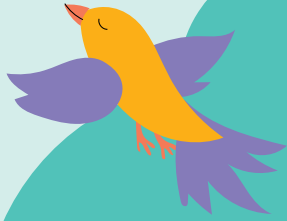


YOU↑TURN®



# NAVIGATING GROWTH

*Annual Report 22/23*



# ABOUT THIS REPORT

**Youturn Limited**, founded as a not-for-profit charity in 1989, continues to make a significant impact across the sectors of Health and Community Services delivering programs in Child Safety, Homelessness, Mental Health, and Suicide Prevention.

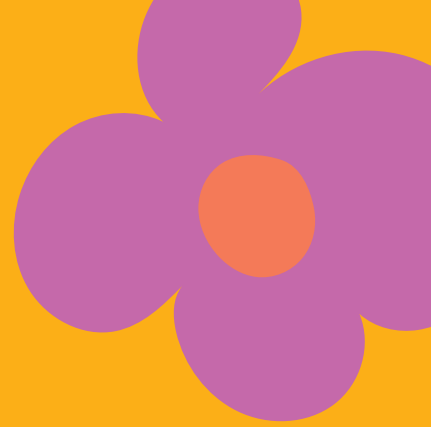
As we reflect on the 2022-2023 financial year, we are pleased to present our Annual Report, offering our community and partners a transparent overview of our activities, goals, achievements, financial performance, and future focus.

The central theme of this report is "Navigating Growth". Over the past year, we have continued to consolidate the Youturn brand, charting a clear path and purpose in our persistent pursuit of supporting more people to improve their health and wellbeing, and to navigate life's challenges. We have embarked on a journey of growing our demographic as well as our geographic footprint.

With unwavering determination, we have gained momentum, finding a like-minded community of partners and supporters who have joined us on this transformative journey, as we strive to realise the objectives outlined in our Strategic Plan.

We extend our gratitude to the Traditional Custodians of the lands on which we operate, and we honour and respect their elders, past, present, and emerging. Our organisation is a safe space where the unique diversity of each individual is welcomed, recognised, celebrated and supported.

To stay updated on our journey, we invite you to subscribe to our newsletter and follow us on our various social media channels. Together, we can make a meaningful impact as we continue to navigate our growth.



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**JAMES BLEVIN,**  
CEO



**MITCH EVANS,**  
Board Chair



## WELCOME!

### Welcome to Youturn's 2023 Annual Report!

Challenge and change continue to underpin the need for our services. Australians are contending with stubborn cost-of-living pressures, and the prevalence of ill mental health continues to rise in our communities. And whilst the COVID-19 pandemic is beginning to fade from memory, its impact on workforces and people generally will be lasting.

To this last point, with many of us having introspected, so are many re-evaluating their lives. The impact for Youturn has been twofold. The demand for our services has soared, while the labour market remains the tightest in history. For an organisation that relies on people helping people, this is a challenge but one we are navigating effectively.

Our changed leadership is rebuilding our Employee Value Proposition, and we are exceptionally proud of new measures such as our Paid Parental Leave and Wellbeing Leave Policies.

We would like to thank Dr Tanya Bell for her six years of service with Youturn, most recently as CEO. Whilst there were many, her most significant contribution was championing our brand transition from United Synergies to Youturn in 2020. Since that time, our organisation has come to mean more to all who interact with us. We would like to thank Dr Tanya Bell for her contribution.

Confronted with a constricted labour market, we are formalising the contribution of our volunteer workforce. Through onboarding and training similar to that of paid staff, we aim to recognise our volunteer contribution in

the 2024 financial statements. Quantifying volunteer contributions is vital, as it is a substantive indicator of how funding alone isn't always enough to deliver impact in our programs.

Diversity and cultural awareness in our wider team continue to be a focus. Our Reconciliation Action Plan committee (RAP) is in the process of developing our Reflect RAP. This has been an impactful experience for the organisation as we build our relationships with Aboriginal and Torres Strait Islander people and organisations.

In FY 2023, we supported more than 16,200 people, with need rising noticeably in our mental health and suicide prevention programs. In addition, we welcomed two new Youth Enhanced services, one in the Darling Downs Queensland, and the other in Adelaide. Both provide youth-friendly, strengths-focused support to young people aged 12 to 25 with, or at risk of developing, a serious or complex mental illness.

Youturn's national StandBy Support After Suicide program received a mention in this year's Federal Budget. Continuous improvement continues to characterise our approach in StandBy, with our enhancement model soon to deliver specialised Suicide Bereavement Counsellors and a Peer Workforce in Queensland, New South Wales, Victoria and the Northern Territory.

Youturn and our headspace centres continued to innovate in 2023 through measures such as our partnership with University of NSW (UNSW) to trial the Edge of the Present virtual reality tool to improve mental wellbeing. And the completion and certification of our Tiny Homes project allowed several young, local families to remain in the community and gather support to obtain employment and permanent housing. Similarly, our

Hume Street duplex in Toowoomba is almost complete. It will be a direct response to community need and will soon house vulnerable, expectant parents.

Housing will remain a Youturn priority area. Since 2016, nationally there has been a 54% increase in people experiencing homelessness. Whilst there is no lack of intent to address the issue with measures such as the Housing Australia Future Fund and taxation changes to the Build-to-Rent sector, local government approval processes and timelines remain problematic, and the building supply chain continues to be stretched.

As the Chair and CEO, we extend our sincere gratitude to Youturn's staff, donors, funders, partners, advocates and stakeholders for a remarkable 2023. Our impact is growing and outcomes for those we support are improving. That said, there is always more that we can do, and we look forward to nurturing Youturn's culture of care, empathy, humility, and continuous improvement as we navigate our growth.



# MISSION, VISION, VALUES

Most frequently, vulnerable people reach out to us during moments of intense crisis or emotional distress, seeking our understanding and compassionate guidance.

Our team is committed to providing tailored, non-judgmental support to those in need, upholding our commitment to our mission, vision, and values.



# OUR JOURNEY

**The narrative of our modest beginnings is a captivating tale, one that underscores the strength of community spirit and the transformative power of grassroots initiatives in addressing the needs of our coastal community on the Sunshine Coast.**

Our journey commences in 1989, marked by the earnest efforts of five volunteers who established the Noosa Accommodation Project (NAP) to aid six young individuals facing homelessness. Through unwavering dedication and local community support, NAP's mission expanded to offer essential accommodation and assistance to young people aged 16-21.

As time passed, our organisation experienced dynamic growth and adaptability, constantly evolving to meet the changing needs of vulnerable individuals within our community. Our services extended to encompass different regions and diversified to address new focus areas, encompassing Child Safety, Homelessness, Mental Health, and Suicide Prevention.

More recently, Youturn has embarked on a transformative journey of expansion, restructuring, and streamlining our teams. Our programs now fall under two main focus areas: Health Services and Community Services.

While youth support remains central to our mission, this year, Youturn has intentionally broadened our demographic scope to provide assistance to vulnerable individuals of all ages. Similarly, while we hold the Sunshine Coast dear as our home, we are actively exploring opportunities to expand our presence across Australia.

Our enduring commitment to our heritage and unwavering support for our local communities remain at the core of everything we do.



# WHAT WE DO

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

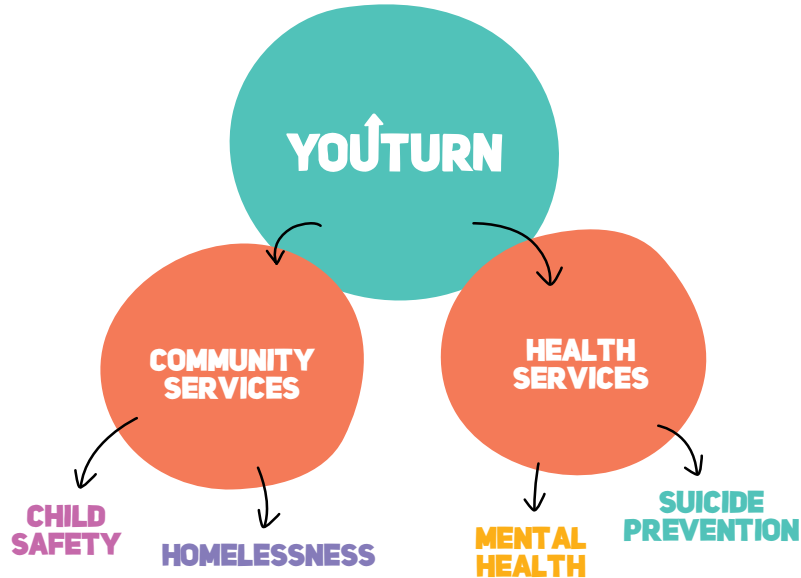
## OUR IMPACT

Across our Community Services & Health Services

We supported

**16,203**  
**PEOPLE\***

\*Total number of people we provided at least one service between 1 July 2022 and 30 June 2023.





## DID YOU KNOW?

- In Queensland, the number of children in care has increased to **11,593** (2.4% increase) as at June 2023, according to the latest **child safety** data.
- Over **42%** of people experiencing homelessness are reported **under 25** (*National Youth Coalition for Housing*).
- **47% increase** in demand for food relief assistance since the pandemic. (*Food Bank Australia*).
- **23%** of people experiencing homelessness (almost one in 4) are children and young people aged between **12 & 24** (*ABS Census 2021*).
- On any given night, **122,494 people** in Australia are experiencing homelessness (*ABS Census 2021*).
- One third of Australian young people (**34%**) report high or very high levels of **psychological distress**. Rates have risen particularly among **young men 15-17 year-old** (*from 20% in 2018 to 29% in 2020*).
- The National Study of Mental Health and Wellbeing\* revealed that the **prevalence of mental health concerns** in 16-24-year-olds **rose by 50%**, from 26% in 2007 to 39% in 2021 (*Australian Bureau of Statistics. National Study of Mental Health and Wellbeing. ABS, 2022*).
- Over **2 in 5** (44%, or 8.6 million) **Australians aged 16-85** are estimated to have experienced a **mental health concerns** at some time in their life, with **1 in 5** (21%, or 4.2 million) having experienced a mental health concern in the previous 12 months.
- In **2021**, there were **3,144 suicide deaths** (12 per 100,000 population) and **9 per day**.
- Another **178** will **attempt suicide**.
- Each suicide may **impact up to 135 people**, and more than 10 will be significantly impacted.
- **Suicide** is the leading **cause of death** among **Australians aged 10-24** years.



# OUR BOARD

Youturn benefits from a Board of Directors distinguished by their skills and expertise, offering invaluable guidance and knowledge to our CEO and the Executive Team. Our commitment to sound governance is exemplified by aligning our daily operations with our strategic vision. The Board plays a pivotal role in guaranteeing that we fulfill our regulatory and social obligations as both a charitable organisation and a company limited by guarantee.

In the course of this year, there have been noteworthy changes within our Board. We bid farewell and thank both Scott Orpin and Paula Holden. Paula commendably

served as Youturn's Board Chair for two years. We acknowledge and thank Paula for her service and outstanding leadership during her tenure. In April 2023, we welcomed Mitch Evans as the new Chairperson.

Furthermore, our Board experienced growth in May 2023 with the appointment of two new Board Directors, Craig Martin and Janelle Reid. These additions further enrich the diversity of expertise and perspectives, strengthening our capacity to fulfill our mission and strategic objectives.

We extend our deepest gratitude to our Board Members for their commitment and dedication in their voluntary roles.



**Mitch Evans**  
CHAIR



**Dr Oscar Modesto**  
DIRECTOR



**Katie Acheson**  
DIRECTOR



**Georgia O'Keeffe**  
DIRECTOR



**Aaron Minton**  
DIRECTOR



**Craig Martin**  
DIRECTOR



**Janelle Reid**  
DIRECTOR

### Achievements and Board activities this year include:

The Youturn Board established a clear direction for the organisation. This established the key organisational focus areas designed to deliver sustainability and provide a foundation for growth.

- **Culture** – Enhancing our strong culture to attract and retain the best talent available to work in an environment of open and transparent communication, where innovation is encouraged.
- **Business Transformation** – Establishing a suite of systems, processes, solutions, and innovative programs that lead to the delivery of Youturn's Strategy.
- **Revenue Diversification** – Securing a broader source of program funding and increasing opportunities to develop, trial, and deploy innovative solutions to the challenges of our communities.



**James Blevin**  
CEO



**Darce Foley**  
GENERAL MANAGER  
COMMUNITY SERVICES



**Amanda Glenwright**  
GENERAL MANAGER  
HEALTH SERVICES



**Terry Plant**  
CHIEF FINANCIAL OFFICER



**Marc Nichols**  
TRANSITION MANAGER

## EXECUTIVE TEAM

The Youturn Executive team are passionate and committed to delivering lasting impact in our communities. The structure and composition of the team has been established to prioritise the focus on delivering Youturn's vision.

Collectively and individually, they possess extensive experience both in the sectors in which Youturn delivers impact and in the disciplines that underpin the role.

After serving Youturn for six years and assuming the role of CEO in October 2021, Dr. Tanya Bell departed in May 2023. We express our sincere gratitude for her dedication and strong leadership during her tenure.

Upon Dr. Bell's departure, James Blevin was appointed as Youturn's CEO, initially in an acting capacity, and subsequently as permanent CEO following a nationwide recruitment search. This appointment is testament to his exceptional qualifications and contributions to the organisation.



## OUR PEOPLE

Yoturn's commitment to investing in team members who embody our values and nurture a culture of excellence remains steadfast. In the last year, we have actively expanded our workforce by welcoming new team members across various departments. Whenever possible, we have also promoted talent from within, offering dedicated employees opportunities to advance in their careers.

Throughout the year, our People and Performance team has placed an emphasis on elevating our workforce culture, enhancing retention, fostering continuous learning and development, and promoting health and wellbeing initiatives. Our team members are fuelled by a profound passion for making meaningful and sustainable changes within the communities we serve. To support our dedicated workforce, we provide a spectrum of benefits, including flexible work arrangements, a collaborative work environment, personalised training and development paths, and a comprehensive array of lifestyle, financial, and wellbeing resources.

At Yoturn, cultivating a positive team culture is an intentional strategy woven into the fabric of our daily operations. We value genuine human connections and have taken steps to create opportunities for our teams to connect with one another and the causes we champion.

### HIGHLIGHTS:

- The **Toowoomba Carnival of Flowers** provided a platform for our dispersed teams to come together, collaborate, and participate in creating elements and flowers for a float, constructing it, and marching together in the Grand Central Parade.
- New Yoturn team members receive a warm welcome through an online **NUturner induction**, featuring video content from various team members across different locations. This initiative leverages online platforms and systems to create a virtual workspace where every member, regardless of their location, feels integral to the team.
- We've adopted a contemporary approach to engage our staff through conversational, selfie-style "**Coffee Catch Up**" videos shared weekly. These videos offer an authentic glimpse into our daily operations, serving as a platform to celebrate achievements, acknowledge individual contributions, and reinforce our shared mission.
- Employee recognition holds a high priority at Yoturn, with regular celebrations for milestone anniversaries among the team and special days including **Employee Appreciation Day**.
- To ensure our team's wellbeing aligns with their dedication, we have embraced **flexible work** approaches, fostering a collaborative work environment and offering personalised training and development pathways, along with comprehensive lifestyle, financial, and wellbeing resources.
- The past year has celebrated the potential within our team, resulting in numerous **internal promotions** and higher duties roles. By positioning Yoturn on prominent national stages, we have enabled team members to participate in nationwide seminars, facilitating knowledge sharing and championing our core values on a larger scale.

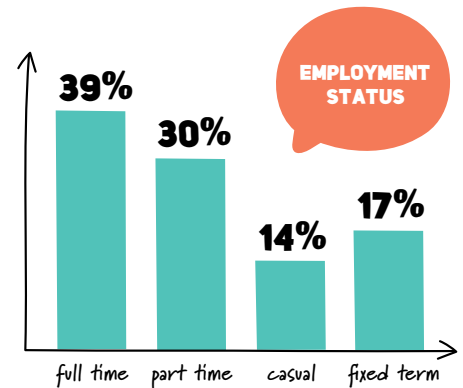
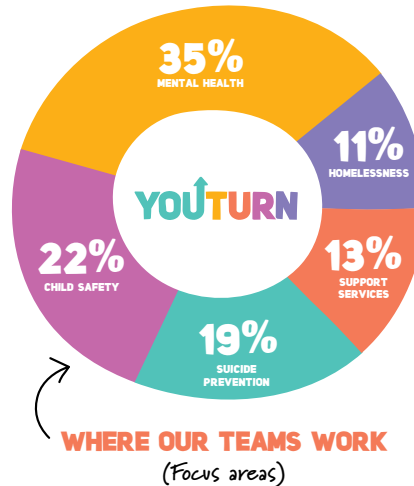
## CHALLENGES

In the past year, our People & Performance team have faced multifaceted challenges:

- Talent retention is a prominent issue amid a fiercely competitive market and the organisation's scaling efforts. The rapid growth and enhancement of our nationally spread workforce, compounded by a transition to hybrid working models, uncovered substantial technological gaps presenting a challenge in sustaining operational effectiveness. These gaps spotlighted the urgent requirement for our systems and processes to evolve, in order to meet expanding needs.
- Our dedication to workforce development, alongside steering through extensive organisational changes such as restructuring and geographical diversification, necessitated a thorough and empathetic approach to preserve employee trust, morale, and compliance with new and varied regional legal and operational guidelines.
- Striking a balance between daily management and the overarching necessity for adaptive strategies that support Youturn's growth and expansion has been, and continues to be, a complex, yet exciting journey of continual learning and adjustment for our People & Performance Team.

We have a robust team of almost 200 employees, with 59 dedicated individuals working part-time, underscoring our commitment to flexibility and work-life balance.

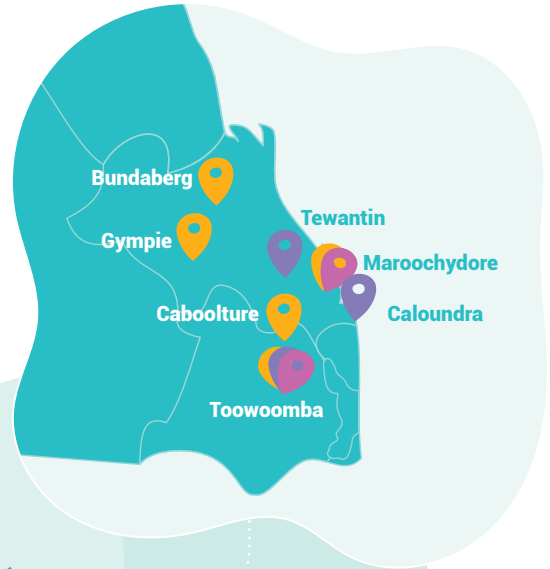
**197**  
TOTAL NUMBER OF  
EMPLOYEES\*  
\*As at June 2023



# OUR LOCATIONS

Youturn delivers services across South East Queensland, New South Wales, Northern Territory and South Australia from 18 work locations. In addition, our StandBy Support After Suicide program provides support in every state and territory in Australia through a remote workforce and contracted partners.

-  Child Safety
-  Homelessness
-  Mental Health
-  StandBy



# YEAR IN REVIEW

**YOUTURN'S 2020-2025 STRATEGIC PLAN is committed to addressing the current and emerging needs of young and vulnerable individuals within our communities. As we look back upon our efforts at the conclusion of this year and navigate towards our goals, we remain dedicated to achieving these objectives, and take pride in the substantial progress made across all domains.**

Over the past year, Youturn has adeptly responded to changes within both our internal operations and the external landscape. As in previous years, the biggest challenges we faced related to increasing mental health

concerns, as well as the continually evolving housing crisis.

We have harnessed innovation and forged collaborative alliances to develop solutions that effectively cater to the requirements of marginalised and vulnerable individuals in our community. Utilising our internal resources in synergy with partnerships formed within government, private, and community sectors, we have successfully implemented transformative programs that address significant societal challenges, profoundly impacting lives for the better.

## *How did we do in 2022-2023?*

**In every facet of our organisation, we've experienced growth and expansion, driven by successful tenders and grants, fundraising efforts, staff augmentation, geographical reach, and demographic diversification.**

- In mental health, we've remained committed to innovation, developing and delivering programs that embrace emerging practices such as social prescribing and non-clinical activities. These initiatives encompass a diverse range of offerings, including educational, fitness, music, and art-based interventions, all geared toward fostering sustainable outcomes.
- Youturn has also reached significant milestones, including the completion of a self-funded duplex in Toowoomba aimed at addressing the pressing issue of affordable housing scarcity. Additionally, our Tiny Homes pilot initiative is now fully operational, providing housing for tenants in need.
- Throughout the year, we have forged valuable partnerships with new corporate partners and preferred suppliers, such as Nutworks, AECOM, Toyota, Henzells, IGA, MixFM, and many others. These strategic alliances align with our values and objectives, empowering Youturn to expand its impact beyond what is achievable through government funding alone.
- Successful tenders for two Youth Enhanced service programs in Adelaide and Toowoomba.



# 5 PILLARS OF OUR STRATEGIC PLAN

*How we  
delivered on...*

## **THOSE WE SUPPORT**

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

## **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 WORKFORCE**

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

## **OUR COMMUNITIES**

Engaging to create meaningful connections based on trust and respect.



## 5 PILLARS OF OUR STRATEGIC PLAN: *Those we support*

### CREATING SAFE SPACES

Creating safe spaces and experiences for those we support is one of our values at Youturn. In many cases, this requires actively seeking innovative solutions to complement our programs.

- At the **Suicide Prevention Australia Conference** in Canberra this year, our StandBy team coordinated and hosted a Wellbeing and Quiet Space to support over 650 delegates who may have needed an informal chat or support session during the conference.
- We were also given the opportunity to provide safe spaces for more young and vulnerable people than ever before. Youturn collaborated with **Caloundra Music Festival** to create and deliver a chill out zone for teenagers at the festival for the first time ever. Developed with our headspace Maroochydore Youth Engagement Committee (YEC) and the Sunshine Coast Youth Council, the YourSpace Chill Out Zone was designed by young people, for young people, and was a space for teens to connect, take a break, have fun in a safe environment, and reach out should they need any support.
- This year also saw national music festival **Groovin' the Moo**, held for the first time on the Sunshine Coast, inviting Youturn to deliver a Sensory Space for the first time in the festival's history. For those who may be feeling overwhelmed throughout the day, the "YourSpace" tent provided a place which ensured that those who may otherwise have not been able to attend, or only attend for a limited amount of time, were able to find a safe and comfortable space to regroup, relax, and continue to enjoy the festival experience.
- Our **YouConnect Hub** based at our headspace Maroochydore site, is a place where young people who are disengaged, at risk of disengagement, or on a waitlist for support, can reduce isolation post-covid, increase social connection with peers, and engage in programs they would otherwise not have access to. YouConnect Hub programs are based on young people's input with the program model developed through our headspace Maroochydore YEC, who identified a need for therapies that weren't 'talk-based'. Youturn's YouConnect Hub offers a range of free experiential therapies, that are a combination of art, music and movement based.

Young people participating in the YouConnect Hub have expressed enjoyment of meeting new friends, gaining confidence in their abilities, and feeling they now have genuine opportunities to pursue their passion. Engagement has also led to soft entry into our headspace service, with 12 new referrals for 'at risk youth' who would not otherwise have engaged with a mental health service voluntarily.



### EMBRACING DIVERSITY

At Youturn, we actively embrace diversity (another of our values), engaging in community activities and events which prioritise inclusion and wellbeing of those we support.

This year, we proudly supported the return of the **BRITE Ball** in Bundaberg, a glittering event dedicated to promoting inclusivity and celebrating the LGBTIQ+ community and allies. The overwhelmingly positive feedback underscores the importance of being true to oneself and having fun.

In partnership with the Buranga Widjung Justice Group, our headspace Caboolture team organised a **Strength in Community** event, focused on healing and wellbeing for our First Nations peoples and the broader community. This event was a remarkable opportunity for connection and cultural sharing.

Furthermore, our headspace Caboolture team actively participated in **PrideFest Moreton Bay**, where we joined forces with 3,500 individuals to empower everyone to embrace their authentic selves, fostering acceptance and pride regardless of gender identity or sexuality. Our role as a charity partner involved welcoming festival-goers and supporting them as they prepared to enjoy this historic event.



## 5 PILLARS OF OUR STRATEGIC PLAN: *Our sustainability*

### INCREASING OUR GEOGRAPHIC FOOTPRINT

While Youturn has maintained a strong presence in South East Queensland, our footprint has expanded to a national scale. This development is evident in the **growth of our delivery of the StandBy program**, with Youturn offices now in the Northern Territory and New South Wales and a national reach through our contracted partnerships.

Furthermore, this year marked a significant achievement as we successfully secured the **Youth Enhanced Services (YES) program** in both Toowoomba and Adelaide, leading to the establishment of Youturn offices in these regions.

The YES program is dedicated to supporting young individuals aged 12 to 25 with moderate to high mental health care needs. Our services encompass a diverse range of modalities, including face-to-face consultations, telehealth, and outreach initiatives. Youturn's evolving national presence reflects our commitment to reaching and assisting youth across Australia, reinforcing our mission to foster mental health and wellbeing in young people nationwide.



### INCREASING OUR AGE DEMOGRAPHIC

Youturn has traditionally focused on addressing the needs of young people aged 16 to 25 through our homelessness programs. However, our commitment to inclusivity extends beyond age boundaries. Youturn has a long-standing record of assisting older clients through initiatives such as Emergency Relief, which offers vital services such as food and laundry facilities. Furthermore, our **StandBy Support After Suicide and Money Matters Financial Counselling program** have been instrumental in providing support to individuals of varying age groups.

While Youturn's core mission remains unwavering in its dedication to young people, we recognise the importance of expanding our reach to **cater to a broader demographic**. As a testament to this commitment, we recently tendered for and were awarded the **Immediate Housing Response for Families (IHRF) program**, aimed at aiding families experiencing homelessness on the Sunshine Coast. This initiative involves dedicated case management to guide these families towards sustainable housing solutions.

At Youturn, our aim has expanded to provide support and create positive impacts for individuals of all ages, aligning with our values of inclusivity and community wellbeing.



## 5 PILLARS OF OUR STRATEGIC PLAN: *Our quality*

### IMPROVEMENTS

In the past year, our Performance, Compliance, and ICT team achieved significant milestones. We successfully launched an upgraded Quality Management System (QMS), which streamlined the distribution of approved policies, procedures, forms, and manuals throughout our entire organisation.

We embarked on internal compliance initiatives spanning various sectors, with ambitious plans for further expansion. Our support for headspace centres in meeting the headspace Model Integrity Framework requirements resulted in positive outcomes.

To bolster our performance data collection capabilities, we played pivotal roles in several initiatives, including:

- Defining business requirements for a new client management information system for our mental health programs,
- Aiding in the implementation of an enhanced client management platform for our Child Safety teams, and
- Collaborating with a skilled Business Analyst to develop more robust internal data capture and reporting tools.

We have also diversified our portfolio by incorporating ICT services, marking a transition away from our managed service provider (MSP). This transition involved meticulous planning, thorough analysis, and extensive consultation, all aimed at ensuring a seamless shift to an improved service model.

Lastly, our team has maintained a vigilant watch over incident management, health and safety, and ongoing improvement efforts within the organisation



### STANDBY ENHANCEMENTS

Our StandBy program remains steadfast in our commitment to excellence and continuous improvement. Our national Lived Experience Advisory Group (LEAG) convenes quarterly to offer valuable insights and recommendations on various StandBy program aspects. This includes refining the after-hours phone service schedule, addressing duty of care concerns, underscoring the importance of sustained access to professional counselling for those bereaved by suicide, and advancing the development of the Yeturn Lived Experience framework for the StandBy program.

In collaboration with Beacon Strategies, we've been diligently working to craft the Yeturn Lived Experience framework for the StandBy program (currently in its final draft stage). The implementation of this LE Framework plays a pivotal role in solidifying our commitment to placing the lived and living experiences of suicide bereavement at the heart of our initiatives. It also guides the development of contemporary strategies for hiring designated peer workers, cultivating a peer workforce (in both designated and non-designated roles), and providing comprehensive support and supervision for our peer workers.

In preparation for expanding our peer work capacity across the entire StandBy network, we're in the process of creating a StandBy Peer Work Practice Manual. Furthermore, we're actively exploring partnerships with organisations in the Northern Territory, Queensland, New South Wales and Victoria, with the aim of introducing designated peer work positions to enhance the support available to those bereaved or impacted by suicide through the StandBy program.



Photo credit: Suicide Prevention Australia

## 5 PILLARS OF OUR STRATEGIC PLAN: *Our workforce*

### INVESTING IN OUR LEADERS

To enhance the leadership skills and foster growth among our managers and future leaders, Youturn embarked on a journey to identify 12 exceptional candidates from within the organisation. These individuals were selected to participate in our inaugural Youturn Leadership Legends program, which spanned six months and was delivered through in-person workshops facilitated by Leadership HQ.

The program encompassed a comprehensive array of leadership tools, skills, and capabilities meticulously designed to align with Youturn's vision, values, and goals. Its primary aim was to equip our team members with the confidence and resources needed to elevate their leadership abilities to new heights.

Each participant in this program was thoughtfully chosen to foster collaboration and establish enduring connections across all sectors of our organisation. The intention was to create a network of strong, interwoven relationships that would benefit our entire business ecosystem.



### SUPPORTING OUR STAFF

Our Child Safety leaders are deeply committed to supporting our teams in meaningful ways. Recognising the challenging and complex nature of their work on the frontline, we prioritise making our team members feel valued and supported.

Here are some of the ongoing initiatives we uphold:

- Inclusive and collaborative decision-making processes, encompassing systems, forms, and best practices.
- Valuing and actively seeking feedback and innovative ideas for improvement
- Maintaining an open-door policy, ensuring accessibility for all
- Conducting regular supervisions and debriefing sessions as needed by our staff
- Engaging in informal check-ins to maintain personal connections

In addition to these established practices, we've introduced exciting new initiatives this year:

- **Friday morning Connect Ups:** These weekly gatherings offer our dispersed teams a chance to come together, fostering relationships through games, jokes, and casual conversations. It's a space where work discussions take a backseat, allowing for genuine connections.
- **Child Safety team activities:** We've organised outings to the park, games of cricket, cultural bush walks, and themed breakfasts like Hawaiian Fridays, providing our teams with opportunities for fun, camaraderie, and relaxation.
- **Tokens of appreciation:** To express our gratitude for their hard work, we occasionally send out thank you cards and small gifts like movie vouchers, reaffirming our deep appreciation for our dedicated team.

We believe in cultivating a supportive and inclusive environment where our teams thrive both professionally and personally.



## 5 PILLARS OF OUR STRATEGIC PLAN: *Our communities*

### **VIRTUAL REALITY: COLLABORATING WITH UNSW AND BLACK DOG INSTITUTE**

Like many organisations across Australia, Youturn's mental health services have experienced high demand resulting in longer wait times. In an effort to find alternatives for the people we support, Youturn has been collaborating with the University of NSW (UNSW) and Black Dog Institute to participate in therapeutic research of mixed Virtual Reality (VR) to support mental health.

This powerful tool, called Edge of the Present, has shown to improve mood, wellbeing, and positive future thinking, as well as alleviate thoughts of hopelessness and stimulate a sense of peace and mindfulness. Bringing it to community for the first time, the initiative has been very successful in attracting a lot of people wanting to explore complimentary options to support mental health and wellbeing.

Later this year, an updated mobile version of the VR technology will be available and introduced to all our mental health and headspace centres to continue this valuable research.



### **STANDBY PARTNERS WITH SUICIDE PREVENTION AUSTRALIA**

StandBy made significant strides in suicide prevention and postvention by partnering with Suicide Prevention Australia as major sponsors and partner for the National Suicide Prevention Conference in May 2023. This collaboration allowed StandBy to stand among the foremost experts in the field, promoting excellence in suicide prevention.

StandBy's impactful contribution included the development of a 'Safe Language Around Suicide' video presented by Jo Langford, StandBy's Lived Experience Coordinator. This video served as a crucial educational tool for speakers and presenters at the conference and was screened daily for delegates prior to plenary sessions.

Jo Langford also wrote and presented a workshop titled 'Breaking down the 4th wall – an audience guided postvention play' and delivered the acknowledgment of lived experience at the conference's official opening, solidifying StandBy's national leadership in suicide postvention.

Furthermore, StandBy's former General Manager, Karen Phillips, received the National Award for Impact and the Queensland award for Outstanding Contribution during the National LiFE Awards at the Gala Dinner. StandBy also provided support services and hosted the Wellbeing and Quiet Space for all delegates.

Participation in this national event not only recognised but elevated Youturn's StandBy Support After Suicide program as a national leader in suicide prevention and postvention. Over the past two decades, StandBy has evolved from a small pilot service on the Sunshine Coast to a prominent national leader in suicide postvention services, covering all states and territories.



# CHILD SAFETY

Youturn provides children and young people with safe and caring environments by providing a range of different parenting and child safety programs across the Sunshine Coast and Toowoomba regions. Youturn employs dedicated specialised staff to work with families, young people and children experiencing or who are at risk of harm.

## Our team support:

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

**528** supported  
(up from 452 last year)



## OTHER ACHIEVEMENTS AND OUTCOMES

- **The Base Initiative:** Successful tender process acquisition of "The Base" at Nambour State College stands as a testament to our dedication. This initiative aims to foster school engagement among young people, prevent their involvement in the Youth Justice System, and collaborate with families to preclude young individuals from entering the Child Protection System.
- **HOPE Program:** Secured a contract for the co-funded "HOPE" program, a collaborative effort with the Department of Child Safety and the Department of Housing. This program is designed to provide support to families residing in motel crisis accommodation (IHRF), with the primary goal of preventing children and young people from entering the Child Protection System. As a pilot initiative, Youturn is actively collaborating with funding providers and HOPE partners on the Sunshine Coast to develop and implement this critical program.
- **Enhanced Residential and SIL Placements:** A notable achievement this year has been the extension of the duration of stays for young individuals in our Residential and Supported Independent Living programs. This signifies that our residents feel secure in their environments, affording their care teams the opportunity to work more comprehensively on their goals and facilitating progress toward positive outcomes.

## HIGHLIGHTS

We have achieved a significant milestone in securing five-year funding for our Intensive Family Support, Residential, and Supported Independent Living programs, ensuring the stability and continuity of these essential services.

Additionally, our commitment to child safety has led to the successful expansion of our portfolio with the addition of two new early intervention programs.

We were also privileged to be invited by the Sunshine Coast Child Safety region to engage in collaborative discussions, further strengthening our role in enhancing child safety services and programs in the community.

## CHALLENGES

- We are finding that our clients are facing increasingly complex challenges, requiring a more intensive approach to case management. Navigating a range of difficulties, including rising living expenses, a lack of affordable housing, mental health concerns, substance abuse issues, domestic and family violence and parenting challenges.
- The recruitment of highly skilled and well-suited staff remains a persistent challenge for us. The amplified complexities of working in the child safety environment, can result in an increased rate of staff turnover within our organisation.

## FUTURE FOCUS

Committed to expanding our impact, we'll actively explore tender opportunities to grow our Child Safety portfolio, including potential expansion within Queensland.

## FUNDERS

As a Licensed Care provider, our Child Safety services and programs are funded by the Queensland Department of Children, Youth Justice and Multicultural Affairs.



# CHILD SAFETY

Youturn is a key provider of Specialist Homelessness Services (SHS) across South East Queensland. Our services include both the provision of accommodation, with over 50 beds per night available across 20 properties, as well as wrap-around case management services for young people and families experiencing or at risk of homelessness aged 16 to 25 years.

## Our team support:

- Young people at risk of or experiencing homelessness; and
- Families looking to identify long term, affordable and sustainable accommodation

**1,464** supported  
(up from 1027 last year)  
**43% INCREASE**

## OTHER ACHIEVEMENTS AND OUTCOMES

- **IHRF Contract Success:** We've secured the Immediate Housing Response for Families (IHRF) contract, offering emergency housing to families experiencing homelessness on the Sunshine Coast, by providing them dedicated case management to help them find sustainable housing.
- **New Toowoomba Duplex:** We're close to completing purpose-built units at our Toowoomba Hume Street office, providing accommodation for homeless families.
- **Department of Housing Collaboration:** Youturn has been in discussions with the Department of Housing to explore opportunities to deliver outreach services in the Toowoomba area, reflecting our commitment to extending support in our communities.

## CHALLENGES

- Lack of affordable housing across the Sunshine Coast and Toowoomba.

## FUTURE FOCUS

- Commencing accommodation for families in the Toowoomba Duplex.
- Launching an outreach program in the Toowoomba area.

## HIGHLIGHTS

To achieve Youturn's long-term vision of strengthening our community by tackling homelessness on the Sunshine Coast, in 2020 we set our sights on an initiative to provide more access to stable and affordable housing by raising funds to invest and build tiny homes.

The two tiny homes located at Tewanin are now fully operational and are providing safe and secure accommodation for local families.

Since July, we have housed three families, with one family being successful in gaining private rental accommodation after a short stay in the tiny home.

Current tenants and families are working towards their goals of gaining appropriate, long-term accommodation in the local area.

- Collaborating with the Department of Housing on IHRF to enhance the program and improve outcomes for families.
- Continuing the growth of our homelessness programs and actively seeking more tender opportunities.

## FUNDERS

Our Homelessness Services and Programs are funded by the Department of Communities, Housing and Digital Economy.

*"I wanted to share some good news because sometimes we don't always see outcomes and feels like we don't get anywhere. But today, we have an OUTCOME!!!. One of the IHRF clients has found herself a rental through a real estate all on her own, after encouragement and support from Youturn. Single mum and her 2 children now have somewhere stable to call home."*

- COMMENT FROM A CASE OFFICER

# MENTAL HEALTH

Youturn's mental health support services are for vulnerable people going through a tough time and needing mental health support. We work closely with young people to help get their lives back on track providing clinical and non-clinical support services such as social groups and activities. As the lead agency for five headspace centres across South East Queensland, Youturn focuses on early intervention and connecting young people (12 – 25 years) with a range of services and programs to ensure they receive comprehensive and individualised support.

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

- Vulnerable people who are experiencing mild to moderate mental health concerns; and
- Those who support vulnerable people accessing our services.

## OTHER ACHIEVEMENTS AND OUTCOMES

- Youturn secured a new headspace satellite centre contract for Bribie Island, with plans established for outreach to Kilcoy.
- Wait Time Reduction funding for headspace Toowoomba successfully increased clinical rooms, with young people actively involved in the project's design.
- The organisation achieved success in acquiring two research grants, one from Griffith University and another from the University of NSW, supporting projects related to suicide prevention and virtual reality research.
- Youturn demonstrated its commitment and funded a General Practitioner, paving the way for the organisation to become a General Practitioner Training Site. The first GP registrar is expected to commence in January 2024.
- Through fundraising efforts and charitable donations, Youturn established the YouConnect Hub at headspace Maroochydore, offering therapeutic arts-based programs for vulnerable youth.
- The BRITE Ball event in Bundaberg was a resounding success, with a significant turnout and widespread support for the region's young

## HIGHLIGHTS

Successfully establishing two new Youth Enhanced Services, one service covering Toowoomba and Darling Downs, the other service in Adelaide, the first Youturn Youth Mental Health service outside Queensland. Youturn established both services within a very short time frame to ensure a smooth transition of clients from the previous service providers.

**3,052** supported  
(down from 4,232 last year)

**11,006 OCCASIONS**  
of service delivered

LGBTQIA+ community. The event was well-attended by youth and garnered support from local service partners, including Bridges Mental Health Service and Phoenix House.

## CHALLENGES

- The accreditation process for three headspace centres under the headspace Model Integrity Framework presented notable challenges. One of our centres, in particular, encountered added complexities due to staffing changes that occurred during the assessment period. As time progressed, two out of the three centres successfully completed their audits, resulting in some minor enhancements to policy and procedure documentation and position descriptions.
- The remaining centre is currently in the final stages, with only one element pending completion. This element hinges on the attendance of one of their consortium health partners at an upcoming consortia meeting, serving as the last piece of evidence required to fulfill all audit requirements.

## FUNDERS

Our headspace centres and YES programs are funded on a regional basis through the Primary Health Networks and Medical Benefits Schedule Billing.





# SUICIDE PREVENTION

StandBy Support After Suicide, a program of Youturn, is Australia's leading provider of support after suicide, offering free face-to-face and telephone support to anyone bereaved or impacted by suicide including: individuals, families, friends, witnesses, first responders and service providers. Established in 2002 to meet the need for a coordinated community response to suicide, StandBy has grown into an established and respected national program, becoming Australia's leading provider in suicide postvention today.

Community workshops and education programs are locally tailored and provide increased awareness of suicide and suicide bereavement, to help enable communities to support one another.

**11,159** supported in individual & group sessions  
(up from 4,252)

**162% INCREASE**

**15,585 OCCASIONS**  
of service delivered

## OTHER ACHIEVEMENTS AND OUTCOMES

- **Lived Experience Framework:** We engaged Beacon Strategies to develop a Lived Experience Framework to document guiding principles and practices to ensure lived experience is at the heart of our programs.
- **A Formal Agreement** was established with Aboriginal Medicare Services Alliance for Northern Territory (**AMSANT**) to embed Community Postvention Support Coordinator in Aboriginal Medicare Services Alliance for Northern Territory to work in collaboration with StandBy
- **Theory of Change:** We partnered with the Centre for Social Impact UNSW (CSI) to establish a Theory of Change Model to extend program logic models and develop a pivotal framework for in-depth examination of the program, enabling us to strategically refine services and enhance efficacy in providing support to individuals, groups, and communities.
- **Measuring suicide postvention outcomes:** StandBy partnered with the University of New England to fund a PhD scholarship for a research project from 2022 to 2025, aiming to explore the appropriate use of outcome measures in suicide postvention and inform the sector about service outcomes, while also enhancing StandBy's service delivery model through structured outcome measurement.
- We conducted **review of the Youturn and StandBy Brands** and program nationally to gain a deeper understanding of the current representation and seek opportunities to enhance and make improvements. The project is underway and is due for completion mid 2024.

## HIGHLIGHTS

Additional funding granted by National Suicide Prevention Leadership and Support Program (NSPLSP) to StandBy for enhancements. The three core components include a peer workforce to the model, a specialised suicide bereavement counselling service and the introduction of an embedded designated Aboriginal worker within Aboriginal Medical Services Alliance for Northern Territory to work in partnership with StandBy National. This funding will be allocated across the states and territories that have signed the National Mental Health and Suicide Prevention Agreement for postvention: Northern Territory, Queensland, New South Wales and Victoria.

## CHALLENGES

- Access and improvements to data that can help inform and guide the breadth and impact of the work StandBy does.

## FUTURE FOCUS

- **Expansion and refinement of a Peer Worker Model** - to commence from October 2023.
- **Specialised Suicide Bereavement Counselling Service** - to commence from October 2023. Will allow the provision of accessible and convenient support to those seeking assistance through phone and/or video link-based counselling, with specialised counsellors and group facilitators who will offer tailored bereavement counselling.
- Implementation of suggested **improvements to the StandBy brand** and program based on research results..

## FUNDERS

**StandBy** – an initiative funded by the Australian Government.

**Post Suicide Support** – an initiative funded by the NSW Government.

## PARTNER ORGANISATIONS

StandBy established a preferred partner structure and operates nationally with respected local organisations, engaging their expertise within the community to deliver the most effective and culturally suitable support for each individual circumstance.



# WHO HELPS US



## OUR PATRON

In November last year, Youturn had the distinct pleasure of appointing our Patron, Noosa **Mayor Clare Stewart**. Given our extensive and enduring history in the Tewantin/Noosa area, we have forged a close working partnership and deep connection with Noosa Council. When the idea of having a patron emerged, a first for our organisation, it was only natural to consider Mayor Stewart. Mayor Stewart stands as a highly regarded, devoted, and proactive leader within our

community, sharing our commitment to making tangible and meaningful contributions to individuals and communities. Mayor Stewart wholeheartedly shares our values and principles. She is dedicated to enhancing the quality of our region, readily listens with a desire to understand, embraces innovation and agility. We firmly believed that she would be the perfect complement to Youturn, poised to elevate our efforts in supporting vulnerable individuals within this region.



## AMBASSADORS

**Dale Mallett**, a very talented local musician, also known as Mufassa, and previous Youturn team member, Dale wanted to lend a hand in the community, with young people, building strong, honest and positive relationships. ***"I take pride in raising awareness and support for youth mental health, environmental protection & cultural connection. I'm truly excited for the potential***

***ventures ahead as an Ambassador for an organisation that I know and trust!"***

***"As an ambassador for Youturn for the past two years, I have personally witnessed the positive impact that the organisation has on the lives of young people in our community, and I am committed to continuing my support for many more years to come."***



## OUR VOLUNTEERS (YOUCREW)

Youturn welcomes the collective impact of individuals and we are so fortunate to be a part of an incredibly supportive community, who are always keen to be involved, lend a hand, and donate their time or talent towards a good cause.

**This year our volunteer base has grown and opportunities to get involved were offered at events such as:**

- Caloundra Music Festival
- Toowoomba Carnival of Flowers
- Groovin' the Moo
- Christmas Giving

Youturn is keen to grow our **YouCrew** membership and offer more opportunities for volunteers to get involved with the work we do.

# OUR PARTNERS

Youturn takes great pride in partnering with socially responsible corporate entities, both large and small, to further our charity's social objectives. These partnerships are forged to align our interests and collectively make a positive impact in the communities where we live and operate. We are sincerely grateful for the generosity and support of our partners, and here are a few noteworthy examples:



## WHITE'S IGA

White's IGA Supermarkets serve as a preferred supplier of Youturn's grocery vouchers, benefiting our Emergency Relief and homelessness programs. Roz White and the White's IGA stores on the Sunshine Coast have been steadfast supporters of our **"Healthy Minds Brighter Futures"** mental health campaign. Their commitment

to assisting young people in our local community is truly inspiring.

***"By working together to support each other, we can create a more resilient, connected and prosperous community,"*** Roz White, Owner of the White's IGA Group.



## NUTWORKS

As part of our **"Healthy Minds, Brighter Futures"** campaign, Youturn proudly partnered with Nutworks, a local icon on the Sunshine Coast. Through White's IGA stores, Nutworks sold delectable snacks, including macadamia nut brittle and rocky

road, with all proceeds contributing to our mental health programs. This partnership not only raised funds but also facilitated conversations about mental health, helping reduce stigma.





## MIX FM

During **Mental Health Week** last October, MixFM organised an Outside Broadcast and, over two weeks, rallied the community to fundraise for our YouConnect Hub. Thanks to the incredible support of our local community and MixFM, we raised a remarkable total of \$48,505.83

These funds will play a significant role in supporting local young people in managing their mental health through our **YouConnect Hub**.

We extend our heartfelt thanks to MixFM and our generous community for making this event such a success.



## AECOM

The international infrastructure consulting firm AECOM, after hosting their conference on the Sunshine Coast, reached out to Youturn with a strong desire to support our mission. The team organised an innovative **"Pie in the Eye"** fundraiser, where their leadership team volunteered to receive whipped or shaving cream pies to their face.

**AECOM** then went the extra mile by inviting our team members to **Connect Brisbane's Charity Fundraising Night**, where they generously matched donations, resulting in a substantial \$8,000 contribution. During the event, Youturn's representatives shared valuable insights into our impact on the community.

Furthermore, AECOM has demonstrated their commitment to our cause by delivering hand-packed goods filled with non-perishable items, food, and essential supplies for our **Emergency Relief program** – all generously donated and collected by their staff. Recognising the continued need for assistance, AECOM pledged ongoing support by providing custom packs for our Emergency Relief program in the future.

AECOM's support exemplifies the incredible generosity of businesses and individuals who play a vital role in making a positive difference in our community.

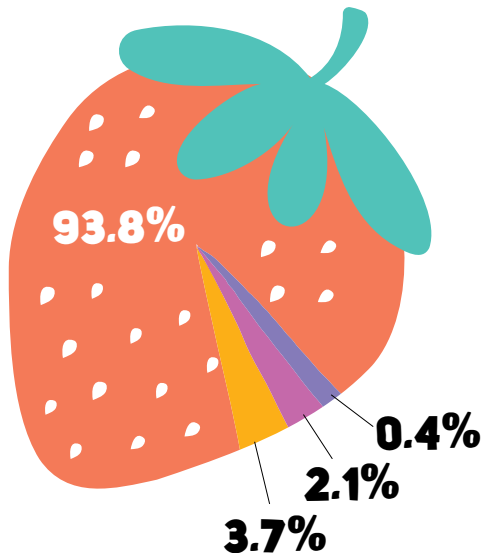
# HOW HAVE WE TRACKED

## BREAKDOWN OF EXPENSES

At Youturn, we are committed to maximising the efficiency of our funding allocation, with a primary focus on directing the majority of our resources towards directly benefiting the individuals we serve.





Our meticulous accounting of expenditure breakdown, specifically related to the costs associated with the implementation of our services and programs, serves as a performance indicator to assess the successful attainment of this objective.

 Program delivery	\$ 30,250,360
 Corporate Services	\$ 3,614,143



## SOURCES OF INCOME

Our financial support for our programs is derived from various avenues. Although government grants constitute our primary source of income, we are pleased to report that our donations have been steadily increasing, reflecting the ongoing progression of our philanthropic efforts.

 Grant Revenue	\$ 33,100,338
 Fee for Service (inc Medicare)	\$ 1,291,797
 Other Income	\$ 738,824
 Donations	\$ 135,336

## OUR FUTURE FOCUS

Over the past three years, Youturn, like many service delivery agencies globally, has faced unprecedented challenges that have reshaped our organisation profoundly. In response, we have demonstrated resilience and adaptability, while remaining unwavering in our commitment to our core mission.

Our 2020–2025 Strategic Plan has been instrumental in guiding us through this transformative period, however, as we continue to evolve and adapt, it is crucial that we are ready to reassess our goals and priorities to ensure they align with the evolving needs of our communities.

Recognising the changing landscape and emerging social and political priorities, the coming year will see Youturn's Board and Executive undertake a formal review and update of our Strategic Plan to ensure its continued relevance and effectiveness.

In addition to this strategic review, our leadership team is actively exploring opportunities to expand our geographic reach and broaden our demographic focus to extend our impact to a wider range of individuals.

Our ongoing efforts will also include a focus on diversifying our sources of revenue and fostering an internal culture of readiness for change, all in support of our growth journey. These initiatives collectively represent our commitment to navigating the path of growth and evolution as we strive to better serve the communities we are dedicated to supporting.



# THANK YOU

To ensure the continuity of reliable and enduring results, Youturn depends on collaboration with government entities, organisations, agencies, businesses, and the unwavering support of our communities.

We deeply appreciate the generosity of our partners and the robust working relationships we've cultivated, all of which are instrumental in enabling us to effect meaningful change.





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