and commentary as at 30 June 2021 can be viewed on our website at [youturn.org.au](https://youturn.org.au)



There is no doubt that we have had an amazing first year of operating under our new name, Youturn Youth Support, and working with our new 2020-2025 Strategic Plan. We recognise that there is much more to do to reach our five year targets but as this Annual Report is under preparation, we are continuing to achieve key outcomes.

In the coming year, Youturn will continue to innovate and seek out new partnerships with organisations and individuals who share our passion for supporting vulnerable young people. We will review and drive initiatives that support local, state and federal government strategy and direction including the:

- **Queensland Government's**
  - Housing and Homelessness Action Plan 2021-2025 and commitment to address housing supply and affordability
  - Our Way Strategy and Action Plan 2017-2037 and commitment to the best possible outcomes for Aboriginal and Torres Strait Islander children and families

- **Federal Government's Vision 2030 for a successful, connected mental health and suicide prevention system to meet the needs of all Australians.**

Across all areas of our organisation, we are continuing to focus on developing and retaining our workforce with new leadership projects and opportunities planned for the coming year. In addition, the well-being and safety of all those who engage with our organisation remains a priority with process improvements for incident management part of our strategic focus.

We are only at the start of realising our future potential as a key provider of services for vulnerable young people and our Impact Investment Strategy, under development, will play a vital role in guiding our future strategic direction.



# THANK YOU



To our Partners, Donors and Supporters, it's been an eventful year, and we could not have achieved all we have this year without you.



**FULL ANNUAL REPORT 20-21**

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**YOU↑TURN®**  
youth support

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