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Building a better future, one person at a time



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.



YOU CAN

build a better future.

YOU CAN

make a positive impact.

YOU CAN

contribute to your community
socially, economically and civically.



 **YCGROUP**
YOU CAN



Our impact

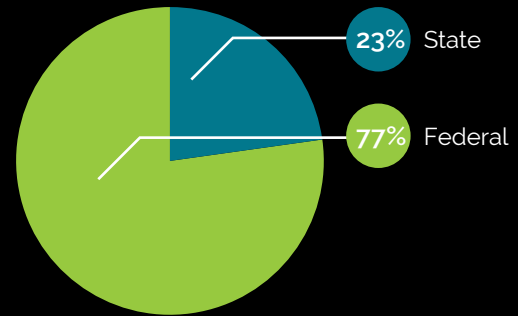


Individuals assisted

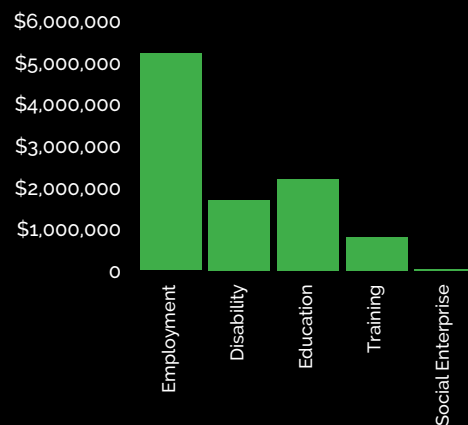
7267



Government funding



Revenue per service



CEO Report



Claudia Devlin CEO

It has been another busy, rewarding, challenging and inspiring year.

When I reflect back on the year I do think it extraordinary that an organisation can undergo such large shifts in focus and operations. Having now worked in the Not for Profit (NFP) sector for just over 4 years I know that this is the norm. Unlike a commercial enterprise that can control its inflows and governs the market to sell to including setting the price, the NFP sector is all about unpredictable flows. Even when delivering a service efficiently and is in demand there is no guarantee that the funding will continue. This is why I believe NFP organisations are more resilient and agile. We have learned how to stretch the money further, how to evolve quickly and with precision.

LET ME SHARE OUR YEAR IN DETAIL WITH YOU

Our year has been **busy** due to:

NDIS rollout on the Central Coast

The NDIS rollout on the Central Coast which commenced 1 July 2016 was not new to YC. We have been delivering NDIS in Newcastle since 2015. Having said that the Newcastle participant numbers in comparison to those on the Central Coast, were very small. As such the rollout on the Central Coast was going to cause disruption and did. Some of the issues we encountered were

- Slow rollout of the participant plans
- Issues with the NDIS portal
- Implementation of an NDIS specific Client Management System
- Managing effectively the casualisation of the workforce
- Adopting a business methodology in order to market, brand and deliver within the set price range.

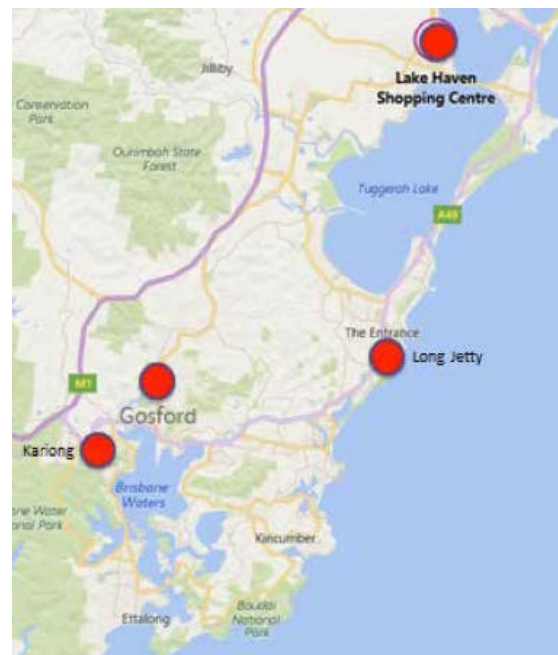
Launch of 2 new sites

1. Broadmeadows

In May we found a permanent home in Newcastle. YC have been providing disability services to the region since 2012 with the first NDIS agreement signed in 2015. It has been a story of small beginnings becoming great things. In it's early days services were only provided in the schools. We then moved into community halls & churches. Now we have our own site covering 513 square metres, offering contemporary facilities which will provide participants with life skills as well as providing them with the tools to navigate the process of sourcing, securing and maintaining employment.

2. Long Jetty

Around the same time we found the site at Long Jetty. The location was strategic in terms of aiming to deliver across a wider spectrum of the Central Coast. This site has been established with a strong focus on multimedia opportunities. We have the facilities to offer such specialised offerings. Media and photography are our most popular sessions.



Our year has been rewarding due to:

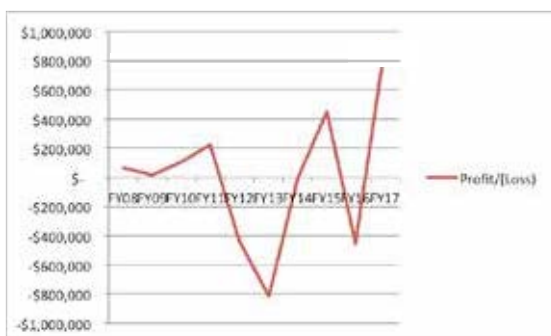
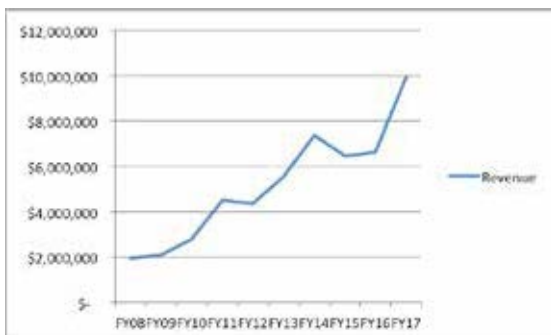
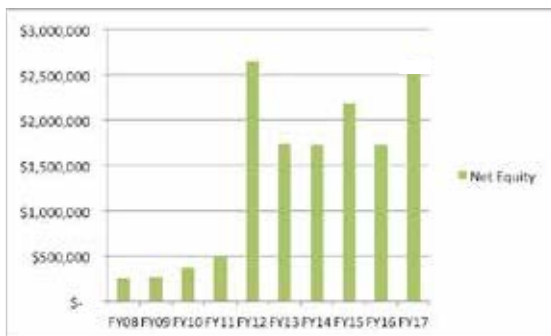
Strengthening operations

Last year we launched our Strategic Plan 2017-2019. It was made up of 5 pillars. The base pillar titled 'Foundations' involves strengthening the Board, governance, the management team, risk management, culture, brand and finances. During this financial year we have put a great deal of focus in this area. Some of these focus points are

- A new leadership/executive team
- The establishment of a Risk and Audit Committee
- Employment of an HR Officer to assist in the People and Culture strengthening

Our greatest success above the social outcomes achieved is the financial position by the close of the financial year. This objective falls under pillar 'Stability' which includes strengthening our Balance Sheet. Overall our organisation strengthened financially by 50%. The process for achieving this outcome was by way of rationalising inflows – costs of operations, as well as limiting new opportunities, instead improving our current service offerings

This is a simple snapshot view



Next phase in the evolution of the Better Futures Hub

The Better Futures Hub (BFH) is a place-based model of integrated service delivery on the Central Coast that has been in operation since 2013. The BFH was initially set up to provide educational and employment pathways for young parents and jobless families in the Wyong Shire - an area of extreme social need. A main part of the model was the ability to provide a dual generation pathway of learning for young parents and their pre-school children. This was made possible by the provision of wrap-around services that promote broader wellbeing and help remove the barriers to learning for participants.

The initial funding ended June 2016. Due to the successes of the program in the first term additional funding was sought. By the end of June, the NSW Department of Family and Community Services (FACS) were able to secure further funding on the grounds of the BFH's successes to date in the prevention of children being reported at risk of significant harm and entering out of home care.

The FACS funding resulted in a two stage outcome. The first part was for the period June to December 2016 YC remained the lead of the program. Post that Dale Young Parents Program would act as the lead for the duration of the funding period.

The strength of the BFH lay in the level of community engagement in the North Wyong Shire. It was a privilege to work with all the partners of the BFH. What was achieved was innovative and replicable to other regions.

Our year has been challenging due to:

Fight for our home - Green Central, Kariong

During the month of November 2016 we were notified that our primary site of operations, Green Central at Kariong was to be sold. A total of 8 hectares was to be offered to the market at commercial rates by February 2017. As a relatively small NFP dependent on this custom built site for our specific participants this news was a shock and put us in a difficult and vulnerable position. We had a lease locked in until 31st December 2020 and hence it was not in our strategic plan to think of purchasing or relocating in the short term.

In the months post the announcement the Board and I began planning how we could take advantage of this opportunity. We thank the various levels of government for listening to our concerns and supporting us to be heard as a possible candidate in the purchase. We are thankful to the Central Coast Regional Development Corporation and our partner in the tender process for supporting our joint submission.

The process of sale is still ongoing and hence remains one of our greatest challenges.

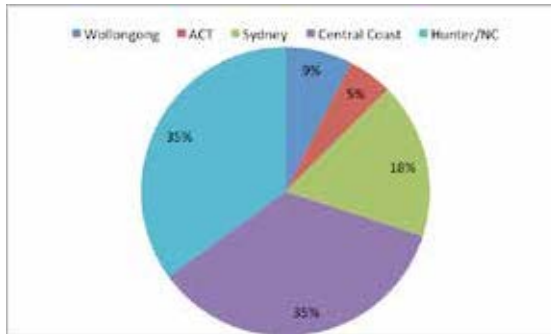
Our year has been inspiring due to:

First Yr 12 students graduated

One of our greatest successes of the financial year is the Year 12 graduation of 10 students attending NG Central. These young people face many barriers to education. The bravery they show each and every day to overcome these hurdles in an inspiration to us all. We are very proud to have been part of their success journey.

Increase in the number we serve

The greatest increase in people served this year comes from the Work for the Dole program. Between FY16 and FY17 we witnessed a 56% increase in the number of participants served. That is, an additional 472 participants were provided work readiness skills in the areas of construction, horticulture, automotive, sewing, maintenance and administration.



New programs

We were given the opportunity to provide funded mentoring services this year. Through our organisational values of empathy and inclusiveness we encourage informal mentoring. This can be via one's leader, teacher, colleague.

The two programs we were awarded were:

Youth Frontiers

- We thank YWCA NSW for the opportunity to partner with them during 2017 across the Central Coast in the 4 electorates of Gosford, Terrigal, The Entrance and Wyong. Funding was allocated for 58 volunteers and mentors.
- We have just hosted the graduation of the program. The community support this program receives is tremendous. We support its continued funding for the next 3 years.

Premier Youth Initiative

- Due to our own increasing number of participants facing some level of homelessness this program is in alignment with our values and focus. The greatest barrier anyone has to education or employment is that of housing. Without safe and stable housing it is impossible to move ahead and even access basic services. Where young people are involved the lack of housing only increases their chance of remaining desolate and caught in a downward cycle. Early intervention is key.
- The Samaritans are the lead agent and My Foundations Youth Housing another partner.
- The agreement is to engage with 30 Young People within 7 days of receiving referral



I am grateful to the Board for their support and guidance. Further I want to acknowledge that our success is due to our passionate, professional staff, and I thank them all for their tireless efforts and skill.

And finally, I thank you, YC Group supporters for enabling the positive impact we have been able to make in our communities. You empower us to be the voice for the vulnerable people we serve and to make real and sustainable change.

Claudia Devlin
CEO

Chairperson's Report



Pat Lewis Board Chair

Welcome to the first Annual Report of **YC GROUP**, born at our AGM last year after much preparation in 2016. Following on from the outstanding work of the former youthconnections.com.au.

YC GROUP is now a group of companies each dedicated to supporting the particular needs of our range of vulnerable young people, and united under the one Mission of **building a better future, one person at a time**. This Mission clearly sets our principal objectives around creating purposeful futures for young people who might otherwise struggle to find their place in, and contribute meaningfully to, their community, and doing so in a very personal and individualised way. We loudly say to the young people we work with **you can** where others may be saying the opposite.

In preparing for our new beginning the whole organisation has worked together to produce our Strategic Plan and we are well into making those plans a reality. We have also created a new website and I urge

you to visit it at ycgroup.com.au to see in greater detail what we have planned and are achieving, and how you can support us.

Led by our CEO, Claudia Devlin, and her management team, our dedicated and passionate staff have worked tirelessly creating unique learning experiences and delivering them in innovative and highly engaging ways. These wonderful people are the public face of our organisation and are responsible for the great outcomes for our young people and for the warm recognition we receive regularly from our community for our high standard of service. Alongside this, the management team has worked closely with the Board in the functioning of the organisation and in its financial management. The Board has closely monitored our financial position and worked collaboratively with management in navigating YC through some quite difficult financial times. As a result of this we have emerged as a stable, sustainable organisation with bold plans to increase the range of support services we can offer into the future. The Board offers its congratulations to all who have contributed to this.

In completing this report I would like to congratulate and thank the Board for their commitment to the Mission YC Group has set. All volunteers, they have worked wonderfully together in support of each other and in using their individual expertise and experiences to guide management and staff in their work. This year our Board has been strengthened by the addition of three outstanding local people in Karen Ridge, Elizabeth Spooner, and Michael Blanchflower. Each has brought to the Board high levels of skill in their fields which have contributed enormously to our governance of the organisation. I would also like to acknowledge the outstanding work and contributions of our Deputy Chair, Ali Akbarian, and our dynamic Secretary, Marj Kong, without whom the work of the Board could not succeed.

On behalf of the Board, I endorse this Annual report and its associated Financial Statement and commend it to you.

Pat Lewis
Board Chair

Our Homes

Kariong - Green Central

Green Central is our main home. Its build commenced in 2008 and brokered a partnership involving 14 organisations to deliver apprenticeship, training and employment opportunities to 149 young people in trades including construction, electro-technology, horticulture, plumbing and conservation and land management.

The site was built to allow individual community enterprises and alternative learning centres in hospitality, media and event management, horticulture, business, education, metals and a sustainable house. Further it was to be available for community groups to conduct training and further development of young people.

Nine years on Green Central has delivered on its intended use. It currently operates

1. **NG Central School** – an enterprise learning environment for young people who need a new perspective on what it means to have skills and knowledge.



3. **YC Media** - onsite media hub, hosting structured work placement students across the Central Coast as well as producing radio shows in partnership with local station Coast FM



2. **NDIS provision of services** - providing after-school, in-school and post-school programs and NDIS-registered supports.



4. **Coolomon Café** - training café for Hospitality and Barista students



5. **Hair salon** – delivering hair and beauty training under Smart and Skilled, Links to Learning and to NGC students.



6. **Hort house, community permaculture and veggie garden** - producing organically grown fruit, vegetables and bush tucker which is harvested for use in the on-site café



7. **Aboriginal Cultural Tour at Green Central** – constructed and managed by Bara Barang Aboriginal Corporation. Green Central acts as our Head Office and central support functions. This includes executive management, corporate affairs, IT, communications, Human Resource and administration.

The Skills Generator (TSG) is both a model and a site. The site is where the model operates from. TSG develops and provides partnered solutions to inspire and equip jobseekers for employment and further training. We specialise in partnered training, employment opportunities, apprenticeships, traineeships, Australian School-based Apprenticeship's (ASBA'S) and Work For The Dole (WFD) community projects for eligible job-seekers.

The site also houses our finance team.

By the end of the financial year we entered into arrangement to sub lease half of the site to Tiny Homes Foundation. We continue to be very supportive of the work done by Tiny Homes in its quest to provide socially, environmentally and economically sustainable affordable housing solutions and support for people experiencing homelessness in the region.

Another organisation that is supported by TSG is Regional Youth Support Services (RYSS). The RYSS Bus was constructed by a WFD activity run by TSG. To date it has assisted 1200+ young people in direct engagements. We have committed to the ongoing support of this program through housing the Bus at the West Gosford site.

Tiny homes project



Our first home in the Newcastle/Hunter region which we are very excited about. It marks a major step forward in our breadth of NDIS service offerings. The design/concept is the first of its kind in our organisation. The 513 square metre site has the following facilities available.

Full kitchen

- With opportunity to run as a café/ca-tering enterprise

Training rooms

Recreation area

- Pool table
- Gaming facilities

Respite care accommodation (new to

YC service delivery options)

- 2 rooms available

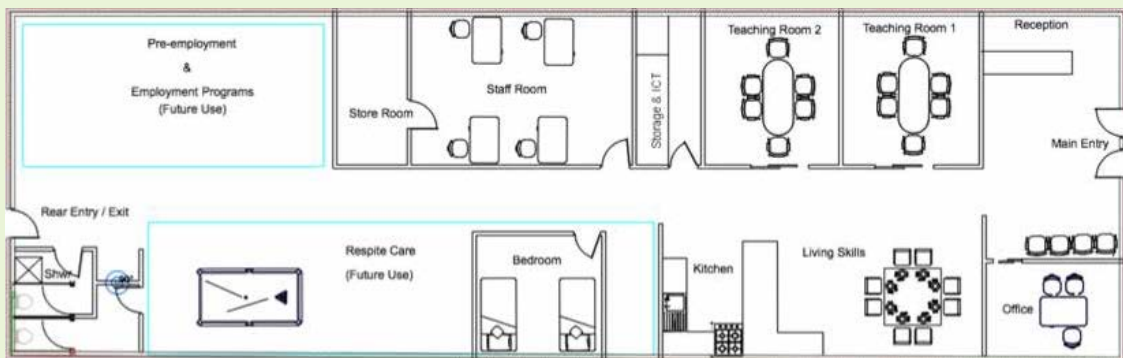
Employment workshop

- Sewing
- Craft making
- Soap making
- Chocolate making etc

Back of house office

The site is built to transition participants from after school programs to training and life skill development to pre-employment to employment opportunities. This is consistent with our vision for all our people, that we equip people with the skills and support they need to make empowered choices and live a life they are proud of.

Broadmeadow officially opened its doors in July 2017. It is expected that during FY18 122 participants will be accessing the services on this site. Kim Moore is the manager that oversees this site in terms of operations as well as leading the vision of the future for the region.



We proudly launched our 3rd disability service provision site on the Central Coast by the close of the financial year. Our philosophy for doing so is that we are a specialised disability service provider for youth in the region. Through the undertaking of an environmental scan in the area we found that there was a need for our After School Programs and niche youth programs.

The site is predominantly tailored to focus on Multimedia sessions. A wonderful example of the work being produced by the participants is captured below. This site also has access to staff trained in topics of body changes, sexual health and relationships.



Jordan is a participant in our post school Out & About program accessing our Media & Photography sessions. Jordan now 19 has been at YC since he was 13 years old and has grown into a confident, talented young man.

YC began its connection with the Gravity Youth Centre in Lakehaven by providing youth outreach services as far back as 2011.

We commenced more permanent programs there in 2012 when our disabilities division moved from the Lakelands Community Centre in Kanwal to Gravity. Also operating on that site was a funded Aboriginal partnership brokered program which delivered training in Conservation and Land Management. In addition we used the site for YC Program Case Management.

In this financial year we also began to run the Links to Learning program from this site.

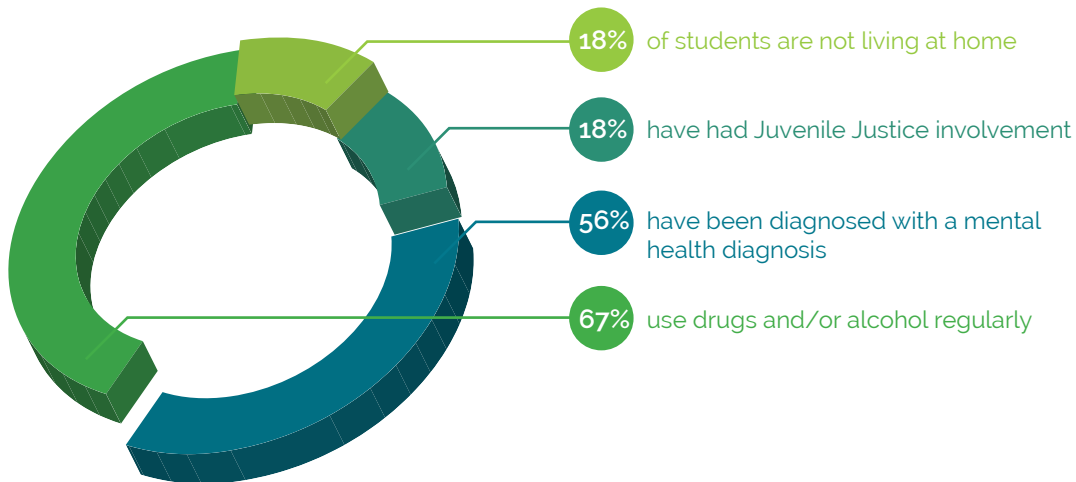


Education

NG Central School

Ngaruki Gulgul (NG Central School) is YC Group's dynamic, enterprise learning environment for young people. We seek to engage students for up to four years and graduate them with a Year 12 qualification. We offer vocational qualifications at Certificate Levels 1 and 2 in Horticulture, Hospitality and Salon Assist. Class sizes are small, up to 20 students. Each class has a teacher and shares a youth worker who works in partnership to relate with and deliver education to students.

Our students are referred to the school from the Community Services sector or from mainstream schools. They often present with multiple and complex issues including challenging behaviours.



Our students are mostly 15 to 21



We support our students to empower themselves, explore their unique strengths and actively contribute to the world around them



Students come with a wide range of academic abilities and are often very creative and engage with various art mediums regularly.



NG Central School Testimonial - Amy

NG Student Amy shares some thoughts about her learning experiences at Green Central. "I like writing poetry, I've written four journals of poetry, it helps get everything out that's on my mind. My dream would be to become a pediatric or mental health nurse. I have pseudo seizures, which are brought on by stress. This ranges from staring blankly into space or convulsing on the ground." These seizures happen frequently at school around classmates and teachers. Amy says her teachers help her to focus during her seizures.

"When I'm stressed, I try to focus on deep breathing, going for walks or listening to the sound of water, like rain on a rooftop, ocean sounds or even thunder."

"NG school is really laid back, We have Choices. I like how staff don't let the personal issues we have define us."

"We have choices, We can take 5 minute breaks from class if we are feel like the stress of work is too much. "We are kinda like a family here, like The Goonies. We are all comfortable here I think." Says Amy."

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.



108 students
enrolled



108 graduates



16 indigenous
students

Training

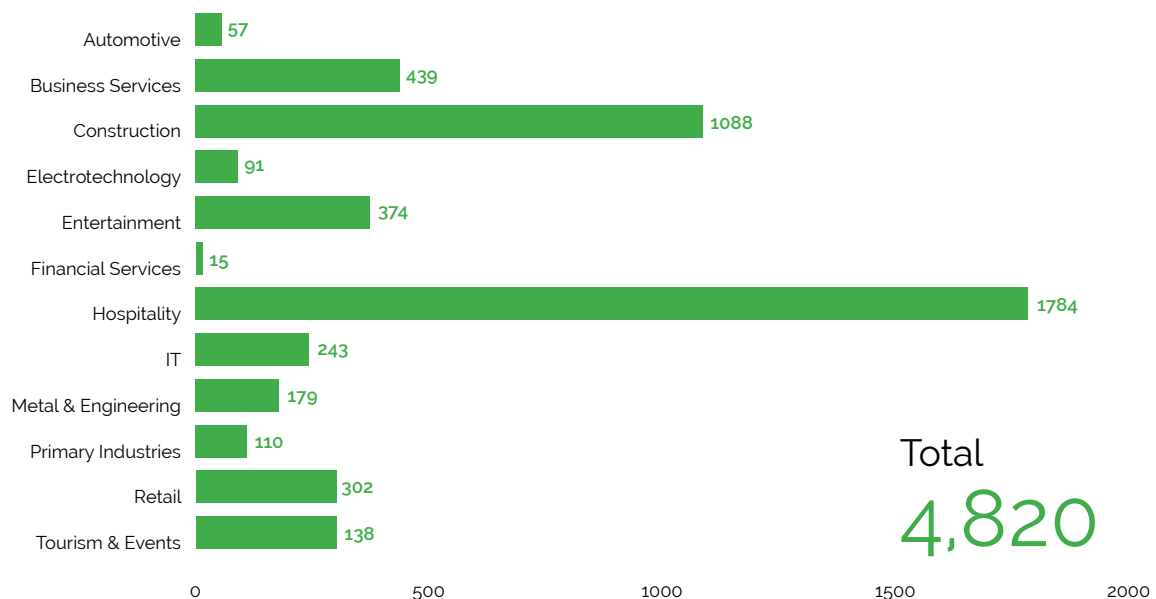
Structured Workplace Learning

Work Placement is a mandatory HSC requirement for a range of HSC VET courses including 13 ICF Courses. These ICF VET courses are available to students in Years 11 and 12 and also to students in Years 9 and 10 through the early commencement pathway for Stage 6 VET courses. Some students elect to study a course at TAFE (TVET) whilst still enrolled at school completing their HSC.

In 2016, the program moved from 30 service regions down to 16 service regions across NSW and Youth Connections was successful with the tender for the region which covers the Central Coast/Northern Sydney/Hills District. We are currently servicing 38 High Schools and TAFE NSW (7 Campuses)

To ensure that we are able to provide a quality service, the SWL team continue to create opportunities with employers and communicate with education stakeholders, which included this year:

- Attend VET in Schools Forum
- Attend Chamber networking meetings
- Attend Head Teacher VET coordinators meetings
- Attend schools subject selection nights
- Attend work readiness day with schools
- Attend State Work Placement Service Provider training day
- Hosted Work Placement Reference Group meetings



4,820 work placements coordinated during financial year



2,230 active employers



292 Indigenous placements



Number of job outcomes related to SWL, if known: Many students who complete work placement successfully are often offered employment, including casual/part time/traineeships and apprenticeships



YC Media

hosted a total of **226** students this year



Success story:

Shayne Matabadul is the definition of a success story. Shayne is a student at Carlingford High School and he also studies Digital Animation at Hornsby Tafe.

His love of animation and media production saw him conduct his work placement with YC Media. The YC Media studios are located on the Central Coast at Kariong, which means Shayne, who lives in Sydney, caught a train from Epping for his work placement each day. Despite being born with a spinal chord injury, Shayne never let his disability stop him from doing what he enjoys most.

While at YC Media Shayne produced a video talking about his love for animation, painting, and the struggles that he has with his disability. Shayne describes his love for creating art and the hard work he puts into studying animation at Tafe.

This video caught the eye of a producer in Sydney who wanted to interview him about his story. The producer asked him to be a subject for a documentary about living with a disability, to be aired on SBS.

RTO

On the 26th of April we opened a vibrant and exciting hairdressing training salon which incorporates a student and commercial salon providing quality and affordable hairdressing services.

This methodology of operating an 'Earn and Learn' environment is consistent with how our site Green Central operates. Whether it is in our café or our media division, our philosophy is that education is learned best when there is a practical element to it. Post the practical skills gain we seek the optimal

outcome of placing students into employment within the enterprise and later the industry.

Training is delivered through our and later the industry Training Organisation (RTO). We currently offer a Certificate II in Salon Assistant.

Our quality and experienced stylist provides the highest standard of services and training outcomes.

Our hairdressing salon and training academy delivers a professional yet fun and friendly environment, and for clients, has a pricing structure that is adaptable to all requirements, and budgets.



26 qualifications attained in financial year



6 courses delivered



2 job outcomes

Employment

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.

Success story:

The good news story is that one of our bricklaying apprentices, Mun Mun hosted by Favetti Bricklaying P/L, has been nominated by TAFE to compete in the Golden Trowel Competition 2017. His progress and skill set in bricklaying has enabled his inclusion in this competition.

The biennial Golden Trowel Competition is Australia's only team blocklaying competition to encourage excellence among apprentices while recognising the valuable skills of young people in a skill-shortage trade. The best blocklaying apprentices from around Australia will gather to compete for the coveted Golden Trowel in an intensive two-day event.

Since its inception in 1993, the event is renowned for producing outstanding young blocklayers who have gone on to win other industry awards and establish a successful career in the industry.

The 13th Golden Trowel Award competition will be held at TAFE NSW, Narimba College in Western Sydney from the 15th to 17th October 2017 with teams competing from around Australia.



6 ACT apprentices
40 NSW apprentices

2 ACT apprentice hosts
21 NSW apprentice hosts



5 NSW SBATS



6 NSW labour hire

5 NSW labour hosts



6 NSW completions



The skills generator believes every unemployed person deserves the opportunity to develop the skills and experience to become a valuable employee regardless of personal circumstances.

We have continued to develop and deliver innovative work for the dole projects for the participants and our very important host organisations , tailoring projects that not only help develop participants skills but also provide motivation and support during a very difficult time for most jobseekers.

The Skills Generator has also continued to be the preferred provider of Work for the dole projects for our Job Active partners , Joblink, Max Employment, Salvation Army Employment Plus , Ability Options and Employment Services Group.



42 WFD projects



1322 WFD participants



75 employment outcomes

42
projects

3 in Wollongong
2 construction 1 horticulture

2 in Canberra
2 construction

7 in Sydney
3 horticulture 3 construction 1 sewing

14 in Central Coast Region
5 construction 3 maintenance 3 horticulture 2 automotive 1 admin

14 in Hunter/Newcastle
5 construction 3 maintenance 2 sewing 2 admin 2 automotive



Success Story: Bill Tomlinson (above)

Bill Tomlinson is a long term unemployed person who has been out of work for over 7 years and has been sent to over 30 WFD projects over this time. His last job was laser cutting steel plates, which takes some level of common sense and intelligence to perform this task.

Initially Bill was really quiet with no confidence in performing any task at my project. From all accounts after speaking with Joblink, he had barely spoken more than yes, yep, no, nah or maybe answers when talking to the Job Active representatives.

I believe the biggest breakthrough has come out of investing some personal time with Bill to understand where he has come from, what he wants to achieve and how we get him going down a better path. Trust I think was a significant factor and it took a while and a few tears for Bill to give me his trust. Understanding his predicament, living situation, and generally taking a vested interest in him, has allowed me to have constructive discussions and assessments on a personal level with him which has led to a complete change of direction in his life.

Bill has explained he has gained confidence from being in a structured environment that replicates work, having a diverse range of jobs or tasks to learn and an opportunity

to be shown correct methods on all aspects of the job. He admits he now sees there is more to work than just turning up, with the Golf Club having a lot of variables day to day which change the way the job is done. After training and being deemed a competent operator, he is now driving and operating tractors/trailers, course equipment, learning safe work practices, being involved in daily toolbox talks, understanding landscaping and path construction techniques like excavating, laying road base and aggregate and dumping waste material in designated areas. He now communicates with other participants, expresses his feelings, asks questions in front of his peers and from what I can see, is growing in confidence every day he is here.

On the outside world, Bill is now having driving lessons, which hopefully will enable him to look further afield for work. He has finally went for a job interview in the last month, which hasn't happened over the last 7 years. The goal is some further growth and development to go, but I am sure Bill will come out of this project and into a job. I have had initial discussions with him for some casual part time hours outside of the project, which he is keen to pursue.

I have attached a phot of Bill on the tractor, with me next to one of the paths we have constructed at Merewether Golf Club.



The story of the Better Futures Hub (BFH) starts with Tanilla Warrick-Deaves. Tanilla was killed by her stepfather Warren James Ross in August 2011. The toddler was thrown against a shower wall and left unconscious to slowly die in her pram for up to two days.

Leading up to this more than 100 reports had been made against the family home and at least 30 of those reports specifically concerned concerns for Tanilla's welfare. The damning information prompted NSW Community Services Minister Pru Goward to admit that there had obviously been a "misjudgement" at the Wyong DOCS office. The judge told the court the death of the two-year-old could have been prevented if community services and family members had intervened.

In part due to this case the Better Futures, Local Solutions (BFLS) became meaningful in that it addressed the belief that no single policy, government department, organisation or program can tackle or solve the increasingly complex social problems we face as a society. In 2012, the Australian government released this innovative place-based policy called Better Futures, Local Solutions aimed at helping families and individuals in 10 communities including Wyong to boost their work skills, find jobs and provide opportunities for their children.

The BFH was modelled to assist young parents to

- complete their high school education,
- improve their employment readiness skills and prospects,
- develop their parenting skills,
- enhance links to service providers and the community
- and positively impact child development and protection.

The BFH is a model that provides a dual generation pathway of learning for young parents and their pre-school children. To enable this, the BFH provides wrap-around services to promote broader wellbeing and help remove the barriers to learning for participants.

The initial round of funding under BFLS saw St Philip's Christian College Young Parents Program Wyong region open in February 2012 at the Wadalba Community Centre as an educational program delivered under the DALE model.

It was evident to the LAG that a place based model needed to be developed to address the growing participation requirements for young parents and jobless. This led to the development the Better Futures Hub model, which successfully sought funding under Better Futures, Local Solutions for a period of three years.

BFH had been developed through a partnership between

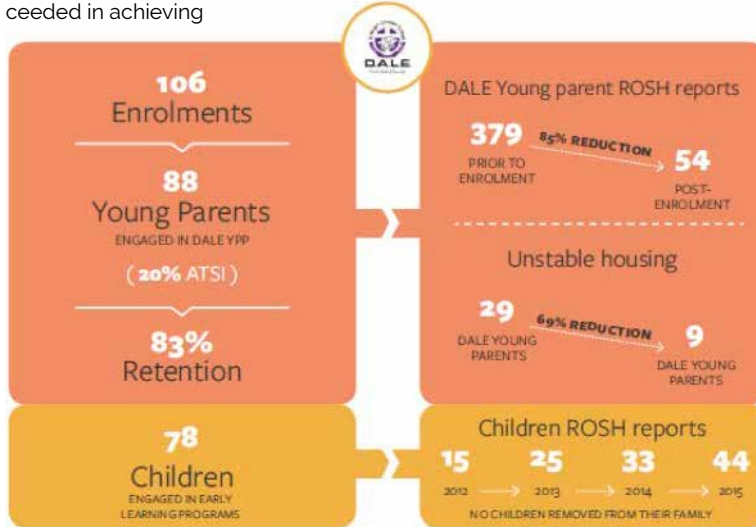
- youthconnections.com.au,
- Better Futures Local Solutions Local Advisory Group,
- St Philips Christian College,
- Lighthouse Early Learning Centre,
- ET Australia,
- Henry Kendall Group
- and Benevolent Society.

The initial funding ended June 2016. Due to the successes of the program in the first term additional funding was sought. By the end of June, the NSW Department of Family and Community Services (FACS) were able to secure further funding for an additional 2 years on the grounds of the BFH's successes to date in the prevention of children being reported at risk of significant harm and entering out of home care.

The FACS funding was allocated in to a number of parts, principally in these parts

- i. Engagement to 2nd Road to build a business model for the future that maximises the current collaborative partnerships and builds on the innovation.
- ii. Continued operations of the BFH. The lead agent being Dale Young Parents Program

2nd Road developed the BFH Strategic Plan 2016. These were the results they published that the BFH model succeeded in achieving



Importantly this is the conclusion of the state of play

“Preventive investment reduces downstream expenditure on remedial education, school failure, poor health, mental illness, welfare reciprocity, substance misuse and criminal justice.”

The end of the first round of funding celebration was held on the 19th of May. It was a wonderful celebration of the great work done to date and the introduction to the next phase of the Hub's evolution. The celebration also launched the new brand 'Young Parents Hub'.

Indicative Care Cost Comparison – 19 year old young mum with Mental Health issues and 2 year old child

Support	Making a Safe Home (MASH) Western Sydney Early Intervention Program	Out-of-Home Care - Best Outcome	Out-of-Home Care - Poor Outcome
Family - Total	\$ 207,893	\$ 49,122	\$ 38,202
Intensive Family Services	\$ 154,899	\$ 34,422	\$ 34,422
Additional Family Support	\$ 21,614	-	-
Child care	\$ 8,960	\$ 3,780	\$ 3,780
Therapeutic carer-child play time	\$ 22,400	\$ 10,920	-
Child - Total	\$ 8,960	\$ 604,055	\$ 1,471,811
Speech therapy	\$ 4,480	\$ 4,480	\$ 4,480
Occupational therapy	\$ 4,480	\$ 4,480	\$ 4,480
Physiotherapy	-	\$ 1,463	\$ 1,463
OOHC	-	\$ 593,816	\$ 1,461,572
Grand Total	\$ 216,853	\$ 653,177	\$ 1,510,013

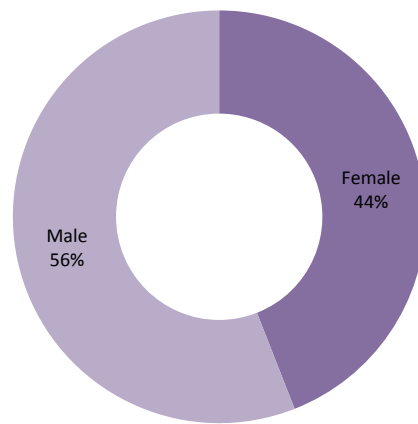
Abilities & NDIS

The NDIS rolled out on the Central Coast on 1 July 2016. The move from government funding via Ageing, Disability and Home Care to consumer led funding of the NDIS was not new to YC. We have been delivering NDIS in Newcastle since 2015.

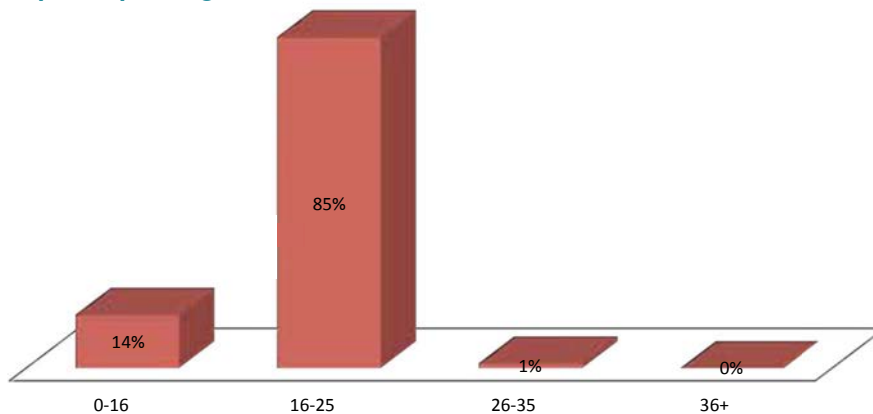
As is well documented across the public domain the introduction of NDIS is the biggest change to government benefits since Medicare. Such a big change was always going to be received with mixed opinions. There are strong arguments for its success as well as its flaws including rollout and cost. However what is clear is that the size of the market for disabled services has grown by an estimated three to four times to about \$16 billion annually. This has led to great opportunity for service providers.

As a result of this opportunity YC has been working to strengthen our systems, procedures and engage experienced and passionate staff to deliver the support needed for our participants to achieve their goals and aspirations. We are committed to providing flexible and responsive services tailored to individual needs, interests, lifestyle choices and social networks.

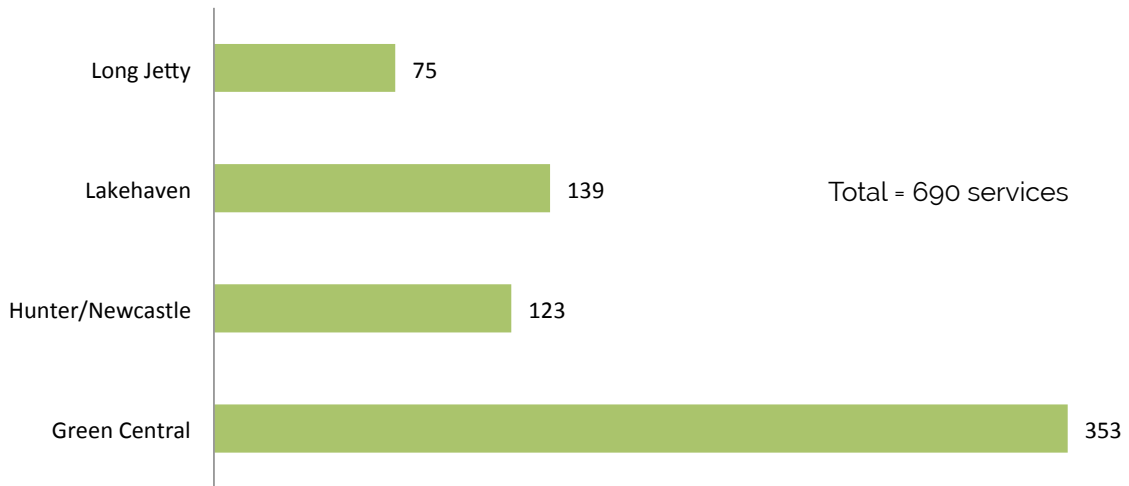
Gender distribution



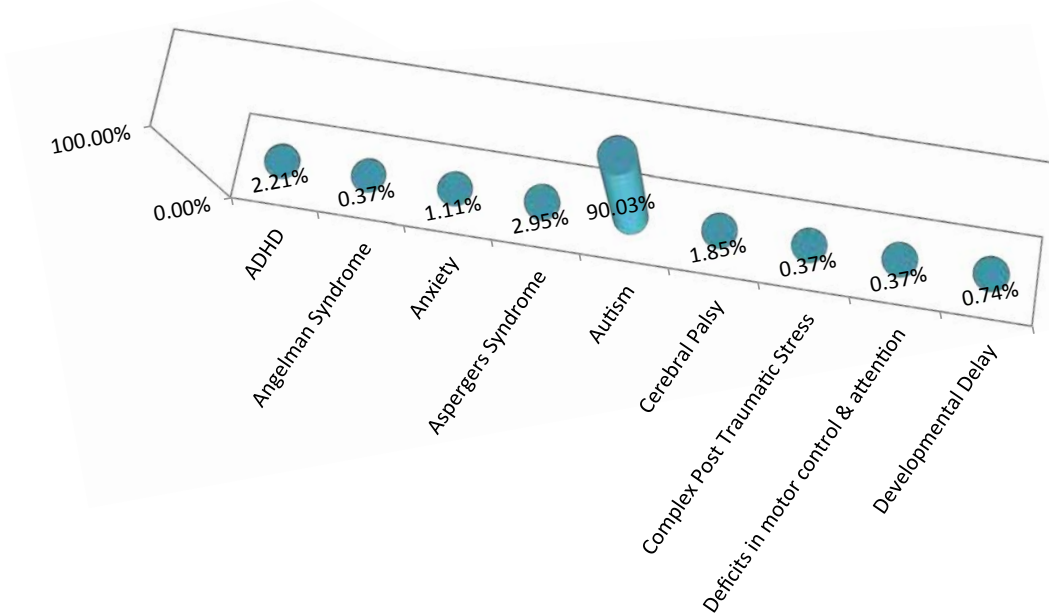
Breakdown of participant age



Total services provided to participants per region



Primary Disability type distribution



GREEN CENTRAL

95 participants in total

353 services provided



Success story:

Nicholas Marov was expelled from school, distressing time for Nick and his family. We successfully transitioned him into transition to work.



28 after school program



25 community engagement participants



22 coordination of supports participants



28 transition to work participants



19 community participants



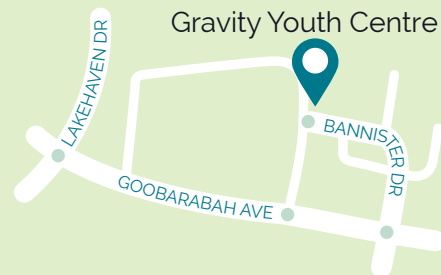
2 Aboriginal/Torres Strait Islander participants

Youth Connections - Lakehaven

LAKEHAVEN

57 participants in total

139 services provided



Success story:

Hayden: YC is a great environment to be around in with welcoming and helpful staff. I like YC because they provided a large variety of programs and activities to do for instances their after school care which I have been attending for 4 Years now.

I have learnt numerous things at YC like getting out of my comfort zone which has led to me enjoying myself a lot more. I have now learnt to have a joke instead of being serious all the time.

Hayden's Parents: YC have always gone above and beyond when showing support and care for Hayden. As well as our family. YC has enabled Hayden to be more independent with his choices and has given him the opportunity to interact and make friends with kids his own age. Without their help Hayden would still be in his comfort zone.



34 after school program
34 school holiday program



15 next step program



10 community engagement



15 community participants

LONG JETTY

29 participants in total

75 services provided



Success story:

Shaylea: I really like going to Youth Connections. We do lots of fun stuff and I see my friends there. My favourite thing to do is dancing but we do lots of other fun stuff like swimming, playing UNO, makeup and cooking.

Shaylea's Parents: Shaylea loves attending Youth Connections. She bounces (almost) out of bed on Tuesday and Wednesday because it's YC day. She's only been attending for about a term but she's gotten really close to the girls, Chloe and Sarah, and Rono of course. Shaylea loves seeing the kids she knows from school in a more social atmosphere as well as meeting new people from the other centres and from other schools. I know Shaylea is looking forward to the January School Holiday program. If the last holidays in anything to go by there'll be lots of fun happening.



11 after school program



2 coordination of supports participants



5 community engagement



9 community participants



2 Aboriginal/Torres Strait Islander participants

BROADMEADOWS

54 participants in total

123 services provided



Success story:

Youth Connections moved from School based supports at Jesmond Hall to now providing a service from the new site at Broadmeadow. We are now a fully functioning site providing a service to participants with a disability in Newcastle and the hunter.

We assisted Callan for 3 months one on one work experience, while reducing the hours of support over the 3 month period. Little Pantry Co (where he completed his work experience) have now offered Callan part-time employment.



5 after school program



48 transition support program



5 community engagement
3 community participation



8 coordination of supports participants



2 Aboriginal/Torres Strait Islander participants

Our People

Our Governance

The Board of Directors is responsible for directing YC Group's activities towards achieving our vision and fulfilling our mission while living the core values. The 6 independent, non-executive members serve on a voluntary basis without remuneration. The Board is responsible for approving YC Group's strategic direction, monitoring its implementation and fulfilling stakeholders' expectations. It is accountable for YC Group's overall performance, compliance with relevant laws, codes of conduct and ethical standards and for the oversight of its risk management.

The Board appoints Committees to assist in the discharge of its obligations, consider issues referred and delegated by the Board and make recommendations. The Board also appoints the Chief Executive Officer and delegates the operational management of YC Group to her with the powers, authorities and delegations determined by the Board.



The Committees in operation are

1. Finance Committee
2. Risk and Audit Committee
3. Strategic Sub Committee

The Board during the financial year consisted of

Pat Lewis	Chair
Richie Hadfield	Deputy Chair left in July 2017
Ali Akbarian	Deputy Chair
Marj Kong	Secretary
Jon Stokes	Treasurer left in July 2016
Karen Ridge	Treasurer
Van Dissing	resigned in July 2017
Jane Barry	resigned in January 2017
Anne Byrne	resigned in January 2017
Michael Blanchflower	Director
Elizabeth Spooner	Director

Our Board

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.

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.

Anne Byrne Director - Former 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.

Michael Blanchflower - Director



Michael is a successful entrepreneur and business owner with extensive experience in the banking and financial services industry. After living in Sydney his entire life, Michael and his wife Katie moved to the Central Coast three years ago after

the sale of his professional services business. Currently, Michael owns and operates Central Coast Mountain Bike Tours and serves as a director and committee member of YC Group.

Elizabeth Spooner - Director



Elizabeth has extensive experience in human resources and corporate governance. She is currently the Human Resources Advisor and Employee Relations Officer at Healthdirect Australia. She received her Bachelor of Business Administration

and Bachelor of Arts, Human Resources and Commercial Law from Macquarie University in 2014, and last year she completed her Graduate Diploma of Applied Corporate Governance through the Governance Institute of Australia. Her strengths lie in employee relations, change management and business analysis.

Karen Ridge - Treasurer



Karen is a Chartered Accountant operating an Accounting Practice located at Erina. Karen provides technical advice in relation to Taxation, Self-Managed Superannuation and Financial Planning. Karen's strengths are in providing specific advice,

advanced strategies and in communicating effectively with clients. Karen continues to maintain professional education in a variety of interesting topics and prides herself on providing quality services and acts with utmost commitment and dedication. Karen is passionate about learning and continual education and is honoured to be associated with the Finance Function of the YC Organisation.

Our Executives



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.



Phil Hale
Executive Manager - ICT

Phil has 25 years in the IT industry, holding management positions from IT Manager to Chief Information Officer of a Multi-national company.

Phil has worked in many industries with the last ten years in education and not for profit organisations. Phil brings 15 years of management experience, which allows for diversity in the Exec Management Team.



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.

Staff

Our staff are one of our greatest strengths, bringing compassion and skill to YC's work. YC Group employs 94 staff.

The demography of our staff is

We aim to build an organisation that is known for being a great place to work; one that is dynamic, positive, productive and high performing. In order to achieve this, the Board and Executive team have identified that a People and Culture Strategy is to be developed during the next financial year. Such a strategy will be founded in achieving the following

1. Creating meaningful reasons to join and stay
 - a. This applies to staff and volunteers. We recognise that our volunteers are a necessary part of support running through the organisation. We value their commitment to our work and their tireless service across the business.
2. Growing and developing leaders
 - a. We aim to drive leadership excellence and capability, united towards a common purpose
3. Inspiring and growing our people
 - a. We aim to create a learning culture that prioritises our people's development and career aspirations

4. Bringing forward fresh and diverse perspectives
 - a. YC believes in the power of diverse teams, and sees diversity as a key to innovation. The YC consumer base is diverse, and so the employee base must also be diverse in order to provide a better focus on that consumer.
5. Creating a climate to make a difference
 - a. We support a creative climate that inspires staff and motivates them to make a difference
6. Building adaptability and agility to respond to the changing world.

It is through our people that we will deliver on our service promises of:

- person-centred services
- local solutions
- advancing quality
- safety and innovation



Position



Perm	52%
Temp	48%
FT	27%
PT	30%
Casual	43%

Gender

M 46

F 43

Hours volunteered

840

Age

Under 25 35+
17 50

25-34
22



Testimonial by Peter Lyall



In February 2017 of this year I was offered the employment opportunity with Youth Connections (part of the YC Group) by Claudia Devlin and Andrea Cingi to coordinate the Youth Frontiers Program within the Central Coast region.

My duties were to engage with local high schools specifically targeting year 8 and 9 students to

identify a Civic Engagement Program to benefit the community and present their ideas at a showcase. The second part was to seek mentors willing to commit to meeting with the students on a regular basis and assist in this process over a six month period.

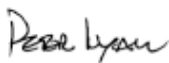
Working with the staff at Youth Connections for this program has been a pleasure. Staff have been willing to assist me in any way possible, were always friendly and positive and nothing was ever too much trouble.

Staff here are dedicated to the work they perform, treat each other with respect and provide a safe environment for our clients.

I have worked for a number of other companies in the past and can honestly say working with the staff at all levels; this has been my most rewarding job of all.

Regards,

Peter Lyall



26/10/2017



Testimonial by Debbie Thompson



I commenced my employment in 2001 with Youth Connections as a Youth Employment Consultant with the Jobs Pathways program from a small office in Mann Street, Gosford. Our team offered career and employment advice and opportunities for all school leavers on the Central Coast.

Youth Connections has always been seen as a leader in youth employment programs and in return has been awarded many funded programs which I have been fortunate to work with including Job Placement, Career & Transition, Adopt a School, Independent Employment Advisor, Y Job and Work Placement.

Youth Connections has been successfully managing the Work Placement Program for 20 years and my current role as Team Leader has provided me the opportunity to continue my passion of working with young people and assisting them to work towards their goal of future employment.

The role includes building relationships with schools, TAFE's, employers and the local community on the Central Coast and the Northern/Hills District. This enables us to deliver 5,000 work placement opportunities annually for students studying vocational subjects for their HSC within our region on behalf of the Department of Education, TAFE NSW, Catholic and Independent schools.

I am very proud to work with all the staff at Youth Connections as they are the most inspiring and dedicated group of people who continue to support our youth every day.

Kind regards,

Debbie Thompson
6/11/2017



Our Supporters

Partners



Volunteers

Some of the NGC volunteers are student placements and they are all required to work different hours, some are volunteers just because they want to be so hours are hard to track.



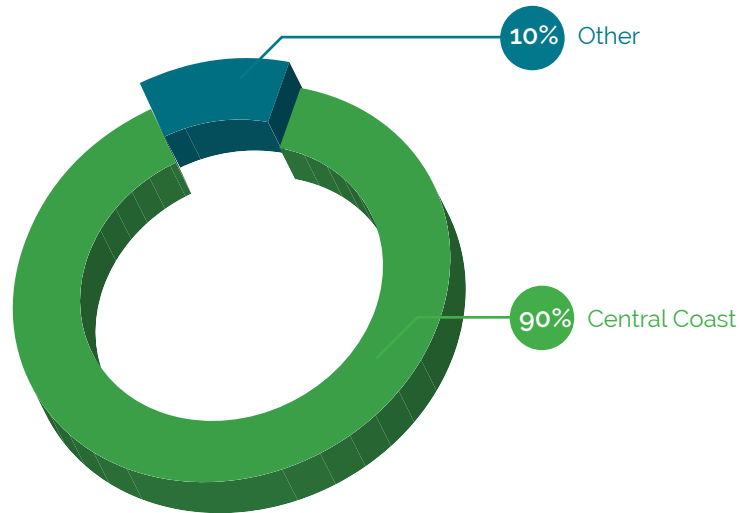
 Café 300 hours

 Admin 40hours

 NGC 800+ hours

Financials

YC Group FY17 Statistics



Central Coast

90%

SWL	\$713,829.1
Links to Learning	\$152,944
NDIS Kariong	\$788,702
NDIS Lake Haven	\$697,767
NDIS Long Jetty	\$642,223
Youth Frontiers	\$88,926
Youth Mentoring	\$93,168
ATF	\$60,000
NGC	\$1,582,814
WFD	\$2,168,614
Upcycled Fruit	\$15,530
GTO	\$1,056,000
RTO	\$38,412

Other

10%

NDIS Newcastle	\$824,564
Disability - Lismore	\$31,154
Disability - Coffs	\$123,869

\$9,096,413



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