



 **YC GROUP**  
YOU CAN  
**ANNUAL REPORT 2015-16**

Progam







# YCGROUP

YOU CAN

## ANNUAL REPORT 2015-16

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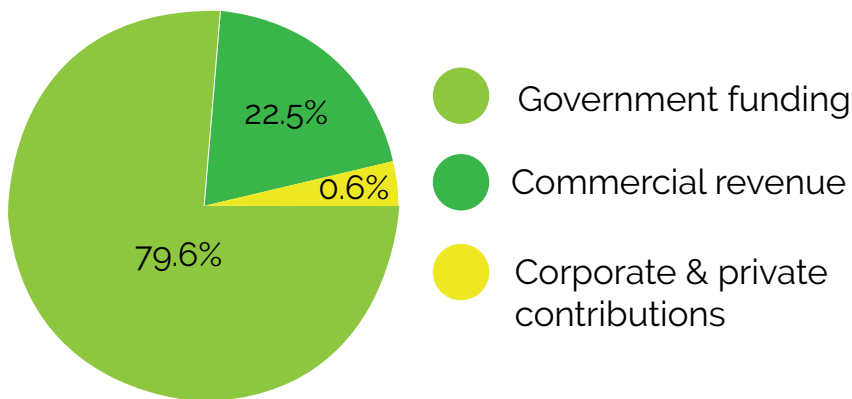
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# YC GROUP AT A GLANCE

Where does our funding come from?



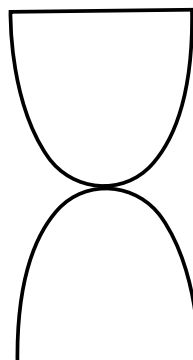
**6443**  
**INDIVIDUALS**  
**ASSISTED IN**  
**2015-16 FY**



**113 STAFF MEMBERS**

## OVERALL PARTICIPANTS SERVED





GROUP TRAINING COMPANY	56
INDEPENDENT SCHOOL	56
WORK FOR THE DOLE	850
DISABILITY SUPPORT	351
STRUCTURED WORK PLACEMENTS	4908
TRAINING COURSES	74
ALL THINGS FINANCE	76
LINKS TO LEARNING	61
LANDSCAPING CLIENTS	11



**5000+**  
**HOURS**  
**VOLUNTEERED**  
**IN 2015-16**



**INDIGENOUS PARTICIPANTS SERVED IN 2015-16:**

-  **DISABILITY SUPPORT - 47**
-  **STRUCTURED WORKPLACE LEARNING - 200**
-  **NG CENTRAL SCHOOL - 27**
-  **LINKS TO LEARNING - 13**

**Where did we work in 2015-16?**



- Central Coast
- Hunter and Newcastle
- Western Sydney
- North Sydney
- Coffs Harbour
- Lismore
- Canberra
- Victoria

**OUR VALUES**



**EMPATHY**



**INCLUSIVENESS**



**GOOD JUDGEMENT**



**FLEXIBILITY**





# CEO REPORT

Claudia Devlin



## **We build a better future, one person at a time.**

This year has been all about future proofing our organisation. The process to achieve this was to move the organisation from temporary contraction to long term expansion. Contraction was necessary to ensure that resource allocation was at an optimal level. Optimisation meant that costs were kept to a minimum and as a result we could deliver more outcomes for the same cost. Continued expansion is necessary due to increased demand for our services in our region. Unfortunately inequality is increasing. Too many people experience poverty and vulnerable people continue to fall through the cracks.

For the past 21 years we have survived and grown through many social, political and economic upheavals. Due to the increasing needs of community but the limited funding available, we continue to face periods of fast change and transformation. Through our careful planning during the last year, we believe that we are in the best position to provide quality services to the clients we serve. During the last year we have:

### 1. Restructured our organisation

YC Group Ltd was founded to ensure our assets were protected, risks minimised and shared costs isolated from the operational centres. It meant that each operational centre needed to be self-sufficient and viable as a stand-alone business. Operational Plans were established at the divisional level as opposed to at a global level.

### 2. Developed and launched a new strategic plan

As part of our growth target it was important to establish a strategic plan that could drive it. The strategic plan acts to direct and prioritise our organisation. It drives alignment across the divisions and staff. The focus is to align all of our resources to maximise our strategic success.

### 3. Created a stronger brand that represents the expansion into a more aggressive market

As part of this year's AGM we are launching our new brand. This rebranding process has taken us 10 months to achieve. The process was a first for Youth Connections. The output that is our new brand we are very proud of. It is strong, professional, and relevant to where the sector has evolved. No longer do Not for Profits operate within a closed sector. For Profits are competing against us in tender opportunities, increasingly there is a need to attract philanthropy funding and consumers as end use buyers. For years, we have operated in a monopsony, with the government as our sole buyer of services. Under those circumstances, branding is not so relevant. However, in the realm of an open market with competitive pressures, a strong brand is fundamental in reflecting the values and services of an organisation. Further, our new brand will assist us to achieve our strategic plan.

### 4. Continued to modify our business model to reposition us for the challenges and opportunities ahead

As is the case with all business, be it in commercial or welfare services, there is a need to continuously improve the operating models in order to deliver an efficient level of services. Our core priority during the year was to increase the use of tools – management financials, KPI red flags and business frameworks, to do our business better. What this resulted in was a resilient organisation which was able to recognise a shock wave and overcome it. We became more agile and strategically focused.



As part of this we launched a new organisational design with a new executive structure focused on delivering the goals in our strategic plan. While this period has involved difficult decisions, we are confident that those decisions have laid the groundwork for us to build a sustainable organisation into the future. We have balanced our commitment to our values and purpose with a new, more commercial way of working that will enable us to become a stronger player in an evolving landscape.

This has been my first year as the Chief Executive Officer. It's been a privilege to have served for this extraordinary and remarkable organisation. I thank the Board, staff, volunteers and all of our supporters for having made this happen.

Every member of staff here does amazing work, every single day, in an incredibly challenging environment. I would like to thank them for their hard work and ever-growing love for what we are and who we serve. We are great because of them. I look forward to building on the legacy of Youth Connections to become a sustainable, high quality service provider of choice into the future.

# BOARD REPORT

## Pat Lewis, Chairperson



This annual report marks a momentous occasion for our organisation. With strength and agility, we are launching into this new era better able to meet the diverse needs of people in our community.

2016 has been another challenging year for the Not For Profit sector generally, with government retreating further from providing support for the most vulnerable in our society. In spite of this, Youthconnections.com.au has once again shown our commitment, resilience and strength to continue our 20+ years of providing to support these people. We have achieved this through building a warm and respectful relationship with those in need of our services and working with them to build their own resilience, along with new skills and work readiness through the wide range of programs we offer. I know that you will enjoy reading about these in the pages that follow.

Our year began with the appointment by the Board of a new CEO, Claudia Devlin. Claudia had demonstrated her great value to the organisation through her previous work as our Chief of Finance and Chief of Operations over a two year period. With her strong experience in business development and financial management, and her deep commitment for the welfare of the young people with whom we work, Claudia has been instrumental in guiding the organisation through these difficulties and setting us on the bright future path that we will unveil today. Our passionate staff have similarly given their all to our clients and have celebrated their many remarkable successes. We could not achieve what we do as an organisation without their unfailing commitment to their charges. The Board thanks Claudia and her staff for their outstanding work.



Throughout the year, the Board has worked well together to support Claudia and her staff in the governance of the organisation, as well as individually, by providing their own unique expertise and experience to individual programs. Working with our CEO, Claudia, we have closely monitored our financial position and worked collaboratively on our new Strategic Plan 2017-19 which we present today. We have also been intricately involved in the enormous preparations for this 'new' era of Youthconnections.com.au. Unfortunately, family and work issues have meant that progressively four of our Directors have had to leave our Board during the year.

**“OUR NEW BRAND POSITIONS US TO CREATE AND DEVELOP NEW OPPORTUNITIES WITH INCREASED FLEXIBILITY AND ROBUSTNESS.”**

On behalf of the Board I would like to sincerely thank Jon Stokes, Richie Hadfield, Van Dissing, and Jane Barry for the enormous work and value they have given as Directors to our organisation. Each, through their passion for our work and using their immense expertise and experience, has contributed greatly to our governance, planning, and program delivery and will be greatly missed. We are currently in the process of rebuilding our Board.

Finally, to the rebirth I spoke about earlier... Today our organisation is extremely excited to unveil our new identity, YC GROUP. An enormous amount of work has been done across the whole organisation, involving all staff and all Directors, to restructure our operations, and give us a bright new look. Our new brand positions us to create and develop new opportunities with increased flexibility and robustness. We hope you enjoy interacting with our new brand identity and we look forward to your continuing support in our work.



# YC GROUP UNVEILED

## NOTICE ANYTHING DIFFERENT ABOUT US?

In 2017, Youthconnections.com.au is rebranding as YC GROUP.

We've worked within the community sector for over 21 years now, with long-term experience in youth-specific transition, education, training, employment and social support. As a brand, Youthconnections.com.au has been closely aligned with that service delivery.

But with significant sector shifts, changing government funding expectations and most importantly, the growing and intersecting needs of our beneficiaries, we needed to evolve. **Enter YC GROUP.**

 **YC GROUP**  
YOU CAN





# SO WHAT'S CHANGED?

YC GROUP is now the parent company of our organisation, which comprises multiple subsidiary companies working across education, training, pre-employment, employment, disability and social enterprise services.

## How We Look:

YC GROUP visually represents where our brand has evolved to. While our subsidiary companies all retain distinctive aesthetics of their own, the parent company required a brand identity that could attract philanthropic, government, commercial and individual support and partnership from all sectors and industries.

## Who We Serve:

We no longer service exclusively young people. Increasingly, we are widening our focus to incorporate individuals and families experiencing entrenched disadvantage and long-term unemployment. We are also working with individuals beyond the life-stage of adolescence. This new brand acts as a springboard for us to launch into other untapped areas of community need.

## Where We Work:

In the past we have worked almost exclusively in welfare and direct youth transition support services. However, changing government funding expectations and sector shifts are stimulating innovation and encouraging the incubation of social enterprises. These businesses combine social purpose and commerce to establish alternative revenue streams for our organisation. YC GROUP can effectively encompass both the direct service and social enterprise arms of our work.









# STRATEGIC PLAN 2017-19

## OUR VISION:

BUILDING A BETTER FUTURE, ONE PERSON AT A TIME.

## OUR VALUES:



**EMPATHY**

We care about each and every life we touch, about our communities, and each other.



**INCLUSIVENESS**

We value and include everyone, regardless of their circumstances - those who need help, and those who want to help. We work with others to achieve our goals, and we value collaboration over competition.



**GOOD JUDGEMENT**

We conduct our business with commercial and social acumen, aware that we are part of a broader picture. We are methodical and objective in our decision making, balancing our vision against the need to protect and strengthen the health of our organisation.



**FLEXIBILITY**

We are flexible in our thinking, our ideas, and our operations. We look for innovative solutions to achieve our vision. We adapt to our changing environment and we adapt our solutions and approach to each and every person we help.



## OUR STRATEGIC PILLARS





**FOUNDATIONS** - Protecting our mission and getting the basics right:

The strength of the Board, governance, the management team, risk management, culture, brand and finances. It is about ensuring the sustainability of the organisation - getting the business fundamentals right today to be successful tomorrow.

**IMPACT** - Changing lives through excellence in program and service delivery:

Our programs and service delivery, which are our core business. This includes maximising our current program delivery, ensuring that this is efficient, guaranteeing excellent service delivery, and that we are innovating and continuously improving the breadth and depth of our core programs.

**STABILITY** - Strengthening our balance sheet and diversifying our funding sources:

Securing our own permanent location, diversifying income sources, and investing in growth assets to strengthen our balance sheet. It is about ensuring the financial viability of the business.

**COLLABORATION** - Partnering with like-minded people and organisations to achieve the greatest social benefit:

The depth and breadth of engagement with our community and with other providers and decision makers within the training and development space. It includes community participation and leadership, advocacy, partnerships, and contributing to government policy development.

**GROWTH** - Actively seeking and capitalising on opportunities to increase the scale of our organisation and its programmes.

Business development including identification and adoption of new opportunities, programs, income streams, and social enterprises to scale up and strengthen our core activities.

# STRATEGIC PLAN 2017-19

## FOUNDATIONS

**1.1 Corporate structure and governance**  
Maintain and develop transparent, best practice corporate structure and governance throughout the organisation through appointment of an independent and suitably skilled Board who utilise audited information in decision making and risk management, monitor and supervise the work of the CEO and advocate for YC Group in the community.

**1.2 Legal and Compliance Review**  
Ensure that all relevant legal and compliance responsibilities are documented and observed throughout the organisation.

**1.3 Financial management**  
Establish efficient financial management systems that provide accurate and timely information to underpin effective financial decisions.

**1.4 Risk management**  
Implement risk management structures and strategies to ensure that risk is identified, assessed and controlled.

**1.5 Organisational Culture**  
Maintain a positive organisational culture by implementing a workforce development strategy that attracts and retains the best people to realise our vision.

**1.6 Marketing and Branding Strategy**  
Communicate our strong, respected profile within the community and our positive participant outcomes through all available channels.

## IMPACT

**2.1 Service Delivery**  
Provide excellence in service delivery enabling those we work with to overcome their barriers to become productive members of society.

**2.2 Barriers plan**  
Help young people to overcome their barriers so they can become productive members of society.

**2.3 Knowledge plan**  
Provide an individualised, responsive and dynamic curriculum enabling those we work with to overcome their learning barriers.



## 2.4 Skills plan

Provide dynamic vocational and workplace learning and skills development to enable participants to successfully make the transition to further training and employment.

## 2.5 Jobs plan

Provide individualised apprenticeship support and vocational and workplace learning and skills development to enable participants to successfully make the transition to further training and employment.

## 2.6 Measuring our impact

Develop a range of tools and mechanisms to facilitate the accurate and appropriate reporting of outcomes achieved by individual participants and holistic intervention programs.

# STABILITY

## 3.1 Permanent home for YC GROUP

Identify and evaluate options to secure a permanent home owned by YC GROUP for co-ordination of entities and programs.

## 3.2 Asset acquisition plan

Develop criteria and implement processes to identify opportunities to acquire appropriate assets.

## 3.3 Diversify income sources

Establish effective processes to identify and act to secure viable funding sources.

## 3.4 Performance Reporting

Establish and maintain monitoring and reporting systems that provide explicit data to underpin accurate reporting of organisational outcomes.



## COLLABORATION

### 4.1 Volunteer engagement

Investigate and implement appropriate volunteering programs to complement staff service delivery and engage community in the work of our organisation.

### 4.2 Political engagement

Assertively connect with political representatives and organisations to advocate for our participants, their needs, YC programs, and the community enhancement achieved by our organisation.

### 4.3 Community partnering plan: PR and social media

Develop public relations, marketing and social media strategies to promote YC GROUP, engage community participation, and attract clients in need of our services.

### 4.4 Indigenous engagement

Enhance the nature, purpose and depth of engagement and collaboration with indigenous partners in all YC GROUP entities.

## GROWTH

### 5.1 Fostering innovation within YC GROUP

Actively create opportunities to increase the scale of our organisation by fostering and supporting staff innovation.

### 5.2 Mergers and Acquisitions

Seek and evaluate M&A opportunities.

### 5.3 Social Enterprise incubation

Investigate, interrogate and assess the economic and social viability of new social enterprises.

### 5.4 Growth of current YC entities

Assess the potential for growth in existing YC GROUP entities and plan to achieve this.







# OUR SERVICES

Our Group provides a continuum of direct services and programs which provide alternative education pathways, vocational training, work experience, disability support, transition to work, job-readiness and employment programs to individuals and communities.

Our Group also manages multiple social enterprise businesses which offer commercial products and services, while delivering on our overarching vision. These enterprises ensure that YC GROUP is financially sustainable, and also facilitate work experience, training, and employment opportunities for those we work with.



## DIRECT SERVICES:

Our direct services are person-centred and cater to an individual's specific education, training, employment and social goals. They:

- Offer education, training, work-readiness, employment and disability support
- Build personal, social and professional networks
- Foster positive work-ready behaviours and skills
- Develop life and communication skills
- Increase social, civic and economic participation
- Facilitate a smooth and supportive transition into the world of work

## SOCIAL ENTERPRISES:

Our social enterprises are responsive to community need and prioritise social impact, innovative partnership brokerage, and quality commercial service delivery. They:

- deliver competitive products and services to the market place
- earn profits to sustain our direct services
- provide real on the job training to our participants
- achieve commercial AND social return



## EDUCATION:

**WE BELIEVE:** Education is foundational to empowerment.

**WHAT WE DO ABOUT IT:** We have over 21 years experience working with local schools and their teaching and welfare staff. Our programs have strengthened student retention, offered intensive transition support and case management, and brokered referral pathways to assist students with complex, intersecting barriers to engagement.

In recent years, we have established our own independent school to address the intersecting educational and socio-economic needs of the Central Coast's most vulnerable youth. Ngaruki Gulgul (NG Central School) is YC Group's dynamic, enterprise learning environment for young people who need a new perspective on what it means to have skills and knowledge.

In partnership with NSW Government and Department of Education schools, our Links to Learning programs provide person-centred and dynamic support to young people who are disengaged from mainstream education and at-risk of leaving school early.



## TRAINING:

**WE BELIEVE:** To be genuinely equipped for the demands of skilled employment, structured training is extremely important.

**WHAT WE DO ABOUT IT:** We have our own Registered Training Organisation, delivering quality vocational courses across a range of industry frameworks. We continue to build relevant partnerships with other local RTOs through the delivery of short-term training courses and programmes.

We have long-standing relationships with schools, TAFEs, VET coordinators, career advisors and local employers through our Structured Workplace Learning program. We have retained this NSW Government contract for 21 years, facilitating meaningful work placements for senior students studying vocational subjects.

Throughout the 2015-16 Financial Year, we delivered a Federal Government-funded pilot program in the Wyong Shire, known as the Better Futures Hub. As lead agent on a consortium partnership with DALE Young Parents School and ET Australia, we delivered alternative education, training, childcare and social support services to young parents, their children and individuals experiencing long-term unemployment.

## PRE EMPLOYMENT AND EMPLOYMENT:

**WE BELIEVE:** To gain and keep a job, individuals need to develop work-ready behaviours, skills and attitudes and technical skills. This can be achieved via the support of qualified experts and a strengths-based approach to sourcing and securing employment, particularly when clients are marginalised from the workforce through economic, social and geographical disadvantage.

**WHAT WE DO ABOUT IT:** Under our employment enterprise The Skills Generator, we provide partnered training, skill development and work experience opportunities that replicate industry-standards, so job-seekers are genuinely prepared for the demands of work. We manage employment preparation activities funded under Work For the Dole, Green Army and state-funded training.

We deliver traineeship and apprenticeship support to job-seekers and employer hosts via our group training company Trade Staff Australia.



## DISABILITY:

**WE BELIEVE:** All young people deserve to live an empowered, purposeful life and engage in training, work and meaningful relationships with others. We embrace ABILITY.

**WHAT WE DO ABOUT IT:** We have several programs that offer a range of person-centred, dynamic services to young people with a disability. These include after-school and school holiday support, in-school transition planning and work education, post-school job-readiness and independent living skill development and a range of individualised, flexible respite and overnight care.





## SOCIAL ENTERPRISE:

**WE BELIEVE:** Commerce and social purpose can powerfully intersect in ways that allow us to build our revenue streams and deliver on our overarching vision.

**WHAT WE DO ABOUT IT:** We operate a social enterprise accounting firm All Things Finance that offers comprehensive taxation, bookkeeping and financial services for SMEs and regularly takes on Business Services and Administration work experience students. All profits are funneled back into YC GROUP's direct client services. In 2017, All Things Finance will be partnering with our RTO to deliver a Diploma in Accounting, simultaneously offering participants a real-life work environment to learn in.

We deliver affordable, high-quality landscaping and residential/commercial lawn maintenance for individuals and businesses through our social enterprise Australian Landscapes. This business employs and trains under/unemployed labourers and apprentices to develop their employability and work experience.



# EDUCATION



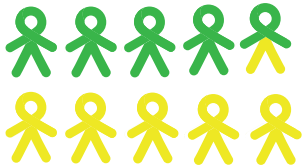


# NG CENTRAL SCHOOL

56  
STUDENTS  
IN 2015-16

**ABORIGINAL AND  
TORRES STRAIT  
ISLANDER  
INTAKE:**

**47%**



Ngaruki Gulgul (NG Central School) is YC Group's dynamic, enterprise learning environment for young people who need a new perspective on what it means to have skills and knowledge.

Registered and accredited as a non-government special assistance school with the NSW Board of Studies, we offer a Record of School Achievement (RoSA) to Years 9-10 students and a non-ATAR Higher School Certificate to students in Year 11 and 12. Students also can also attain a vocational qualification.

Unlike traditional schools, NG Central's educational programs are delivered with the wrap-around support of case management and welfare initiatives and personnel. This builds academic and vocational capabilities, whilst holistically addressing personal and social barriers to engagement. Further, caseworkers and support staff work closely with students to identify these barriers and refer them to specialist external service providers.

Similarly, our strong focus on vocational training and participation in social enterprise initiatives cultivates a unique 'earn and learn' balance in our program delivery. YC GROUP's Registered Training Organisation works in partnership with our school to deliver trade training, including Certificate I in Agrifoods, Certificate II in Horticulture, Certificate I & II in Hospitality, Certificate I in Work Education and Certificate II in Skills for Work.

Now in its fourth year of operation, NG Central's student base is steadily growing, with excellent academic, vocational and social outcomes.





During the 2015-2016 financial year, NG Central applied for and successfully secured HSC accreditation and their five year RoSA accreditation. The myriad of opportunities offered to our young people will be enhanced with an HSC as opposed to the current Year 12 equivalent.

Accordingly the pattern of study commencing in Term 1, 2017 encompasses English, Mathematics, Earth and Environmental Science, Sport Leisure and Recreation, Industrial Technology (Timber or Automotive) and a certificate II VET subject.

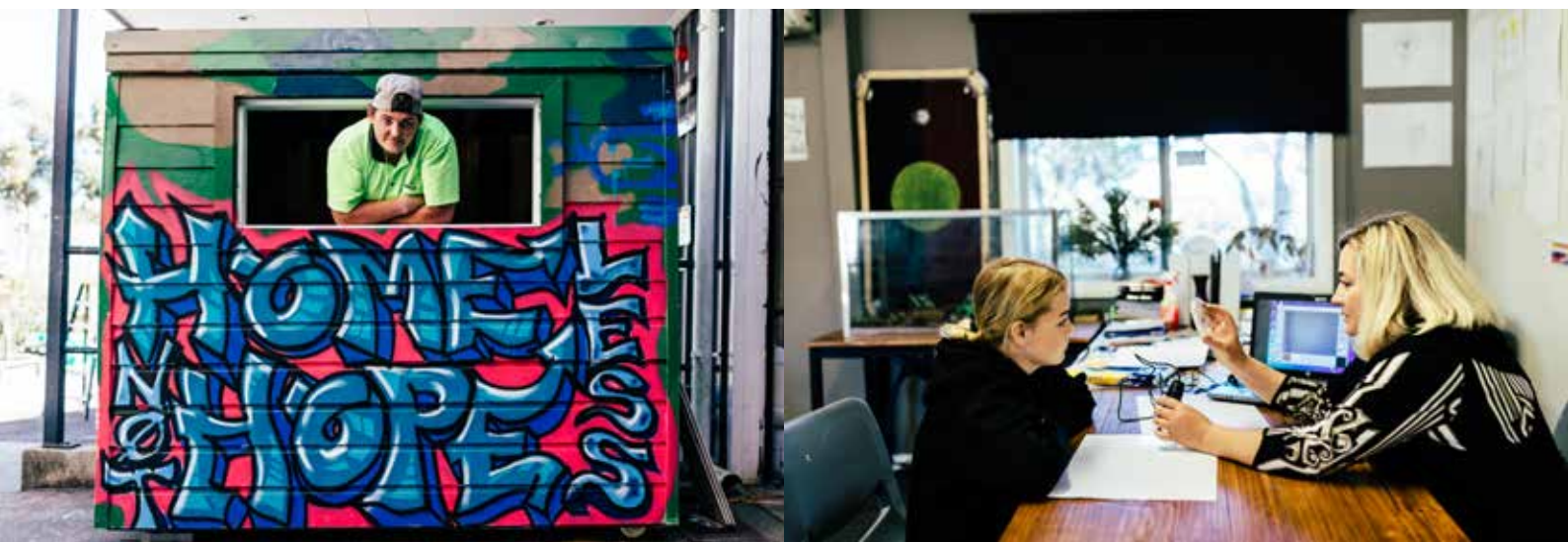
Introducing our first Year 11 class at the beginning of 2015, we grew from 35 to 51 participants by mid-year. In 2016, we introduced our first Year 12 class, commencing with 51 students and growing to 56 over the first semester.

**9 INDEPENDENT  
WORK EXPERIENCE  
PLACEMENTS**

**5 JOB OUTCOMES**

**36 STUDENTS  
ENROLLED IN  
TRAINING COURSES**

The implementation of Sentral, our student management system, at the beginning of 2015 continued throughout the year. Increasingly, technology serves as a platform for improved data reporting to our funding and regulatory bodies, external partners and internal continuous improvement mechanisms. Sentral also enhances our service to clients by collating marks and providing a more streamlined process for the development of student reports.







**“I didn’t feel like I fitted in anywhere. But NG Central changed that. Here, I think I feel valued. People really notice you and give you a lot more support.”**

**Benn, NGC graduate**

To support the emotional wellbeing of our students and cultivate resilience, communication skills and positive relationship-building, we work collaboratively with multiple government, education, employer and community partners. These include Aftercare, Oasis Youth Centre, Bara Barang Corporation, Evolution Youth Services, Northern Settlement Services, Uniting, PCYC, Dr Zehntner of Gosford Paediatrics , NSW Transport, Central Coast Primary Care, Central Coast Youth Health, Centrelink, and many more. Our students have had the opportunity to participate in community engagement and learning activities including:

- **Break The Hate**, a NGC initiative to promote socio-cultural diversity and inter-generational communication
- **PCYC's annual Kids VS Cops football game**
- **The 2015 Fair Work TaskForce Hearing for the Gosford Region**
- **Dance and Didge** - Aboriginal Dance and Didgeridoo with Bara Barang
- **Aboriginal Boys Group** with Family Wellbeing, Central Coast Primary Care
- **Girls Group** - consent education , anti-bullying, cyber-safety & personal well-being with Evolution Youth Services
- **Youth Booth** - physical, sexual and mental health seminars via Central Coast Youth Health
- **Cool, CaLM and Connected** - a NGC initiative for highly disengaged students, incorporating outdoor and off-site learning, Conservation and Land Management activities and intensive case-management support.
- **#YOUlive** - a NGC student-led, AIS NSW funded program that encouraged safe driving behaviours through an excursion to a B Smart About Road Safety presentation at Homebush Stadium and the filming of a student-led documentary.

# LINKS TO LEARNING

The Links to Learning Community Grants program provides funding to non-profit organisations to meet the key objectives of Connect, Engage, Learn, Plan and Transition through the delivery of relevant, dynamic and individualised programs to Year 6 – 11 students in NSW Government schools who are disengaged from mainstream education and/or at risk of leaving school early. YC GROUP has been a successful provider of two programs, in partnership with Department of Education schools in the Newcastle and Hunter Regions.

## #readytogo – a heads up to employment

This program targeted 30 Year 10 students with barriers to learning and poor attendance records. In partnership with the Callaghan College's three Newcastle campuses (Jesmond, Wallsend and Waratah), #readytogo simultaneously improved the engagement levels and employability of this at-risk cohort through a combination of in-class and hands-on activities.

Through intensive strengths-based transition planning, students were encouraged to identify their strengths, career aspirations and employment potential. This was complemented by work education which promoted work-ready skills, behaviours and attitudes and gave insight into employer expectations. Trainers also provided employability workshops and taster courses in the skills shortage industries of Construction and Hair and Beauty.

Importantly, by offering an opportunity to take time-out from academic study, the program supported students to reevaluate limiting beliefs around school, training and their transition into the workforce. Support workers and students canvassed appropriate choices for future programmes of study, including both HSC and vocational training pathways.

28 students successfully graduated the program.







## Skill Build

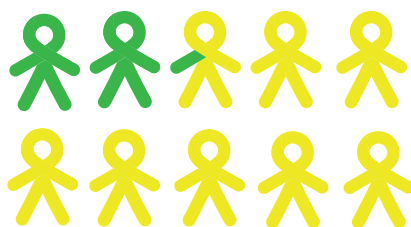
Skill Build supported 30 young people between Year 9 - 11 who were disengaged from mainstream schooling. In collaboration with Newcastle High School and Hunter River High School, the program provided an opportunity for young people to build on their existing skills and identify their interests and strengths in the context of future training and employment.

Participants worked towards a TVET pathway with a School-Based Trainee (SBAT) outcome in Construction and Hair and Beauty. In a simulated workplace environment, they were able to take time out of academic learning to develop the foundational skills needed to reengage in their education and increase their future employment potential through practical activities. Accessing a supported trade pathway also allowed students to explore these industries before making longer-term commitments and raised aspirations for their career trajectories.

30 students successfully graduated the program.



**58 GRADUATES  
IN 2015-16**



**21% INDIGENOUS  
COHORT**



**11 VOCATIONAL  
QUALIFICATIONS**



**TRAINING**



# STRUCTURED WORKPLACE LEARNING

YC GROUP is a Structured Workplace Learning provider and has held this NSW Government contract for 21 years. We coordinate 5,000+ work placements annually, for high school students in the Central Coast and Northern Sydney. In 2015-16, we serviced 200 Indigenous work placement students and 130 young people with disabilities.

We cultivate extensive networks with local schools, TAFEs and over 2000 employers, which allow us to facilitate engaging, practical work placements for students across a range of industry areas.

**4908**  
WORK  
PLACEMENTS  
COORDINATED  
DURING THE  
FINANCIAL YEAR

YC GROUP believes work placement is vital for young people developing valuable job-readiness skills and hands-on experience in a real-world environment. Work placement is a mandatory component of industry-based vocational education and training (VET) courses that students can choose as part of their studies for the NSW Higher School Certificate.

**“As a VET Entertainment teacher, my appraisal of the effort, care and professionalism that YC Group provide to the students and teachers involved in the work placement program has been outstanding.”**

**Ian Judge, Entertainment teacher, St Peter's Catholic College Tuggerah**

We place students in the following industries:

- **Automotive**
- **Business Services**
- **Financial Services**
- **Hospitality**
- **Retail**
- **Primary Industry**
- **Tourism**
- **Entertainment**
- **Electro-technology**
- **Human Services**
- **Information Technology**
- **Construction**
- **Metals and Engineering**

**2000+**  
ACTIVE  
EMPLOYERS



“YC Group has helped me gain so much experience through work placement to advance my career goals. It’s an excellent place with amazing people willing to give all students a chance to get experience and work towards their individual goals. They also help give young people encouragement on what they want to do after school, which I think is extraordinary.”

Helena Churchley | Terrigal High School student

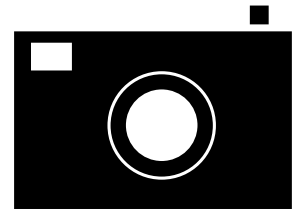
We were awarded a renewed Structured Workplace Learning contract in January 2016 for the following four years and expanded our regional impact through acquiring The Hills district of Sydney as part of our jurisdiction.

In 2016, we created a Work Placement Reference Group, targeting region-specific stakeholders from the education, training and employment sectors. This group meets to provide industry-informed advice and influences the strategic and operational direction of our service delivery.

## YC MEDIA

YC GROUP also delivers structured work placements as an employer, through our film, photography and radio hub YC Media. Hosting Entertainment and Media students for 35 hour weekly placements, YC Media provides students with the opportunity to create:

- their own radio show to air on local station Coast FM.
- films and photography within personal interest projects
- songs and instrumentals



YC MEDIA HOSTED  
**233**  
STUDENTS





# YC INDUSTRY LINK

YC Industry Link Pty Ltd is YC GROUP's Registered Training Organisation (RTO Code 40508). We are Australian Skills Quality Authority (ASQA) accredited and provide nationally recognised training in a variety of industries. In the 2015-16 financial year, we worked predominantly with young people who were disengaging from mainstream education and seeking alternative vocational pathways and additional qualifications. We also delivered work education qualifications to school-leavers with disabilities.

We deliver the following courses:



- AHC10210 Certificate I Agrifoods
- AHC20410 Certificate II Horticulture
- FNS50215 Diploma of Accounting
- FSK20113 Certificate II Skills for Work and Vocational Pathways
- SIT10213 Certificate I Hospitality
- SIT10216 Certificate II Hospitality
- SHB20216 - Certificate II in Salon Assistant
- 22128VIC Certificate I Work Education



**"I love horticulture and land management. Depending on what we're learning, we've spent time in wetlands, rainforests, national parks. When you're out there connecting to the land, other stuff fades away and possibilities feel pretty limitless."**

Kane, Horticulture student





In 2016, we were successful in securing Smart and Skilled funding for the Central Coast Region for the following courses, effective from 2017.

- AHC20410 Certificate II Horticulture
- SIT20316 Certificate II Hospitality
- SHB20216 Certificate II Salon Assist
- FNS50215 Diploma of Accounting



**54**  
**PARTICIPANTS**  
**ENROLLED**



**46**  
**QUALIFICATIONS**  
**ATTAINED**



**5**  
**JOB**  
**OUTCOMES**

**“Work education is a great way to build your skills so that you’re as employable as possible. We’ve learnt how to source jobs, prepare cover letters and resumes, succeed at interviews and understand what employers expect when you’re at work.”**

Tayla, NGC student



# BETTER FUTURES HUB

Throughout 2013-2016, we delivered a Federal Government-funded pilot program in the Wyong Shire, known as the Better Futures Hub. We were the lead agent of a consortium formed with DALE Young Parents School and ET Australia.

With an extensive network of education, training, government, commercial and community stakeholders, we were responsible for designing a place-based, collective impact initiative that allowed parents to study while accessing the wrap-around support of onsite childcare and community services.

The Hub was positioned as a supportive community space which welcomed those who were marginalised from the workforce through personal, social, economic and geographical barriers, and provided them access to accredited training, soft-entry courses and social networking opportunities.

**In 2015-16, we supported the partnered delivery of:**

## Alternative Education for Young Parents:

This was a non-ATAR HSC pathway through DALE Young Parents School; an accredited special assistance school for students aged 14-24, who had children or were pregnant during their studies. In 2016, six young parents graduated their HSC.

## Vocational Training Courses:

We worked collaboratively with local Registered Training Organisations such as ET Australia, Reach for Training, fivestar Training and Hunter TAFE Outreach to deliver vocational training courses onsite. These courses were open to BFH young parents and community members at large and focused on industries that employ significant numbers of people on the Central Coast, such as Hospitality, Retail, Business Administration, Community Services and Childcare.

## Supported Playgroups and Parenting Courses:

These were delivered in partnership with community organisations such as Uniting, Communities for Children, The Benevolent Society and Central Coast Youth Health. They focussed on topics such as positive parenting strategies, domestic violence, postnatal depression, life skills, work-readiness, strengths-based goal-setting and networking. In 2016, BFH received a Newcastle Permanent Charitable Foundation grant to deliver Sing a Rainbow; a series of sessions that focused on song, dance, music and supported play between parent and child.





### Cultural Affirmation Activities:

Strong partnerships with local Aboriginal organisations such as Yerin Aboriginal Health Services, Bungree Aboriginal Corporation and Bara Barang Aboriginal Corporation have been crucial in engaging Indigenous BFH participants. In 2016, a prime engagement activity was 'Staying Strong'; a series of music and songwriting workshops for local Aboriginal high school students in partnership with NSW Health, Yerin Aboriginal Health Services and The Last Kinnection. Young people learnt how to express themselves musically and explored issues of physical, sexual and mental health.

### Onsite Childcare:

We delivered a creche facility on-site that provided quality care to approximately 40+ babies, toddlers and preschool age children per week. Qualified childcare workers administered this service, with volunteer creche support.

### Social Support Referral Pathways:

DALE students and vocational course participants have benefited from the established referral pathways between the BFH and organisations like Department of Human Services, Family Referral Services, Centrelink, Communities for Children, Uniting and Yerin Aboriginal Health Services. The provision of specialist services has removed barriers that pose risks to participant attendance and retention.



**10,000 ANNUAL  
SIGN-INS**



**230+ PARTICIPANTS  
IN ONSITE PROGRAMS**



**150 FAMILIES IN  
SOFT-ENTRY GROUPS**



**18 VOLUNTEERS IN  
2015-16**





# EMPLOYMENT



# TRADE STAFF AUSTRALIA

Trade Staff Australia is our registered Group Training Organisation. We are invested in the professional development, personal wellbeing and success of every apprentice, with best-practice trade education as our top priority. Trade Staff Australia also offers employers a responsive, streamlined service to ensure their experience of hosting an apprentice is simplified, secure and supported.

In 2015-16, Trade Staff Australia maintained our apprentice base, innovating new systems and processes for the benefit of our jobseekers and host employers. We implemented a new online payroll system called CHIP which introduced improved efficiency, accuracy and overall quality of service delivery to both parties.

Building new recruitment strategies to grow apprentice numbers was a significant focus, as was cultivating increased employer relationships across the industries of bricklaying, construction and landscaping. This is particularly important in the context of nationwide declines in apprentice commencements. Thus, it is more crucial than ever to provide a service that maintains the key benefits of direct employment while offering the simplicity and security of group training.





**"It's not for the faint-hearted, but I'd recommend bricklaying to anyone. My boss Alan is a top bloke, and the crew helps you out. The guys at Trade Staff are awesome, they've done heaps for me and check in regularly to make sure I'm handling everything."**

**Dylan, TSA apprentice**

Trade Staff Australia secured funding for and delivered pre-apprenticeship construction courses for 30 jobseekers. These courses offered aspiring apprentices insight into the demands of the construction trade and were delivered in partnership with Western Sydney Institute of TAFE - Narimba and South Western Sydney Institute of TAFE - Granville campus. They produced a 40% employment outcome with 12 participants commencing an apprenticeship after completing the course.

TSA has continued to cultivate our 8-year partnership with Peninsula Village and Brisbane Water Secondary College Woy Woy Campus, providing BWSC school students with School-Based Traineeships (SBATs) and work experience opportunities alongside their HSC.

Peninsular Village has hosted more than 15 school-based trainees over this time, predominantly in Aged Care, as well as Horticulture and Construction. Once a week, trainees get a hands-on insight into the life of an aged care worker, participating in a range of daily duties around the facility. We're very lucky to work with an employer who is as passionate about young people and vocational education as we are!



**56 APPRENTICES**

**35 ACTIVE HOSTS**



# THE SKILLS GENERATOR

The Skills Generator (TSG) is our not-for-profit enterprise that develops collaborative partnerships to inspire and equip jobseekers for employment. TSG provides partnered training, skill development, and work experience opportunities that replicate industry standards, so that jobseekers are genuinely prepared for the demands of work.

## WORK FOR THE DOLE:

During 2015-16, The Skills Generator delivered 25 Federal Work for the Dole projects to 850 jobseekers. These were situated across the Central Coast, Newcastle, Northern, Western and South Western Sydney, Canberra, Broome and the Hunter region of NSW.

Establishing ourselves as a preferred partner amongst local Job Active providers such as MAX Employment, Joblink Plus, Employment Services Group, Octec and Olympus Ability Options, The Skills Generator has honed our best practice model and exceeded industry standards for WHS.

Qualified trainers facilitate small group vocational tasters and support jobseekers to apply technical skills to community projects. Thus, we connect organisations that can benefit from this contribution with job-seekers who can gain work experience on real-world, real-time projects. Project focuses have included construction, cabinet-making, automotive, horticulture and land management, media and research. Within the 2015-16 financial year, we achieved 93 employment outcomes for our participants.

2015-16 saw us continuously develop our Work for the Dole acquittal process in line with evolving requirements of the Department of Employment. Amidst these changing conditions, we now have what is regarded as the market-leading acquittal process.







**“Thank you for teaching me and having patience with me, during the last few months. You have helped me have faith in myself and succeed at something.”**

**Chloe, Work For the Dole Participant**



**850 JOBSEEKERS  
SUPPORTED IN  
2015-16**



**93 EMPLOYMENT  
OUTCOMES**



**25 WFD PROJECTS**

## **GREEN ARMY**

In 2016, we successfully delivered our first Green Army-funded employment activity in Warracknabeal, Victoria. In partnership with CoAct and Yarriambiack Shire Council, we provided quality conservation and land management training to a team of 6 participants. Under qualified supervision, they engaged in activities such as tree-planting and surveying, weed control and revegetation, installing irrigation systems and constructing traps for noxious carp. Not only did 4 of 6 participants gain employment through program participation, one participant was even awarded Warracknabeal Young Person of the Year!

## **NATIONAL SKILLS WEEK**

In 2015, The Skills Generator hosted a National Skills Week bricklaying taster course in partnership with Sarina Russo Apprenticeships and ABBTF NSW. Over five days, 15 aspiring apprentices were initiated into the life of a tradesperson, as they built a pizza oven from scratch. The week culminated in a graduation ceremony attended by key stakeholders including local MP Ms Lucy Wicks. Post-project completion, two of the participants gained full-time apprenticeships through our group training company and commenced work with local bricklaying sole traders.

**“On behalf of the local Scout groups I would like to thank The Skills Generator for all the amazing work that has been done on our local Scout Halls. The work carried out has been of a professional quality and the project management and communication has been excellent. A great team to work with!”**  
**Brian Perrem – District Commissioner – Central Coast Lakes Scouts**

# ABILITIES





# YOUTH CONNECTIONS - DISABILITY SUPPORT

Our disability support services focus on developing work-readiness and independent living skills in students and school-leavers. Strengths-based transition planning, hands-on learning, work education and experience and recreational activities all play a significant role in achieving personal, educational, training and employment outcomes for the young people we serve.

OVERALL  
PARTICIPANTS:

351

47 INDIGENOUS  
PARTICIPANTS



## PREPARING FOR THE NDIS

During 2015-16, we engaged in rigorous planning and reevaluation of our existing service delivery in light of the oncoming National Disability Insurance Scheme roll-out. The unique opportunities and challenges the NDIS poses to disability service providers meant we needed to:

- build resilient, responsive systems and processes that could efficiently collate participant support claims, milestones, outcomes and personal data. Our team has implemented a new client management system called Supportability that can accommodate these demands, with industry-leading accountability and security. Staff have undergone training to develop our client progress note-taking, reporting and participant data collection and we have improved our participant in-take procedures. Further, this CMS will allow us to connect with the NDIA and process participant attendance and support claims.
- rethink our resource allocation, which has included the purchase of new vehicles to increase efficiencies in service delivery.





- recruit and train staff capable of facilitating respite and individualised support services that had previously not been part of our service delivery. Importantly, the NDIS necessitates the employment of a highly casualised workforce because of the flexibility of individual NDIS planning and supports. Thus, we have ensured staff on-boarding, engagement and retention strategies are in place to support our evolving team.
- present a strong client-facing brand to our community. This is more important than ever in light of changing funding distribution and the increased capacity of consumers to make informed choices around preferred service providers.
- re-evaluate our services and innovate new, more impactful ways to deliver outcomes aligned with NDIS consumer demands. Thus, our core programs have been delivered in the following ways:

### SKOOL'S OUT

Skool's Out is an after-school and school holiday support program for high school students, which develops social and life skills in a supported, recreational environment. This program is based on the Central Coast and runs from YC GROUP'S Green Central site in Karingong and Gravity Youth Centre in Lakehaven.

Under previous Ageing, Disability and Home Care (ADHC) funding arrangements, the after-school program was restricted in its days of operation and the numbers we could support. By contrast, in preparing for the NDIS rollout, we built up our operations to 5 days a week across both sites and marketed to a larger participant cohort.

### TRANSITION SUPPORT

Transition Support assists school students with a disability as they ask the big questions about life after school, develop independent living skills and set goals





for their future. It incorporates individualised transition planning, industry visits, courses and workshops, life skills and work-readiness training and recreational activities designed to improve communication and relationship-building capacities.

Originally servicing high schools in the Newcastle and the Hunter region, we were successfully awarded contracts throughout the Central Coast, Northern NSW and Mid-North Coast during 2016. Newcastle was a pilot region for NDIS since 2013 and our Transition Support program has provided invaluable feedback as to how to deliver NDIS supports in our other regions. During the 2015-16 financial year, it evolved from a purely school-based program to include post-school services and supports, in response to emerging market demands. Operating out of the Jesmond Uniting Church Hall, the content and activities provide a pathway to employment and independent living for those young people who have completed school and are transitioning to life beyond.

### TRANSITION TO WORK AND NEXT STEP

Transition to Work and Next Step Program are programs for school leavers with a disability who want to engage in their communities, make friends, master new life skills and kick-start their careers.

With Transition to Work servicing the south Central Coast, 4 days a week, Next Step is a newly established program that extends this pre-employment support to the Wyong region. It has commenced operations at Gravity Youth Centre, Lakehaven, with a strong focus on developing independent living skills, work experience, community engagement and industry immersion, work education and building support networks. This program attracted significant client interest, with a view of being fully funded under NDIS 4 days a week by March 2017.

### TRANSCENDENCE

Transcendence Gaming Hub hosts inclusive Friday night gaming competitions for any young person with and without a disability who wants to get their game-face on, make friends and have fun. Every second Friday during 2015-16, young, enthusiastic gamers have met to improve their skills and engage in supported social networking, with a consistent cohort of senior and junior attendees. This program has steadily grown and will continue into 2017.

**“Because of TSP, I’m more confident now in looking for work and I always learn a lot about what I need to do to follow my dreams and to know what’s wrong and what’s right in the workplace.”**

**Brandon, Transition Support participant**



“This program has helped me determine my goal of becoming a vet. The staff support you to understand your career options and lay out the steps you need to reach your goals. It has really grown my confidence, I've completed work experience and I have made good friends. By coming here 4 days a week, it gives you a lot of structure – kind of like a mini school but for gaining a job.”

Heather, TTW participant

## PARTICIPANT OVERVIEW



AFTER SCHOOL SUPPORT & HOLIDAY PROGRAM	63
TRANSITION SUPPORT PROGRAM	214
TRANSITION TO WORK & NEXT STEP PROGRAM	35
COMMUNITY ENGAGEMENT	27
TRANSCENDENCE	12

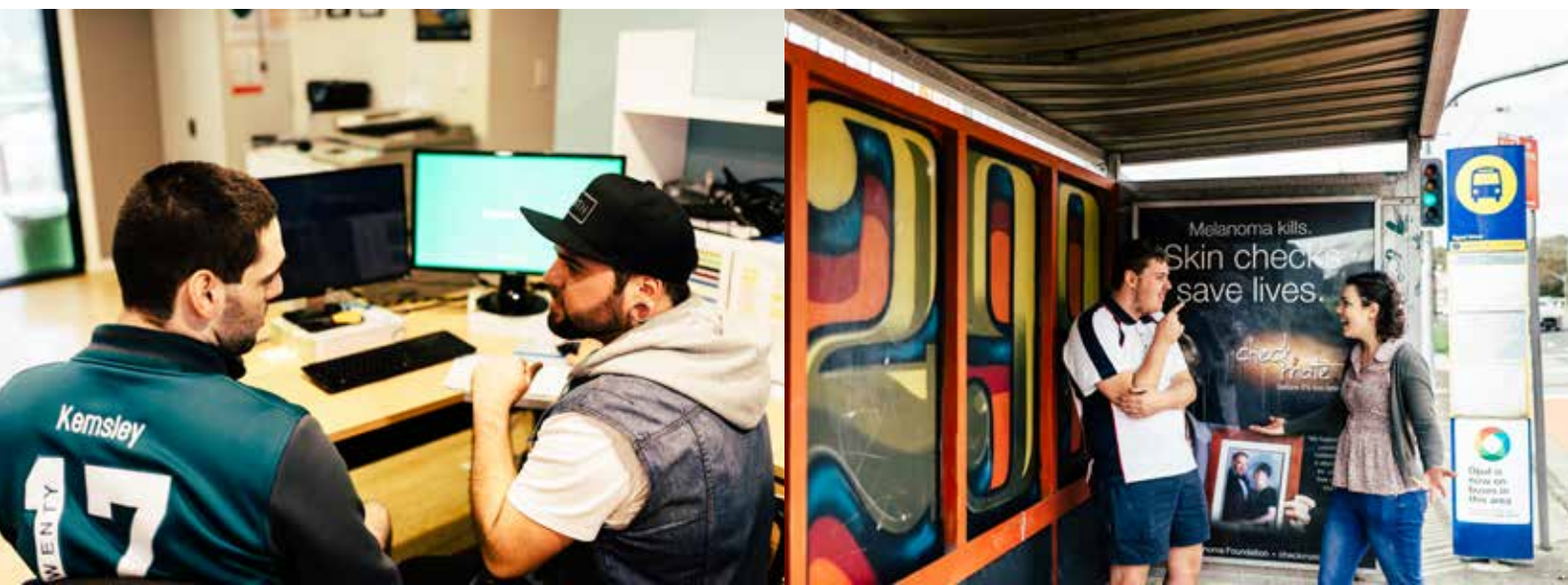


## INDIVIDUAL SUPPORT PACKAGES

While we have previously offered individual support packages, the NDIS presents an exciting opportunity to add to our existing services and provide participants with increased flexibility, including respite support, overnight and weekend care and supported community engagement on an individual basis. We anticipate rolling out these services to all NDIS clients into 2017.

“YC GROUP have given Nick the opportunity to attend 3 Skool's Out camps in the school holidays and we feel these have been so good for him. The staff are top notch and we feel he is in a happy, safe environment there. We cannot suggest any improvements, keep up the great work!”

Brian and Annie, parents





# SOCIAL ENTERPRISE





# AUSTRALIAN LANDSCAPES



Australian Landscapes is a YC Group social enterprise. Incubated through The Skills Generator, it provides quality lawn maintenance, land-management and landscaping solutions for residential and commercial properties. It commenced operations in 2016.

Australian Landscapes currently operates in the Central Coast, Hunter and North Sydney region. Our tradespeople and apprentices offer efficient, reliable services and can execute anything from backyard mowing to a complete creative landscaping renovation.

Australian Landscapes forms an important part of YC Group's work-readiness, training and employment continuum. Through our employment and training activities, we have identified talented tradespeople who can benefit from on-the-job experience in a commercial business. It has provided a pathway to employment to several existing YC Group clients via Work for the Dole and School-Based Trainee referrals.

While delivering best-practice service to our clients, Australian Landscapes also provides fertile ground for sustainable, local employment outcomes. Expanding its service delivery and client base will be the focus of an on-going marketing and partnerships strategy into 2017.





# ALL THINGS FINANCE

All Things Finance is a YC Group social enterprise which co-locates a Not For Profit accountancy firm and a business college. All Things Finance is passionate about leading individuals, businesses and communities to achieve their financial goals.

## 61 WORK PLACEMENTS HOSTED



As Australia's first Not-For-Profit accounting practice, all profit All Things Finance make is funnelled into YC Group. That means that our clients not only receive high-quality, commercial accounting advice, but can simultaneously contribute to their local community. Importantly, this additional revenue stream can support the continued delivery of our welfare services, even in light of government funding changes. A FY 17 strategic plan has been devised to ensure strong commercial growth.

## SERVICING CENTRAL COAST & PENRITH



In the 2015-16 financial year, the All Things Finance accountancy firm launched on the Central Coast and in Penrith and began marketing to the community to grow our client base for taxation, book-keeping, CFO and business services. Simultaneously, ATF participated in the NSW Structured Workplace Learning program to provide Business Services and Administration work placements to 61 students in Wyong and Hornsby.

During 2016, All Things Finance undertook intensive preparation for the 2017 launch of our Diploma of Accounting, which will be a key component of the ATF business college offering. This Diploma will be delivered by our Registered Training Organisation YC Industry Link under Smart and Skilled funding. Our vision for the co-location of firm and business college is that students can access real-world work experience whilst completing their accredited training, in an earning and learning environment that exposes them to a professional workforce and culture.



# OUR PEOPLE



YC GROUP is managed by our Chief Executive Officer and senior Executive team. They include:

## CLAUDIA DEVLIN CHIEF EXECUTIVE OFFICER



With a 23-year career in the commercial arena, Claudia brings exceptional business acumen and management to YC Group. She completed an MBA specialising in international law in 2015 at Deakin University and has Bachelor's Degrees specialising in accounting and economics. Before assuming the CEO position in 2016, Claudia held the roles of Chief of Operations and Finance for 14 months and Chief Financial Officer for 2 years. She has been responsible for an organisational restructure to ensure sustainability across all divisions, stimulating revenue growth and reducing dependence on government funding through social enterprise investment. Claudia is a member of CPA Australia and Treasurer of Prison Fellowship Australia. She is passionate about delivering social impact outcomes alongside improving business performance.



## ANDREA CINGI EXECUTIVE MANAGER - EDUCATION & TRAINING



Andrea has extensive experience across corporate and not-for-profit sectors, in Australia and internationally. For eight years prior to joining YC GROUP, she was the CEO of TLK Community College and represented the Central Coast, Newcastle and Hunter regions on the Community Colleges Australia Peak Body. Andrea joined YC in 2011 and successfully led the National Partnership Broker, Youth Connections, Links to Learning and growing disability programs. She also founded and is the Principal of our alternative independent school Ngaruki Gulgul and manages our Registered Training Organisation, YC Industry Link.

## NICK HUMPHREYS EXECUTIVE MANAGER - SOCIAL ENTERPRISE



Following employment in the renewable energy sector and a role in a team that ranked as 7th on the BRW Fast 100 list and were finalists in the Telstra Business Awards, Nick's career aspirations turned towards social business. His passion for social enterprise and contributing to meaningful community programs drew him to YC Group in 2010. Nick has been heavily involved in the operations and senior management of Trade Staff Australia and The Skills Generator since their establishment, having high-level experience in negotiation, policy, employment legislation, and staff and stakeholder management.

## MATTHEW WILLIAMSON EXECUTIVE MANAGER - DISABILITY SERVICES



Over his career, Matt has accrued formidable breadth and depth of experience in case management and youth transition. He has multiple qualifications in Management Community Services, Youth Work, Frontline Management and Training and Assessment and has worked for Wesley Mission, The Salvation Army and Uniting in a variety of youth outreach and case management roles. Matt was a case manager through YC GROUP's flagship delivery of the Federal Youth Connections program and now is the Executive Manager of our disability services department. He oversees our NDIS delivery and the operations of our education, recreation, employment and transition-planning disability programs.

## LAYO ADEBAYO EXECUTIVE MANAGER - FINANCE



Before coming to Australia in 2012, Layo worked with multinational banks in Treasury Management and Trade Finance and Services roles for 6 years. Once here, he worked with Stanley and Williamson Chartered Accountants from 2013 - 2015 after studying at Macquarie Graduate School of Management, where he completed his internship with Pfizer. He joined YC Group as an Accountant for The Skills Generator and Trade Staff Australia in September 2015 and was appointed Executive manager, Finance in January 2017. He works closely with the social enterprise business areas of the group, overseeing pricing of services, cash flow management and business process improvement. He is a member of CAANZ, fellow of ACCA, UK and an alumnus of University of East London.

YC GROUP is governed by 4 Board Directors, each of whom boast diverse professional experience across HR, business management, education and consultancy. The Board provides strategic and operational advice to the organisation. They include:

## PAT LEWIS BOARD CHAIR



Pat is a former secondary school principal and teacher with more than 40 years experience. Throughout his career, Pat was involved in Vocational Education and Training (VET) in schools and at District and Regional levels. Pat has strong ties with Rotary and has extensive networks on the Central Coast. He believes very strongly in the potential of all young people and is passionate about providing opportunities and encouragement to them, especially those who have not had their learning needs met by the traditional school system.

## MARJ KONG BOARD SECRETARY



Marj is a former secondary school principal with 35 years experience in adolescent education and a career long commitment to vocational learning, the successful transition of young people from school to work and further study, and innovative programs to support student and teacher wellbeing. She is passionate about creating viable future options for young people, meeting their needs and aspirations, and empowering them to explore opportunities to grow and clarify their direction in life with the support of mentor programs and relevant practical experiences. She currently works as a consultant supporting Principals and their executive teams engaged in school development projects.



**ANNE BYRNE**  
**DIRECTOR**



Anne operates her own Human Resources consultancy. She has 18 years experience with not-for-profit organisations and has established several committees in the education and employment sector. She has a passion in developing better opportunities for individuals to reach their full potential.

**ALI AKBARIAN**  
**DIRECTOR**



Ali is Managing Director of a nationally leading Road Safety consultancy firm specialising in safety for disabled and child occupants. Through this role he has developed extensive experience in assisting those in need and experiencing disadvantage. He holds an MBA specialising in Technology Management and is highly skilled in Strategic Business Management and Analysis. He brings to the Board a hands-on small business acumen, identifies and clearly articulates important issues, and possesses a collaborative approach to problem solving.



# OUR SUPPORTERS

## OUR PARTNERS

**BARA BARANG**  
Corporation Ltd



**EMPLOYMENT SERVICES GROUP**



**SCOUTS AUSTRALIA**



**TINY HOMES FOUNDATION**



Celebrating 20 Years  
**LeapFrog**  
ability



**headspace**

**fivestar COLLEGE**



**MAX Solutions**

**Marist 180**



**Sarina Russo Apprenticeships**

**RYSS**  
Regional Youth Support Services Inc.



Mission Providence

**Rotary**



**Unitina**



**benevolent** SOCIETY



**Employment Plus**





## OUR VOLUNTEERS

During the 2015-16 financial year, we had 25+ volunteers dedicating over 5000 hours of their time to our organisation.

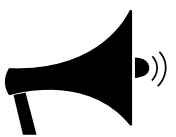


YC GROUP is indebted to the exceptional support of volunteers across multiple business units of our organisation. The skills and expertise of these volunteers range from administration, child-care, holistic health services, recreation, education and disability support and youth-work.



“Volunteering with YC GROUP is highly rewarding and has led to numerous employment opportunities. I enjoy being part of the YC community and feel like I’m making a meaningful contribution.”

Peter



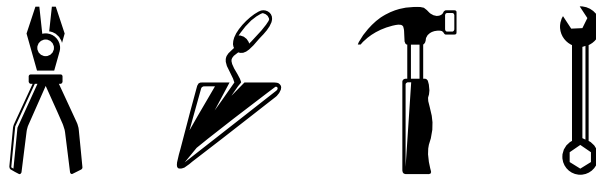
“Volunteering with NG Central School is one of the most fulfilling things I do. Working closely with these young people opens your eyes and it is awesome to be a part of their successes.”

Rob



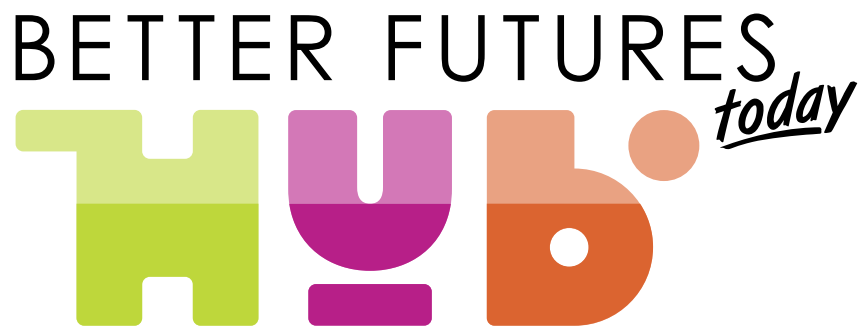
“I began volunteering at the Better Futures Hub and was immediately drawn to the people and the impact we were having on young parents. Now I’m volunteering with YC GROUP at large — it really builds your confidence and connects you with people.”

Felicity



**THE SKILLS  
GENERATOR**

Inspire • Equip • Employ



All Things **Finance**





AUSTRALIAN LANDSCAPES  
IMAGINE CREATE SUSTAIN





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