



**Albury Wodonga Youth Emergency Services Ltd  
operating as Yes Unlimited**

(formerly YES Youth & Family Services)  
ABN/ACN 63 002 580 681

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“I would definitely recommend people go to Yes... The Hub helped me with everything. They were lovely, I love them. Yes is always the answer.”

**Yes Unlimited Client**



ANNUAL REPORT  
2018 | 2019



**The Albury Project**



**BroughtonHouse**  
Youth Refuge

**Betty's Place**  
Women's Refuge

Yes Unlimited is all about investing in people and building better communities.

We are a not-for-profit, community-based organisation and have been delivering a range of services and supports in Albury and surrounding areas for more than 35 years.

Yes Unlimited is a Company Limited by Guarantee and proud to be locally governed by our Board of Directors who bring a mix of skills, experience and community perspectives to the strategic direction of our organisation.

Our team of over 30 staff are passionate about our community, and believe that everyone should have access to the resources, knowledge and supports they need to thrive.

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# Vision, Purpose, Values

## Our Vision:

Future generations without homelessness by 2050.

## Our Purpose:

Investing in people; building better communities.

## Our Core Values:

### *Clients First*

- ✔ We are deeply on our clients side
- ✔ We are eternally optimistic and don't give up
- ✔ We actively support clients autonomy

### *Leaders in Practice*

- ✔ We remain constructively discontent
- ✔ We are brutally honest with ourselves
- ✔ We are creative, innovative and purposeful
- ✔ We have unusually high expectations of ourselves and others

### *Doing it Together*

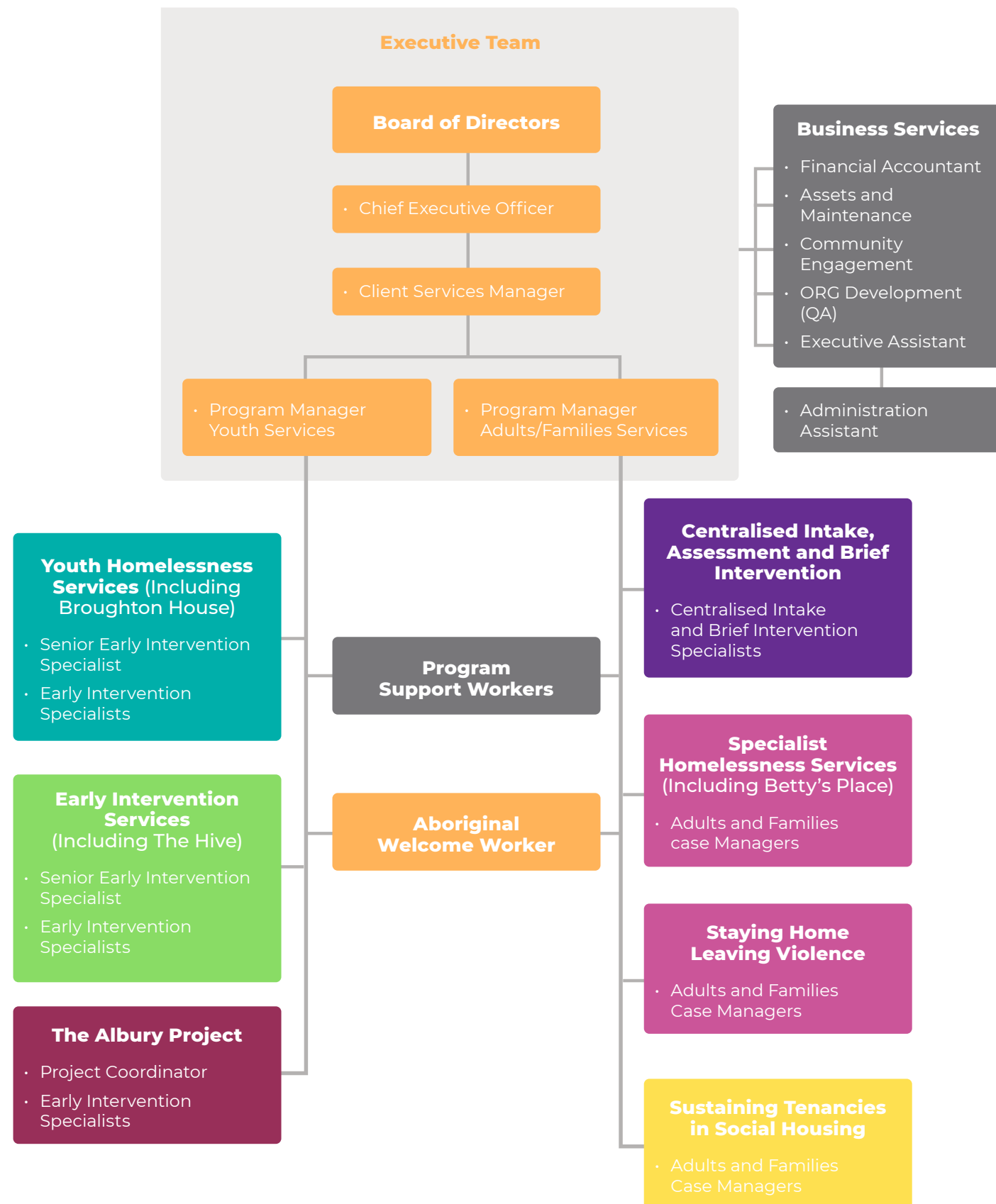
- ✔ We compulsively build partnerships
- ✔ We capitalise on the diversity of our people
- ✔ We build dynamic teams



Yes Unlimited Changemakers during Homelessness Week 2019.



# Organisational Chart



# Our People

## Board of Directors

- Dave Gaukroger**  
Chairman
- Heather Downey**  
Vice Chair
- Megan Pearce**  
Secretary
- Demi Dykstra**  
Treasurer (retired June 2019)
- Dianne Sutherland**  
Director
- Janet Osborne**  
Director
- Michael Brigden**  
Director

## Executive Team

- Dianne Glover**  
Chief Executive Officer
- Jon Park**  
Client Services Manager
- Tam Quinn**  
Program Manager – Youth Services
- Kira Pace**  
Program Manager – Intake and Adults/Families Services
- Cara Smillie**  
Executive Assistant

## Business Services

- John Davern**  
Financial Accountant
- Deb Ferrara**  
Assets and Maintenance
- Lia Carle**  
Administration Assistant

## Specialists

- Davina Jackson**  
Aboriginal Welcome Worker
- Michelle Milligan**  
Community Engagement

- Bec Glen**  
Organisational Development / Quality Assurance

## Youth Services Team Seniors

- Serena Kent**
- Kate McGrath**
- Bec Glen**

## Early Intervention Specialists

- Emma Aldrich**
- Elizabeth Cattell**
- Jade Clements**
- Jelena Keljin**
- Michelle Milligan**
- Kristy Phillips**
- Madeleine Reid**
- Amy Tobin**

## Centralised Intake Team

- Joanne Campbell**
- Josie Daly**
- Jacqui Devlin**
- Nicole Kirk**
- Forward Gonekai**

## Adults & Families Team

- Robyn White**
- Molly Alexander**
- Liam Colvin**
- Charlie Harsant**
- Renee Whitehead**
- Paul Andrews**
- Katrina Warnock**

## Program Support Team

- Madelaine Tubus**
- Nyombe Nyambura**
- Tika Poudyel**
- Samantha Whittet**
- Jody Barbary**
- Emily Edwards**
- Anna Gates**
- Shelbie Strauss**

## Chairman's Report

“Yes Unlimited will be working hand in hand with our local schools to deliver a cutting edge program designed to keep young people engaged with their schooling and their families”

Yes Unlimited is an organisation that is relentlessly forward looking, and unquestioningly committed to our vision of “Future generations without homelessness by 2050”. This past year, once again, has seen Yes Unlimited find new opportunities to work towards our mission by adding new ways to help our clients, and our community at large.

We are proud to have been given the opportunity to deliver the Staying Home, Leaving Violence program, and the Sustaining Tenancies in Social Housing program in addition to our existing programs such as the Specialist Homelessness Service and the many youth support programs delivered from The Hive. Yes Unlimited continues to build our capacity to deliver on our first core value, Clients First.

As exciting as these new programs are, I think it would be hard for anything else to have captured the imagination and passion of our organisation in the way that The Albury Project has. Until at least 2022 Yes Unlimited will be working hand in hand with our local schools to deliver a cutting edge program designed to keep young people engaged with their schooling and their families, and help them to avoid homelessness.

The Albury Project aims to make sustained, systematic change within our community that will move us closer to our vision, and hopefully be an example to other communities of how to work collaboratively to achieve better outcomes of their own. I must acknowledge our debt of gratitude to Dr David Mackenzie, and the Geelong Project for their support and guidance in helping us to initiate the Albury Project. I would also like to thank the Principals and staff of Albury High School, James Fallon High School and Murray High School for their enthusiasm and engagement, and the Department of Education, the Department of Communities and Justice, and the Department of Premier and Cabinet for their collaboration and determination to make the Albury Project a reality.

None of these wonderful things happen without the unfailing effort and dedication of the incredible staff at Yes Unlimited. I feel privileged to see the results of your work, and I am so proud of the way that you continue to build on our achievements.

Over the past five years we have gone through so much change together, and yet your commitment to delivering the best possible outcomes for our clients has never wavered, thank you all so much. I would particularly like to thank Di Glover and the executive team for their leadership and continued efforts to shape Yes Unlimited into the best possible version of itself that it can be.

This year's AGM will mark ten years on the Board of Directors for me, and I can honestly say that I have cherished every one of them. Compared to the organisation that I first joined Yes Unlimited is almost unrecognisable, as the scope of our work has grown so much. We have more sites, more clients, more programs and more staff, however the heart of the organisation is unchanged from the first time I walked into The Hub. Thank you for allowing me to play even a small role in this fabulous organisation.

I would also like to thank the Board of Directors for their contributions to the ongoing performance of Yes Unlimited. The value of their experience, knowledge and counsel around the Board table cannot be understated. I firmly believe that the new Strategic Plan that we have developed this year will continue to provide high quality guidance to the organisation into the future.

While I believe wholeheartedly that Yes Unlimited is relentlessly forward looking, I would invite everyone to take a moment to look back at all we have achieved until now. And then look forward again, there's so much more we want to do, and I can't wait to see it all unfold.

**Dave Gaukroger**  
Chair, Board of Directors





# Executive Team Report

It is our pleasure to present the 2018/2019 Executive Team Report, and our reflections on the last 12 months of work at Yes Unlimited. While change and growth has been an ongoing theme for the organisation, this year in particular, it has played out at warp-speed with a number of new programs, new staff, and an increasing scope in the type of work we are undertaking with the community.

It's exciting to see many of the goals we set in the previous strategic plan come to life with the emergence of a more integrated spectrum of youth and adult services, growing influence in the community, and an embedded model of practice that has been transformational in terms of the quality of our practice.

Perhaps most significant this year was the introduction of three new programs, funded by the Department of Communities and Justice NSW, that are strongly aligned with our broader vision of creating a spectrum of services that invests in people and builds better communities.

The Sustaining Tenancies in Social Housing program has seen some great outcomes working with people to maintain their social housing tenancy. Whilst not without its challenges, particularly in terms of expected client numbers, it's great to see such a proactive focus from the state government in preventing people from losing their social housing tenancy and entering the homelessness system.

Likewise, the Staying Home Leaving Violence program, which supports women and children to maintain stable and safe accommodation after an experience of domestic and family violence is another important step in either ensuring people do not become homeless, or, if they do, making sure they can move out of it as soon as possible.

All of our new additions see an important shift from responding to a homelessness crisis 'downstream'

to getting in early with people, to start working 'upstream'. We have become 'strategically picky' about the types of programs we want to deliver and its exciting how aligned these new opportunities are to our overall vision of Future Generations without Homelessness by 2050.

The Albury Project has been a particular highlight in this context of 'getting in early', as a locally driven reform that we, alongside some true collaborators (Albury, James Fallon and Murray High Schools, headspace Albury Wodonga, Albury Child and Adolescent Mental Health and Albury City Council), initiated, nurtured and brought to fruition before any funding was on the table. Based on the highly successful Geelong Project, the Albury Project is an exciting development, where instead of waiting for young people to show up to our service when there is a problem, we go out and find them before these problems have escalated. Much gratitude goes to Professor David Mackenzie and the Albury Project partners for their unwavering commitment on our journey towards shaping a service response that Albury's young people deserve.

With these new programs have come around 12 new positions (both full time and part time) and it's wonderful to welcome so much fresh energy into the organisation. It has definitely given us pause to reflect on who we are as an organisation and how we maintain the core of who we are in a period of growth. Thankfully the significant work on our Model of Practice, the organisational values and the organisational culture has provided an important anchor, giving us a new-found clarity during this time. A sincere congratulations to a couple of our loyal Yesers, Elizabeth Cattell and Liam Colvin, who have clocked 10 years of service this year.

After lots of work and help from the wider community we are also proud to see all four of our physical sites, The Hub, The Hive, Bettys Place Women's Refuge and Broughton House Youth Refuge, upgraded and very deliberately conveying a welcoming, safe and therapeutic tone. The work around becoming more trauma informed has led this practical work and it's amazing to see the difference these changes have made to how people use and feel in these spaces. We have also



Elizabeth Cattell & Liam Colvin in 2012



The Albury Project trip to Geelong: Group photo of team members from Yes, partner schools, headspace, CAMHS, Upstream Australia and The Geelong Project

added two beautiful new semi-independent units to the block at Broughton House, which will provide young people who are still getting prepared for independent living with a safe and secure base.

Opportunity seems to beget more opportunities, so looking forward to 2020, there's a few things we'll be honing in on to make sure we are positioned to make the most of them:

### Our People:

Building excellent teams made up of excellent people, that are dynamic, connected and who collectively hold the organisational vision.

### Our Community:

Developing partnerships and relationships across the community that are genuinely collaborative, and working towards a common goal.

### Our Systems:

Creating both internal and local systems that are seamless, well designed and driven from the ground up.

### Our Influence:

We want to use our growing influence to take the micro day to day issues the people we work with face, and turn them into big picture change.

There are some amazing people who make up Yes Unlimited and we'd like to acknowledge everyone

who has contributed to the organisation through this year.

Thank you to our staff, both new and old, who have steadfastly held true to our values, and have courageously weathered the uncertainty that comes with doing things differently and pushing ourselves to be better.

A huge shout-out to an amazing group of young people - the Yes Change Makers who blew us all away with their short film festival this year, celebrating local youth talent.

Thank you to our Board of Directors who volunteer their time and energy to hold the big picture vision for the organisation.

Thank you to the community, funders, and partner organisations who support us through donations, volunteering and jumping on board with our core purpose Investing in People: Building Better Communities.

Most importantly thank you to the people who allow us the privilege of working with you. Your resilience and courage in spite of difficult circumstances will fuel our work through 2020.

**Dianne Glover**

Chief Executive Officer

**Jon Park**

Client Services Manager



**MERGER FLOATED**  
**LET'S UNITE OUR TAFES**

**TOP JOB FILLED**  
**CITY PICKS NEW CHIEF**

**FOOTY Q&A**  
**MACK TAKES LOOK BACK**

# The Border Mail

A SPECIAL REPORT  
BY NIGEL MCNAY

## A TALE OF TWO CITIES

Domestic violence is a national crisis, a tragedy as the most common of levels, one that's played out every day across our community.

The Albury, Renwick and Wodonga regions are rich in talent, with a large number of highly skilled, highly experienced, hard-working professionals and dedicated agencies.

They speak to each other every day, they share crucial information, where they can and they

work even vicariously get evenly across to crisis care.

But the complexity in the heart of this violence, how it is perpetuated and how it can be effectively reached - and preferably, addressed with earlier and better interventions - means it is essential to such a way that makes clear there is still a long way to go.

For the border, it is very much a tale of two cities working towards systems, though fully cognisant of the superior approach of the superior approach of the superior approach.

NEWS

# Say yes to mentoring our youth

by JOE O'SULLIVAN



JUST SAY YES. The Hive's mentor program co-ordinator and volunteer mentor Kerry Weymouth are calling for the community to get on board. Picture: TARA TREWELLA

KERRY Weymouth thought to herself that giving one hour a week of her time to a local community youth program was absolutely 'do-able'.

The 37-year-old mum says it has been one of the most rewarding experiences of her life and urges other people on the Border to sign up as mentors. The Hive Youth Resource Centre's youth mentoring program.

Nominations are now open for the program, run by Yes Unlimited, which aims to assist Year 10, 11 and 12 students transition through their senior years of school.

Ms Weymouth was a new mum on maternity leave when she joined the program through The Border Mail and decided it was an opportunity to give back to her community.

She was matched with a 17-year-old man and they met regularly for coffee, trips to the library and second-hand book stores.

"We both found a connection through coffee," Ms Weymouth laughed.

"He expressed an interest in drag boat racing and so when there was an open day for Irrewalshs Dragon Boat Club we arranged for me to take him.

"This young man went on to join the club, which created a fantastic community connection."

"The Hive youth worker Emma Aldrich said mentors were required to spend one hour per week or two hours each fortnight with a young person over three terms.

Volunteers must have an interest in supporting young people and people are matched on similar interests.

"The idea of the mentor person is to have 'another person on the young person's team'," Ms Aldrich said.

# Finding a way to break the control

NEEL SULTAN

NEEL SULTAN



THE YOUTH RESOURCE CENTRE'S YOUTH MENTORING PROGRAM HAS HELPED A YOUNG PERSON FIND A WAY TO BREAK THE CONTROL OF A FURTHERMENT CARE ORDER. Picture: JAMES WILTSIRE

NEEL SULTAN

NEEL SULTAN

NEEL SULTAN

# Refuge is pretty as a picture after upgrade

JAMES WILTSIRE

JAMES WILTSIRE



NEEL SULTAN

NEEL SULTAN

NEEL SULTAN

NEEL SULTAN

# Talent taken to big screen

The Hive showcases strengths of youth with film project

JOE O'SULLIVAN

JOE O'SULLIVAN



YOUNG TALENT TIME: A group of young people worked with Albury-based filmmaker Helen Newman to create a short film about their own lives. Picture: TARA TREWELLA

JOE O'SULLIVAN

JOE O'SULLIVAN

JOE O'SULLIVAN

# Homeless kids hardest hit

JOE O'SULLIVAN

JOE O'SULLIVAN



JOE O'SULLIVAN

JOE O'SULLIVAN

JOE O'SULLIVAN

JOE O'SULLIVAN



RESULT: Vince Glenane (front) has distributed funds from the Easter egg hunt to Helen Vey, Tim Farrah and Tim Sanson, and Davina Jackson. Picture: JAMES WILTSIRE

# Patients, boys, women benefit

BETTY'S Place, Boys to the Bush and Hilltop cancer accommodation centre have each received \$6000 from the second Best Border Easter Egg Hunt.

The event attracted more than 1000 families, and will return to the Albury Botanic Gardens on March 29.

"It's thanks to our committee and a number of sponsors that in 16 months we've handed out to the community and charities up to \$48,000," committee chairman Vince Glenane said.

Boys to the Bush, which runs camps for young men at-risk, will fit out a new office in Albury.

It adds another \$6000 to Hilltop's upgrades, and at Betty's Place's the money will help women who have left dangerous situations to re-establish their lives.

# Sowing seeds of help

JOE O'SULLIVAN

JOE O'SULLIVAN



SEEDS OF SUPPORT: Helen Newman (left) and Kerry Weymouth (right) are planting seeds of hope for the future. Picture: TARA TREWELLA

JOE O'SULLIVAN

JOE O'SULLIVAN

JOE O'SULLIVAN



# Youth Services Report

I want to start off by saying a huge 'thank you' to the team for all of their hard work and contributions throughout the year. 2019 has been a very exciting time for our Youth Services Team, we have continued to progress towards our goals and have delivered impressive work and outcomes across a number of key areas.

Our vision to create a "Spectrum of Responses" for young people and families continues to be a focus and we've made significant progress towards a seamless Youth Team response, which designs interventions around the young person as opposed to expecting them to fit into traditional program boxes.

As a team we have continued to develop The Hive's capacity to be a true 'resource centre', incorporating an increased emphasis on health, employment, education, and life skill development. We have worked closely with our youth leadership committee Changemakers to ensure that programs and workshops are designed to be relevant, youth-friendly and engaging. Developing and strengthening partnerships has been an important part of the work through The Hive, working with local organisations such as Hume Legal Service, Personnel Group, and Community Health to ensure these services are accessible to young people in Lavington, through a regular onsite presence at The Hive.

Relationships with local schools has become an increasingly critical part of our service response, particularly as we have entered the implementation phase of the Albury Project.

The Youth Team has had a stronger presence in particular within Albury, James Fallon, and Murray High Schools through targeted group work, informal BBQ's, all of year sessions on topics such as Sleeping Well in partnership with headspace and attendance at Guidance Classes to educate and raise the awareness of students about youth homelessness and YES Services.

The Youth Team has taken a number of opportunities to speak and present at all three schools' Assemblies, at times accompanied by young leaders from our Changemakers Youth Leadership Group and have also attended and run activities at each of the schools Athletics and Swimming Carnivals. In addition, the team has run a number of events at each of the schools within lunchtime and morning tea breaks - focusing on enhancing our presence within the schools and developing relationships through low pressure engagement activities.

...as a team we have continued to develop The Hive's capacity to be a true 'resource centre'

The Youth Team has also provided targeted programs to Kandeer School, including designing a Healthy Relationships Program based on trends/issues seen within the school over the year. Whilst focus has been on implementation of the Albury Project, the Youth Team still has a dedication to reaching primary school students, and have taken opportunities to have all Year Six Students from Holy Spirit Primary school attend the Hive and engage in recreational activities, and be introduced to resources to assist them to thrive in their transition to high school. Our Youth Team Staff have continued to regularly attend Welfare Meetings at each of the three high schools, strengthening our strong sense of 'doing it together' that is integral to the successful implementation of The Albury Project.

**Tam Quinn**  
Program Manager, Youth Services

**Kate McGrath**  
Senior Early Intervention Specialist

**Serena Kent**  
Senior Early Intervention Specialist



The Hive 2019 Changemakers Open Talent Film Launch





## Youth Resource Centre

The Hive Youth Resource Centre aims to create a safe, accessible and welcoming space for young people to attend and participate in a wide range of recreational, educational and developmental activities.

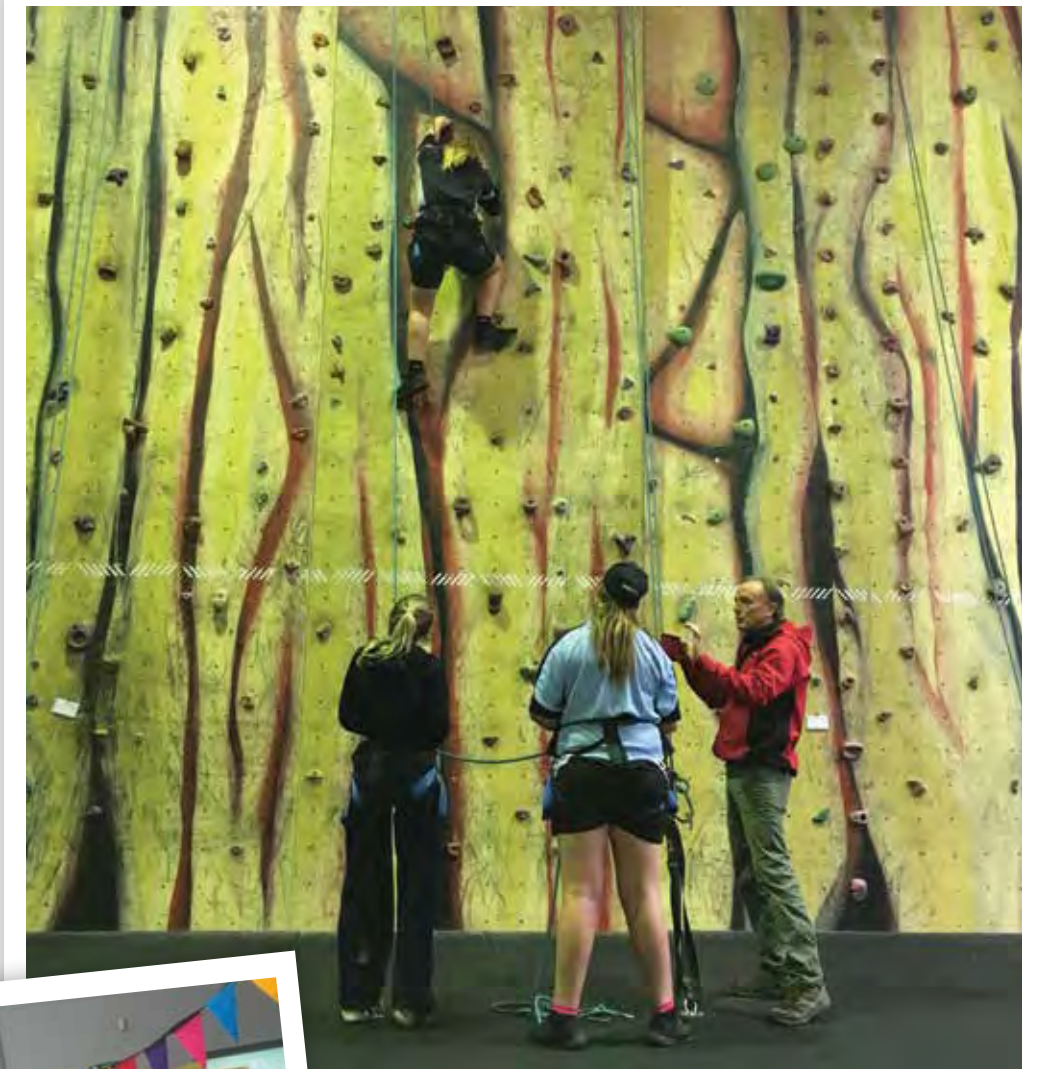
Underpinned by a solid framework of Trauma informed Practice, The Five Foundations to End Youth Homelessness and a Talents/Strengths/Assets model; the Hive facilitates activities and opportunities in increasing resilience, self-esteem, youth participation, connections to community, achieving goals and aspirations and building talents and strengths. The Hive aspires to work towards a community where all young people have opportunities to thrive and make a successful transition to adulthood, and an environment in which young people are viewed as assets.

The Hive is open to young people for Chill Out after school hours Wednesday to Friday. Chill Out is a facilitated space in which young people can engage in recreational activities and receive support, information and referrals, if required. In addition to Chill Out, The Hive runs a number of structured therapeutic group work programs, which change per term based on needs and trends within the schools. A free School Holiday Program runs at the end of each term, and combines recreational activities such as Bubble Soccer with educational and developmental activities such as Sexual Health, and Employment workshops.

The Youth Team run a variety of structured therapeutic group work programs throughout school terms, in response to needs identified within schools:

- Kids in Kontrol (KIK) (offered in partnership with Headspace)
- Rhythm 2 Recovery Drumbeat
- Managing the Bull
- Feeling FANTastic
- Rules in Relationships
- RAGE
- Climbing ROXX (in partnership with Albury Indoor Rock-climbing Centre)
- LOVEBITES

The Hive has also been dedicated, in gearing up for The Albury Project, to hosting a number of formal and informal sessions at each of the three High Schools. These have included activities and Barbeques within break times, and facilitating whole of year level groups on topics such as Sleeping Well and Youth Homelessness. The Hive has a focus on raising awareness of important community issues, and also of the strengths and talents of young people, and regularly attends and facilitates activities at community events.



*Climbing Roxx group work program*



*Young people at The Hive*

“Making new friends, doing the creative session and learning about how to deal with feelings has been the best part about KIK”

**KIK Participant**



# The YES Changemakers



Attending the school strike for climate

Our 2019 Youth Leadership Group, Changemakers, has been our largest group yet, and has continued to thrive, working on issues that are relevant to local young people, influencing policy and providing advice and guidance to the wider organisation.

The strong foundation of Changemakers created over the previous two years has continued to strengthen and we are so proud of these passionate, dedicated, productive, talented and inspiring young leaders in our community.

Early on the group established solid connections, shared passions and interests, reinforced through a three-day leadership camp at Snowy River Retreat. Throughout their time at the retreat, Changemakers consolidated their goals for the year, engaged in trust building activities and bonded as a united team. These activities have shone through in the incredible achievements this group of young leaders have accomplished.

Changemakers have been incredibly productive this year, and dedicated to inspiring change; particularly around shifting negative perceptions of young people through creating a series of films highlighting young people's unique talents, and aiming to provoke a 'call to action' to the community in how we can all invest in and assist young people to thrive and reach their full potential. Changemakers have also worked to make a difference in areas including mental health, bullying, sustainability and the environment, and youth homelessness.

## Changemakers achievements this year include:

- 2019 Open Talent Film Launch
- Yes Unlimited site tours
- Attendance at the Retro Lane Youth Week 'Podcast Launch'
- Attendance at the Albury City political forum - organised by one of our Changemakers
- Yes Unlimited website evaluation
- Commonwealth Bank grant presentation
- Presentation to Albury High School on youth participation in the community
- Continual work on our film project with Helen Newman
- Attendance and stall at the Mental Health Soccer Round in Albury
- Annual leadership retreat at Snowy River in Tallangatta
- A presentation to Murray High School on youth leadership
- Assisting in selecting artwork for Broughton House during renovations
- Developed and displayed banner for Homelessness Week 2019
- Attendance at the 2019 School Strike for Climate Action
- Discussions with Justin Clancy around youth homelessness in the local area. Justin took this information for discussion in parliament
- Some Changemakers nominated themselves for the regional youth taskforce
- Attendance at the 2019 Vibe Festival during Mental Health month
- Contribution to our school holiday programs
- One of our Changemakers has organised, prepared and delivered a local music workshop for young people
- Public speaking at local high schools to promote our film launch

## In progress:

- Climate change workshop at the Hive, alongside other community youth reference groups



Changemakers Retreat

"I've enjoyed making connections with people and being able to step out of my comfort zone. To help different people is a great feeling for me, and finding people to connect with in different ways helps in progressing with the recovery of my mental health"

**Female Changemaker, 17**

"The Changemakers retreat helped me not be scared in front of people and public speaking"

**Male Changemaker, 14**

"Changemakers got me out of the house, be more active in the community"

**Female Changemaker, 18**

"Changemakers has been great for working on a lot of strengths and weaknesses, bonds and relationships at time of meetings, lots of general ideas from a lot of people, working together on the film launch and being a part of something new and successful"

**Male Changemaker, 21**



Meeting Justin Clancy



# Social Housing Mentoring Program

Following on from the highly successful Social Housing Mentoring Pilot in 2018, Yes Unlimited was excited to again launch the Social Housing Mentoring Program for 2019, funded by the Department of Communities and Justice.

The program involves a structured mentoring program, where young people are matched with a volunteer mentor, in conjunction with a financial scholarship of \$1000 to go towards student's educational, employment and individual goals. The independent evaluation undertaken by The Miller Group from the 2018 program was glowing, showing the mentees to have improved engagement with school, increased confidence and a reduction in stress in the classroom. Interestingly, many of the mentees themselves reported that the mentoring relationship was equally or more important than the scholarship fund, affirming our belief that you can't place a dollar value on the gift of someone's time.

This year the program was offered to 15 students from James Fallon High School, Murray High School and Albury High School, aligning with YES' implementation of The Albury Project.

The program experienced some delays due to difficulties in identifying eligible students, and Yes has been able to negotiate new eligibility criteria which means that students identified through The Albury Project will be able to participate, regardless of social housing status. This is a hugely exciting result, as it provides the opportunity to offer mentoring as a part of a general early intervention focus. The program will run through to the end of Term 2, 2020.

Yes Unlimited has successfully screened, recruited and trained 20 community members as potential Mentors. Mentors are matched with their mentee based on similar interests, hobbies and talents. This framework proved hugely successful in the 2018 Pilot and we are excited to see the relationships strengthen and opportunities open up for these young people.

Yes Unlimited would to sincerely thank all of our amazing volunteer Mentors. Your time, passion, commitment and dedication is what has and will continue to make this program so successful.

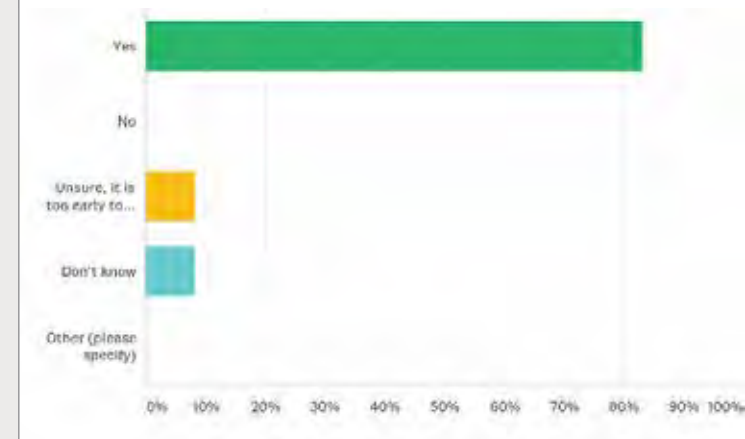
“It was nice having an adult to talk to that wasn't family or a case worker.”

**Mentee**

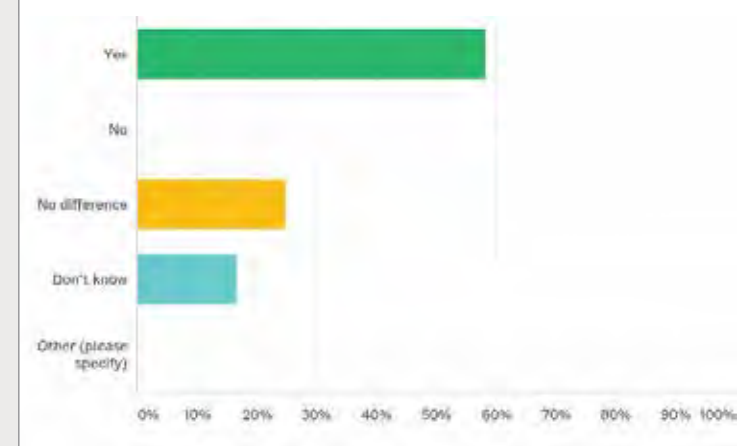
“The program was excellent! It is life-changing for some of these kids. Having a relationship with an adult who can offer you [the mentee] a new perspective and a valuable friendship is so positive. And being able to purchase books and folders or a pair of shoes can mean a lot when you don't have much. It is the basis for equitable education.”

**Deputy Principal**

**Q.** The mentoring program has helped, or is helping me, to achieve my goals



**Q.** Having a mentor has increased my confidence in the classroom



“My mentee and myself enjoyed playing laser tag. Along with re-affirming the value and worth that [he] has as an individual as he develops into a young man. We also made plans for going rafting and other outdoor activities. We also developed a shared passion for black humour and I enjoyed the improvisations and mimicry that [he] performed on a regular basis.”

**Mentor**

From a seed of an idea three years ago, to a full-scale rollout, 2019 has seen The Albury Project come to life and really begin to change the way our local service system works to support young people.

Something we've learned through this process is that systems change takes two things: first it's about having a structure that everyone can understand and rally around; and secondly, it's about having people who are willing to set their individual priorities aside in the pursuit of a collective goal. We are so proud to be leading this initiative that has seen schools and services come together, before funding was even a possibility, committing resources, time and a whole lot of energy towards getting The Albury Project off the ground.

The Albury Project is a new way for schools and services to work together to provide support and assistance for students to achieve their goals and thrive in school, home and life. Using a Community of Schools and Services (COSS) model, The Albury Project supports young people by responding to factors in their life that could increase their chances of one day becoming homeless, or leaving school early without a plan for what's next. Aimed at providing a coordinated response to young people considered to be at risk and reducing both social and educational disadvantage, The Albury Project emerged from initial conversations with a group of local services including Yes Unlimited, Westside Community Centre, headspace Albury Wodonga, Albury City Council, the local High Schools, Albury Wodonga Community Mental Health and the Department of Communities and Justice.



...it's about having people who are willing to set their individual priorities aside in the pursuit of a collective goal

At a community forum in March 2018, Associate Professor David Mackenzie from Swinburne University presented the outcomes of The Geelong Project, where within three years of implementing the COSS model, they have seen a 40% reduction in youth crisis presentations, 50% reduction in school disengagement and 20% reduction in early school leaving. Following the forum there was significant interest in implementing the model locally and the key stakeholders mentioned above began to explore the feasibility and practicalities of implementing this model in Albury.

## A snapshot of the Communities of Schools and Services Model



### *Population Screening:*

All students (years 7-12) of participating schools complete an Australian Index of Adolescent Development (AIAD) screening young people for early indicators known to correlate with social and educational disadvantage. The data collected through the AIAD tiers young people into three categories of risk/need, which then determines the level of support received through the Albury Project Team.



### *Systematised Collaboration:*

Participating schools and services become a single team, formally committing to responding to the young people identified through the AIAD without the complex service navigation and 'bouncing' that often characterises informal arrangements. This involves interagency agreements, an overarching governance group, structured operational staff meetings and clearly articulated responsibilities for each stakeholder.



### *Data & Outcomes Focus:*

The model is driven by a constant feedback loop of data and outcomes collected through the AIAD. Not only does this data allow student needs to be tracked and responded to as it changes, but also allows for informed, higher level adjustments of the service system response.



# The Albury Project



## What's next?

The data collected through the AIAD survey process will inform both the individual, and systems responses undertaken through The Albury Project. It will also allow us to understand our impact as we accumulate annual data on the cohort of students.

The data will provide a platform to strengthen the work of The Albury Project through partnerships and joint initiatives, refining a spectrum of youth services and supports that can bend around the needs of the young people identified through the survey.

We will continue building community momentum and capacity to enable the voices of community members to guide and support our work, as well as reporting back to the community on our progress and learning.

Over the next few years we expect to gain significant insight into what's happening for young people in our community, and, based on the Geelong experience, we are excitedly anticipating earlier supports for young people and their families, resulting in reduced youth homelessness, and improved educational outcomes.

After establishing itself as an independent initiative with plans to progress by re-gearing existing resources and service offerings, with no additional financing, The Albury Project was successful in an application for funding for a four-year 'Universal Screening and Supports' program (which aligns to the COSS model) through the Department of Communities and Justice. This funding has been leveraged to greatly enhance the capacity of The Albury Project to meet the needs of students in the three partner schools of Albury High, James Fallon High, Murray High, and to continue this exciting approach to community driven systems change.

All partners have committed resourcing to the initiative, and Yes Unlimited has re-designed its youth services and existing contract delivery to enable an early intervention systems change approach. Work to engage the community, through forums, information sessions and other activities has begun and will continue. In August of 2019 The Albury Project ran its first AIAD survey process, capturing responses from over 1700 year 7 – 11 students across the three schools. In the lead up to this, Yes Unlimited increased its youth team presence in the schools through various activities, to ensure students were able to establish a positive association with The Albury Project and Yes Unlimited.



# The Albury Project



We gratefully acknowledge our supporters, mentors and funders:  
 The Upstream Project Australia, David MacKenzie and Tammy Hand  
 NSW Department of Communities and Justice  
 NSW Department of Education  
 The Geelong Project

# The Albury Project



Broughton House provides crisis accommodation through our youth refuge in conjunction with a comprehensive program for young people including individualised Case Management, Wellbeing and Living Skills supports.

In addition, the Youth Team Early Intervention Specialists provide outreach support to young people within the community at risk of, or experiencing homelessness. Case Management focuses on the Five Foundations to End Youth Homelessness (developed by Yfoundations) which Health and Wellbeing, Home and Place, Safety and Security, Education and Employment, and Connections. With a focus on these key areas, Broughton House provides collaborative support and links young people in with a spectrum of accommodation options based on individual needs.

Late 2018 saw the arrival of the long awaited stand alone, semi-independent, fully self-contained units based onsite at Broughton House, with an impressively large crane dropping them straight onto the block. The units expand our suite of housing options for young people, particularly those not quite ready to make the leap into full independent living. The Youth Team have worked on developing a model for the units, incorporating Foyers principles which links affordable accommodation for young people with a focus on education and employment. This approach is underpinned by the Advantaged/Open Talent philosophy we have been working on

for a number of years now where we deliberately focus our service efforts on growing and nurturing a young person's aspirations with the expectation that problems will begin to resolve themselves as a result. Currently we have two young people accommodated who are receiving a range of supports while they continue to engage with education and employment.

"I'm excited to see how the addition of the onsite semi-independent accommodation will enhance our work

...we deliberately focus our service efforts on growing and nurturing a young person's aspirations

with young people. Often the step from Broughton House straight into independent living can feel really big for young people who are, developmentally still getting ready to go it alone. We want to see young people be as prepared as possible when taking that step into independent living and we want to see young people maintain their motivation to reach employment and education goals, which will be part of the model for these units." says Jelena Keljin, Yes Early Intervention Specialist

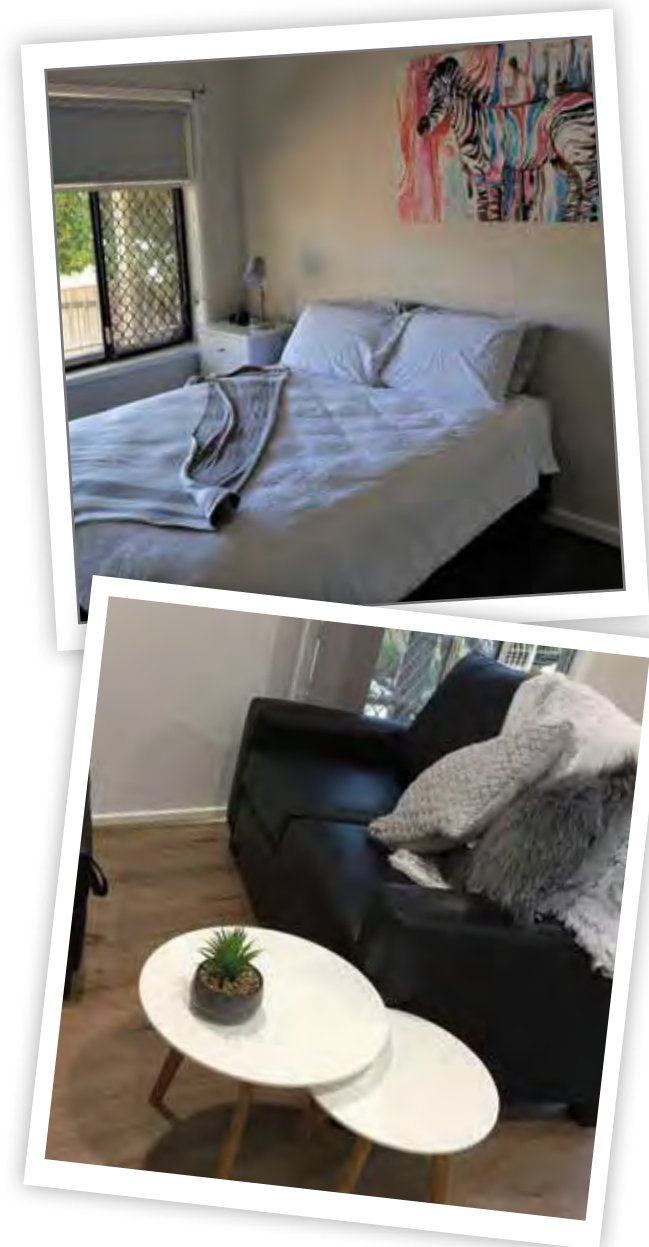
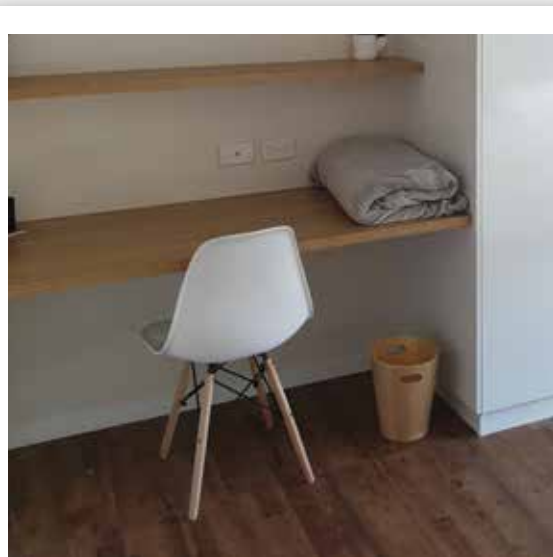
The units have been vibrantly furnished and decorated with inspiration and ideas from our youth leadership group the Yes Changemakers, who chose all the art work and had input into items purchased. In addition to the units, the Refuge has also had a long overdue 'revamp' with renovations of the bedrooms (including the addition of a TV in each bedroom and built-in study area), lounge room, kitchen and yards. Again, Yes Changemakers had input into artwork and items purchased throughout the house. Underpinned by trauma informed principles, we place a high value on providing young people with a therapeutic environment where they can heal and get ready for whatever comes next. Overall the renovations have allowed for a more vibrant, functional and 'homely' space for the young people residing in the refuge and we've had great feedback from everyone who has used it.

In addition to the new units, the Youth Team has been increasingly making use of an excellent new Housing NSW product; Rent Choice Youth. Rent Choice Youth offers young people engaged in education and employment up to three years of subsidised rent in the private market, as well as a financial scholarship and case management support to work towards goals and receive employment and education support. This a great example of how an investment in affordable housing that is made accessible to the people we work with makes a huge difference, and we hope to see a continued expansion of this kind of approach. While homelessness isn't only about access to housing, it's definitely a huge part of it.

To be eligible for Rent Choice Youth, young people must complete the 'Rent it Keep it' Program. Rent it Keep it is aimed at young people aged 16-25 and equips participants with information to obtain and sustain private rental. The Yes Unlimited Youth Team were trained in facilitating this program and have to date successfully run 10 all-day group sessions, which have occurred on a monthly basis. Staff have delivered this program at times with representatives from Hume Riverina Legal Service to provide young people with specialist legal advice regarding tenancies.

...we place a high value on providing young people with a therapeutic environment

The year has not been without its challenges; one worth highlighting is associated with the roll out of the National Disability Insurance Scheme (NDIS). Long waiting times for packages to be reviewed, followed by the appropriate sourcing of supports is highly challenging, especially for young people aged under 18 years. We have found these issues are intensified for young people who are residing in short term crisis accommodation with limited exit options, and who are without a parent or guardian to make decisions. We know that there are a number of services working hard in this space, and in the effort to be proactive, Yes Unlimited has started a number of conversations about the role of homelessness services in the context of NDIS at both a local and district leadership level.





# My Yes Unlimited Journey: Davina Jackson, Aboriginal Welcome Worker

My journey at Yes Unlimited began when I was employed casually at Broughton House Youth Refuge. From my very first 'Buddy Shift', I was given a welcome that was encouraging and genuine from the entire team.

We work in an uplifting and positive environment that gave me aspirations to pursue a professional career with Yes Unlimited. I could see that the organisation as a whole cared deeply for their clients, but what really touched me was the care and sincere respect that every member of staff had for one another. My goal was to work towards being a part of that, permanently.

When the identified Aboriginal position at Yes was advertised, the volume of positive encouragement from colleagues supporting me to apply for the position gave me confidence to submit my application.

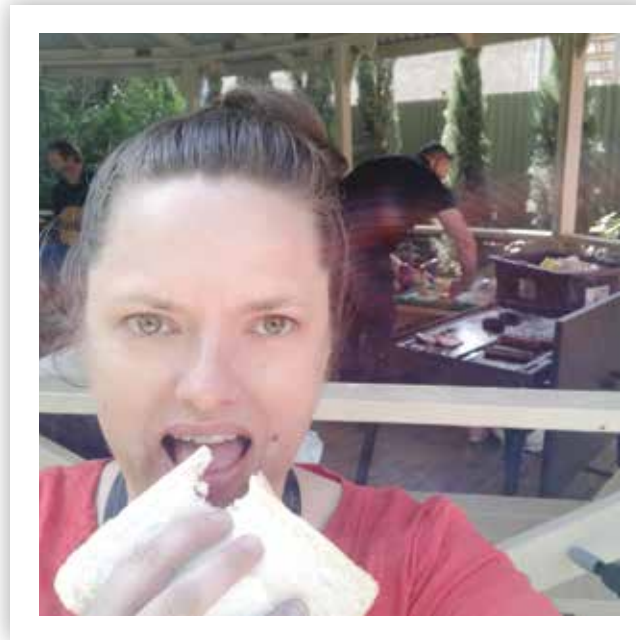
Applying for this role caused me some worry, beyond the embarrassment I might feel if I wasn't successful in my application.

You see, people may not be aware of just how daunting it can be to take on an Aboriginal identified position, in any organisation.

It can be quite the challenge, for a range of reasons. Aboriginal Workers are subject to society's pre-existing personal beliefs, attitudes and expectations of what and who an Aboriginal Worker should be. Opinions surrounding a worker's family linkage, ascertaining that person's Aboriginality, the social standing an individual has within community and, yes, it can't be ignored, still even now skin color or a person's visible appearance all contribute to those pre-existing beliefs and expectations.

So, the prospect of stepping into an identified position, I must admit, caused me some anxiety, nervousness and self-doubt. Fortunately, any symptoms I experienced were gently soothed by colleagues who supported me in true Yes Unlimited style. That was, by simply encouraging me and allowing me to be myself. Feeling valued by the dedicated team of people beside me, I was confident that if I took the chance I might actually discover that I was a pretty good fit for what the local Aboriginal Community were seeking from a local Aboriginal Worker.

When the call came, I eagerly accepted the offer of permanent employment as Yes Unlimited Aboriginal Worker.



...“stepping into an identified position, I must admit, caused me some anxiety, nervousness and self-doubt”

It took a bit of planning for everything to align before I could officially step into my new role of the Aboriginal Welcome Worker at Yes Unlimited. The fact that my commencement was not rushed or actioned without direction has allowed real clarity to be formulated around the intention and purpose of this unique identified position that I am so fortunate to hold. If I can describe the way my journey with Yes Unlimited has felt, it is much like evolution, an almost seamless transition through roles and opportunities that I've had the benefit of partaking in, all leading me to this point right now.

My transition into the Aboriginal Welcome Worker role began in January 2019. Based at The Hub I familiarised myself with the purpose of CIA and the access pathways to programs facilitated by Yes. The way in which I was encouraged to do this felt almost 'naughty' - I was literally enjoying every hour of my work day, every day of the week. I was authentically smiling and feeling purposeful every day. I would enthusiastically seek out opportunities to engage and spread positive vibes with anyone

wishing to access support from Yes Unlimited, or anyone in general who was keen to enjoy a casual conversation. It wasn't long before I became a regular and trusted face in the front space, and our regular community members began to refer to me as 'one of those nice ladies from down at the Hub'. This was a good enough indicator that my transition into the role had been successful, and that it was also time for the next challenge.

That next task was to continue to strengthen and improve the professional relationship which already existed between Yes Unlimited and the Albury Wodonga Aboriginal Health Service, otherwise known as AWAHS. The AWAHS Staff gave me a reception which was and remains one of acceptance, and appreciation that Yes Unlimited seeks to work with and support AWAHS Staff with any homelessness and or accommodation issues that arise for their clients.

Initially for one day of each week I was provided space within the Social and Emotional Wellbeing Team to meet with and speak with AWAHS clients or staff members requiring the support of a Specialist Homelessness Service. Forms of support vary greatly and are dependent on each individual's specific needs. A number of people I have met with just need a few quick things or a bit of help in the right direction. I also have been able to reconnect people with previous case managers from Yes. Responses to requests have been efficiently actioned, which ensures that most people's situations at the very least can be stabilised. This provides time for an Intake assessment to be conducted without the client's circumstances reaching crisis point. Intervention and safety strategies that I have been able to initiate for clients at AWAHS have ranged from providing someone who is at risk with one of Telstra's Safe Connection Mobiles, giving them the power and ability to call for assistance should the need arise, to working with my colleagues in the Centralised Intake and Assessment Team at Yes to arrange brokerage for temporary accommodation to a very determined survivor of domestic violence, when it was discovered that she did not meet eligibility requirements for other services.

For me, being a part of a very positive experience with Yes Unlimited for a person whom may not usually engage with our service continues to be one of the most rewarding ways to connect with individuals and the wider Aboriginal community. It ensures a

safe and culturally sensitive pathway to the growing spectrum of programs that YES Unlimited offers.

AWAHS has not been the only focus for developing relationships during the year. My regular presence at the Albury Community Working Party continues to be beneficial in many ways, such as providing a regular opportunity to build on further professional relationships with a number of key Aboriginal Workers from organisations such as Woomera, Centrecare, Charles Sturt University, Riverina Murray Regional Alliance, Albury City Council and Mungabarenga Aboriginal Corporation, to name a few.

These relationships have enabled Yes Unlimited to be involved in a number of events, increasing the opportunity to engage further with community and forge new trusting connections.

Continued over page ►



...our service continues to be one of the most rewarding ways to connect with individuals and the wider Aboriginal community

# My Yes Unlimited Journey: Davina Jackson, Aboriginal Welcome Worker

The most memorable events I attended this year include Mungabareena's NAIDOC Week Celebrations, where part of being welcomed onto the site included a traditional smoke cleansing ceremony followed by a meal consisting of traditional foods. Another rewarding experience was receiving an invitation to support an Aboriginal Yes colleague to speak publicly during the whole school assembly at her former high school, Murray High in recognition of Reconciliation Week. Addressing the students provided a unique opportunity to share our views on the meaning and importance of Reconciliation for

...on how trust can continue to be developed between services and Aboriginal people

within the community, stepped up in my place. I attended and participated in the Riverina Murray Regional Alliance's Community Session where Delegates were nominated and elected to terms of 4 years. Finally, I must mention the Community Connections Program I attend each week in partnership with Wellways and Housing NSW.

It has been a real privilege for me to hear from community members over this last year in many casual settings and through unplanned conversations, different thoughts on how trust can continue to be developed between services and Aboriginal people.

A common point invoking deeply felt emotions is the consistent longing that Aboriginal people have for all Australians to truly begin to recognise and acknowledge the trauma Aboriginal people have experienced over generations of exposure to power imbalances.

The Executive Team at Yes Unlimited are currently in discussions around Cultural competencies for all our staff. Most Aboriginal people that I have had the honor of speaking with are full of positive encouragement and praise when informed that Yes is actively focusing on increasing cultural competencies and improving work practices to better support Aboriginal people.

**Davina Jackson,**  
Aboriginal Welcome Worker Davina Jackson, Aboriginal Welcome Worker



Reconciliation Circle at the Mungabareena Reserve  
Photo: Dirk HR Spennemann

the healing and wellbeing of all Australians as well as providing a small opening to introduce students to Yes Unlimited in the lead up to the commencement of the Albury Project.

During Homelessness Week I attended Woomera Aboriginal Corporation and participated in the Community Information Day with colleagues - we enjoyed meeting with Community members and Woomera staff whilst enjoying a batch of homemade lemonade. When I was unable to attend an event, my colleagues, who also have strong connections

# Adults and Families Service Report

2019 has been an exciting year of growth for our Adults and Families Team (AFT). We have welcomed two new programs; Staying Home Leaving Violence (SHLV) and Sustaining Tenancies in Social Housing (STSH), along with several new team members who bring new skills, knowledge, experience and passion.

the people who we work with every day, people with diverse stories and experiences who trust us to walk alongside them to learn and to grow with them and who make doing this work so worthwhile.

**Kira Pace**  
Program Manager Adults and Families Services

The overarching theme for the AFT this year was integration. We have embraced this in so many ways; integrating new programs, new team members, new processes but most importantly working on integrating our services into a seamless spectrum of responses across sites and programs. This has resulted in less defined teams and a stronger focus on doing it together. With this context in mind I want to say a big thank you to our staff for courageously embracing a significant period of change and for putting so much energy into our emerging vision of an Adults and Families Service Spectrum.

We have been able to achieve some fantastic outcomes for clients by thinking in this way and have had the capacity to provide flexible responses that previously would not have been possible without complex referral protocols and jumping from program to program. Our commitment to providing a seamless response for clients and our focus on integration has not come without challenges as we navigate complicated data collection systems and the behind the scenes alignment of multiple funding streams to provide a single response. As we anticipated, this ensures a smoother process for clients but increases the complexity for case managers in trying to navigate different reporting methods and funding guidelines.

All of the work that we are doing is greatly enhanced by the valuable collaboration with our partners. In particular we greatly appreciate working alongside our partners Housing NSW, Linking Communities Network, St Vincent De Paul, AWAHS, Wellways, NSW Police, The Women's Centre for Health and Wellbeing, The Personnel Group, Centrelink, Hume Riverina Community Legal Service, VERTO, Homes Out West, Argyle Community Housing, as well as many other local services.

We are incredibly grateful for our team who bring their passion, optimism, skills and knowledge to work as one integrated team unified by a common goal and we appreciate the commitment to our vision and our culture. But most importantly we want to acknowledge

More than  
**60%**

More than 60% of Yes clients have previously had a mental health diagnosis

**50%**  
of Women

Domestic and family violence is a presenting issue for approximately 50% of women seeking case management support at Betty's Place

Over  
**96%**

Over 96% of clients presenting at The Hub required only one support period from CIA



Betty's Place Women's Refuge provides crisis accommodation in conjunction with a comprehensive program that includes individualised case management and wellbeing supports. In addition, case managers provide outreach support to families, in particular women and children who are homeless or at risk of homelessness in our local community, specialising in responding to the needs of women and children experiencing domestic and family violence.

After a significant revamp of the physical building and a focus on developing practice in 2018, our women's refuge has been well positioned to welcome two new programs and has grown from 3 staff members to a team of 7. In order to accommodate our new team members, our office space was completely refurbished and a plan for flexible work spaces was developed to enhance the capacity of our team to work in a more connected way. This will incorporate our wellbeing room as well as a meeting room at Betty's Place and will allow staff to move between work spaces and across sites with relative ease. The general aim is to create a diverse range of flexible work spaces that facilitates the kind of integration and workforce mobility required to operate as a spectrum, rather than individual programs.

New funding and staff has naturally led to lots of investment in the practical groundwork involved in induction of staff members and implementation of programs. The focus has been on integrating our service responses, getting processes right and developing referral pathways, as well as supporting new team members to learn about the way we do things at Yes Unlimited. This process has been underpinned by our model of practice and there is a real sense that our values, culture and model are genuinely embedded in the way that we practice and relate to each other at Yes.

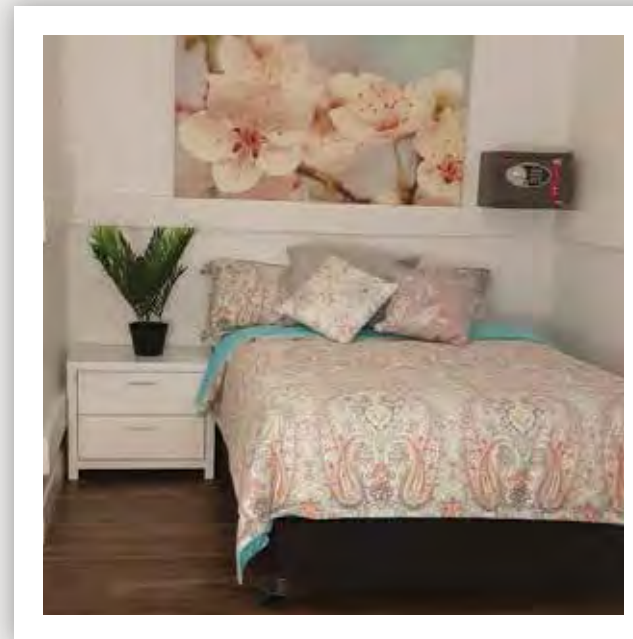
*"...really good, motivating, helped me get a washing machine, I felt really supported"*

**Client, Betty's Place**

We have continued to maintain an active presence in the Domestic and Family Violence (DFV) sector locally. Some notable activities include:

- Continuing to work in partnership with the Women's Centre in providing the KNOTS program, a therapeutic and educational group for women who have or are experiencing domestic and family violence.
- A celebratory lunch for women who have participated in our group work programs, held by The River Deck and GoLocal magazine. The lunch included guest speakers, and celebrated the success of the women, and encouraged them to continue to move forward.
- Maintaining our active role on the Step Out committee. The event has been running for three years now and includes a march followed by a community celebration with live music, entertainment, food vendors and guest speakers; Yes Unlimited have been big supporters from the beginning. Step Out happens on the first Saturday before 16 Days of Activism against gender-based violence.

Since we first took on Betty's Place more than five years ago, we've done so much learning, and there is increasing confidence in our identity as a DFV service. We are excited to see the growing scope of practice specialisation in this area and look forward to working closely with our partners in the DFV sector to develop and strengthen our local service system.



*"...helped me out heaps, any problems that I've had, they've been very supportive, I feel heard."*

**Client, Betty's Place**



*"It's been great to have (this support) with everything I've been going through. I couldn't be happier."*

**Client, Betty's Place**



## Staying Home, Leaving Violence

The focus on development, excellent practice, strong partnerships and a connected local sector has been reinvigorated with the Staying Home, Leaving Violence (SHLV) program. SHLV is a specialised domestic and family violence (DFV) program aimed at promoting housing stability, and preventing homelessness.

The SHLV service model is based on intensive, needs-based case management that is integrated with key agencies such as the Police, Women's Domestic Violence Court Advocacy Services, health services, Housing NSW and relevant NGOs. It allows for comprehensive assessment of risk for women and children affected by domestic and family violence. Given that roughly 50% of women seeking case management support at Betty's Place identify DFV as a presenting issue, the SHLV program is a welcome addition to our service spectrum, and addresses a critical gap in the local service system. Although the program is early in the implantation stage, initial feedback is promising, with women reporting an increased sense of safety, stability and greater optimism about the future after working with our team.

Systemically, SHLV is the perfect fit with our existing approach to service delivery, allowing us to strengthen our partnerships with local services and solidifying easy referral pathways. All SHLV referrals are directed through our Centralised Intake and Assessment (CIA) entry point via the 1800 number or The Hub. The CIA team are equipped to respond on the same day, during business hours, through the Welcome Worker role. Case Managers are able to conduct a property safety audit, assess risk, support with ongoing safety planning, and provide psychoeducation utilising specialised theoretical frameworks relating to gender inequality, power and control and The Cycle of Violence.

SHLV Case Managers also assist the broader organisation with secondary support focused on home safety audits, accessing financial support, victim's services and other DFV specialist responses, as well as engaging in community focused activities that promote prevention and community education.

This aspect of the program also allows us an opportunity to engage and partner with local

...although the program is early in the implantation stage, initial feedback is promising, with women reporting an increased sense of safety



**Yes UNLIMITED**

**If you are experiencing domestic and family violence, we can help**

**Call us on 1800 885 355**  
or drop into The Hub at 562 Macauley St, Albury

Violence comes in many forms, and everyone has the right to feel safe. If you have immediate concerns for your safety please call 000.

REGISTERED CHARITY

www.yesunlimited.com.au

Yes UNLIMITED Betty's Place BroughtonHouse

businesses to support clients. Establishing trusting, strong relationships with businesses who understand the sensitivity in our work strengthens our ability to provide a comprehensive response to clients experiencing domestic and family violence, and is a fantastic opportunity to engage and inform the community about the nature of our work.

## Sustaining Tenancies in Social Housing

The Sustaining Tenancies in Social Housing pilot has an early intervention focus; aiming to support people to maintain tenancies and avoid entering the homelessness system. The program again complements our broader range of services by allowing continued support to people as they transition out of homelessness as well as enabling us to get in early and prevent homelessness from occurring in the first place.

HNSW staff are often able to identify early indicators that a social housing tenant may need some extra support, this can manifest in rent arrears, property care or challenges with neighbours. Our case managers are then able to work in partnership with tenants to really identify the underlying challenges or support needs that potentially would have continued to go unaddressed until crisis point. Some of the common themes that we have identified over the past 6 months include appropriate access to NDIS or My Aged Care supports, accessing support around mental health and general wellbeing, family and relationship issues including child protection, grief and loss, and DFV. By getting to know people and learning about their stories, our case managers are able to work with them towards achieving their goals.

To date the program is having incredibly positive impacts and we are seeing and hearing about improved wellbeing, quality of life and clients' pride in their homes. This is occurring through supporting people to see their capacities and strengths and to continue developing on these. We are linking people with relevant supports that will improve their ability to maintain their tenancy, targeted use of financial assistance and facilitating healthy relationships with other services that will endure after we have left their lives.

To support the scope of our practice in sustaining tenancies our case managers have engaged in several training opportunities including DV alert, hoarding and squalor, and Bridges out of Poverty, as well as working on growing connections with the local service system and local businesses to support clients with a truly systemic response. In particular, this pilot has strengthened our partnership with HNSW staff as we develop some really positive working relationships and work closely to support people to live comfortably in their homes.

...the program is having incredibly positive impacts and we are seeing and hearing about improved wellbeing, quality of life and clients' pride in their homes

Given that this is a pilot, we are identifying many positives, as well as areas for possible improvements which include difficulty in navigating maintenance issues in social housing properties, limited brokerage funding, a high demand for practical resources such as skip bins and lawn mowers, and high caseloads limiting the scope of support that we can realistically provide.



# Centralised Intake, Assessment and Brief Intervention

Our Centralised Intake, Assessment and Brief Intervention (CIA) model is now well established as an access point to the wider service system, taking the pressure of service navigation away from clients. The aim of CIA is to provide a warm and welcoming environment where people can stabilise after an initial crisis and facilitate easy access to broader supports that may be needed. A significant investment has been made into shaping the way support is initiated when people walk into the HUB, with the role of our Welcome Workers being critical in shaping the first impression of the service as well as ensuring a rapid immediate response for those in crisis.

Our CIA team, whose focus on creating a sense of consistency, predictably and safety in the front space, has gone a long way to implementing a genuinely trauma informed entry into our homelessness system as well as setting a precedent for what to expect of Yes as a service. While this informal 'drop in' space is not without its challenges, the low pressure feel of the space has proven to create many opportunities for flexible engagement and tailored responses to individual situations.

The CIA team has continued to grow since its establishment in response to the Going Home Staying Home reforms, assessing, triaging and providing short term support to hundreds of people who were homeless or at risk of homelessness over the last 12 months. The single access point continues to allow us to identify gaps and trends in the service system as well as gauge demand. Some of the key themes we have identified in 2019 include:

- Gap for NDIS support
- Appropriate responses for young people under 15
- Access to mental health support
- Decrease in available rental properties

Over the last 12 months it has been interesting to observe that over 96% of clients presenting to CIA only required one support period. We take this as an indication that a rapid response and early intervention support through a central access point is preventing the need to re-enter the system, or possibly stopping the cycle.

This year we have also noted that over 60% of clients accessing our services have previously had a mental health diagnosis. Along with mental health support needs, there were a wide variety of needs

“Treated me with respect, they did not judge me and it felt like they understood me.”

identified at the access point, with housing crisis and domestic and family violence being among the more prevalent.

The CIA team have been working closely with case managers across all of our sites in order to facilitate a full systems response for all people who access our service. They have been particularly instrumental in supporting the integration of the SHLV program. Considerable time was spent exploring how our centralised intake system could facilitate the new SHLV response. During this process we consulted with key partners WDVCS and NSW Police to determine the best referral pathways and to increase the capacity of our team to align our work with police responses, Safety Action Meetings and Victim's Services.

There has been a noticeable increase in the focus on rough sleeping, with the NSW government signing off the Vanguard agreement, a commitment to halving rough sleeping by 2025. While we support any efforts to reduce homelessness, there is some concern that this focus is too narrow when considering people sleeping rough make up a relatively small portion of people experiencing homelessness in regional areas; roughly 6% in Albury. We are fortunate to have well established access points for people who find themselves in this position including our central access point at The Hub and through Carevan.

Over the past few years CIA have researched outreach focused best practice, and expanded our general approach to people who might be sleeping rough, often going out to meet people wherever they are at, at the time.

Some of our work in this area includes:

- To strengthen community awareness of Yes Unlimited as the homelessness access point in Albury, we have partnered with Wellways and HNSW to support a local initiative by Wellways to run a weekly breakfast at St Mathews Church



The CIA Team

“I was really nervous, had been turned down so many times before, this was my last resort, but they were so helpful”

“I was a mess when I walked in; I did not know what to do or who could help me. After I left I felt so much better, I knew what I needed to do, and just having someone to talk to really helped.”

- Yes Unlimited's Community Engagement and Aboriginal Workers have been attending the breakfasts and have been able to support a number of people to access our services as a result
- Community engagement and Aboriginal Welcome workers have also been attending other initiatives and services that provide homelessness support, such as Carevan's meal distribution locations
- Outreach work with people likely to come into contact with people sleeping rough, such as security guards at shopping centres, the train station, and staff at other locations where rough sleeping is known to occur, to increase their awareness of support options available for the people they may encounter



The CIA Team

## Our Sincere Thanks

We wish to acknowledge the many organisations, groups and individuals in our community for the time, effort, money and services donated throughout the past two years. We sincerely hope that those who prefer to remain anonymous are aware of our appreciation on behalf of our clients.

Gateway Life Church  
Doris Turner  
St Peters Lutheran Church  
Murray River Quilters  
Early Settlers Furniture  
Leanne Lowe  
Chemist Warehouse  
Jess Biles  
Rebecca O'Brien  
Commercial Club Albury  
Howlong Country Golf Club  
Brycuff Pty Ltd  
Pauline Ross  
Thurgoona Community Centre  
WAW Credit Union  
Ray White Wodonga  
City Central Church  
Goodstart Early Learning  
Albury/Wodonga Private Hospital  
Linda Jensen  
Christine Bottrell  
Wodonga CWA  
Border Community Cycle Works  
Paddy's Pizzeria  
Jessica Plunkett  
Wodonga Flexible Learning Centre  
Monica Hack  
S Lowe & S Krause  
Rotary Club of Belvoir-Wodonga  
Taxation Office Albury  
Tee Shirt World  
Backpacks 4 VIC Kids  
Aaron Moffatt  
Holbrook Op Shop  
Brodie Clarke  
Eileen Radomski  
Jane Boyd  
Jo Whitehead  
Suncorp/APIA  
J and A Greenfield  
CFA Wodonga  
Wodonga Amcal Pharmacy

BJ Campbell  
M Martin - Parklane Jewellery  
Shannan Williamson  
Lanyon Partners  
Maddison Morvay  
Howlong Combined Churches  
East Albury IGA  
Residents of Murray Gardens Retirement Village  
ANZ Lavington  
St Matthews Church  
Thurgoona Ladies Golf Club  
World Gym  
Milly Keenes  
G Henry & R Edwards (Taco Bills)  
Albury/Wodonga Sunrise Rotary Club  
SS&A Club  
Myran Frohling  
Burrumbuttock Lutheran Women's Guild  
Corowa Uniting Church  
Mitta Mitta Ladies Golf Club  
Sue Briggs  
Ashleigh Azzi & family  
Border Community Cycle Works  
Vicki Treloar  
T Parnell & Sassy Girls Running  
Coles Lavington  
Lions Club of Wodonga  
Albury Hume Rotary Club  
Kylie Heimmich  
Stanley & Martin  
YMCA Wodonga Sports & Leisure  
Mowava & Tania Lawrence  
Bunnings Albury  
P Hodge  
Rutherglen Uniting Church Op Shop  
Catherine Tobin  
Lavington Lions Club  
Chris Horn  
A Cohn  
Jessica Kirkbride

J Rider  
Captain Snooze Albury  
D Loneran  
K Rotherhan  
Toyota Material Handling  
South Pacific Laundry  
James Fallon High School students  
Wodonga Hockey Club  
Westmont Social Network  
IGA Rewards  
Susan Campbell  
R and D Heath  
Springdale Heights Public School  
Mrs Courtney Gordon  
Andrea Entrop  
Wodonga Tennis & Croquet Club  
Upper Murray Horseman's Assoc  
McGrath Family Trust  
Albury Wodonga Toastmasters  
Howlong Golf Club  
R Seaton - Traverse Alpine Group  
Lions Club Lavington  
Greg Simpson  
Carmel McCartin  
Dianne O'Dwyer  
Sue Betts  
Walla Walla Croquet Club  
Elise Barker  
Rhys Mildren  
Lucy Smith  
M and J Lett  
Sarah Black  
East View Store  
Krystal Lappen  
A & L Cornock  
Mars Global Services  
Mary Aldrich  
D and M Kimball  
Albury Bible Church

**Betty's Place**  
Women's Refuge

**BroughtonHouse**  
Youth Refuge

Our sincere appreciation to the following organisations for supporting us to realise the interior makeovers of Betty's Place and Broughton House and in assisting us in turning our dream of expanding the capacity of Broughton House into a reality.

Commercial Club Albury  
John Lawrence Furniture One  
Blueprint Planning  
Lands and Housing Corporation

Department of Communities and Justice (formerly Family and Community Services)  
Homes Out West

Kybren Homes  
Complete Shopfitting  
AM&S Building Group

During the 2018/2019 financial year Yes Unlimited received funding from:

Department of Communities and Justice (formerly Department of Family and Community Services)  
Community support and donations



# 2018-19 Audited Financial Statements

Albury Wodonga Youth Emergency Services Ltd

## Statement of Profit and Loss and Other Comprehensive Income

For the year ended 30 June 2019

	Note	2019 \$	2018 \$
<b>Revenue</b>	2	4,038,573	3,661,466
Employment costs		2,387,675	2,102,805
Advertising and Marketing		11,924	8,991
Cleaning		27,113	29,115
Computer Costs		47,027	28,223
Depreciation/Amortisation		128,834	108,487
Groceries and household		16,955	15,541
Rent		75,411	71,350
Telephone and internet		27,899	30,076
Insurance		29,038	12,993
Motor Vehicle		28,729	21,791
Client Support Services		908,922	829,727
Printing, stationery and postage		18,074	17,496
Training		40,398	25,824
Utilities		31,527	31,507
Other		141,509	170,112
		3,981,035	3,504,638
<b>Surplus before income tax</b>		57,538	157,428
Income tax expense		-	-
<b>Net surplus for the year</b>		57,538	157,428
Other comprehensive income		-	-
<b>Total comprehensive income for the year</b>		57,538	157,428

Albury Wodonga Youth Emergency Services Ltd

## Statement of Financial Position

As at 30 June 2019

	2019 \$	2018 \$
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and cash equivalents	761,786	824,968
Trade and other receivables	141,883	18,438
Investments	1,001,068	976,916
Other current assets	26,121	16,258
<b>Total Current Assets</b>	3,930,858	1,831,590
<b>Non-Current Assets</b>		
Property, plant and equipment	711,047	606,757
<b>Total Non-Current Assets</b>	711,047	606,757
<b>Total Assets</b>	4,641,905	2,438,347
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Trade and other payables	481,832	187,244
Employee provisions	208,877	137,381
Other current liabilities	465,368	679,816
<b>Total Current Liabilities</b>	1,156,077	964,441
<b>Non-Current liabilities</b>		
Employee provisions	38,305	94,921
<b>Total Non-Current Liabilities</b>	38,305	94,921
<b>Total Liabilities</b>	1,194,382	1,059,362
<b>Net Assets</b>	3,447,523	1,388,985
<b>EQUITY</b>		
Retained earnings	1,332,904	1,246,590
Donations Reserve	113,619	142,395
<b>Total Equity</b>	1,446,523	1,388,985

Albury Wodonga Youth Emergency Services Ltd

## Statement of Cash Flows

For the year ended 30 June 2019

	Note	2019 \$	2018 \$
<b>Cash Flows from Operating Activities</b>			
Cash receipts in the course of operations		135,916	371,199
Government and other funding received		3,922,590	3,424,116
Cash payments in the course of operations		(3,906,804)	(3,724,838)
Interest received		42,522	30,757
Interest paid		-	(1)
<b>Net cash inflow/(outflow) from operating activities</b>		194,224	111,229
<b>Cash Flows from Investing Activities</b>			
Payments for property, plant and equipment		(233,254)	(312,218)
Proceeds from sale of property, plant and equipment		-	25,456
Investments		(24,352)	122,885
<b>Net cash inflow/(outflow) from investing activities</b>		(257,406)	(163,877)
<b>Cash flows from Financing Activities</b>			
Repayment of loans		-	(20)
<b>Net cash inflow/(outflow) from financing activities</b>		-	(20)
<b>Net increase/(Decrease) in Cash and cash equivalents held</b>		(63,182)	(57,668)
Cash and cash equivalents at the beginning of the financial year		824,968	877,636
<b>Cash and cash equivalents at the End of the Financial Year</b>		761,786	824,968

Albury Wodonga Youth Emergency Services Ltd

## Statement of Changes in Equity

As at 30 June 2019

	Retained Earnings \$	Donations Reserves \$	Total \$
<b>Balance at 1 July 2017</b>	1,101,441	130,116	1,231,557
Net surplus for the year	157,428	-	157,428
Transfers to & (from) reserves during the year	(12,279)	12,279	-
<b>Balance at 30 June 2018</b>	1,246,590	142,395	1,388,985
Net surplus for the year	57,538	-	57,538
Transfers to & (from) reserves during the year	28,776	(28,776)	-
<b>Balance at 30 June 2019</b>	1,332,904	113,619	1,446,523

Albury Wodonga Youth Emergency Services Ltd

## Notes to the concise financial report

For the year ended 30 June 2019

### Note 1. Summary of significant accounting policies

#### Basis of preparation of the Concise Financial Report

The concise financial report is an extract of the full financial report for the year ended 30 June 2019. The concise financial report has been prepared in accordance with Australian Accounting Standard AASB 1039: Concise Financial Reports.

The financial statements, specific disclosures and other information included in the concise financial report are derived from and are consistent with the full financial report of Albury Wodonga Youth Emergency Services Ltd. The concise financial report cannot be expected to provide as detailed an understanding of the financial performance, financial position and financing and investing activities of Albury Wodonga Youth Emergency Services Ltd as the full financial report. A copy of the full financial report and auditor's report will be sent to any member, free of charge, on request.

### Note 2. Revenue

	2019 \$	2018 \$
<b>Revenue from Operating Activities</b>		
Government funding - Recurrent	2,848,613	2,714,710
Government funding - Non Recurrent	939,015	550,073
Government funding - Capital	27,032	122,968
Grants - Other parties	25,087	14,368
Fees for service	95,491	90,538
	3,935,238	3,492,657
<b>Revenue from outside operating activities</b>		
Interest - other parties	42,522	40,757
Rent - other parties	34,602	15,224
Fundraising income - donations	104	104
Donations - other parties	23,647	91,873
Other revenues - other parties	3,590	4,348
Profit/(Loss) on sale of Property, Plant & Equipment	(130)	16,503
<b>Total revenue from outside operating activities</b>	101,335	168,809
<b>Total Revenue</b>	4,038,573	3,661,466

### Note 3. Surplus

Surplus before income tax is arrived at after charging the following special items:

	2019 \$	2018 \$
Operating lease payments	80,459	78,984

### Note 4. Events Occurring after Reporting Date

There were no significant events occurring after the reporting date likely to impact the affairs of this Company in future.

### Note 5. Analysis of Financial Report

The discussions and analysis is provided to assist members in understanding the concise financial report. The discussion and analysis is based on the Albury Wodonga Youth Emergency Services Ltd financial statements and the information contained in the concise financial report has been derived from the full financial report of the Albury Wodonga Youth Emergency Services Ltd for the year ended 30 June 2019.

#### Statement of Profit and Loss and Other Comprehensive Income

For the year ended 30 June 2019, a surplus of \$57,538 has been achieved. The reported surplus was based on Total Revenue of \$4,038,573. Comparative figures for the prior year, 2017/2018, were a surplus of \$157,428 and Total Revenue of \$3,661,466.

Included in the current year's result was capital grant income of \$27,032 which related mainly to the recognition of funding from the Department of Family and Community Services for new housing units at Broughton House. This compares with the 2017/2018 year which included capital grants of \$122,968 for the same project with most of the project having been completed within the 2017/2018 year. The underlying Surplus excluding capital grants for the 2018/2019 year was \$30,506 compared to \$34,460 for the previous year. Operating income for the reporting year, including operating grants and fees for service was \$3,908,804 which was higher than the prior year of \$3,370,000, an increase of 15.98%.

Operating grants, including recurrent and non-recurrent grants in 2018/19 total \$3,813M compared with the 2017/18 year operating grants balance of \$3,279M. Operating grants represented 97.56% of total operating income excluding capital grants which is comparable to the prior year of 97.31%. The overall increase in grant revenue is mainly the result of \$9,447M of new project funding, including the Sustainable Tenancies project, the Albury Project and Staying Home Leaving Violence. Other operating income, including fees for service were comparable to 2017/18.

Revenue from outside operating activities for the 2018/2019 year totalled \$101,335 compared to \$168,809 in 2017/2018. The 38.78% decrease in other revenue was due in part to the decrease in donations received, with a significant \$60,000 donation for Betty's Place donated in 2017/2018. Profit from the sale of property, plant and equipment also decreased by \$16,633 given no motor vehicle disposals were made in 2018/2019. Rental income however has increased by \$19,376 with office space in the HUB being used by third parties, mainly by the Red Cross since November 2018. Other income balances received, including interest revenue, were comparable to 2017/18.

Operating expenses for the 2018/2019 year totalled \$3,981,035 compared to \$3,504,638 in 2017/2018. The 13.6% increase in Operating Expense in 2018/2019 over the previous year is comparable with the increase in overall revenue of 10.29% (inclusive of capital grants and other revenue). The increase was mainly due in part to an increase of three full time equivalent staff along with annual wage increases, leading to a \$284,870 increase in employment expenses. Client support service expenses in the current year increased by \$139,195 from the prior year due to continued growth of the entity leading to further sub-contracting required to carry out services.

Other operating expense increases of significance include insurance by \$16,045 due to the increased premium required for appropriate cover for the company, Computer costs by \$18,804 driven by increased staff numbers and activity requiring extra IT resources, and training by \$14,574 driven by the increase in staff numbers and staff turnover. Offsetting the overall increases include a reduction in other administrative expenditure of \$28,603, which is mainly reflective of the reduction in reactive repairs and maintenance of \$14,055. All other expenses were comparable to 2017/18.

Depreciation expense in the 2018/2019 year was \$128,834 compared to \$108,487 expensed in the prior year. This increase is mostly related to the additions of \$233,254 in assets this year, including \$173,822 in portable buildings which has been depreciated for the first time this year.

### Note 5. Analysis of Financial Report (continued)

#### Statement of Financial Position

As at 30 June 2019, Net Assets were \$1,447M, compared to \$1,389M as at 30 June 2018, an increase of 4.17%. Current Assets including Cash and Cash Equivalents, trade and other receivables and investments amounted to \$1,931M at the end of 2018/2019 year, compared to the corresponding total of \$1,832M at the end of prior year. An increase in the balance of trade receivables of \$128,445 from program funding received contributed to this increase.

Property, Plant and Equipment at the end of 2018/2019 amounted to \$711,047, at written down value, which represented an increase of \$104,290 when compared to 2017/2018 balance of \$606,757. The increase is due \$233,254 of capital additions which mainly represents the construction and fit-out of new portable housing at Broughton House, offset by \$128,834 depreciation expensed in 2018/2019.

Current Liabilities increased to \$1,194M at the end of 2018/2019 compared to the 2017/2018 closing balance of \$954M. The increase of \$90,200M is due to an increase in outstanding trade and other payables from new and ongoing programs managed by the company totalling an increase of \$294,588, and increased current employee provisions for long service leave of \$66,711 with a higher number of staff now eligible for long service leave. The increases are offset by deferred government funding decreasing by \$164,445 mainly with the progression and spending activity on youth crisis projects enabling grants to be recognised as revenue.

Non-current liabilities decreased to \$38,305 in 2018/2019 from \$94,921 last year. This splitly represents long service leave, with the decrease due to a number of employees now eligible for long service leave benefits and transferred to the current liability.

#### Statement of Cash Flows

During 2018/2019 operating investing and financing activities generated a net decrease in Cash held of \$63,182 compared to a decrease of \$57,668 in 2017/2018. The net cash result is comparable with the prior year result. The increased growth in the company has resulted in an increase in operating inflows. Total cash inflows from operating activities were \$194,224 in 2018/2019 compared to \$111,229 in 2017/2018. The increase in the cash inflows has been offset by an increase in total investing outflows of \$257,406, driven by firm deposit investments outflows of \$24,352 which increases the total term deposit balance, and current year payments for property, plant and equipment of \$233,254 for mainly additional portable buildings and furniture at Broughton House. The investing outflows of \$163,877 in 2017/2018 is lower than the current period mainly due to redemption inflows of term deposits to cash of \$122,885.

Albury Wodonga Youth Emergency Services Ltd

## Directors' declaration

For the year ended 30 June 2019

The directors of Albury Wodonga Youth Emergency Services Ltd declare that the concise financial report of the Company for the year ended 30 June 2019:

- complies with Accounting Standard AASB 1039: Concise Financial Reports; and
- is an extract from the full financial report for the year ended 30 June 2019 and has been derived from and is consistent with the full financial report of the Albury Wodonga Youth Emergency Services Ltd;
- The full financial report is available free of charge, on request to the entity.

This declaration is made in accordance with a resolution of the directors:

  
Director  
David Gaskroger

  
Director  
Heather Downey

Albury  
1<sup>st</sup> December 2019



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## Independent auditor's report to the members of Albury Wodonga Youth Emergency Services Ltd

### Report on the concise Financial Report

The accompanying concise financial report of Albury Wodonga Youth Emergency Services Ltd comprises the statement of financial position as at 30 June 2019, the statement of profit and loss and other comprehensive income, statement of equity and statement of cash flows for the year then ended and related notes, derived from the audited financial report of Albury Wodonga Youth Emergency Services Ltd for the year ended 30 June 2019. The concise financial report does not contain all the disclosures required by the Australian Accounting Standards.

### Auditor's opinion of the Financial Report

In our opinion, the concise financial report Albury Wodonga Youth Emergency Services Ltd for the year ended 30 June 2019 complies with Australian Accounting Standard AASB 1039 *Concise Financial Reports*.

### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the registered entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Directors' responsibility for the concise Financial Report

The Directors are responsible for the preparation and presentation of the concise financial report in accordance with Accounting Standard AASB 1039 *Concise Financial Reports*, and for such internal control as the Directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the concise financial report, the Directors are responsible for Albury Wodonga Youth Emergency Services Ltd's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the registered entity or to cease operations, or has no realistic alternative but to do so.

### Auditor's Responsibility for the Audit of the Financial Report

Our objective is to obtain reasonable assurance about whether the concise financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the concise financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>. This description forms part of our auditor's report.

Johnsons MME  
Chartered Accountants  
  
Stephen Clarke  
Director

Albury  
3 December 2019