



## 2019-20 IMPACT REPORT

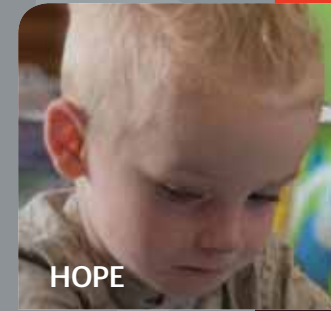
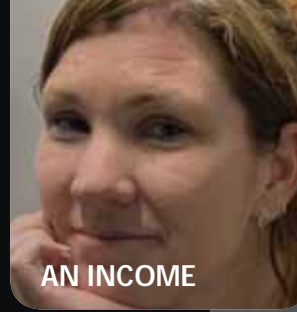
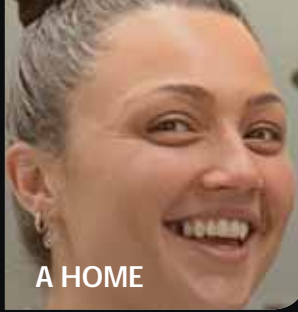


## Backing our community

[yfs2020impactreport.yfs.org.au](https://yfs2020impactreport.yfs.org.au)



Our impact report looks at our work across six areas that we consider essential foundations for people to thrive.



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YFS respectfully acknowledges Aboriginal and Torres Strait Islander people as Australia's first peoples and the traditional owners/custodians of the land on which we meet and work. We recognise the important role they have within community and country, and we pay our respects to the Elders of this land past and present.

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YFS is funded by the Australian Government and the Queensland Government.

For extra features and content, see the online version of our impact report at [yfs2020impactreport.yfs.org.au](https://yfs2020impactreport.yfs.org.au).

## Backing our community

YFS' key role in our community has never been more evident than in 2019-20. Throughout the year, we invested in our community through innovative initiatives and local partnerships. When the COVID-19 crisis hit, we adapted swiftly to meet local needs, support Logan people and provide leadership where needed.



YFS' self-funded Thriving Families demonstration project backed families like Sharla-Kim and baby Ezra to find stable housing and pursue their goals for a good life.

YFS has been backing vulnerable people in the Logan community to overcome adversity and to thrive for more than 35 years. Nowadays, we extend that reach to the Scenic Rim and Redlands as well.

At the height of the COVID-19 outbreak in Queensland, we pivoted very quickly to meet urgent needs in our community, along with our colleagues from local, state and federal government and other community organisations. We established the Logan Response Hotline to provide food, essentials and medication to people left without funds or access to basics. We ramped up our rapid-housing response to ensure people were not on the streets. Substation33 refurbished hundreds of computers so students could learn from home. Our Spark service helped people left with no income to get jobs fast. And we adapted our service delivery across the board to maintain our support for vulnerable people.

The YFS Board's investments in capacity building stood us in good stead, ensuring we were well-equipped to operate safely and effectively in a fast-changing environment.

Despite the pandemic, we continued throughout the year to take a lead on community-driven initiatives including violence prevention, social enterprise development and advocacy.

For example, we launched Men4Respect, building on our R4Respect youth violence prevention initiative, and we pursued innovative research partnerships for our e-waste business Substation33.

We implemented our innovative Thriving Families Project, bringing together family coaches and a housing specialist in an integrated team to help homeless families move from crisis to thriving. A positive interim evaluation validated this approach, resulting in further investment from the Board as we seek ongoing funding for this initiative.

This report documents our achievements and impact in extraordinary times. It tells the stories behind our pursuit of the strategic intentions in our 2018-21 strategic plan. We continued to improve our services, capacity, sustainability and positioning.

Many people contributed to this work in 2019-20, including our Board, managers, staff and volunteers, our government partners and the many organisations and individuals who make up our vibrant community. We farewelled two long-standing Board members during 2019-20: former chair Jennifer le Savéant and director Michael Lowe. Both made very significant contributions to the Board, the organisation and the community through their service.

We look forward to continuing to back our community together in 2020-21.

A handwritten signature in blue ink that reads "C Bartolo".

Cath Bartolo, CEO

A handwritten signature in blue ink that reads "Peter Goldsworthy".

Peter Goldsworthy, Chair



## Backing our community

# Backing long-term homes

“At long last, I knew I didn’t have to sleep from one place to another. I have all my friends nearby. My son is close. I am happy now. I’ve got my own place. No more crying.”

*Azucena was sleeping rough, couch surfing at her friends’ homes. Our Housing 1st team helped her secure safe, long-term housing.*



Homelessness in Logan is often hidden. The 2016 Census identified around 3,000 people homeless in the city, many living in overcrowded dwellings or couch surfing. 2019–20 saw a determined effort by our community to reduce homelessness.

YFS’ “front door” team, YFS Connect continued to attract high volumes of requests for assistance with housing or homelessness-related issues in 2019-20. A total of 7,174 contacts to YFS Connect related to homelessness, housing or tenancy matters; this represents 62% of all enquiries where the presenting issue is recorded. YFS Connect fills an essential gap in the Logan community as one of the few options providing open, same-day access with immediate support. However, it continued to be overwhelmed by the level of housing-related need in the community.

YFS Connect tries to provide solutions where possible, linking people with short-term accommodation, delivering advice about accessing private rentals and social housing, and referring to support services. YFS Connect uses emergency relief brokerage to help people avoid or escape homelessness by funding rent arrears, rent in advance and short-term accommodation if needed.

The YFS Housing First team supported 229 families and individuals who needed help to find stable homes. About 53% of Housing First clients were aged 25 years and under

and 40% were families with children. A total of 21% identified as Aboriginal and/or Torres Strait Islander, 32% were sleeping rough while 56% were in short-term or emergency accommodation when they first came to YFS. Our team helped people find diverse solutions including private rentals, community housing and public housing.

A 2020 review of our work in housing highlighted the strengths of our approach and flagged opportunities to increase our internal and external collaboration so we can link more clients with support to address underlying issues. Collaboration on homelessness and housing is increasing in our community. YFS co-chairs a group working towards a homelessness hub for Logan and participates in emerging collaborative approaches that are creating better outcomes for people experiencing homelessness.

Internally, YFS initiated an integrated response for homeless young families, the Thriving Families Project, profiled in the Hope section of this report. We also increased the capacity of YFS teams to respond to homelessness by offering internal training and access to expert support from our own specialist staff.



## Future focus

- In 2020-21, we will increase our advocacy for a Logan Homelessness Hub to bring together under one roof the services homeless people need.
- We will expand our integration of a housing specialist with family workers across our Step by Step Young Families team.





## Cross-community effort leads to rapid housing in COVID-19

The COVID-19 pandemic highlighted the vulnerability of people experiencing homelessness.

We worked with our colleagues from local and state governments and other organisations to house people rapidly. Additional state government investment in motel accommodation provided a platform to achieve great results.

We diverted staff from other teams to the intense homelessness response. Between March and May, our Housing First team supported 107 families or individuals to seek housing, up from 70 in the same period last year. A total of 83% of people found safe and sustainable housing.

In the same period, YFS Connect provided advice and information about housing to 1,684 callers and helped 76 people with funds to save tenancies, source emergency accommodation or secure permanent housing.

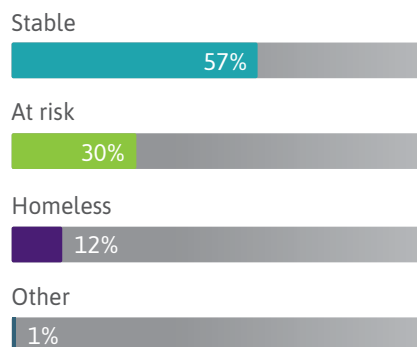


## Impact: strong housing outcomes

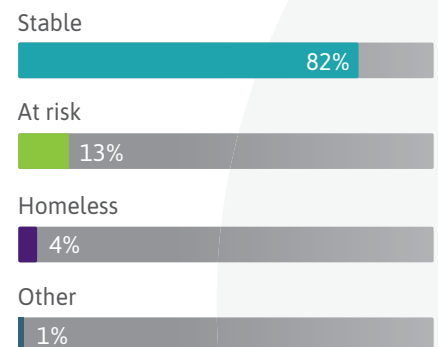
Across all of our teams, homelessness and housing insecurity continued to be common. On average, 42% of our clients were homeless or at risk of homelessness when they joined a YFS service. By the time they exited, 82% of all clients were in stable housing that was safe, affordable and appropriate.

Housing is fundamental for independence and participation. Our organisational outcomes data shows that most people who were initially homeless or at risk of homelessness were in stable housing by the end of their time with us. However, our Housing First team of specialists was most effective in achieving good housing outcomes.

### Housing status on entry all programs



### Housing status on exit all programs



Source: YFS Organisational Outcomes



## Kevin makes himself at home

“I didn’t know how to do it. They helped me do it. I couldn’t believe how fast they did it too.”

About a third of the people we supported were sleeping rough when we met them, and some had been chronically homeless for many years, like Kevin. The collaboration between the Logan Housing Service Centre and YFS has meant that Kevin has his first home for many years.

## Backing our community

# Backing better bottom lines

I was scared. I was nervous. I wanted to go home and sleep. But I got through it. I learned social skills, an understanding of recycling, warehousing... forklifting was another skill. Cert I and Cert III in Conservation and Land Management – I've got them now."

*Marley was talking about his experiences applying for a traineeship on our Rail Trail project, which is run by Substation33. Since he turned 13, he had wanted to join the army but lacked the confidence to apply. With our help, Marley submitted an application, which was accepted before he completed his traineeship. He's now in combat training.*



**Money matters.** In 2019-20 we enhanced our efforts to help people increase their incomes through two new programs. Our Financial Capability Hub continued to back people to manage their money well through difficult times.

In 2019-20, we introduced two new employment-focused programs under the Spark banner. The Queensland Department of Housing and Public Works provided funding for an employment mentor to help people facing homelessness find work. From late January to June 2020, the Spark mentor worked with 47 people: 14 gained work despite the impacts of COVID-19. A further 11 people linked with training and many more are on track to achieve work or training goals.

The Queensland Department of Employment, Small Business and Training commissioned us to trial a Create Your Future Job project, with a mentor helping people develop their own small businesses. This project builds on our work with public housing tenants in 2018-19 to create pathways into self-employment under the tenant engagement program. From November 2019 to June 2020, our mentor worked with 28 people who had dreams of self-employment. Many made great progress, although the COVID-19 pandemic made it difficult for some.

Meanwhile our ParentsNext team continued to back parents of young children to improve their work readiness so they

could move into the workforce when they were ready. In 2019-20, our ParentsNext workers operated from community venues in Yarrabilba, Underwood, Waterford West and Browns Plains as well as YFS offices at Slacks Creek and Jimboomba to empower more than 700 Logan parents. About 50 of these parents started jobs and more than 100 started study during the year.

Substation33 gave 16 First Nations jobseekers like Marley (above) the chance to undertake traineeships in land management on the Beaudesert to Bethania Rail Trail. As well, volunteering at Substation33 provided a stepping stone to work for 600 people.

Our financial counsellors and financial capability workers, including our AGL energy specialist, helped people sort out their financial situations and reduce their debt levels. During 2019-20, we assisted 100 people to secure waivers for unfair debts worth around \$830,000. Our YFS Connect team worked with people in hardship to develop budgets, using emergency relief funding and advocacy to help people get back on track.



## Future focus

- In 2020-21, our financial counselling team will become a State Penalties Enforcement Registry (SPER) Hardship Partner, enabling us to work with people to reduce or manage their state government debts.
- The ongoing impacts of COVID-19 will be a focus for our financial work in 2020-21 as government income supplements reduce and deferred debts need to be paid.





## Community education aims to prevent financial problems

The team at our Financial Capability Hub is always looking for new ways to reach people who might be at risk of financial distress. In 2019-20, we organised events with our colleagues from the Logan Financial Literacy Action Group, as well as through schools and other organisations. One of our financial counsellors regularly featured on Logan Radio to discuss hot topics.

Additionally, we collaborated with Mums n' Bubs - Logan, Logan's largest Facebook group, to provide on-the-spot advice to people through a series of live Q&As. Our work gave the group's 22,000 members access to expert information about such topics as pay day loans, bankruptcy, no interest loans, tenancy issues, SPER debts and car finance options, and encouraged them to seek help from financial counsellors if they needed it.



## Impact: stronger financial positions

Our financial counsellors and financial capability workers were particularly effective in helping people to improve their financial positions and skills, to better manage their money. A total of 44% of people working with our specialists reported their financial situations were greatly improved, while 32% said their situations were slightly improved. For many, the bottom line was that their incomes were inadequate. Where possible, we backed these people to improve their employment prospects.



Transitioned to employment 2019-20

- Substation33 - 55
- Spark (6 months) - 14
- ParentsNext - 50
- Rail Trail - 16

Source: YFS program data



## Spark re-ignites Donna's job prospects

"The support from YFS was totally amazing. It changed my life. I was six weeks behind in my rent, worrying about losing my car... and where my next meal was coming from. I walked up here and I met the lovely Vanessa, told her my story. Within a heartbeat she was helping me. They just listened and just showed empathy. Without them, I don't know where I'd be. I think I would be homeless."

The Department of Housing and Public Works created a short film about our Spark client Donna and the support we provided during the COVID-19 outbreak to help her enter the workforce.



## Backing our community

# Backing a safer community

*In November 2019, YFS' R4Respect program received a gold award in the community-led category of the 2019 Australian Crime and Violence Prevention Awards.*

*The Awards recognise best practice in the prevention or reduction of violence and other types of crime in Australia and play a vital role in highlighting effective community-based initiatives to prevent crime and violence, before it actually occurs.*

*It recognised R4Respect's unique youth-led approach to violence prevention program in which young people challenge violence-supportive attitudes and promote respectful relationships among their peers.*



Despite difficult times, YFS continued to help people in Logan and Beaudesert improve safety for themselves and their families in 2019-20. We also led local efforts to prevent violence, including introducing a unique program targeting young men.

The restrictions associated with the COVID-19 pandemic led to increased concerns about the safety and wellbeing of families cooped up together at home for extended periods. Our domestic and family violence services experienced surges in referrals in early to mid 2020.

Due to social distancing requirements, our Responsible Men group program for perpetrators of violence had to pivot from face to face group services to individual phone-based approaches for three months. This coincided with an increase in referrals to the program, greatly heightening the demands on the team. 445 men participated in the program, including a small group who took part via Zoom – evidence shows that online programs can be safe and effective in some circumstances.

Similarly, our Beaudesert Domestic and Family Violence Service, Women's Advocates and Project Hera worker experienced upticks in demand in this period. We supported almost 700 women who had experienced violence through these services in 2019-20.

We were able to maintain our services throughout this period to ensure people had access to support when they needed it. This included court support, crisis responses, case management and counselling for women and children. A one-off grant from the Queensland Government provided increased brokerage that we used to help victims of violence secure safe housing.

Our focus on prevention of domestic and family violence continued, with ongoing development of the award-winning R4Respect youth-led respectful relationships initiative. A grant from the Queensland Government provided core funding to continue this important work, supplemented by donations and proceeds from the Queensland Government's 2019 Not Now, Not Ever Together Breakfast. The new, targeted Men4Respect program began delivery in three community settings. YFS continued to back the Not Now Not Ever in Logan community campaign, including attracting a Logan City Council grant and business sponsorship for a street banner campaign in early 2020.



## Future focus

- In 2020-21 YFS will trial Side by Side, a new program for mothers and their sons to rebuild positive relationships after experiencing domestic and family violence.
- YFS will increase domestic violence counselling for women and children in the Beaudesert area to respond to increased demand due to the coronavirus pandemic.





## Community comes together to combat violence

In 2019-20 YFS coordinated Logan’s community-based anti-violence movement, Not Now, Not Ever in Logan. A reference group of business, community and government leaders drives activities. In 2019-20 a highlight was a street banner campaign, supported by local businesses and organisations. Thanks to a Logan City Council Community Project grant and sponsorship from 28 businesses and organisations we were able to develop and display banners in Beenleigh, Woodridge and Jimboomba, along with associated media promotion.

Alex and Heather of Extraction Artisan Coffee are enthusiastic supporters of the Not Now, Not Ever in Logan campaign.



“When you bring violence in a domestic situation where it’s hidden away from the public gaze, the only way you can change that is to talk about it more openly.” Alex - Extraction



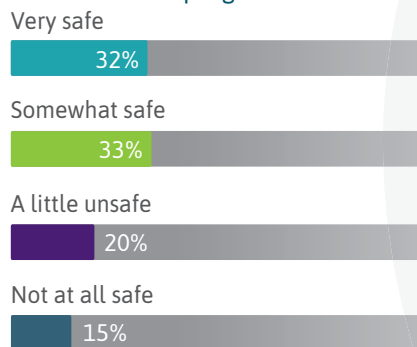
## Impact: safer lives

In 2019-20 YFS introduced a new measure of safety for our domestic and family violence teams, called MOVERS (Measure of Victim Empowerment Related to Safety).

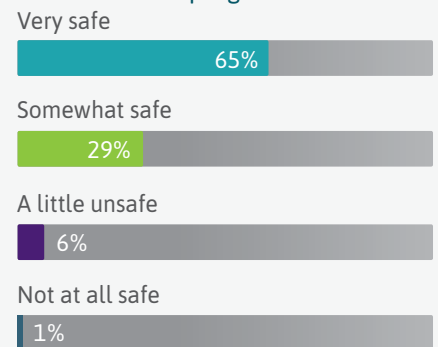
MOVERS was used by our Beaudesert Domestic and Family Violence Team, Project Hera and the Women’s Advocates that work alongside our Responsible Men Perpetrator Program. Overall all three services generated significant change for clients.

YFS also added a safety indicator to our organisational outcomes framework, asking clients across the organisation about their sense of safety when they first engaged with YFS and when they finished with us. Safety was a concern for 35% of all clients surveyed on entry to YFS.

### Safety perception on entry all programs



### Safety perception on exit all programs



Source: YFS Organisational Outcomes

## Men4Respect pilot shapes young men’s attitudes

We piloted Men4Respect with young men in three settings: Marsden and Beenleigh State High Schools and Logan Youth Justice Centre. Our team of mentors delivered education sessions and group activities with 39 young people aged 12 to 17, aiming to challenge attitudes and actions that support violence.

An evaluation showed that the program successfully challenged commonly-held myths, and promoted positive attitudinal change.

“After participation, the majority of young men and boys reported they were willing and able to challenge disrespectful behaviours.”

The pilot was supported by the Queensland Government and the Presentation Sisters. A grant from the Vincent Fairfax Family Foundation will enable further development in 2020-21.





## Backing our community

# Backing stronger social connections

*In 2019-20, our active First Nations staff group helped guide our development of a First Nations Cultural Framework. This framework complements our Reconciliation Action Plan and outlines our commitments to build cultural competence and create strong connections with our First Nations clients, staff and community.*

*Culture can be a great source of strength. Our Youthlink team introduced yarning circles in 2019, providing an opportunity for young First Nations people to connect with local Elders. We are privileged to share our premises with the Logan District Elders. They provided inspiration and advice in 2019-20.*



Connections with community and culture remained a high priority in 2019-20. Informal supports and a strong sense of cultural identity are sources of great strength that help people sustain positive change in their lives.

Our staff continued to explore new ways of helping clients create their own ongoing support networks. “It Takes a Village” training by Encompass at our 2019 staff conference emphasised the benefits of informal social support in protecting children’s safety, reducing parents’ stress and ultimately reducing reliance on services.

Our Sure Steps family coaching team prioritises the development of networks and support connections for their clients: families living in public housing. Many of the people we support need specialist help for such issues as mental health, alcohol and drug concerns, disability services, and domestic and family violence. In 2019, our partners at Logan Together commissioned a review into the ability of our Sure Steps families to access the services they need. This important research highlighted gaps in the existence, visibility, availability and responsiveness of critical services in Logan, which we will work together to address.

One of our longest-running teams, our Step by Step family support program, began a significant shift in 2019-20. Step by Step incorporates a First Nations-focused service called

Burrabilly. From January 2020, the team began specialising in work with young parents aged less than 26 years. Young parents have been identified by the Logan community as a group that needs targeted supports and opportunities. After reviewing evidence, we redesigned our program to work in ways young parents have told us they want, including group activities so they can connect with other young families.

Our Intensive Family Support team works in the fast-growing western Logan corridor and Beaudesert, along with our Domestic and Family Violence Service and our Functional Family Therapy – Child Welfare program. In 2019-20, these teams increased their integration to meet client needs, working together to provide support and connect vulnerable families with culture, friends, family, the community and other services, such as housing or health, if needed.



### Future focus

- We will take a lead role in bringing the community together to improve supports for young parents to reach their potential and achieve their dreams.
- Our Cultural Framework will be implemented across YFS in 2020-21, improving our responsiveness to First Nations peoples.





## Hotline provides a COVID-19 lifeline for Logan

South East Queensland’s COVID-19 outbreak in March 2020 caused great hardship. Elderly people were asked to stay at home, some people had to self-isolate and essentials were in short supply in the shop. Financial hardship was significant and sudden for many people who lost their jobs. For some, such as New Zealand citizens who are not eligible for Centrelink benefits, this was a devastating blow.

YFS worked fast with Logan City Council to establish the Logan Response Hotline. Between March and June, Hotline staff organised more than 660 deliveries of such essentials as food and nappies. Our partnership between Council, the State Emergency Service, Lighthouse Care, Givit, OzHarvest, Substation33, generous donors like Tom (right) and volunteers helped the Logan community weather the initial impact of the pandemic.



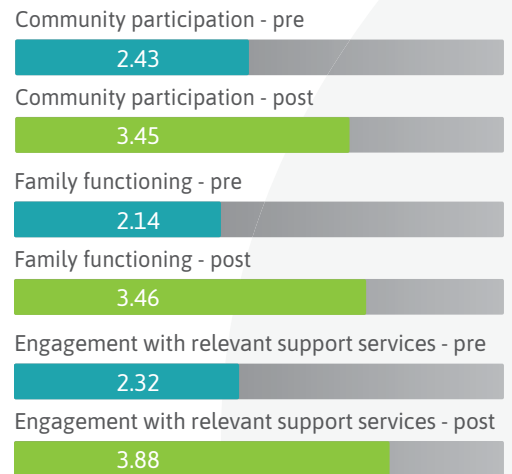
## Impact: stronger family, community and service connections

YFS teams funded by the Australian Department of Social Services use the SCORE outcomes assessment tool, providing common measures across our financial hub, Step by Step young family support and Project Hera domestic violence service.

The people supported by these teams made significant gains in meaningful connections with the community, their families and other services during 2019-20. Our combination of informal and formal supports protects people against future crises by increasing their wellbeing and enabling them to get help earlier.

Other YFS teams also measure changes in people’s support networks. For example, families linked with the Thriving Families Project improved their social connections by 67%.

### Increased connections (based on a five point scale)



Source: SCORE outcomes

## Samantha connects with new supports

“YFS changed everything. My life is 100 percent different to what it was when I first met them. I’m going in a different direction now. It’s a direction I have never been in before so it’s all new, but it’s a better direction. My daughter is a lot happier – everything’s a lot happier. I don’t intend to go backwards.”

*Samantha was bordering on homelessness when she first connected with us. Our housing specialists backed her with securing a home and our families teams provided parenting support. We also guided Samantha towards the NDIS so her daughter, who has a vision impairment, could access the support she’s entitled to receive.*



## Backing our community

# Backing skills for life

“My family lives in Victoria and my dad died when I was 4. Having someone there when I am stressed out and need advice has been amazing. I’ve learned to speak up more, to stand up for myself more. It’s brought out my confidence and it’s helped me get back into work.”

*Natalie came to us motivated to enhance her parenting skills. Steve from our Step by Step young families team quickly identified she was having issues with housing and money as well, so he worked fast on wrap-around support. He connected Natalie with emergency relief, a housing specialist, a financial counsellor and a ParentsNext worker.*



Experts agree that people often need help with building essential life skills to enable them to move from crisis to thriving. For example, coping, parenting, managing emotions, planning and interacting in a workplace are learned over time.

In 2019-20, we were commissioned to back young people to transition from out-of-home care through a Queensland Government-funded service called Next Step Plus. We offer Next Step Plus in Logan, Bayside and Beaudesert, and sub-contract the Gold Coast Youth Service to deliver it on the Gold Coast. For young people who have experienced trauma and dislocation, developing basic life skills can be difficult. Our Next Step Plus team partners with Child Safety Officers to help young people plan for the independent lives they want. For young people who are struggling after leaving care, we provide practical support and coaching.

In the past year, we also partnered with the Create Foundation to deliver their Create Your Future Life skills development program, designed with young people who have care experiences.

2019-20 represented the second year of our Functional Family Therapy-Child Welfare trial. An evaluation of the trial indicated this evidence-based family therapy model created real change for families at risk of child safety intervention. Through the program, families work with skilled family

therapists to learn such skills as communication and self-regulation. We will continue the trial for a third year to enable us to further adapt the model to the local context.

Legal skills and knowledge for First Nations people was the focus of a developmental project undertaken by YFS Legal. With a grant from Legal Aid, YFS Legal employed First Nations legal students to consult with local Aboriginal and Torres Strait Islander people about their legal needs. The analysis highlighted demand for community education about civil and criminal law topics impacting communities.

Meanwhile, we received a grant from the Department of Housing and Public Works through the COVID-19 Dignity First fund to help people experiencing homelessness improve their digital literacy. To cope with so many things going virtual, our Spark team provided people with computers and phones, and helped them get online for training, job applications, education and services.



## Future focus

- In 2020-21, YFS Legal will develop and trial a community legal education toolkit to address priorities identified through their First Nations Legal Needs Analysis.
- Substation33 will partner with Griffith University to develop water quality meters, providing opportunities for jobseekers to learn manufacturing and technology skills.





## Computers keep children connected with school

When COVID-19 school restrictions forced most Logan school students to learn from home, it became obvious that many faced significant challenges, including a lack of access to computers and data.

Our electronic waste recycling enterprise Substation33 stepped in to help. Substation33 refurbished 413 computers in three months, distributing them to disadvantaged families. Organisations such as Logan Together, Access Community Services, Beenleigh Housing, Soroptomists International, the Ursuline Sisters and Logan City Council worked together to get computers to the families that needed them.

Computer access wasn't the only barrier to education many students faced. Across YFS, our teams helped equip families and young people to learn from home during the COVID-19 outbreak, and advocated to schools for the most vulnerable students to be allowed to learn face to face.

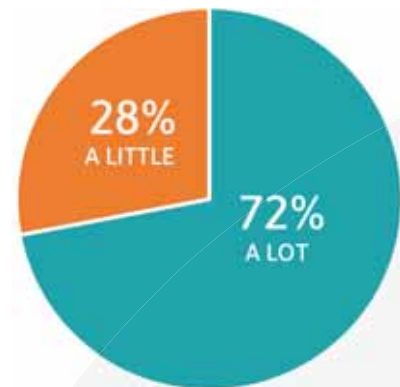


## Impact: equipping clients to cope

We have tracked a series of outcomes across our organisation for several years. In 2019-20, we began tracking two new measures: hope and skills. We asked 748 clients who were finishing their work with us whether they felt better able to deal with a similar situation than when we had first met them. Most reported being a lot better equipped with the skills they needed.

Many of our teams track change in people's skills and education; it's a priority for every YFS worker. Practical support to resolve a crisis delivers short-term results, where skills to cope with future adversity and education to build independence, are essential ingredients for thriving.

### Increased coping skills



Source: YFS Organisational Outcomes



## Training lands Felicity a job

**“It's given me opportunities. It's given me a lot of experience, so if I would like to go into retail, I'd know how to handle situations. At first, I thought I wasn't going to get the job, and then I got it and I was like, wow!”**

*Our Spark worker Deb quickly recognised that all Felicity needed to get into the job market was some basic skills and confidence, so she encouraged her to undertake security guard training organised by our ParentsNext team. Felicity used the training as a springboard into regular paid employment. Now, she aims to establish her first home.*



## Backing our community

# Backing hope for the future

“I can do anything and everything now. It felt fantastic working with Cherie. My life was going south pretty fast. She got me back on track.”

*Summer connected with our Youthlink worker Cherie when she was 15 years of age and had to move out of the family home. Youthlink backed Summer to find a home, finish high school and start her path towards a nursing career. She’s now undertaking a Certificate III in Individual Support.*



Hope and confidence are essential ingredients for positive change. Across YFS we apply our core value of Optimism to help people believe in a better future and work to achieve it.

The YFS Board initiated the Thriving Families Project in July 2019 to trial an integrated way of working with homeless families with young children. In its first year, the team of family coaches and a housing specialist helped 33 young families get housed fast and work towards individual goals. Our partners to develop the service included Logan Together and Pathways to Resilience.

The program differs from traditional approaches, using the crisis of homelessness as an opportunity to connect families with a coach to help them build life skills, confidence and connections as they pursue goals related to education, work, parenting or health. An interim evaluation of the first nine months was promising, showing that the approach effectively engaged with families and met their needs, while providing a cost-efficient, effective approach to housing and family support services.

More than 200 young people worked with our Youthlink team in 2019-20 to re-engage with school, work, family, culture and other supports. Throughout the pandemic

period, a big focus was ensuring young people stayed engaged with education. Across the board these impressive young people reported big improvements in their motivation and ability to make change thanks to their work with our team. Our youth drug and alcohol case management team Shift focused on helping young people reduce the impact of problematic substance use so they could create better futures.

Families who are subject to child safety investigations are under intense stress. YFS’ Assessment and Service Connect service backs families during this phase. Our team works alongside Child Safety staff during their investigation, linking families with tailored supports as quickly as possible. During the COVID-19 peak, this team saw a big increase in parents presenting with mental health and household relationship concerns. Despite significant stresses, 69% of families left the program with greatly increased hope for the future, while 31% said they were a little more hopeful.



## Future focus

- The YFS Board will back the Thriving Families Project for a second year to continue improving our effectiveness in helping vulnerable people achieve long term change
- YFS will coordinate the Specialist Multi-Agency Response Team – a Queensland Government initiative that brings people from government agencies and community organisations to identify the support young people need to break their cycle of re-offending.



## Partnership diverts young people from the streets

In August 2019 YFS launched a collaboration with ATSICHS, the Queensland Police Service and Youth Justice to provide an outreach service for young people at risk of detention. The Community Youth Response and Diversion program goes out into the community where young people are, offering support services such as transport and access to a safe place to stay for the night.

The team also delivers follow-up support to meet young people's ongoing needs, such as connecting with social, cultural, arts and recreational activities that interest them and inspire pride. Diversionary programs such as music enabled young people to explore their ideas and feelings through media such as hip hop music.



## Impact: greater confidence

From July 2019, as part of our organisational outcomes measurement, YFS staff asked all clients whether they were more hopeful about the future on exit than when they first came to YFS. 72% reported feeling a lot more hopeful, while 28% were a little more hopeful.

The Thriving Families Project measured change in hope and motivation when people first joined the project and then as they progressed. Improvements in both were significant. We anticipate further change as these families continue to pursue their goals.

### Thriving Families hope and motivation (based on a 10 point scale)

Hope - initial



Hope - subsequent



Engagement & motivation - initial



Engagement & motivation - subsequent



Source: Thriving Families Matrix

## Thriving Families provides motivation for Tiarna and Levi

“The playgroup has done wonders. It’s made us who we are today, really. Seeing other mums who have done the same thing as me gives me the motivation to keep going.”

*Tiarna came to Logan from Tasmania, fleeing a troublesome relationship. She joined the YFS Thriving Families Project within days of its launch, without a home and without the support of family or friends. Our Thriving Families team quickly backed Tiarna to find private rental accommodation, for the first time in her life. The team also supported Tiarna through some typical parenting challenges. Her son Levi “loves” the Thriving Families playgroup.*



## Backing our community

# 2019-20 Statistical highlights

Our statistics from 2019-20 demonstrate ongoing demand. Our teams worked with more than 7,000 people, and 600 people gained skills at Substation33.

### Young people

394

clients assisted

Youthlink – 216  
Next Step Plus – 164  
Community Youth Response – 14

### Managing money & debts

2,217

clients assisted

Financial counselling – 293  
AGL – 392  
Money Smart – 435  
Emergency Relief – 565  
COVID Response – 532

### Finding a place to live

546

clients assisted

Housing 1st – 229  
YFS Connect – 284  
Thriving Families – 33

### Employment and enterprise

1,416

clients assisted

Spark – 87  
ParentsNext – 713  
Substation33 – 600  
Rail Trail – 16

### Families with children

520

clients assisted

Assessment and Service Connect – 180  
Step by Step – 64  
Step by Step counselling – 114  
Intensive Family Support – 60  
Sure Steps – 20  
Functional Family Therapy -  
Child Welfare – 82

### Domestic and family violence

1,127

clients assisted

Women's Advocates – 302  
Project Hera – 144  
Responsible Men – 445  
Beautesert DFV – 236

### Community education

6,976

clients assisted

Events – 122  
Reach – 6,976

### Substance use

53

clients assisted

Shift – 53

### Legal help

1,403

clients assisted

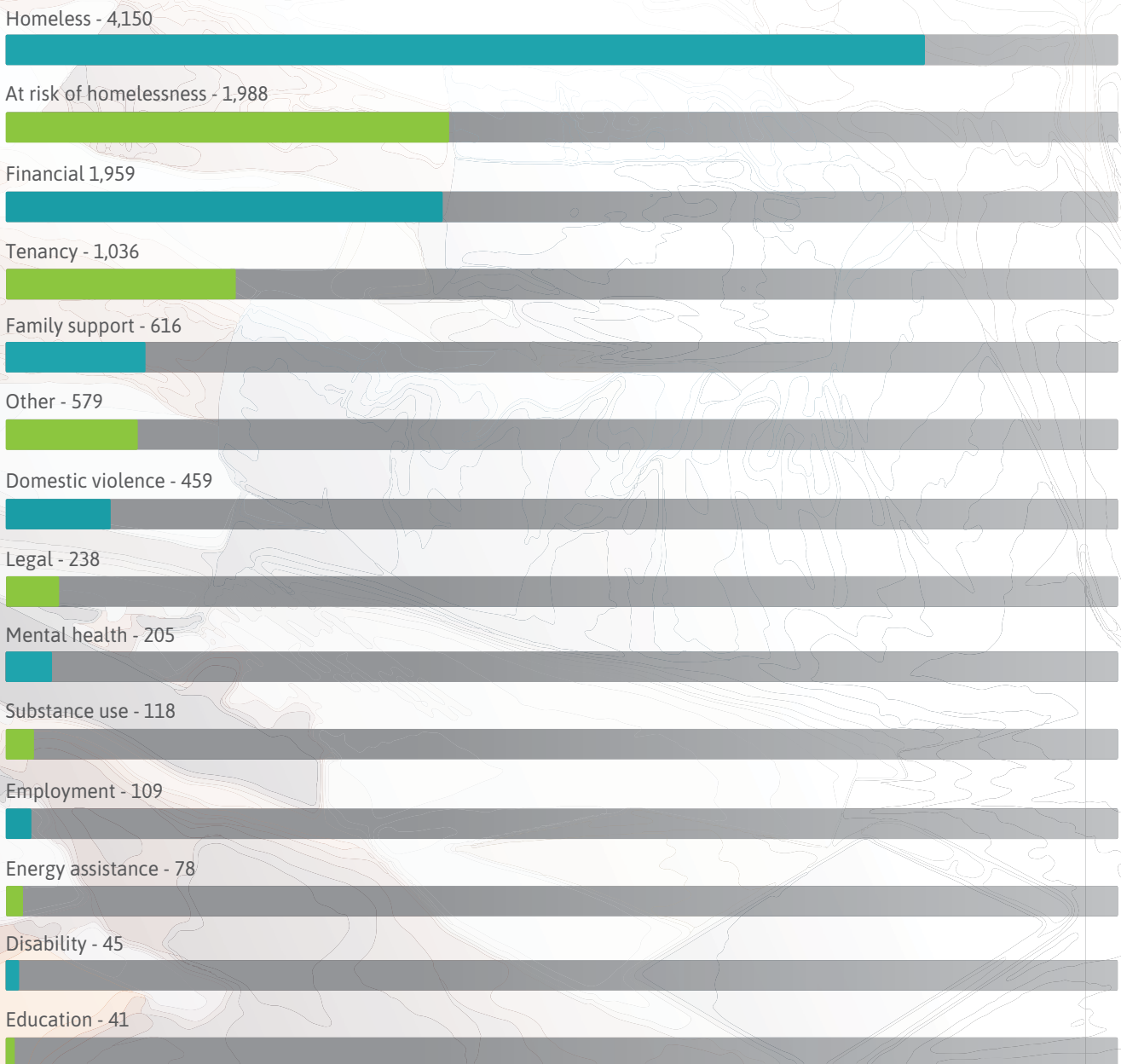
YFS Legal – 1,403





Our “front door” team, YFS Connect, responded to more than 13,920 requests for information, advice or referrals in 2019-20.

Concerns about financial problems and housing or homelessness continued to be the most significant reasons people contacted us with financial crisis and housing problems commonly co-existing.



Source: YFS Connect presenting issues data

## Backing our community

# 2019-20 Statistical highlights

## Our clients' feedback

YFS takes feedback very seriously as part of our drive to improve our clients' experience and outcomes. In 2019-20, feedback remained largely very positive.

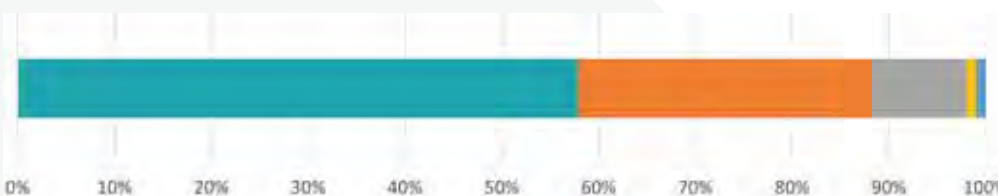
### Client satisfaction

We routinely ask our clients for feedback about their experiences with us. In our latest round of surveys, 96% of our clients were very positive about how we treated them. Clients were also generally satisfied that we helped them with their problems, with 88% saying we did this "very well" or "extremely well".

YFS treated me well



YFS helped me with my problems



- Extremely well
- Very well
- Somewhat well
- Not so well
- Not at all well

## Social enterprise



46,828

hours of work experience and volunteering



16,807

hours of paid employment



221,689

kilograms of electronic waste recycled





## Our staff

In 2019-20, 148 paid workers (113 full time equivalent) and 54 volunteers formed the greater YFS team, including Substation33.

- Full time - 82
- Part time - 37
- Casual - 29
- Volunteers - 54
- Students - 34



## Staff survey shows YFS backs its workforce

In 2020, YFS undertook a survey of staff through BPA Analytics, a firm specialising in employee culture surveys.

The survey attracted responses from 86% of our staff (106 of 123 staff surveyed), and showed that we are doing well in the eyes of our employees. According to BPA, YFS exhibits a strong culture of success, with staff strongly engaged in the organisation's future, optimistic and ready for change.

Our feedback compared very favourably to similar organisations, and also showed ongoing improvement since our first staff survey in 2013. YFS is considered a "truly great place to work, on balance" by 89% of our staff, compared with 64% when benchmarked against organisations in the social and community services sector. The most common reasons employees said they chose to work at YFS were our positive reputation, our community-mindedness and our values base.

Staff expressed strong confidence in the ability of the organisation and themselves to cope with the difficulties of the COVID-19 pandemic, while almost half highlighted that COVID-19 impacts were also their most significant concern for the future.

YFS is a truly great place to work



Source: BPA Analytics YFS Employee Survey 2020



## Our diversity

A significant proportion of YFS clients identify as Aboriginal and/or Torres Strait Islander, as do many of our staff. Likewise many of our clients and staff identify as culturally and linguistically diverse.

### YFS staff



### Clients



## Backing our community

# Finance

*YFS ended 2019-20 in a healthy financial position. YFS' income increased by 4.5% in 2019-20 due to success in tendering for additional services as well as one-off grants for COVID-19 responses from local, state and federal governments.*

Read our 2019-20 financial statements  
[yfs2020impactreport.yfs.org.au/finance/](https://yfs2020impactreport.yfs.org.au/finance/)



YFS received new funding for the Next Step Plus youth support service, an expansion of the Spark employment initiative targeting people experiencing homelessness, and a partnership with ATSIChS to deliver the Community Youth Response and Diversion program. Substation 33 income increased by 29% with increases in sales, grants and sponsorships.

YFS has adopted new accounting standard AASB 1058 from 1 July 2019. Under this new standard the timing of income recognition depends upon whether the transaction gives rise to a performance obligation at the time of receipt. As a result, YFS recognised \$180,872 in grants as 2019-20 income even though this funding will be used in year 2020-21.

A second new accounting standard AASB 16 was implemented to recognise our Substation33 and Jimboomba office property leases.

Our Asset to Liability Ratio remained healthy at 5.7%. This was 0.7% lower than last year despite a 7% increase in our assets, due to an increase in staff provisions as fewer staff took leave in the last six months of 2019-20 due to COVID-19.

In 2019-20 we focused our capital investment on ICT equipment such as surface pros, upgraded laptops and mobile phones, faster and more secure data connection, and safety watches to enable responsive, efficient and effective service delivery as part of our mobile workforce strategy. Capital expenditure in 2019-20 went towards refurbishment of our offices at 376 Kingston Road, Rowan Street and Substation33 to provide better facilities for clients. We installed solar panels in three YFS buildings to reduce our carbon footprint, increase energy efficiency and promote environmental sustainability.

**“The YFS Board sponsored the implementation of the Thriving Families program, including investing \$351,244 from our reserves to fund the team’s first year of operation. Contributions from Logan Together and private donors complemented the Board funding.**

Looking forward in 2020-21 our financial situation looks stable for programs with confirmed services agreements for the next 12 months.





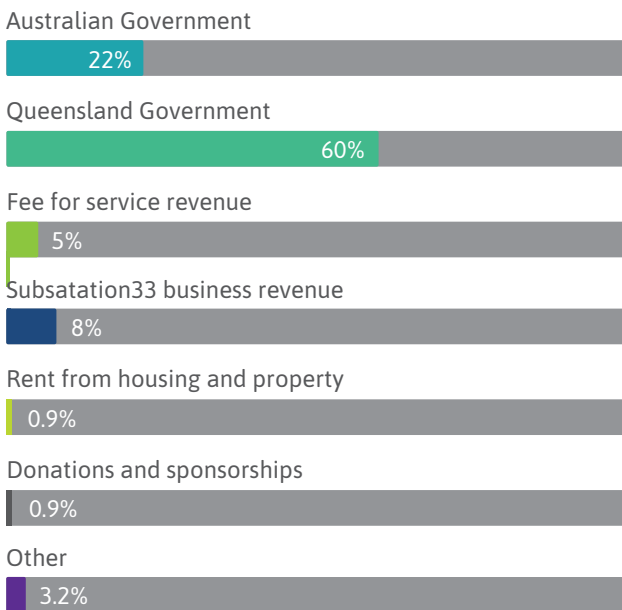
YFS partnered with Pathways to Resilience to build our family coaches' understanding of trauma as we rolled out our Thriving Families Project. The experts at Pathways to Resilience designed a training program that helped our team understand how trauma affects the brain. Our coaches learned to support both parents and children to regulate their responses, build healthy relationships and develop coping skills.

Generous support from Logan Together helped cover the costs of this professional development, which has enabled us to help families improve their ability to thrive after crisis.

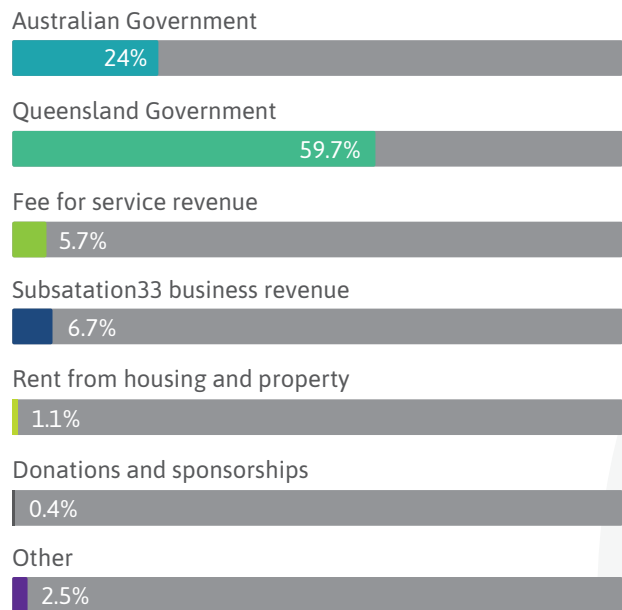


## Income comparison

### Income sources 2019-20

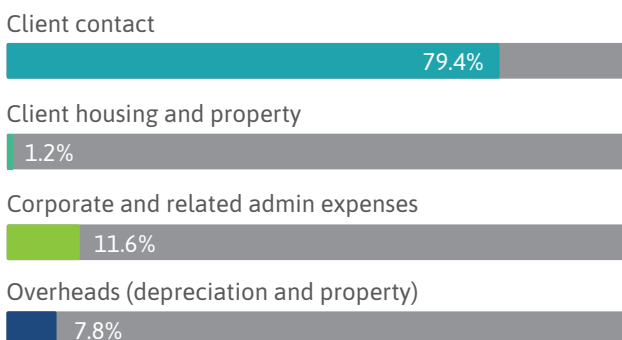


### Income sources 2018-19

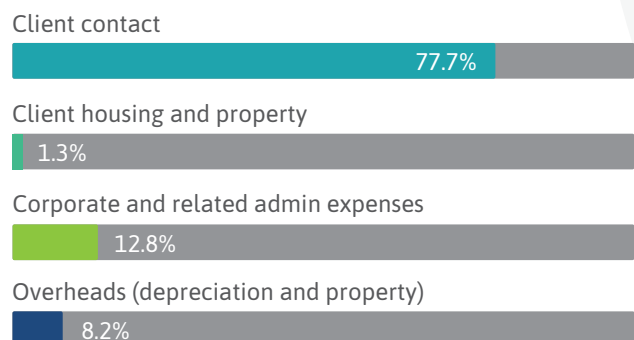


## Expenditure comparison

### Expenditure breakdown 2019-20



### Expenditure breakdown 2018-19



## Backing our community

# Governance

In 2020-21, the YFS Board initiated a self-funded pilot of the Thriving Families Project. This demonstration project backed homeless families with young children through an integrated model. The Board monitored the progress of this project including the positive Interim Evaluation Findings.



Backing the organisation's COVID-19 response was a critical role for the Board in 2019-20, with a Pandemic Sub-committee meeting weekly with the YFS Pandemic Team at the height of the outbreak in Queensland. This enabled us to make rapid changes to working arrangements in response to health advice.

There were some changes in Board membership during 2019-20. Chair Jennifer Le Savéant resigned in March 2020, with Peter Goldsworthy taking on the role. Long-term Board Director Michael Lowe also retired from the Board in May 2020 after almost 10 years of service. New Directors Fiona Murcott and Simon James joined the Board in October 2019, adding marketing and non-profit management skills to the Board's skill set.

The Board's Risk and Audit Committee continued to be proactive in addressing risk around ICT, financial sustainability, and workplace health and safety.

The Board oversaw progress against the YFS 2018-21 Strategic Plan, with pleasing results against most priorities. We are on track to achieve the Strategic Plan priorities by June 2021.

### ✓ 2019-20 progress against the YFS Strategic Plan 2018-21

#### Services

##### 1. Build our knowledge and evidence base to inform effective interventions that achieve long-term outcomes

Very little progress

Limited progress

On the way

Good progress

Completed

- Implementation and evaluation of the Thriving Families Project and Housing Review, among our research projects that will improve effectiveness in future

##### 2. Invest in innovative integrated service models based on clients' needs

Very little progress

Limited progress

On the way

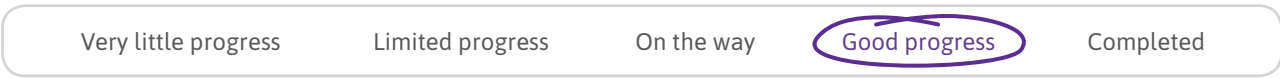
Good progress

Completed

- Implementation of year one of the Thriving Families Project completed and evaluation commenced; year two will see ongoing implementation and expansion of integration in other teams



3. Build our relationships and understanding in our work with Aboriginal and Torres Strait Islander people, communities, Elders and organisations to contribute to Closing the Gap



- Framework being developed; data monitoring systems now in place

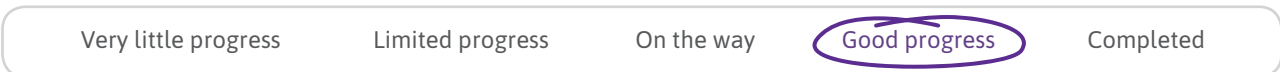
Capacity

4. Build an outcome oriented culture by recruiting, developing and retaining exceptional staff



- Recruitment improvement, induction and management induction projects embedded; development and performance management projects to commence in 2020-21

5. Invest in systems, technology and structures to enable efficient effective work



- Significant progress on mobile workforce, remote technology, system improvements

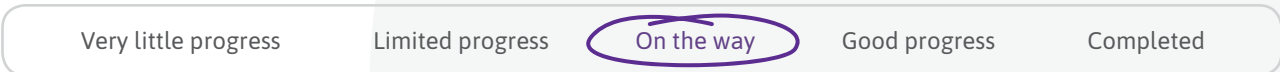
6. Develop leading research, evaluation and innovation capacity and partnerships



- Partnerships established with Griffith University, Encompass, ANROWS and Paul Testro. Substation33 partnering with Griffith University researchers and the Yunus Centre

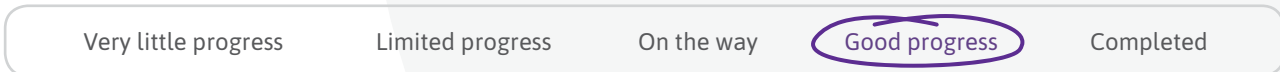
Sustainability

7. Increase revenue through new funding models, partnerships and opportunities



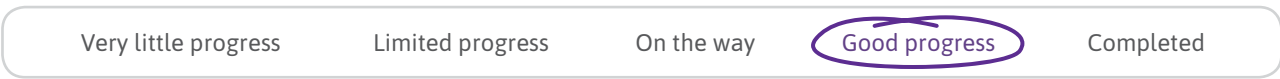
- Funding for 2020-21 up by \$2 million compared with 2019-20; 2020-21 priority is sourcing alternative funding

8. Increase efficiency through systems and innovation



- Technology in place for mobile workforce; final work on systems and policies being completed; some capital investment to happen in 2020-21 for last remaining teams

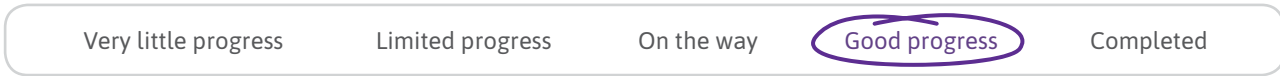
## 9. Establish a discretionary investment fund for research and innovation



- Fund established – used for Thriving Families – some costs recouped through surplus generation that reduced the deficit

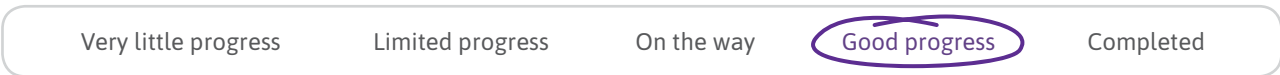
## Positioning

## 10. Actively seek partnership opportunities with government, business, philanthropists, other service providers and advocacy groups to expand YFS’ capacity and impact



- Ongoing partnerships with CSIA and Logan Together; increased partnership with Griffith Uni; increased collaboration with Logan City Council, housing stakeholders and emergency relief system through COVID-19 work; Substation33 partnerships expanding

## 11. Expand our use of data and analysis to articulate outcomes from our activities



- All but two teams actively reporting on outcomes (Substation33 outcome framework being developed); teams progressing use of data to inform improvement

## 12. Analyse unmet need in our region, particularly in fast-growing communities, and advocate for effective responses




- YFS actively engaged in discussions about emerging issues through local, regional and state consultation mechanisms, particularly focused on young parents, integrated homelessness responses, young people exiting care and increased need in growth areas of Logan

## Our vision: BUILDING INDEPENDENCE AND PARTICIPATION


Our purpose: YFS backs vulnerable people to overcome adversity and to thrive

Our values:




**Excellence**

We deliver quality services and have high expectations




**Integrity**

We act honestly and openly



**Optimism**

We think and act with confidence about people and the future



**Steadfastness**

We persist to overcome barriers and adversity with our clients



## YFS backs First Nations peoples to achieve their aspirations and thrive

YFS is located in the Logan region. YFS acknowledges and respects the Yuggera and Yugambah speaking peoples who are the traditional custodians of the area. YFS also works across Redlands and Beaudesert and acknowledges and respects Traditional Owners of these other regions: the Quandamooka people of Moreton Bay and the Mununjali people in Beaudesert.



We recognise the important role First Nations peoples have within community and country. We pay our respects to the Elders of this land, past and present.

We acknowledge the past and work to build independence, participation and closing the unacceptable gap between Aboriginal and Torres Strait Islander and other Australians' health and wellbeing.

As a mainstream community-based organisation, YFS recognises our role in contributing to closing the gap and improving the lives of First Nations people in our community. This framework sets out our commitment, the actions we will take, and how we will assess our progress over time.

Our role and commitment are reflected in a whole of organisation approach to working alongside First Nations peoples as a community member, as an employer and as a service provider.

### YFS is committed to:

- recognising First Nations peoples as the first people of this land
- respecting and valuing First Nations cultures and traditions
- acknowledging the historical and ongoing impacts of colonisation on First Nations peoples
- supporting First Nations peoples' right to self-determination
- providing a culturally secure environment for First Nations peoples working in our organisation
- enhancing First Nations peoples' experience of cultural safety in accessing our services
- empowering First Nations peoples through involvement in all aspects of our governance, management and service delivery.



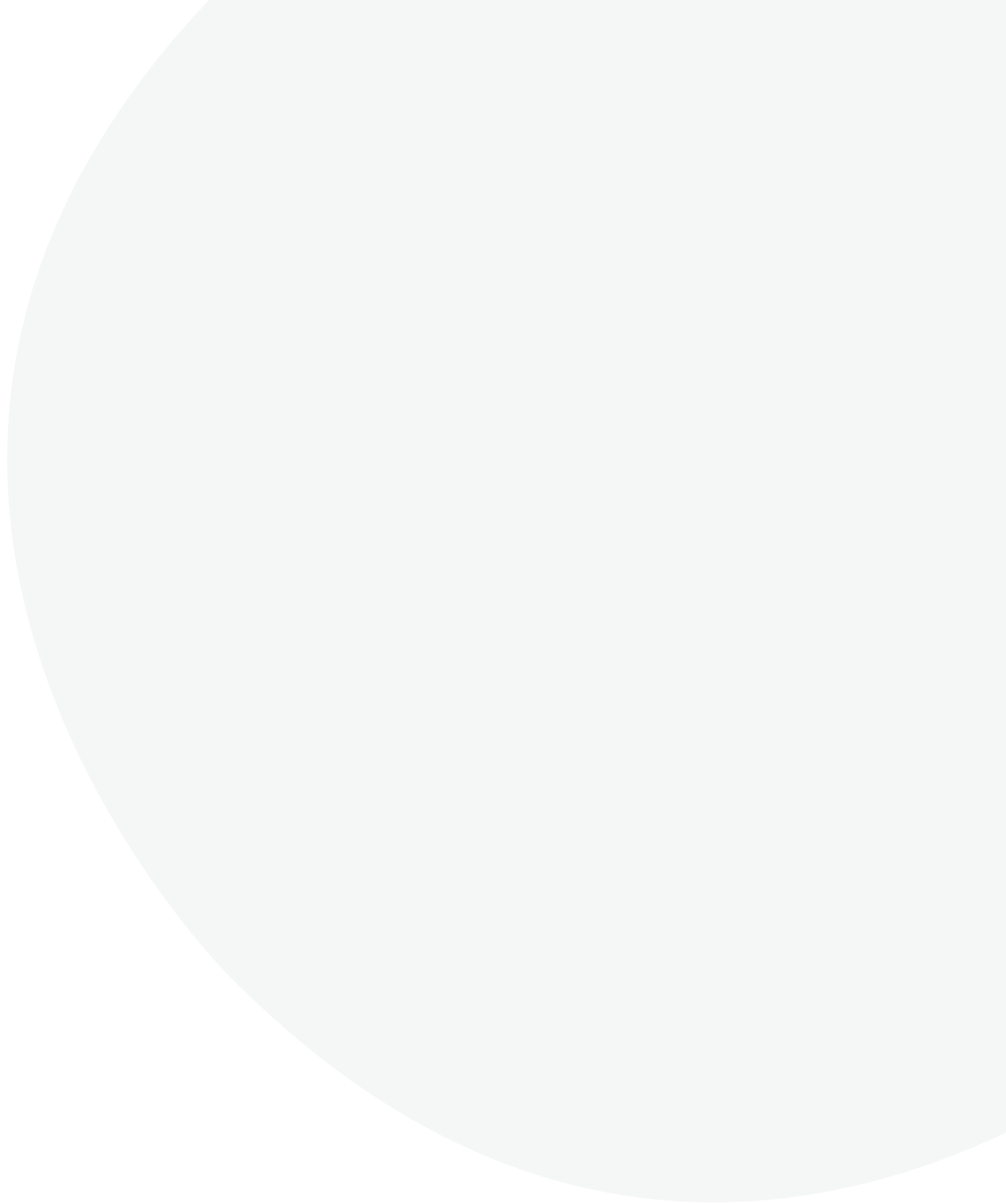
## Thanks to our supporters, sponsors and funding bodies.

### Funding partners 2019-20

- Australian Government Department of Social Services
- Australian Government Department of Employment, Skills, Small and Family Business
- Australian Government Department of Innovation, Industry and Science
- Queensland Department of Child Safety, Youth and Women
- Queensland Department of Youth Justice
- Queensland Department of Housing and Public Works
- Queensland Department of Employment, Small Business and Training
- Queensland Department of State Development, Manufacturing, Infrastructure and Planning
- Queensland Department of Justice and Attorney-General and the Commonwealth Community Legal Centres Program
- Harris Fields State School
- Woodridge North State School
- Springwood Road State School
- Logan City Council
- AGL
- Legal Aid
- Mater Health Services
- ATSICHS
- Logan Together

### Supporters and donors 2019-20

- Catholic Religious Australia Queensland – Presentation Sisters
- Ursuline Sisters
- Queensland Government's 2019 Not Now, Not Ever Together Breakfast
- Officeworks Loganholme
- InfoXchange
- Griffith University
- Ray and Dick McGuire Legacy
- Paxton-Hall Lawyers
- Rise Up
- Sandra Beynon Publicity (Chillogan)
- Individual donors to our Christmas, COVID-19 and Thriving Families appeals and to Substation33 and R4Respect







YFS respectfully acknowledges Aboriginal and Torres Strait Islander people as Australia's first peoples and the traditional owners/custodians of the land on which we meet and work. We recognise the important role they have within community and country, and we pay our respects to the Elders of this land past and present.

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