CORNER STONE YOUTH SERVICES INC

ANNUAL REPORT 2013

Our Vision Contribute to happier and healthier young people in our community

Our Mission Lead with relevance in youth health and well-being

Our Values Connect with and 'get' young people, in their own space Develop collaborative partnerships Respect diversity To innovate with distinction



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I first heard of headspace in my early years of high school and I didn't know much about what they did. Headspace, to me at that time, was little more than a place to take my girlfriend for an abortion or access to condoms. Little did I realise that this would be the same headspace that would save my life.

When it was time for me to start high school my parents were faced with a tough decision. We were extremely poor and had just moved to Mowbray from Western Australia. At the time the nearest high school to me was Brooks. My parents, knowing that I was an impressionable young guy, decided to send me to Riverside because the reputation Brooks had at that time wasn't the best.

I hadn't anticipated the elitist attitude my new school would have. To me it was just another public school and we were all on an even keel. But to my peers I was an outsider, I didn't wear the right clothes, I listened to the wrong music, I was too skinny and too loud for my own good.

I woke up every day uncomfortable in my skin, believing that somehow it was my own inadequacy that was preventing me from making friends. I slowly grew to hate myself. The mirror became my worst enemy and my urge to escape what was going on in my head led me to self-harm. I experienced my first taste of hate, my first taste of fear and when I started cutting, my first taste of addiction. What was once a spasmodic thing soon became ingrained in my daily routine. I couldn't wait to get home to harm myself, and eventually I hid a razorblade in the back of my phone and used it in the school toilets.

They say marijuana is a gateway drug, but mine was selfharm. When the scars started getting bad I started to scare myself. I looked for an alternate escape. I stumbled upon alcohol. I couldn't believe I had found such a perfect solution; I would sneak it home and drink myself to sleep. It was cleaner and more pleasant than self-harming.

As my descent into self-medication intensified I became more depressed and wasn't able to live a day without a drink. I soon became disengaged from the few friends I had and began my journey to rock bottom. Years passed and my appetite for new types of getting fucked-up grew. I didn't care what I used, just so long as there was lots of it. From weed to acid to ecstasy to nitrous-oxide – I became a walking pharmacy with no limits.

My years of drug abuse damaged my perception of the world; to call me paranoid would be an understatement. I never wanted to leave my house or go to school for fear of the aspersions I felt the world was casting. With paranoia in tow I decided what I really needed was to escape the funk I was living in Launceston and move back to Perth WA.

Purely by chance I moved into a nice street, in a nice suburb, next to a nice family that cooked nice meth. I had never done meth before, but given my history I was eager to try and the first time I tried amphetamines I fell in love! I sat in the same spot for the next 12 hours, smoking out of a light bulb, and when I ran out I sold the TV I had bought the week before.

Meth isn't cheap. I quickly developed a \$1000 a day habit. I was spending all of my income on it but it wasn't enough.

The next year was a blur of psychosis. I failed a drug test at work and dove into the lifestyle of a full-time junky. I didn't shower for weeks at a time. I weighed 40 kilos, owned one pair of jeans and had lost everybody that I knew.

Then I put the pipe down and picked up the pin. I started shooting up and left my world of paranoia and entered into one of pure madness.

Eventually my family intervened and brought me back to Tasmania. I spent a fortnight in detox, months in rehab and a month in Northside. I battled my demons, relapsed, gave up, swore, cried and at times wished I would die. But, every step of the way, headspace was with me and I can honestly say that if it wasn't for them, I wouldn't be here.

Rehab was ill-equipped to deal with the mental effects of addiction but where they failed, headspace excelled. I was able to attend weekly sessions with a Psychiatrist whilst the doctors appointments rehab would organize took weeks to come to fruition. Having access to somebody straight away that I could actively work with was invaluable. No happy person takes drugs. It's such a simple concept, but one that society chooses to forget. Instead of looking at people's problems, society see people AS problems. We live in a world that's quick to dismiss people who are in pain.

With social networking services providing a constant feed and bombardment from other digital services we interact with the world in a new way – a cold and digital way. Instead of connecting us, it can make us feel like we are forgotten, like there is a barrier between you and the rest of humanity.

I had no faith in humanity and I hated every single person at headspace the first morning I went there. I had experienced so much prejudice and worthlessness it was hard wired as my instant reaction in any new environment.



Now that hate is gone. It was headspace that restored my faith in people. It wasn't through kind words or medication, but their persistence. They let me be me and were ready to help without judgement, every step of the way.

I am thankful that the young people of northern Tasmania have access to a local headspace service. A service that has saved my life and I'm sure will save many more to come, there is no need for people to experience what I did, and so long as headspace is around I truly believe that the youth of Tasmania, their families and the broader community are in good hands.

Garrison Jason Lewandowski-Timson

The Cornerstone Youth Services Team

Cornerstone Youth Services employs 32 professionals in full-time, part-time and casual roles supplying administrative, liaison and support services, along with clinicians who specialise in youth health covering mental, sexual and physical fields as well as motivational and vocational guidance.

CORNER STONE YOUTH SERVICES INC

Cornerstone Youth Services Inc. (CYS) delivers a broad range of services to our community of young people aged 12 to 25 in north and north-west Tasmania.

We focus on health promotion, prevention, education, early intervention and developing help-seeking behaviours.

Our services to the young people of northern Tasmania include access to 'no charge', fully functional, General Practitioners and specialist Youth Health Nurse clinics; immediate support via an intake service with an Allied Health Practitioner; individual and group support and activities; school programs; and advocacy to access many other services to improve general or specific health and wellbeing.

Objectives and purposes of CYS

• To provide accessible, integrated, quality mental health services to young people in Tasmania.

• To provide accessible, integrated, quality drug and alcohol related services, support and education.

• To provide a range of direct services to young people including (but not limited to) health, social, educational, community and vocational.

• To deliver and promote community awareness relating to the health, social and economic outcomes of young people.

• To enhance the health, social and economic outcomes of young people as a focus for community care, community awareness, provision of services and research.

• To enable the youth sector to share responsibility for care of young people through fostering integrated service delivery within the sector.

• To provide ongoing education, support and workforce development to the youth sector.

• To have input into the planning of health, social and educational services for young people in terms of government policy and services.

• To establish and develop a centre of excellence relating to research across a range of health, social and community aspects that impacts on the wellbeing of young people.

• To administer such funds as may be provided for projects or programs in primary care, social, community, educational, vocational, including research and training within the youth sector. I am excited to write my inaugural report for Cornerstone Youth Services Inc. (CYS) as it continues to build its profile for delivering high-quality youth services in our community.

We are celebrating five years as lead agency for headspace Launceston, and now, after negotiation with the headspace national office, we recently opened a satellite service in Devonport which is filling a significant gap in that region.

We understand there is still much to do in both regions but our dedicated staff, under the insightful leadership of our CEO Cate Sinclair, are making a real difference to many young people's lives.

We also deliver the yAdas (Young Aboriginal Drug and Alcohol Service) program in partnership with Relationships Australia. This program has recently undergone a formal evaluation by UTAS UDRH which has delivered a very positive report on our execution of the program and the excellent impact on their clients.

This, together with a general practice medical clinic and other youth-related services, makes CYS a very busy and dynamic place.

We, as a board, along with the executive team, are under no illusion that there is still much to do and we are building strategies to increase our coverage and impact. As with all health-related services, our programs are limited by funding and a key focus over the next two to three years is to source more funding through leveraging our intellectual capital and proven experience to generate income that we can reinvest into our core services while building program extensions to meet the high need we experience daily.

We were delighted to welcome Shireen Thomas and Bianca Welsh to the board during the year and are excited by the different community and business perspectives our new members bring. But we were sad to say goodbye to Susan Crave and Kym Goodes (our inaugural Chair) who have both been board members since the founding of CYS. We thank them for their contributions. I make a special mention of Kym's work as the driving force of CYS, as she delivered to me an organisation with a strong sense of being and a clear strategic purpose.

Hugh McKenzie Chair, Cornerstone Youth Services



I am so delighted to have the privilege of working with a team of committed, passionate and dedicated professionals who each strive to ensure that our community of young people aged 12 to 25, their families and their carers have the optimum support, resources and care they require to live happy, healthy and sustainable lives.

Cornerstone Youth Services Inc. (CYS) is actively growing its services to ensure that opportunities for integration and collaboration are maximised for every young person seeking help and support around issues relating to mental and physical wellbeing, substance use concerns and vocational support. The team works hard to develop meaningful partnerships with other service providers to ensure that the journeys our young people embark upon are efficient, focussed, coordinated and, most importantly, personal and relevant.

Leading into FY13, we developed a solid three-year strategic plan to ensure that CYS remained focussed and addressed areas including sustainability, maximising stakeholder relationships, enhancing service delivery and optimising our awareness of all the difficulties and issues that young people in our region experience daily.

Our team of General Practitioners, Psychologists, Social Workers, Registered Nurses, Occupational Therapists, Youth Workers, other Allied Health Workers, Business Administrators and Management staff are all vital components in the delivery of our strategic plan.

CYS is the lead agency of headspace Launceston, headspace Devonport, yAdas (young Aboriginal drug & alcohol service), Mind and Body and BOOST programs.

We seek to become the lead provider of youth health services in the northern Tasmanian region and work

CEO Report

tirelessly to advocate for the needs of our young people.

I wish to express my gratitude to all of the CYS staff, our service partners and, most importantly, the young people in our community who have all worked so hard together to achieve so many positive outcomes. Together we have carved out a strong path and I look forward to embracing the opportunities and challenges that our future presents.

Cate Sinclair CEO, Cornerstone Youth Services



National Youth Mental Health Foundation

CYS is the lead agency for headspace Launceston and headspace Devonport.

What We're About

Over the past five years, headspace Launceston has delivered in excess of 15,000 occasions of service to young people aged 12 to 25 in the northern Tasmania region.

We seek to ensure that young people are provided with the integrations and supports they required to maximise their capacity for personal, physical, mental and social wellbeing.

We help young people who are going through a tough time, support them as individuals, their families and their carers.

The primary focus of headspace is to optimise the overall health and wellbeing of all Australians. We focus on early intervention, we encourage help-seeking behaviours and we deliver education and health promotion to make a difference.

The headspace core pillars include

- general physical health
- mental health support and counselling including individual and group work
- alcohol and other drug services
- education, employment and other vocational services

So young people come to us if they

- feel down, stressed or can't stop worrying
- haven't felt like themselves for a long time
- can't deal with school or are finding it hard to concentrate
- feel sick or worried about their health
- want to cut down on their drinking or drug use
- want to talk about sexuality, identity or relationships
- are having difficulties with friendships
- have sexual health issues or want to learn about contraception
- are being bullied, hurt or harassed
- are worried about work or study
- are having money troubles

Our headspace centres are youth-friendly. There is a welcoming open door to young people, their families and carers. Clients can talk to a professional about any issue in confidence and comfort.

Often our clients have issues that cross the boundaries of health, social services, education and youth justice systems. We are committed to a client-centric approach and we work closely with other service providers, whose focus is also on young people, to achieve this.

> රටා headspace පර Launceston



RING 03 6335 3100

EMAIL headspace@cornerstoneyouthservices.com.au

VISIT Cnr of Brisbane and Wellington Streets (opposite Morty's) CYS is delighted to have been appointed as the lead agency for headspace Devonport which was launched in June 2013. Still in its evolution phase, headspace Devonport is delivered and managed by CYS based in Launceston. Being a satellite model, headspace Devonport's key care focus is in the areas of mental and physical health provision. As we evolve the service, we will add other pillars of care to the market in Devonport and the north-west region of Tasmania.



RING 03 6424 2144

EMAIL headspace@cornerstoneyouthservices.com.au

VISIT 64 Stewart Street (up the hill from the mall)

Our Programs



yAdas: an Australian Government initiative

yAdas delivers proactive, integrated and culturally relevant clinically based programs and partnerships to engage the young Aboriginal community. We focus on education, harm minimisation and early intervention around substance use and mental health issues.

yAdas is a free, confidential service that works with the young Aboriginal community aged 12 to 25 in the northern Tasmanian region, including the Furneaux Islands.

CYS works with Relationships Australia Tasmania to deliver this vital service.

What We're About

• Support young people to navigate service pathways in order to optimise individual outcomes.

• Deliver a case management approach, where indicated, to a young person and their family.

• Work with young people to build capacity for active self help-seeking behaviours.

• Work with families and the wider community to deliver education and early invention strategies to reduce the influences that cause poor health and wellbeing.

• Support young people to maximise their use of the suite of services that Cornerstone Youth Services offers.







During Drug Action Week 2012, the yAdas team worked with young people living on Cape Barren island to develop a piece of communication that would resonate with their peers. Over a four-month period they created a television commercial 'Smoking – what's it costing you?'. http://www.youtube.com/watch?v=dB0PQmcBHto

During this project, we engaged with the young people and discussed and debated the harmful effects of smoking, the cost of smoking on your health and what material things that money could also be spent on.





Our Programs

Together with the assistance of visiting professionals, we learnt how to develop a story board, script, bed in a music track, shoot, cut and edit.

The young people from the island led this complete process. The TV ad gained coverage on both the WIN and SCTV commercial stations in Tasmania and PR support from all the major media players in the Tasmanian market.

It was a massive effort, engaging many skills whilst delivering education, early prevention and the promotion of help seeking behaviours in a fun and creative project.

Our Programs



Mind & Body is a psycho-social program aimed at promoting self development for young people who are on the edge of disengagement from school or family, or who are close to entering the justice system.

What We're About

The Mind & Body program uses physically and mentally challenging outdoor activities such as caving, abseiling and trapeze work to help overcome self-imposed boundaries. This builds reciprocal and beneficial relationships and encourages a sense of self-belief. The aim of the course is to increase body awareness, mindfulness and psychological education in order to help develop individual skills and the ability to communicate effectively as part of a team.

Through review of these activities, facilitators explore the clients' perceptions of self, examine the origins and nature of their behaviour, break down any barriers to participation, develop strategies to deal with conflict and help build personal motivation and resilience.

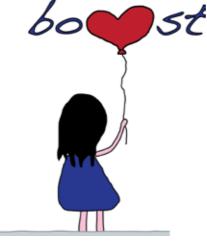
Mind & Body runs a number of courses annually and links in skills from specialist professionals to help deliver the higher risk activities such as caving and abseiling. The courses are run in collaboration with Youth on Paterson and the PCYC with Cornerstone Youth Services being the lead agency.

The Mind & Body program has received outstanding feedback, reflecting how highly regarded it is throughout the greater Launceston region by young people, teachers, support staff and parents alike.









The Mission Australia National Youth Survey 2011 identified that body image and bullying were key issues for young Tasmanians and in particular, young women.

BOOST deals with low self-esteem and body

BOOST is an early intervention program, for

girls aged 15 to 19, designed to promote

discussion around healthy self-esteem and

A number of referrers, along with clients who

accessed the headspace Mental Health Team

for supportive counselling, have identified

poor self-esteem, low-confidence and body

image, particularly in young women.

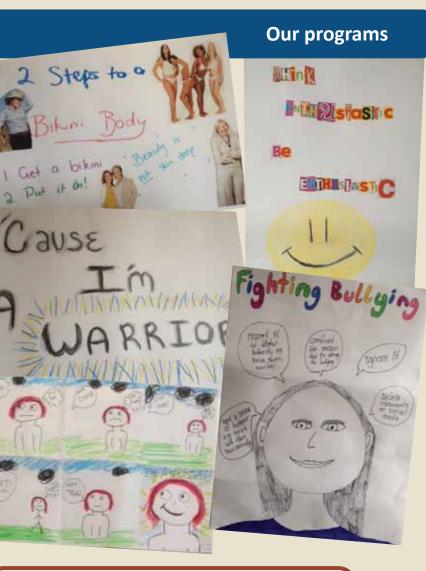
What We're About

improved confidence.

image as major concerns.

Body image was of concern to over two in five female respondents, compared with under one-quarter of males. Concerns about body image increased with age, however, it was a top issue for both 11 to 14 year olds and 15 to 19 year olds.

The program was developed using resources from the Dove *Body Think* program, the True Colours manual and the Centre of Clinical Interventions workbooks.



CYS PROVIDES OTHER PROGRAMS INCLUDING

MAKING YOUR MARK An art based group therapy for young people who are less responsive to conventional counselling approaches. The focus is to help those that have become disengaged from school, friends, work or family.

TURBO SESSIONS Seriously casual half-hour lunch sessions developing core skills to help support young people cope with everyday life. The focus is on mindfullness, visualisation and progressive muscle relaxation techniques.

Mental Health Week – Celebrate, connect, grow

7 to 13 October 2012

The aim of Mental Health Week is to promote social and emotional wellbeing within the community.

CYS encourages young people to maximise their health potential and enhance their capacity to cope with everyday life. This increases their mental health recovery and enables their ability to engage with their families and their communities.

During Mental Health Week 2012, CYS helped with the coordination of *Chalk it Up;* participated in the community leisurely bike ride around Royal Park; and encouraged four clients to enter works into the *Aspire* Art Exhibition.

UTAS O Week

18 to 22 February 2013

Orientation Week (O-Week) is a program of social, community and academic activities designed to introduce new students to all aspects of life and study at UTAS.

O-Week offers students social, sporting, study and support sessions along with events to help them get familiar with campus life, meet people, get prepared for study.

Specifically, CYS ensures new students can easily find out who's there at the uni, and in the wider community, that can offer help and support to ensure they can experience a healthy fun life as they study!

National Youth Week

5 to 14 April 2013

A celebration recognising the value of all young Australians within their communities; offering opportunities for them to express their ideas and opinions. CYS team members attended events at Newstead College; Epic Rave run by the West Tamar Council; Launceston Mall in partnership with the Drug Education Network, Launceston City Council and QUIT; and the north-west National Youth Week event based in Burnie which was attended by all Grade 9 students from that region.

Other Activities

During 2013, CYS attended Launceston and Newstead Colleges Youth Health Expos. These important events raise awareness of healthy lifestyle choices and the promotion of help-seeking among young people and their communities. George Town *On Show* and Agfest were other opportunities for CYS to connect with young people and the wider community.















Agenda Setting



Place of acceptance lets the healing begin

HELSN ALMPTON

students

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officer and



Placing BULLY(ing) on the agenda in northern Tasmania

On 25 October 2012 at Village Cinema, Launceston, CYS hosted a private screening for 340 people of the highly acclaimed and powerful documentary BULLY.

The audience included community leaders, stakeholders, local/state government, schools, media and other service providers.

The objective was to raise awareness of the powerful, real and devastating effects of bullying that goes on around us every day, every hour. Bullying is having a huge negative impact on our young people, and the cost is enormous on every level.

CYS believes that by continuing to keep the subject of bullying as a key agenda topic the devastating effects of it will be minimised within the community.

Internet a feeding ground for trolls

Tackling mental healt

Taking a closer look at the challenges of Cornerstone Youth in

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at risk





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Agenda Setting



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Our Partners

Leveraging the power and support of the partners that we work with makes it possible for CYS to deliver excellent integrated and holistic care. CYS would like to thank our partners for their commitment to working together and allowing collaborative and cohesive pathways.





Our Youth Advisory Group (YAG) is made up of 15 young people from the north and north-west region of Tasmania. This critical team works with us in steering the strategies, structures and developments of CYS to ensure that we are relevant, focussed and innovative.

Youth participation is vital in ensuring that we deliver responsive and appropriate services.

Participation empowers young people and allows them to have ownership and control over decisions they make



about their lives. Their peers and our wider community benefits as this team of young people build their capacity, leadership experience, social competence and sense of social responsibility.

Our YAG works with us in optimising our engagement and access strategies, the culture we communicate, the look and feel of our service, our communication and our overall presentation to their peers and the community as a whole.

Our Board



Hugh McKenzie FCA

Hugh McKenzie was elected to the Board of Cornerstone Youth Services as Chair in October 2012.

Hugh is a chartered accountant, having been a partner with the international advisory firm KPMG for 24 years and brings strong financial and analytical skills to the CYS Board. He was elected an

Alderman of the Launceston City Council in October 2011. This position has enabled Hugh to keep in touch with the community, understand how important health and wellbeing is and

appreciate its many challenges. Hugh believes that a strong primary health care sector is a key ingredient to addressing these challenges.

Hugh also brings a strategic approach with a strong risk management focus to the CYS Board which, together with a good understanding of governance, are essential ingredients for an effective Board.

Whilst Hugh does not have a clinical background, he has acted as an advisor and accountant to many primary care, allied, general and specialist practitioners and has recently been appointed Director to the Tasmania Medicare Local Board.



Stuart Auckland

Stuart Auckland is currently the Program Coordinator for Community Health Development at the University Department of Rural Health, Tasmania (UDRH). Stuart also holds the title of Lecturer, Community Engagement.

During the 1990s Stuart was employed as projects coordinator by the Tasmanian

Department of Primary Industry, Water and Energy (DPIWE).

Prior to moving to Tasmania, Stuart was the Manager, Technical Services at Goodman Fielder Wattie, a large corporate food

production company in Tamworth, NSW.

Stuart has extensive experience in rural community development both within Tasmania and mainland Australia and has undertaken a range of community-based projects and participatory research initiatives in both the resource management and health sectors.

He has presented his work at a number of National and State conferences and has published his work in a number of leading journals and text books.

His current interests lie in population and community health, primary health and health impact assessment.

He is committed to identifying and implementing innovative ways of improving equity and access to primary health care with reference to the social determinants of health.

Mark has an interest in the importance of disease prevention, health promotion and community-based health interventions in reducing negative impacts on health outcomes to individuals, the community, health clinicians and all other relevant primary health care stakeholders.



Philip Morris

Phil Morris has worked in Sydney and Launceston in health and human services in non-government, tertiary education and government organisations for over 36 years.

He is currently an executive manager of primary health services with Tasmanian Health Organisation North.

Bill Smith

Bill attained a Bachelor of Social Work with Honours in 1992.

Between 1993 and 1998 he was Manager at the Launceston Community Legal Centre and was involved with a number of state and national, government and nongovernment organisations. This included a number of years as a Commissioner on

Shireen Thomas

Shireen is currently the principal of Brooks High School in Launceston. She is passionate about leadership and harnessing the potential of young people and is an inspiring mentor for learners and educators alike.

She has a lengthy history in education throughout Tasmania both in teaching

Bianca Welsh

Bianca is 26 years old and is a co-owner of two Launceston restaurants: Stillwater Restaurant and the Black Cow Bistro.

She is passionate about mental health and wellbeing, having experienced how both physical and psychological conditions impair the lives of friends, family and colleagues.

Mark Broxton



Mark assumed the role as Director of Clinical Services for Tasmania Medicare Local in Northern Tasmania in November 2012. He has a Bachelor of Applied Science (Medical Science) and 30 years experience in diagnostic sciences and health management working in the areas of medical pathology, tertiary education, public health, and allied health services. Phil has degrees in social work and public policy and is interested in community service, theatre, ideas, literature, film, food and travel. He has three grown-up children who live in Melbourne and Perth who are all doing jobs that weren't invented when they left school.

Philip is a member of the Board of Uniting Care Tasmania.

the Legal Aid Commission of Tasmania and as Convener of the Tasmanian Association of Community Legal Centres. Between 1994 and 1998 he was on the Board of the Tasmanian Council of Social Services (TasCOSS) and was a Board member on the Australian Council of Social Services (ACOSS).

In 1998 Bill moved to the Department of Health and Human Services (DHHS) and from 2000 to 2004 was Statewide Manager of DHHS Child Youth and Family Support. He has been the Manager of DHHS Custodial Youth Justice at Ashley Youth Detention Centre since 2004.

and administration, including principalships, governance and university secondments.

Her absolute focus is on creating positive futures and good lives for young people through the provision of rigorous and relevant educational programs.

Shireen's work has been presented at international forums in Australia, the United States and Asia. Her contributions to educational leadership were recently recognised with a Fellowship to the Australian Council for Educational Leaders.

Bianca is dedicated to helping people live a healthier and happier life.

Desiring a further understanding of people and how the mind works, she has undertaken a Behavioural Science degree with UTAS and hopes to graduate with a Masters in Psychology.

She has received numerous awards for both the restaurant and her personal achievements and is honoured to be part of the Cornerstone Youth Services board and hopes her contribution can assist the local community.

Financial Summary

This financial summary is a special purpose financial report which can be read in conjunction with the audited financial statements. The committee has determined that Cornerstone Youth Services Inc. is a non-reporting entity.

The increase in grant income in 2013 was due to CYS being the lead agency for the yAdas program. There was an increase of 10% in the funding for yAdas.

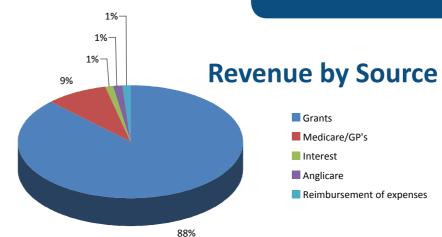
Employment expenses have increased in 2013 due to additional workers being employed for service delivery, including two youth workers, a Registered Nurse and a psychologist for the headspace program. Grant funds

carried forward from 2012 were used for this expenditure, as allowed by the MOU with headspace.

Program specific costs include payments to subcontractors and other agencies for program delivery.

Preliminary expenses were incurred for the preparation of the headspace Devonport site.

Indirect program expenditure includes costs such as insurance, office expenditure and cleaning.

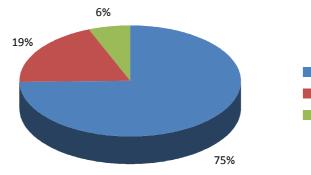


\$2,000,000
\$1,500,000
\$1,000,000

\$500,000

\$0

Expenditure by Category



	2013	2012
REVENUE		
Grants	1,342,189	1,222,601
Medicare	136,435	113,379
Anglicare	15,000	21,666
Interest	18,836	16,486
Other	18,057	10,922
TOTAL	\$ 1,530,517	\$ 1,385,054
EXPENDITURE		
EXPENDITURE Employment expenses	1,130,056	811,521
	1,130,056 289,851	811,521 173,471
Employment expenses		·
Employment expenses Direct program expenses	289,851	173,471

Year End 30 June 2013

Revenue Growth Year on Year



- Employment expenses
- Direct program related expenses
- Indirect Program related expenses

The Twelve Month Plan

SUSTAINABILITY

• Diversify funding streams and develop organic revenue-generating strategies

- Create focussed leadership succession plans
- Become a recognised 'Employer of Choice'

MAXIMISING STAKEHOLDER RELATIONSHIPS

- Increase the voice of young people in how we grow our service
 - Leverage engagement of stakeholders
- Maintain focussed marketing strategies to stakeholder segments

ENHANCING SERVICE DELIVERY

- Trial alternative service delivery models
 - Increase outreach services
 - Launch tele and e-health services

OPTIMISING AWARENESS

- Consolidate media and stakeholder relationships
 - Increase community activities
- Develop CYS ambassador program, led by young people



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Contributing to happier and healthier young people in our community