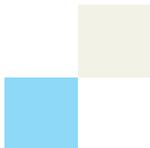




youthsafe

Annual Report 2017/18



YOUTHSAFE

'We partner to prevent unintentional injury of young people'

Twitter: @youthsafe

Facebook: @youthsafe82

www.youthsafe.org

304/ 5-9 Devlin Street RYDE NSW 2112
PO BOX 1074 RYDE NSW 1680



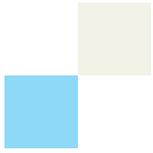
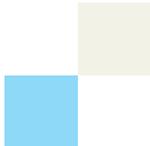


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CHAIRPERSON'S MESSAGE

Professor James Middleton

The Board of Directors is committed to strengthening our business model to ensure the long-term sustainability of Youthsafe and its unique role. The strategic plan adopted by the Board at the beginning of the year built on the work done in the previous year, and focussed on

- growing and diversifying our customer base
- increasing revenue and reducing annual deficits
- demonstrating product leadership based on identified customer need
- retaining our accreditation as an organisation that meets the Quality Improvement Council's Health and Community Services Standards, and
- continuing to enhance Board capability.

While we succeeded in achieving nine of the ten success indicators we adopted for the year – see page 9 of this report for the full list – we were not successful in attaining our end of year target of a significantly reduced deficit.

Given our considerable success in expenditure reduction over the recent past, our principal strategic challenge continues to be the growth and diversification of revenue with the goal for the medium-term of securing a balanced budget and, thereafter, generating future annual surpluses.

Critical to that challenge is to continue building organisational capacity. Our success in retaining accreditation as a community organisation meeting all relevant QIC Health and Community Services Standards provides a strong foundation upon which to meet that challenge. The accreditation requires rigorous quality standards in relation to the provision of services and programs, the maintenance of external relationships and the building of systems and processes within the organisation.

Our continuing review and development of policy contributed to this success, with significant new policies adopted in relation to risk and compliance, financial management, customer rights and privacy.

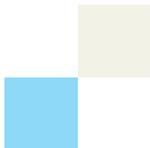
The Board undertook a formal process of self-assessment, which highlighted areas for improvement in relation to succession planning, the appointment of new directors for diversity and the importance of director interface with the wider community. These issues continue to receive ongoing attention by the Board.

Our most notable service achievement came from our continuing market dominance as a training provider of the Safer Driver Course for all approved driver learner services throughout NSW. Youthsafe has delivered this train-the-trainer service since the program was initiated in 2014, during which time over 90,000 young drivers state-wide have participated in the course.

Building on our expertise in the area of road safety we were also successful in being awarded a Community Road Safety Grant from Transport for NSW to digitise our hard copy Guide to Developing Learner Driver Mentor Programs (LDMPs) and to develop an online portal to allow LDMPs to share challenges, success stories, issues and strategies.

Based on our expertise of youth injury in relation to roads, workplaces and sport, we also developed a suite of new products, including

- Steering Young Drivers – a session for learner drivers and their parents
- Young People, Risk-taking and Road Safety – a workshop for teachers endorsed by the NSW Education Standards Authority (NESA)
- Front of Mind: Essential skills for Coaches of Young Athletes – a workshop for coaches of young sports people.
- Workplace Solutions – a suite of sessions about young workers for employers, young workers and their supervisors and staff teams



CHAIRPERSON'S MESSAGE

While we were disappointed by the Federal Government's rejection of our appeal of its earlier decision to deny us Deductible Gift Recipient status we thank the Federal Member for Bennelong, John Alexander, for his willingness to make representations on our behalf in this regard.

We welcomed the decision of the NSW Ministry of Health, our principal funding partner, to not only continue its funding assistance but to offer that support on a triennial rather than an annual basis. This support enables us to provide resources and services at no or reduced cost and their commitment for the triennium gives us greater confidence for future planning. We thank the Ministry of Health for its ongoing support.

I wish to acknowledge and thank my fellow pro bono directors, who comprise the Board of Youthsafe: David Riches (Deputy Chairperson), Ian Bourne (Company Secretary and Treasurer), Gregory Cantwell, Max Lloyd-Jones and Gerald Khoury. Their ongoing contributions, as volunteers, are deeply appreciated.

Finally, I would like to record my thanks to the office team led by our Chief Executive, Warren Johnson. All directors appreciate the energy, thoughtfulness and skill that the Youthsafe team brings to advance our Mission to partner to prevent unintentional injury of young people.

While the challenges before us are considerable, I remain confident of our ability to achieve success by developing effective preventative programs in collaboration and partnerships with our stakeholders. We will remain steadfast in our determination to overcome our current challenges given the uniqueness of our Mission, the importance of our work and the real difference we can make in the lives of young people, their families and the wider community.



“Youthsafe is a quality organisation putting young people’s safety at the centre of everything they do.”

QIP assessor report

CHIEF EXECUTIVE'S REPORT

Warren Johnson

The year saw us pursue opportunities to progress our Mission of partnering to prevent unintentional injury of young people through both advocacy and business development.

Our voice continued to be heard at the state level through a range of stakeholder forums and workshops. Youthsafe was one of four featured panellists at SafeWork NSW's Young Workers Mental Health Event which was held at the University of NSW before an audience of 100 employers and much larger virtual one via online streaming. We continued to serve on SafeWork NSW's Young Worker Mental Health Youth Collaboration and its Mentally Healthy Workshop forums as well as the transport for NSW's Road Safety Advisory Council and associated workshops for the review of the State's Road Safety Plan.

As highlighted in the Chairperson's Report our principal challenge in terms of business development remains the growth of existing and new revenues. Drawing on our recent experience in engaging with the market, we developed a Sales Plan for the sale of all goods and services. The plan sets revenue targets, makes a distinction between the customer and proximal stakeholders and estimates the value of products in terms of their responsiveness to customer need, measurable impact, innovation, profitability and scalability.

While the results for school sessions, the Safer Drivers Course training and government funding all exceeded budgetary targets; Foundations, ClubGrants and corporate support continued to perform well below expectations.

We conducted pilots of *Front of Mind* at the AFL's National Diversity Championships for 30 coaches of young Aboriginal and CALD players and at Gladesville-Hornsby Football Association for over 100 coaches, and continued to refine the workshop. We thank Mounties Group and Parramatta Leagues Club for their ClubGrants to support this innovative approach to injury prevention in junior sports.



Chief executive, Warren Johnson, with SDC training participants

Thanks are also expressed to Kambala Girls School for giving us the opportunity to pilot *Steering Young Drivers* at the school. The after school hours session was attended by over 20 which included adults, young learner drivers and pre-leaners. It was encouraging that ninety percent of attendees reported that they would recommend to session to others.

We would also like to record our thanks to OfficeWorks at West Ryde for choosing Youthsafe as the benefiting charity in its inaugural Round Up to Make a Difference fundraiser that was conducted over the month of May. Appreciation is also recorded to Grill'd Macquarie Centre for its repeated support of Youthsafe in its *Local Matters* fundraiser.

The validation of our commitment to quality by the Quality Innovation Performance (QIP) accreditation process was welcome. Thanks are also expressed to the stakeholders and customers who participated in interviews with the QIP auditors to provide confidential feedback on our effectiveness. They were Roads and Maritime Services, NSW Ministry of Health, PCYC, SafeWork NSW, Catholic Education Commission and AFL NSW/ACT.

While the challenge of long-term sustainability remains in the foreground of our strategic vision we should take encouragement and optimism from the transformational possibilities of our partnerships: both existing and those yet to be brokered. They will undoubtedly be key to our continued long-term success.

ABOUT YOUTHSAFE

We partner to prevent unintentional injury of young people

An expert in youth safety since 1982, Youthsafe was born of the passionate commitment of Associate Professor John Yeo – a well-known spinal cord injury specialist.

Youthsafe is a not-for-profit organisation that partners with government, schools, business and community organisations to prevent unintentional injury of young Australians.

We design and develop services for those involved with young people to keep them safe and on track.

As our young people explore the possibilities of their world, they may need support to help them make safer choices on roads, in workplaces, on sporting fields and when out with friends.

We all have a role to play.

“Youthsafe places a premium on collaboration, partnership and capacity building.”

QIP assessor report





OVERVIEW OF ACTIVITIES

Roads

- Learner Driver Mentor Programs – Toolkit, volunteer mentor training, project advice
- Safer Drivers Course – exclusive delivery of training for Coach and Facilitator components
- *Are we There Yet?* - education session for schools and other not-for-profit organisations
- *Everyday Risk* - education session for schools and other not-for-profit organisations
- Steering Young Drivers – collaborative sessions with novice drivers and their families
- On the Way to High School infographic
- Young driver infographic
- Passenger infographic
- Bike helmet infographic
- Motorcycle infographic

Sport

- *Front of Mind* sessions for sports coaches and administrators
- Bike helmet infographic
- Sports safety infographic
- Stay in The Game presentation for sports participants

Work

- *yPack* young worker support resources and training
- Young worker and mental health infographic
- Workplace solutions – a suite of sessions for employers, young workers, their supervisors and staff teams
- Young worker infographic
- *In Working Order* - education session for schools and other not-for-profit organisations
- *In Working Order* online resource
- *Talking Safety* online resource for employers and young workers in retail

Socialising

- *Plan2* - education session for schools and other not-for-profit organisations
- *Plan2 DVD* resource/educator kit
- *What's the Plan?* - education session for schools and other not-for-profit organisations
- *What's the Plan?* educator kit
- Safer socialising infographic

ACHIEVEMENTS

Learner Driver Mentor Program (LDMP)

TfNSW Community Road Safety Grant project – centralising information and referrals for LDMP coordinators; digitising our LDMP Development Guide; initiating an online forum; face to face training for volunteer mentors held in Eurobodalla.

Education program

223 sessions to 143 schools/community groups for 12,676 students.

Engaged by U-Turn the Wheel program, Sutherland Rotary, to deliver road safety presentation to 4,260 high school students.

Safer Drivers Course

10 Coach training sessions = 74 Coaches trained.
8 Facilitator training sessions = 34 Facilitators trained.

Quality Innovation Performance

Full accreditation, maintained continuously since 2009, by Quality Innovation Performance Limited (QIP) as an organisation that meets all Health and Community Services Standards 6th Edition.

Survey of Young People

Surveyed 100 young people about passenger safety at the Sydney BStreetsmart event; resulting in development of passenger safety infographic

“Youthsafe is a highly regarded organisation with significant authority in its field.”



QIP comment

NEW PROGRAMS KEY COLLABORATIONS

New Programs

Steering Young Drivers

NEW workshop developed supporting novice drivers and their families; providing practical tips and useful strategies to help them stay safe in the early stages on the road. Delivered to families and their novice drivers at Kambala Girls' School.

Front of Mind

NEW workshop for coaches of young athletes delivered to Spirit FC (Hornsby Gladesville Football Club) and the AFL National Diversity Championships.

Workplace Solutions

NEW workshops offering a range of health and wellbeing sessions for employers tailored for staff teams, young workers, supervisors and managers, directors and executive staff.

Key Collaborations

Young Worker support in collaboration with SafeWork NSW

- Young worker forum stakeholder consultations
- Mentally Healthy workplaces
- Young Worker Mental Health Collaboration
- Young worker eToolkit development
- Let's Talk Mental Health event panellist

Road Safety Advisory Council



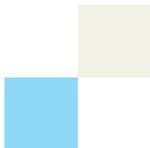
STRATEGIC DIRECTIONS

YOUTHSAFE'S STRATEGY: 2016 to 2019

DOING BUSINESS DIFFERENTLY FOR SUSTAINABILITY

	CUSTOMER	MARKETING/SALES	FINANCE	CAPABILITY
2016 to 2017	<p>Expanding and diversifying Youthsafe's customer base.</p> <p>Identifying prospective Youthsafe customers through marketplace opportunities.</p> <p>Determining, monitoring and responding to customers' needs.</p>	<p>Promoting the Youthsafe brand and Mission by</p> <ul style="list-style-type: none"> investing in business development and marketing. developing and maintaining a social media presence. adopting a Sales Plan aimed at meeting customer needs. 	<p>Developing a pricing model for sustainable margins.</p> <p>Reducing annual deficits.</p>	<p>Investing in new IT systems and icloud functionalities like SharePoint and Salesforce.</p> <p>Building Board capability through strategic recruitment of directors.</p>

	CUSTOMER	MARKETING/SALES	FINANCE	CAPABILITY
2017 to 2019	<p>Continuing the expansion and diversification of Youthsafe's customer base.</p>	<p>Defining the attributes of Product Leadership and ranking all products in terms of a Product Leadership Score.</p> <p>Employing ways to enhance customer intimacy through emotional engagement and improved understanding of customer need.</p> <p>Updating Sales Plan and launching a new website as a selling platform.</p>	<p>Securing revenue streams that contribute to capacity building and long-term positive revenue flows.</p> <p>Aiming for a balanced budget.</p>	<p>Retaining QIP accreditation.</p> <p>Conducting Board evaluations to further enhance board capability.</p>



SUCCESS INDICATORS

YOUTHSAFE'S SUCCESS INDICATORS: 2017 to 2018

SUCCESS INDICATORS		PROGRESS
1	Build a new website to promote products	✓
2	Adopt a sales plan with clear targets and provide quarterly reports on progress	✓
3	Develop a ClubGrants strategy to deliver sales target	✓
4	Develop a Foundations strategy to deliver sales target	✓
5	Develop a corporate sponsorship strategy to deliver sales target	✓
6	Meet budget forecast of \$180,000 deficit	✗
7	Undertake a pilot board performance review	✓
8	Retain the services of a business development expert	✓
9	Develop and market eBooks	✓
10	Secure reaccreditation from QIP	✓

TREASURER'S REPORT

Ian Bourne

Youthsafe accounts have been audited and meet all the conditions under relevant regulatory requirements and contain an unqualified audit report. There are no significant changes to disclosures or format from last year. An abridged Profit and Loss Statement and Statement of Financial Position appears on the following pages. A copy of the full financial statements is available on request.

Youthsafe continues to face sustainability challenges for the future but remains financially viable, at least for the immediate term, with net assets of \$480K at 30 June 2018 (last year \$716K) with adequate cash flows to meet obligations. We continue to seek new project and revenue sources in an increasingly competitive market.

Revenue increased by 1% with revenue streams from Safer Drivers and Presenter Programs continuing to perform strongly. However income from grants and Foundations failed to meet expectations this year, although prospects appear more positive for 2019.

Overall expenditure was lower at \$569K (last year \$588K). Most recurrent expenditure items were contained at similar or lower levels to the previous year, with only expected marginal variances.

The net operating result was \$236K deficit (last year \$257K).

We acknowledge and appreciate the continued financial support of the Northern Sydney Local Health District, now funded through the NSW Ministry of Health.

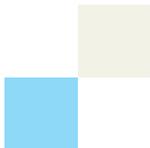
Changes in Youthsafe's funding base continue to present challenges for the organisation. However we will continue to work at securing our future funding base and endeavour to minimise our fixed overhead costs while maximising cost benefit during a period of strategic transition.

The Board of Directors also appreciates the efforts of the Youthsafe staff during what has been a financially challenging year, continuing to achieve continued positive outcomes. We acknowledge the significant contribution made by Bill Hooker in maintaining our accounting records and our auditors, Thomas GLC, for their assistance in preparing our annual accounts.



“We are grateful to Youthsafe for a superb workshop, faultless in content and presentation.”

Chair of Wingecarribee Volunteer Centre



TREASURER'S REPORT

Ian Bourne

Itemised Profit and Loss Statement for the year ended 30 June 2018

	2018	2017
REVENUE		
Revenue	334,119.15	331,520.18
EXPENDITURE		
Employee benefits expense	(391,284.55)	(381,990.42)
Rent and outgoings	(41,922.73)	(42,184.57)
Audit, accounting and consultancy expense	(55,180.50)	(49,914.34)
IT expense	(11,936.17)	(17,458.04)
Insurance expense	(15,385.29)	(15,755.89)
Funded programs and minor project direct costs	(5,946.44)	(10,776.77)
Depreciation and amortisation expense	(9,483.75)	(4,122.10)
Office Relocation	-	(18,192.26)
Other expenses	(38,589.55)	(47,768.41)
(Loss)/profit before income tax	(235,609.83)	(256,642.62)
Income tax expense	-	-
Loss)/profit for the year	(235,609.83)	(256,642.62)
Other comprehensive income for the year		
Total comprehensive income for the year	(235,609.83)	(256,642.62)
Profit attributable to members of the entity	(235,609.83)	(256,642.62)
Total comprehensive income attributable to members of the entity	(235,609.83)	(256,642.62)

TREASURER'S REPORT

Ian Bourne

Balance Sheet Comparative for the year ended 30 June 2018

ASSETS	2018	2017
CURRENT ASSETS		
Cash and cash equivalents	525,085.12	761,510.03
Trade and other receivables	18,146.78	25,797.78
Other assets	14,026.90	17,475.85
TOTAL CURRENT ASSETS	557,258.80	804,783.66
NON-CURRENT ASSETS		
Property, plant and equipment	15,884.87	7,018.62
TOTAL NON-CURRENT ASSETS	15,884.87	7,018.62
TOTAL ASSETS	573,143.67	811,802.28
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	37,807.13	27,160.94
Provisions	43,083.33	48,730.98
TOTAL CURRENT LIABILITIES	80,890.46	75,891.92
NON-CURRENT LIABILITIES		
Provisions	11,596.36	19,643.68
TOTAL NON-CURRENT LIABILITIES	11,596.36	19,643.68
TOTAL LIABILITIES	92,486.82	95,535.60
NET ASSETS	480,656.85	716,266.68
EQUITY		
Retained earnings	480,656.85	716,266.68
TOTAL EQUITY	480,656.85	716,266.68

BOARD OF DIRECTORS

President



Professor James Middleton, , MBBS, PhD, FACRM, FAFRM (RACP)

Board Member since 1997. President since 1998

James is Clinical Director of the State Spinal Cord Injury Service, which is a Network of the NSW Agency for Clinical Innovation. Prior to this, he was Medical Director of the Moorong Spinal Unit at the Royal Rehabilitation Centre (from 1996-2006). He continues to work at Royal Rehab as Senior Medical Specialist for the NSW Spinal Outreach Service. James also holds an academic position as a Professor of Rehabilitation Medicine in the John Walsh Centre for Rehabilitation Research at the University of Sydney, located at the Kolling Institute at Royal North Shore Hospital. In addition, James is Chair of the External Relations Committee of the International Spinal Cord Society (ISCOS) and a member of the ISCOS Prevention Committee since 2001. James also sits on a range of scientific advisory and other steering committees.

Vice President



David Riches, B Ed, Dip Teaching

Board Member since 2009. Vice President since 2013

David is Director of his own road safety consultancy firm, with government and local councils his main clients. He has worked as a teacher, road safety education consultant with the Department of Education, road safety manager with the NSW Roads and Traffic Authority and senior manager in injury prevention and health promotion with Area Health Services. As such David brings a wealth of experience in education and strategic planning, as well as road safety and injury prevention for young people. David was also President of the Board of the Arthritis Foundation of NSW for over a decade, providing excellent insights into the NGO sector.

Treasurer



Ian Bourne, CA

Board Member since January 2000

Ian is a Chartered Accountant with over 30 years' experience in the field of Finance and Business Administration, including previous roles as Regional Finance Manager with UnitingCare Ageing, Director of Finance, Royal Rehabilitation Centre Sydney and before that many years working with a major international accounting firm.

Board Member



Max Lloyd-Jones

Board Member since 2010

Max is Managing Director of the Lloyd-Jones Meakin Group. Under his leadership, the group has assisted major Australian and global organisations rapidly shift their culture and improve their performance, using safety as a business driver. Max started out in his business career as an Accountant working for various US

BOARD OF DIRECTORS

Board Member



Gregory Cantwell, BSoc Sc, Masters Public Health
Board Member since 2014

Greg is currently the Chief Executive Officer of Peer Support Australia, an organisation committed to improving the social and emotional wellbeing of young people. His senior management experience includes Executive Officer for the National Stroke Foundation and Executive Director of Road Safety Education Limited. He has over twenty years' experience in health and youth sectors working in both small and large not for profit organisations including the Australian Red Cross, Kidney Health Australia, Asthma Foundation, Macular Degeneration Foundation and Scouts Australia (NSW). Greg holds a Masters in Public Health, and qualifications in social science and business management. His strengths include business development, influencing government policy and engaging corporate sector support for programs.

Board Member



Gerald Khoury, PhD, MBus (IT Mgt), BSc
Board Member since 2016

Gerald has 30 years global experience in IT strategy, planning, architecture and development. Gerald has provided leadership and advice in IT strategy and innovation to some of Australia's most successful organisations across both the corporate and public sectors. Prior to running his own consultancy, GK Strategic, Gerald held senior consulting positions at IBM and Gartner.



(L to R) Ian Bourne, Warren Johnson, Greg Cantwell at the 'Boards Seeking Directors' event.

HISTORY OF YOUTHSAFE

Youthsafe started out in 1982 as the 'Awareness and Prevention Program'. This program was established by Associate Professor John Yeo in an effort to raise awareness of spinal cord injury and prevention through a team of 'Wheelchair Presenters' who spoke at schools throughout NSW.

The year 1995 saw the program move to incorporation as a company and a name change to Spinesafe then Spinesafe Education Program a little later.

There were further significant changes between 1998 and 2000 as the organisation undertook a strategic review and moved to establish a 'Youthsafe' program with a broader focus on preventing serious injury in young people.

By 2003 a new constitution with youth injury prevention objects had been adopted, the company name 'Youthsafe' was registered and a new look logo developed. This was also the year Youthsafe embarked on a formal quality improvement process undertaking an external review with Quality Management Services (QMS). Since then Youthsafe has completed three full accreditation cycles rating leading practice in a least 3 standards each time.

Youthsafe has continued to develop and grow into a healthy organisation with a high level of credibility and leading the way in youth injury prevention.



