



## Annual Report 2012



## Vision

That society values and meets all needs and rights of young people.

## Mission

To seek, advocate and facilitate social change to meet the intrinsic needs of young people and their accompanying children.

The organisational values and standards inherent in the approach and services provided by Hope Street are a significant influence on the way the organisation achieves its vision.

## Values

Empowerment, diversity, choices, interdependence, education, self determination, equity, non-discrimination, respect, fairness, collaboration and social justice.

## Standards

Safety, ethical, professional, responsive, consistency, quality, commitment and accountability.

## Philosophy

Resolving homelessness is the responsibility of federal, state and local bodies, the community as a whole, families and individuals. Hope Street believe that young people have the right to safe, secure and affordable housing and to be treated as equal citizens in our society. This means equal access to resources, decision making and life options.

## Purpose

Hope Street focuses on the needs of young people who are experiencing homelessness and/or at risk of homelessness as determined by them. The programs strive to provide support to young people in their transition towards interdependence.

Hope Street aspires towards quality outcomes within a collaborative, supportive, accountable and strengths based model of best practice incorporating equity, respect, fairness and inclusion.

## Participation

Hope Street encourages young people and other stakeholders to be involved in the decision making processes of the service including policy development, program planning, delivery, practice and review.

## Committee of Management



**Judith Cook**  
*Chairperson*



**Mary Doyle**  
*Public Officer*



**Vivienne Archdall**  
*Member*



**Carlo Carli**  
*Treasurer*



**Terry Huddy**  
*Member*



**Andrew Nette**  
*Member*



**Kirsty Leong**  
*Secretary*



**Sue Warburton**  
*Member*

## With the valuable work of our internal Quality Improvement Consultant, Jan Carr and our CEO, Donna Bennett, we have continued to review and develop our governance framework, policies, systems and plans for the strengthening and growth of Hope Street during 2011–2012.

A number of key governance policies and systems have been reviewed and endorsed by the Committee of Management to achieve accredited governance standards. The Governance Framework was also reviewed and clarifies Hope Street's approach to governance and a framework that ensures:

- Quality outcomes for service users and other stakeholders
- Separation of governance and operations
- Compliance with relevant legislation
- Consistency with Governance Capability Framework for the Victorian Community Sector
- Consistency with Quality Improvement Council Standard 1.1
- Compliance with the Associations Incorporations Act 1981 (Vic)

We established the Risk Identification and Management Sub Committee and reviewed the organisation's Risk Identification and Management Policy.

Ensuring organisational sustainability remains a key goal for Hope Street. In February, we undertook a planning workshop facilitated by Wayne Street to explore building on Hope Street's strengths and to explore opportunities for organisational growth. In conjunction with the CEO and Program Managers, we developed a Future Directions Strategic Plan. This plan will continue to be implemented during the 2012–2013 period.

As a growing organisation we started investigating the provision of space away from the refuge in Brunswick for our management and administrative services and to support our planning and meeting needs. We have had some productive discussions with Moreland Council about possible co-location with other youth services.

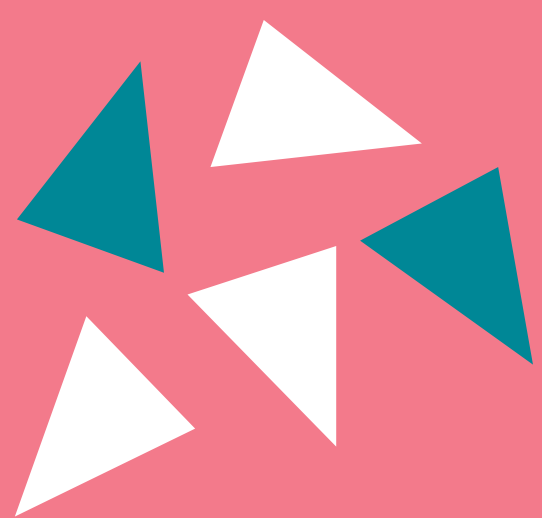
A key resource to achieving our Strategic Goals and to ensure quality outcomes for service users and other stakeholders, is human resource. Recruiting and retaining staff in the Homelessness Sector is a challenge for all organisations including Hope Street. We were disappointed with the outcomes of the new Award and the implementation of the Equal Remuneration Order as we felt that neither did justice to the work of providing specialist services to young people who are homeless or at risk of homelessness within an environment that actively disadvantages young people.

We acknowledge that all staff at Hope Street provide quality services to young people and the community. With the leadership of the CEO we will continue to look for sustainable ways to recognise the work of staff within the limits of our funding.

There were some changes to the CoM membership this year: our new member was Andrew Nette and Sue Warburton, a long-standing member and former Chair resigned July 2012.

I thank all the members of the Committee of Management for their continued hard work and commitment to the Hope Street vision.

**Judith Cooke**  
*Chair*



**'I am proud to be leading an organisation that truly values young people and provides opportunities, spaces and resources for young people to discover their strengths and dreams.'**

— Donna Bennett, CEO

## **Hope Street continues to lead in the delivery of responsive youth focused support services for young people and their children experiencing homelessness or at risk of homelessness.**

Our expertise has evolved over the 30 years the organisation has provided services in partnership with the Department of Human Services and community.

I am pleased to report the organisation is achieving the objectives of the 2011–2013 Strategic Plan goals:

1. Effective governance and management
2. Effective delivery of programs
3. Organisational sustainability
4. Progressive agents of social change

In terms of 'Effective governance and management', the Committee of Management has been very active in reviewing key areas of governance. Monitoring, planning, allocating resources and implementing continual quality improvement changes have been key governance activities. This work will continue in 2012–2013 with the expertise of Jan Carr, our internal Quality Improvement Consultant.

The 'Effective delivery of programs' is the centrepiece of Hope Street and is achieved via five programs. An additional program is delivered in the North West Region in partnership with Melbourne Health

and Melbourne City Mission as a part of the National Partnership Agreement on Homelessness, Youth Specific Initiatives. Programs are provided in accordance with the organisation's vision, mission, values, standards, philosophy and purpose. Our programs are:

1. Youth Reconciliation
2. Youth Residential
3. Youth Outreach
4. Hope Street in Melton
5. Hope Street in Whittlesea
6. Homeless Youth Dual Diagnosis (in partnership with Melbourne Health)

Each Program delivers services within the specific elements of its model. For example the Youth Reconciliation model includes one to one specialist counselling, focusing on early intervention and prevention, co-located in supported crisis accommodation; Youth Outreach is short to medium term support focusing on securing and/or sustaining housing. The Program reports detail the activities and achievements.

'Organisational sustainability' has been pursued as a core focus. In February 2012, Wayne Street of StreetRyan facilitated a Business Development workshop identifying opportunities. A Future Directions Strategic Plan was developed for the next three years and a Service Development position created to assist with the first stage of the plan in 2012–2013.

Hope Street continues to monitor opportunities in the community as government grants are released.

In March 2012, Hope Street submitted for the Enhanced Youth Refuge Response – a twelve month initiative to provide an enhanced response to young people with complex needs who are homeless or at risk of homelessness. Our model focused on providing an immediate response, early intervention and diversion from long term homelessness, strengths based and solution focused practice utilising therapeutic approaches. Establishing a Reference Group to evaluate the program utilising Action Research and to provide academic rigour and practice wisdom was also a core element.

We were informed of our success with this submission early August. Renamed the BOOST Program operations commenced in September 2012. I look forward to reporting on the achievements of the BOOST program next year.

Hope Street strives to be 'Progressive agents of social change' in partnership with the Homelessness Services Sector, community groups, government and allied services. This allows Hope Street to voice the experiences, strengths and needs of young people who are homeless and importantly to contribute solutions. This year Hope Street participated in research conducted in the Homelessness sector and the wider community. Hope Street actively participated in networks including the North West Local Area Services Network, North West Homelessness Network, Youth Homelessness Practitioners Northern Network and groups in the City of Whittlesea and Shire of Melton.



These relationships are also essential for effective service delivery.

Continual Quality Improvement is integral to achieving all aspects of Hope Street's Strategic Goals. Hope Street is very proud of its success with accreditation in 2010. Hope Street has a strong history of quality policies, systems and practices and remains committed to this in order to provide quality services. Jan Carr, Internal Quality Improvement Consultant was appointed in July 2011 to work with the leadership team to progress the 114 actions of the Hope Street Quality Improvement Plan. Key areas of resource and infrastructure development are noted in 'The Year at a Glance'.

Changes in the industrial landscape have caught up with Hope Street, necessitating reclassification of all staff to a 'modern award'. At the same time, Fair Work Australia made a determination in favour of the Equal Pay Case, which has recognised the systemic devaluing of our work in the past. Hope Street management believe one of the great strengths of our service is having staff who are skilled and trained professionals and being an employer of choice. The shift to the new award and the implications of the long awaited (overdue) Equal Pay Determination has resulted in some uncertainty. The efforts of all staff and management, with the help of the Union, mean that Hope Street is well positioned to build on the provisions of the new award, address the equal pay case and continue to provide a workplace worthy of the

care and respect shown by all our staff. I am deeply appreciative of the efforts, goodwill and commitment of all Hope Street staff and I would like to take this opportunity to thank each and every one of them. I look forward to us working together in the year to come.

A special thank you to the members of the Committee of Management who maintain a high level of engagement in the issues of youth homelessness and in supporting me as the CEO. I am honoured to be working with a group of individuals who bring to Hope Street a range of expertise, experience and a rock solid commitment to strengthening the future of Hope Street and to social change for young people.

Most of all, I want to acknowledge the young people who access our programs. I remain inspired and moved by their positive drive for change and many strengths. I admire their courage to open their lives to strangers for assistance and their courage to make change. I am proud to be leading an organisation that truly values young people and provides opportunities, spaces and resources for young people to discover their strengths and dreams.



**Donna Bennett**  
Chief Executive Officer

### The organisation's Strategic Plan 2011–2013 identifies four goals:

- 1 Effective governance and management
- 2 Effective delivery of programs
- 3 Ensure organisational sustainability
- 4 Be progressive agents of social change

## 1 Young people's successes

- Remaining engaged in school, training and/or employment
- Strengthening their relationships with family, friends and peers to ensure a sense of belonging, identity and self
- Securing and maintaining housing tenancies in Transitional Housing Properties, Private Rental Properties and the Office of Housing
- Building healthy relationships with family, peers and within their local communities
- Learning about taking care of their health needs by accessing specialist allied youth services including the Royal District Nursing Service (RDNS), or the Hope Street Youth Reconciliation Program (YRP), Orygen Youth Health
- Learning to manage their finances with developing budgeting skills
- Participating in living skills programs strengthening existing skills and learning new skills to live interdependently
- Accessing financial assistance from the Private Rental Brokerage Fund
- Accessing financial assistance from the Enhanced Youth Refuge Funding
- Accessing funding from the Transitions to Independent Living Allowance (TILA)
- Remained or became involved in their local community via sports, religious, volunteer or other activities
- Participation in two major research projects via individual interviews with a reviewer sharing their experiences of service delivery and participation in a research project facilitated by the University of Melbourne exploring housing options for young people

## 2 Continual Quality Improvement resource and infrastructure development including:

- Established the Quality Improvement Committee
- Reviewed policies, procedures, systems, templates
- Developed a Shared Drive including an Implementation and Go Live Plan, Information Kit, workshopping with staff, monitoring
- Information Communication and Technology (ICT) Audit was conducted late 2011 and a plan finalised in January, 2012
- ICT Strategic Plan developed 2011–2014
- ICT Action Plan 2011–2012 implementation
- ICT Action Plan 2012–2013 developed
- Considerable exploration for upgrading our telephone system with multi site capacity and increased internet connectivity – significant allocation of resources in 2012–2013 budget for implementation
- Logo – new corporate branding of the organisation
- Embedding new national data program SHIP across programs

## 3 Review of Strategic and Business Plan

- Management and staff reviewed the Business Plan determining strategies and actions to strengthen our response to young people, community and our partners in accordance with the organisation's vision, mission, values, standards, philosophy and purpose

## 4 The Youth Residential and Outreach Program Review highlighting the following strengths:

- Dedicated staff with a focus on achieving good outcomes for young people backed by an organisation that is committed to providing high quality services and continuous improvement
- The refuge is very pleasant and well maintained environment for residents
- High sense of safety and security felt by most residents and ex-residents interviewed
- Hope Street's services are accessible to vulnerable young people and those with complex needs
- Case work practice is generally of a good standard
- Hope Street's auxiliary services are mostly well utilised and generate good outcomes for clients
- The professional development program is comprehensive and of a high quality

## 5 Staff Professional Development

- Hope Street continues to provide staff with comprehensive professional development internally and externally, expending \$17,022 for 13 EFT
- Annual Professional Development Retreat, held at Lakeside YMCA focusing practice skills of Working with Children, Dual Diagnosis, Solutions Focused Practice, as well as a range of team building activities conducted over two days

# Youth Reconciliation Program Report

'YRP utilises a number of approaches to best support the needs of the individual. These include one on one strengths-based/solution-focused counselling, social and personal development workshops, community capacity building, and family mediation. Positive outcomes are measured by the social and emotional development of clients and self-assessed progress towards achieving personal goals.'

— Jane Lazzari, Program Manager

## The Youth Residential Program (YRP) assists young people to consolidate, strengthen and maintain important connections and relationships in order to sustain housing and prevent homelessness.

Recognising each young person's right to free, confidential and professional counselling services, the YRP aims to provide clients with the emotional tools and support to combat the precipitating factors of homelessness and reconcile them with their families and support networks.

### Young People

During 2011–12 the YRP supported a total of 104 clients. Of these, 83 were Hope Street clients – including the Whittlesea and Melton sites – and 21 were external clients from both the Specialist Homelessness Sector and allied services. The statistics include counselling, family mediation and group work.

These figures are evidence of demand for the range of youth specialist services provided by the YRP; one on one counselling, family mediation, strengthening relationships, psychosocial development, group work, capacity building with schools to assist teachers and support staff to understand youth homelessness and its impacts on young people and their families.

### Group Work

The program had significant success throughout the year, with two family mediation sessions and eight social and personal development workshops facilitated in the Youth Residential Program and in the Hope Street Whittlesea Program with a total of 32 young people participating. Topics included motivation, identity and self-expression and health and well-being. External group workshops were delivered in the wider community with a total of 35 participants in: 'Emotional Vampires'; 'Food and Mood' and 'Relationships, Communication Styles and Conflict'.

Across these topics, Hope Street clients and other young people experiencing homelessness were assisted to re-establish and maintain positive and supportive relationships, reflect on their choices and options in relationships, develop crucial communication, decision-making and conflict resolution skills and develop insight into the role that food plays in their emotional and physical health. All of these learnings can be taken and carried into the next stages of the lives of young people. Gift bags and certificates are often provided to acknowledge participation in the workshop and to give young people follow up tools and information that they can keep with them and refer to when needed.

### Community Capacity Building

The YRP continued to maintain strong community relationships and networks

in particular with the Royal District Nursing Service Homeless Persons Program, Brunswick Youth Services VCAL program and the Sydney Road Community School. This was supported through the activation of our YRP Community Capacity Building model. This model forms a key part of the YRP Practice Manual, also developed this year.

The YRP maintains a connection with Hope Street's Homeless Youth Dual Diagnosis Initiative (HYDDI) program via group and individual secondary consults for Hope Street staff held by HYDDI and Orygen Youth Health. This three-way partnership builds the capacity of both case managers and counsellors in the YRP to develop their skills and knowledge in relation to assessment, engagement and referral options for young homeless with mental health and/or alcohol and other drug issues. From a program perspective, the YRP combines dual diagnosis issues with young people's personal development and well-being. From a cross-program perspective, this strengthened knowledge base at Hope Street has led to greater collaboration between staff on individual support plans for young people with dual diagnosis.



Merilyn Lanigan & Samara Wall  
Youth Reconciliation Program workers

Jane Lazzari  
Program Manager

# Hope Street in Melton and Whittlesea Programs Report

**'I just want to say thank you very much for everything Hope Street and the staff members has done for me...'**

— Hope Street young person

## Catherine's Story

Catherine came into the Hope Street in Whittlesea program aged 18 and pregnant. She had been couch-surfing with family and friends for a year as she was unable to live at her immediate family home due to ongoing conflict over Catherine's substance use. She had been referred by a housing and support worker at Anglicare. During her pregnancy, Catherine made a life-changing decision to stop using substances for the sake of her unborn baby's health. Catherine began to feel healthier and happier and started to spend her time more productively and was able to begin regular and happier contact with her mother. Soon after the birth of her baby, Catherine commenced a part-time course in pathology as part of the employment, education and training component of her support plan.

Creating Connections Employment and Education Pathways (CCEEP) brokerage was used to purchase a computer and internet access for Catherine to assist with homework requirements. With her case manager, Catherine checked out three child care centres in the area and settled on one she thought would provide the best care for her four month old girl. Her mother is also assisting Catherine with child care needs so she can stay engaged in education. At this time Catherine also got an offer of public housing under the Recurring Homelessness category. She moved soon after and is now settling into the local area with the assistance of her case manager.

She is saving for a car and has been referred to a local family support service for ongoing case management until she decides she no longer requires assistance and can live inter-dependently with the support of her family and friends – which we suspect won't be long.

**Hope Street is keenly focused on interventions that are at the 'earlier' end of the early intervention spectrum, thereby assisting young people out of the homelessness service system as soon as possible.**

We also actively seek referrals from non-homelessness services, like Reconnect and the local community schools, thereby 'capturing' young people in the early stages of homelessness.

The HSMW is based on the Foyer model of long-term supported transitional housing for young people aged 16–24 years. The model uses planned activities that are designed to achieve development in four core areas:

- Employment, education and training – including living skills development
- Maintaining successful tenancies
- Social and recreational development
- Citizen participation.

Catherine's story tells us that young people who have experienced homelessness and family breakdown need space and time to sort out who they are and what they want in life. With longer term housing and support that the Foyer model offers, their resilience and confidence grows, enabling them to move to the next





stage of their lives connected or re-connected to family, friends and community.

Hope Street has eight units in the Local Government Area of Whittlesea and four in the City of Darebin. A further ten units are currently under construction in the Melton Shire. These are due for completion in December 2012.

### Young People and Children – Whittlesea

During 2011–2012 the in the Whittlesea program supported a total of 14 clients, plus seven accompanying children. All children in the programs, including newborns, receive their own support plan prepared in consultation with parent/s.

Of the young people, there were 14 females and six males; four were from Culturally and Linguistically Diverse backgrounds and three were Aboriginal.

Brokerage for employment, education and training was accessed for all young people in the program, particularly for laptops and internet access. Post-care (from Child Protection Services) brokerage was used for three young people for a range of purchases at tenancy establishment and during the support period.

Housing exits included returning to family, public housing and private rental outcomes. Two clients were referred to external agencies for ongoing support.

Four young people remained in the program on an outreach basis after leaving the units and two continued to attend group work activities.

### Young People and Children – Melton

The Melton case managers are co-located with Melton Youth Services and operate on an outreach basis. This year we assisted a total of 17 clients, plus two children. Of the young people, nine were male and six were female; four were from Culturally and Linguistically Diverse backgrounds and one was Aboriginal.

Brokerage for employment, education and training was accessed for all young people in the program and helped pay for laptops, internet access and education fees.

Housing exits included shared private rental, sublet arrangements, return to family or extended family, transitional housing and public housing.

### Group Work

Ten group work sessions are held each year at the Whittlesea site on a range of topics identified by young people. In 2011–2012 these included: financial literacy, your rights and responsibilities as a tenant, Fitted for Work (how to dress and present for work) and cooking dinner together for the group. Home made pizza is a favourite!

Hope Street's Youth Reconciliation Program attends to run workshops on social and personal development of young people. This year's topics were 'happiness and well-being' and 'food and mood'.

Monthly house meetings are also held with residents to address any issues that may have arisen while living on site together. Providing a space where young people can learn by experience how to create a healthy neighbourhood is an important element of the Hope Street model. Remembering to put out rubbish bins is a standing item on this agenda!

### New Youth Residential Support Workers

In March Hope Street implemented an additional 19.5 hours of weekend support to the young residents in the program. Supporting young people to develop their social and recreational abilities is a valuable part of the program model and young people developing connections within their community. Activities include excursions and outings as well as lots of home-cooking! Young people report that they enjoy a staff presence on the weekends and have got to know each other as a group of young people living as neighbours.

### Construction at Melton

Construction commenced in February 2012. Hope Street staff, Committee of Management and all our partners are keenly awaiting the time when young people can begin to be tenanted in the properties. We continue to work closely with the Department of Human Services and the Project Control Group membership to see the project through the construction phase and into program implementation.

# Hope Street in Melton and Whittlesea Programs Report (cont.)

## 'Felt I had support in things I had to complete and in setting up my future.'

— Hope Street young person

### Community Capacity Building

Over the 2011–2012 period both practice networks and strategic partnerships were either maintained or established. Strategic alliances that function at the partnership level and at the coalface are crucial to assisting young people to access the services and supports that they need to achieve their goals and also to feel that they belong in the local area.

A Youth Homelessness Matters Day 2012 event was held in partnership with Melton Youth Services, Melton Housing and Reconnect to raise awareness of youth homelessness in the Melton municipality. Families and individuals of Melton attending enjoyed food, rides, local youth bands and singing, with the Mayor of Melton launching the event.



Along with other providers of Foyer-like models in Victoria, Hope Street is part of a two-year pilot of the resource that is used with clients to measure change over time. The Homeless Star Outcomes tool training was funded by the Department of Human Services and delivered by Triangle Consulting in the UK. The ten domains cover all aspects of a young person's life including meaningful use of time and mental and physical health. The tool is also available online and staff are now entering quarterly review outcomes to build the evidence of change over time.

Leonia and her case manager mapped out the Star outcomes that they had worked on together. They put them onto a noticeboard using cuttings from magazines and images that were meaningful to Leonia. Leonia surprised herself by realising how far she had come in overcoming some of the challenges life had presented her so far and the things she was looking forward to and even dreaming about! She also affirmed for herself the things she does to feel better if she has had a bad day, like walking her neighbour's dog.

Clients report that as a process the Star allows them to reflect on how they have created positive change in their lives during their time in the program. Hope Street is also a member of the Homeless Star Outcomes Evaluation Committee facilitated by Department of Human Services. The use of the Homeless Outcomes Star as a practice development tool demonstrates that Hope Street is a leading youth specialist organisation that actively contributes to change development in partnership with government and community.

### Staffing

In September 2011 Brent McGrath replaced Aaron Garth in a case management role at Whittlesea. Con Charakas filled in as a locum in between time.

Katie Dunlop and Diana Buckley commenced as weekend Residential Support Workers.

Kris Gardiner and Kylie Charleson have been with the program since it commenced in October 2009. They look forward to being able to offer accommodation to young people in the new units at the end of 2012.



Jane Lazzari  
Program Manager  
Hope Street in Whittlesea and Melton

# Youth Residential and Youth Outreach Programs Report

## In recent years, Hope Street has experienced an increase in the number of young people entering into the refuge and into our programs from CALD backgrounds.

Mohammed's story highlights some of the structural barriers that many young people, particularly young people from CALD backgrounds encounter on a daily basis. From a refugee camp in Kenya to a country such as Australia, Mohammed had to adapt to a new and foreign way of life. At Hope Street we acknowledge the impact of young people's experiences and the barriers they encounter on homelessness. In response it is not uncommon for the stay of a resident to be extended.

### Youth Residential Program

During the 2011–2012 financial year, The Youth Residential Program provided a total of 62 young people (26 males and 36 females) supported crisis accommodation. This is a 10% increase in the number of young people being provided with an accommodation option compared to the previous financial year. The average age of residents was between 18–20 years old.

The refuge facility accommodates seven residents at any given time for up to six weeks. In the last financial year a number of residents had their stay extended due to the lack of sustainable housing options.

### Mohammed's Story

Mohammed, a 17-year-old Somalian young person arrived at Hope Street in 2011. Mohammed along with his siblings, had fled war-torn Somalia, moving to Egypt and then to a refugee camp in Kenya where they lived for three years before coming to Australia. In 2010, their cousin sponsored them to come to Australia. They lived with their cousin for a short time; however, this arrangement broke down when their cousin moved to Queensland, leaving Mohammed and his siblings' homeless. Together they slept out rough, in squats and at train stations. Sometimes on very cold nights, they were able to stay with friends, but this was only ever on a short term basis. Mohammed and his siblings sought the help of the Refugee Minor Program who supported them to secure a private rental property. However, this was financially unsustainable and caused conflict between Mohammed and his siblings. It wasn't long before they were not able to make rent and bills and were asked to leave the property. Mohammed's siblings packed up and relocated to Perth, leaving Mohammed alone and on his own in Melbourne. It was at this point in time, that Mohammed was referred into Hope Street. When Mohammed arrived at Hope Street, he was very determined and motivated to change his situation and to make a home for himself in Melbourne. Mohammed thrived living within the Hope Street refuge model.

With the support of staff, Mohammed continued to play for a local soccer team, enrolled into a college to complete his Year 11, commenced a food handling course, started driving lessons, explored work experience and employment options and also continued to look for longer term housing. Despite, Mohammed's enthusiasm, hard work and the relentless number of housing referrals put forward for longer term housing, Mohammed's applications were knocked back. Like so many other young people from culturally and linguistically (CALD) backgrounds, Mohammed experienced multiple barriers to finding longer term housing in the private rental market. As a result, Mohammed's stay at Hope Street was reviewed on a regular basis and extended. Mohammed stayed in the refuge for seven months. Finally, after multiple failed attempts to secure longer term housing, Mohammed secured a tenancy in a transitional property through Vincentcare. On exiting the refuge, through our Enhanced Youth Refuge Brokerage, Hope Street purchased a bicycle and accessories so that Mohammed could ride to the nearest public transport station and travel to soccer. Mohammed is currently receiving support as an outreach client from Hope Street. He is very happy living in his new property and continues to remain engaged in his schooling and local community via his sporting activities.

## Youth Residential and Youth Outreach Programs Report (cont.)

≈ 60%

of residents in the refuge were in the 18–20 year-old age bracket

The refuge is staffed 24 hours, 7 days a week ensuring a safe, stable space that is responsive to the needs of young people. Each resident in the refuge is allocated a case manager who assists the young person to develop and implement their support plan in their transition into interdependent living.

### The Young Families Unit

The Hope Street Young Families Unit is on the same premises as the refuge and provides a fully furnished two bedroom space with privacy and security. The unit is a safe supported crisis accommodation option for young people and their children. Three families were accommodated during 2011–2012.

### Youth Outreach Program

During the 2011–2012 financial year, Hope Street provided a total of 36 young people and children (15 male and 21 female) living in the community

with outreach support. Often their housing is not ideal, tenure is insecure. Case managers will assist the young person/family to secure and sustain housing as well as strengthening areas of self and living (health, education, relationships) for long term psycho-social and economic benefit.

### Enhanced Youth Refuge Brokerage

As part of the Enhanced Youth Refuge Brokerage initiative from the State Government (2009), Hope Street is allocated the sum of \$62,861 to purchase items to strengthen case management outcomes for young people and to support their transition back into the community. This was achieved via:

- 'Community Connectedness' Activities
- Computer upgrades for residents
- Clothing
- Stationery for schooling purposes including laptops
- Medical, Dental and Optometry
- Developing a culturally welcoming environment and service
- Gym memberships
- Welcome Kits

### Youth Participation and Empowerment

Hope Street continues to value and support young people to participate in decision making processes within the program as a part of experiential learning of interdependent living skills.

This is achieved via:

- Fortnightly House Get Togethers
- Planning and attending Community Connectedness Days activities
- Creating a three piece artwork now mounted in the hall
- Participating in two major research projects
- Providing feedback to improve the refuge environment and amenities
- Completing Client Feedback forms

### Program Review

Hope Street engaged Juliet Frizzell Consulting (2012) to review the Youth Residential and Youth Outreach Programs. The consultant's concluded that 'Hope Street's Outreach and Residential Programs have significant and numerous strengths and are generally highly rated by services users and stakeholders, but there are opportunities to improve outcomes for service users, staff and stakeholders' (Frizzell, J. Review of Hope St Youth & Family Services' Youth Residential & Outreach Program, 2012, p.8).

The Review Report contains 14 Findings and 33 Recommendations relating to:

1. Structural Arrangements
2. Practice approach
3. Processes, policies and/or procedures
4. Staff development and support, particularly in the area of supervision and increased opportunities for critical reflection on practice

43.5%

of residents in the refuge reported that they were born in a country outside of Australia

# 8%

of Hope Street clients identified as being Indigenous

# 38.7%

of residents in the refuge identified as being from CALD (culturally and linguistically diverse) backgrounds

# 37%

of residents identified being born in an African country with 14.5% of residents identified Ethiopia as their country of birth

The final Review Report was completed in May 2012 and was presented to the Committee of Management at the June meeting. The YROP Review Action Plan 2012–2013 was developed detailing actions and measures responding to each Finding and Recommendation.

## Royal District Nursing Service

The Royal District Nursing Service (RDNS) Homeless Persons Program continues to provide much needed medical support to young people in our programs. The Homeless Persons Youth Nurse, Cath Flanagan, attends the refuge weekly to provide flexible and comprehensive services to young people who otherwise would not access health services. Health areas such as dental, skin conditions, optometry, feet conditions, pregnancy, respiratory, reproductive, sexual. Cath organises and supports young people to attend non/specialist medical assessments and completion of treatment. Feedback from young people is very positive.

## Orygen Youth Health:

Orygen Youth Health has continued to provide secondary consultation to the YROP team. This was initiated in response to client presenting issues showing an increase in the number of young people with emerging or undiagnosed mental health conditions, no treatment or care plan. The secondary consultation enables capacity building of the team to better respond to young people's needs,

to better understand the youth mental health system, to learn new practice as well as receive affirmation for good practice and program systems. Since 2011 the Hope Street in Melton and Hope Street In Whittlesea teams have been a part of the secondary consultation sessions.

## Acknowledgements

Hope Street would like to take this opportunity to acknowledge contributions of young people to the development of the program continually looking at ways to improve young people's stay and to the wider community via participation in research regarding youth homelessness.

Hope Street values our partners in the sector, who through their services, professionalism and understanding, enable positive and supportive linkages and responses to young people. This is achieved within a system that is experiencing unprecedented demand.

We farewelled Sarah Jecks, case manager who after two years went to enjoy the pleasures of overseas travel. We also farewelled, casual staff member, Catalina Rua who secured a full time position in the sector and student then casual staff member Matt Badura who also secured a full time position in the sector. In July 2012, after two years, Program Manager Coralene Berkeley moved on to other opportunities.

'I found Hope Street like my home, the staff have been really helpful and sensitive and have helped me with my emotions. They took responsibility for me to help me with the things I needed.'

— Hope Street young person

Creating a supported crisis accommodation environment that is calm, safe (physically, emotionally, developmentally), meaningful and responsive to young people's needs is complex and requires a complex approach. Staff are a core part in achieving this. The YROP team collectively bring a wide range of experiences, skills and knowledge. I want to acknowledge this and their sincere respect of young people and drive to deliver quality services to young people.

On behalf of the YROP team



Donna Bennett  
Chief Executive Officer

# Homeless Youth Dual Diagnosis Initiative Report



**'I felt there was always someone there to support me with all my needs.'**

— Hope Street young person

## **The Homeless Youth Dual Diagnosis Initiative has provided a service for youth homelessness workers who engage young people presenting with co-existing substance use issues and mental health issues.**

The term dual diagnosis is the most commonly used to describe a person who is experiencing issues with both mental health and substance use. Project i, the long term research project led by Melbourne University, indicates that 73% of young people surveyed reported issues with alcohol or other substances. 26% reported mental illness and of those 22% experienced mental health issues.

This service is provided in the North-Western DHS Region of Melbourne. One HYDDI clinician is co-located at Hope Street youth refuge at Brunswick and the other at WRAP youth refuge in Sunshine.

One of the aims of the HYDDI clinician is to provide the delivery of an enhanced dual diagnosis responsive to the youth homeless sector. Aiming for Area Mental Health Services and the Youth Homelessness Service to work together to increase recovery and building lives and focusing on young people's future. This reduces the risk of young people experiencing extended periods of homelessness.

Young people experiencing homelessness are more likely to have Dual diagnosis issues than other young people in Australia. For this reason the K10 psychological assessment has been implemented as a part of the Hope Street in-take assessment process. This assists staff to identify if a young person is experiencing mental health issues with depression and or anxiety. This can also be useful in identifying if a young person is at risk of developing a mental health issue and identifying earlier if they are already experiencing symptoms. For example it has resulted in staff being aware of some young people experiencing symptoms of Post Traumatic Stress, (PTSD). Direct gains for young people include early intervention leading to referral and treatment.

The HYDDI clinician has provided primary and secondary consultations, advising case managers on brief interventions and strategies, information on referral for specialist treatment, services co-ordination and clinical problem solving. This has led to an improved response to young people with complex needs from within the homelessness sector. The HYDDI clinicians have also provided primary consultations offering specialist mental health and substance use assessment, with the case manager present, to promote capacity building. This has sometimes led to short term co-case management of young people with dual diagnosis. Feedback post consultations has included in response to what was most useful, 'Access to

information and support. It's really great to know professional advice and support is always available'. Other feedback from the case managers has included 'Information provided was relevant and up to date.'

Regional achievements of HYDDI include a range of training and workshops provided to the youth homelessness sector staff. This included a two day motivational interviewing workshop. Staff were then provided with up to three post supervision sessions with a HYDDI clinician.

Young people experiencing homelessness are more at risk of developing either mental issues, substance use issues or a dual diagnosis. These issues can also result in the young person becoming homeless. The HYDDI clinicians have supported the SHS funded homeless youth services and enabled the youth homelessness workers to provide an increase in responsive service provision, leading to better outcomes for young people. These include improved staff knowledge in regards to referral pathways including to other services/ sectors, improved knowledge and skills in assessing and identifying emerging mental health and drug and alcohol use issues leading to better treatment outcomes for young people.



**Nathan Hall**  
HYDDI Practitioner



# Financial Report 2011–2012

The financial position of Hope Street Youth and Family Services Inc. is strong and the organisation continues to expand and consolidate its range of services. Over the next year we are expecting to experience a tighter financial climate, which the Committee of Management is carefully monitoring.

Hope Street Youth and Family Services Inc. Committee of Management has provided strong financial management of the income from various Government grants and other funds. An annual budget is approved and income and expenditure is monitored via detailed monthly financial reports presented at the Committee of Management meetings. Expenditure on various program areas has largely been within budget projections. All funds have been accounted for per Australian Accounting Standards and are presented in the Annual Statement.

Hope Street Youth and Family Services Inc. is primarily funded by the Specialist Housing Services to deliver crisis accommodation, support and counselling services to the community.

The Auditor's Report is contained in the Annual Report and includes Balance Sheet, Income Statement, Statement of Change of Equity, Notes to the Accounts, Statement of Cash Flows, Statement by members of the Committee and the Audit Report.



Carlo Carli  
Treasurer



Michelle Montague  
Financial Manager

## Income and Expenditure Statement

As at 30 June 2012

(\$)	2012	2011
<b>Income</b>		
DHS Grants	<b>1,268,961</b>	1,168,213
HEF Income	<b>8,464</b>	8,362
Refuge Service Fee	<b>4,352</b>	3,555
Unit Income	<b>3,470</b>	2,718
Donations	<b>2,522</b>	2,603
Interest Received	<b>45,383</b>	39,191
Training Reimbursement	<b>\$191</b>	1,818
One Off Grants	<b>14,005</b>	6,751
Other Projects & Funds	<b>5,744</b>	31,167
Other Income	<b>1,271</b>	143
Profit/Loss on Sale of Assets	–	– 25,026
	<b>1,354,363</b>	1,239,495
<b>Expenditure</b>		
Direct Employment	<b>922,503</b>	787,355
Employment Related Expenses	<b>52,190</b>	35,755
Service Delivery	<b>177,905</b>	90,234
Corporate	<b>107,453</b>	111,738
Buildings, Facilities & Equipment	<b>41,227</b>	84,749
	<b>1,301,278</b>	1,109,831
<b>Operating Profit</b>	<b>53,085</b>	129,664



## Hope Street Youth and Family Services Inc.

### Balance Sheet

As at 30 June 2012

(\$)	2012	2011
<b>Equity</b>		
Retained Earnings	867,401	813,828
Total Equity	867,401	813,828
Represented by:		
<b>Current Assets</b>		
Cash on Hand	962	1,050
Bendigo A/C 60843	199,230	416,598
Bendigo Trust A/C	44,740	30,366
Bendigo Debit Card A/C	2,519	(1,903)
Electronic Clearing A/C	–	(17,911)
Sundry Debtors	100	1,078
Trade Debtors	11,085	5,500
Other Debtors	835	500
Term Deposits	722,680	487,994
	<b>982,151</b>	<b>923,272</b>
<b>Non-Current Assets</b>		
Property Improvements	13,365	13,365
Less Accumulated Depreciation	3,342	1,876
	<b>10,023</b>	<b>11,489</b>
Motor Vehicles	123,405	123,405
Less Accumulated Depreciation	71,790	54,585
	<b>51,615</b>	<b>68,820</b>
Office Furniture & Equipment	68,549	59,606
Less Accumulated Depreciation	48,351	41,739
	<b>20,198</b>	<b>17,867</b>
Furniture & Fittings	79,844	79,844
Less Accumulated Depreciation	62,157	57,643
	<b>17,687</b>	<b>22,201</b>
Low Value Pool	4,053	4,053
Less Accumulated Depreciation	3,953	3,885
	<b>100</b>	<b>168</b>
	<b>99,623</b>	<b>120,545</b>
<b>Total Assets</b>	<b>1,081,774</b>	<b>1,043,817</b>
<b>Current Liabilities</b>		
Trade Creditors	22,635	46,565
Other Creditors & Accruals	93,014	84,779
Provision for Audit Fees	2,700	2,164
Provision for TIL	4,460	3,670
Provision for Holiday Pay	36,675	25,364
Provision for Long Service Leave	16,508	23,352
Provision for Sick Leave	15,732	14,917
Provision for Flexi Time	1,087	628
Provision for GST	21,562	28,551
	<b>214,373</b>	<b>229,990</b>
<b>Total Liabilities</b>	<b>214,373</b>	<b>229,990</b>
<b>Net Assets</b>	<b>867,401</b>	<b>813,828</b>

# Financial Report (cont.)

## Hope Street Youth and Family Services Inc.

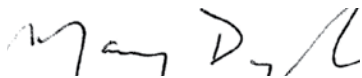
### *Statement by Members of the Committee*

The Committee has determined that the Association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the Committee the financial statements:

- (a) Presents a true & fair view of the Association's financial position as at 30 June 2012 and its performance for the financial year ended on that date.
- (b) At the date of this statement, there are reasonable grounds to believe that the Association will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Committee and is signed for and on behalf of the Committee by:



Mary Doyle  
Public Officer  
16th October 2012



Carlo Carli  
Treasurer  
16th October 2012

## Independent Auditor's Report

To the members of Hope Street Youth And Family Services Inc.

### **Report on the Financial Report**

We have audited the accompanying financial report, being a special purpose financial report, of Hope Street Youth and Family Services Inc. comprising the balance sheet as at 30th June 2012, and the income statement, statement of changes in equity and cash flow statement for the year then ended, a summary of significant accounting policies and other explanatory notes.

#### *Auditor's Opinion*

In our opinion the financial report of Hope Street Youth and Family Services Inc.

- (a) gives a true and fair view of Hope Street Youth and Family Services Inc.'s financial position as at 30th June 2012 and of its performance for the year ended on that date in accordance with the accounting policies described in Note 1; and
- (b) complying with Australian Accounting Standards to the extent described in Note 1.



Janet Collyer  
J L Collyer & Partners  
12th September 2012

## Staffing

Donna Bennett  
*Chief Executive Officer (CEO)*

Michelle Montague  
*Financial Officer*

Jan Carr  
*Internal Quality Improvement  
Consultant*

Helda Payet  
*Web Designer*

Jane Lazzari  
*Programs Manager  
Melton and Whittlesea*

Coralene Berkeley  
*Programs Manager YROP*

Samara Wall  
*Youth Reconciliation Worker*

Nathan Hall  
*Senior Practitioner HYDDI*

Kylie Charleson  
*Case Manager Melton*

Kristen Gardiner  
*Case Manager Melton*

Con Charakas  
*Locum Case Manager Whittlesea*

Brent McGrath  
*Case Manager Whittlesea*

Lisa Connor  
*Case Manager Whittlesea*

Courtney Shiels  
*Case Manager YROP*

Louise Osland  
*Case Manager YROP*

Fiona Rigney  
*Youth Residential Support Worker*

Jenni Clarke  
*Youth Residential Support Worker*

Lisa Settineri  
*Youth Residential Support Worker*

Tony Mowbray  
*Youth Residential Support Worker*

Virginia McKinnon  
*Youth Residential Support Worker*

Catalina Rau  
*Youth Residential Support worker*

Mat Badura  
*Youth Residential Support Worker*

Ben Prior  
*Youth Residential Support Worker*

## Staff Departures

Merilyn Lanigan  
*Youth Reconciliation Worker*

Sonia Fuentes  
*Youth Reconciliation Worker*

Dawn Horsley  
*Senior Practitioner HYDDI*

Sarah Jecks  
*Case Manager YROP*

Lauren Ward  
*Youth Residential Support Worker*

Steven Vivian  
*Youth Residential Support Worker*

## Acknowledgements

DHS NW Region Community  
Programs – Housing

DHS Housing Sector Development  
– Housing & Community  
Building Division

Cath Flanagan – RDNS Homeless  
Persons Program

Lenice Murray – Orygen Youth Health

Wayne Street of StreetRyan for  
in kind services

Alan Taylor – Acting CEO

La Manna – donation of Christmas  
fruit and vegetables

Martins Insurance for  
monthly donation

Streetsmart \$3000 Grant

Will Richards – Big Chip Systems