



ANNUAL REPORT

2018-2019

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1. WAYS VISION, MISSION, VALUES AND GOALS

WAYS MISSION

WAYS Youth & Family is a community based non-government organisation whose mission is to work with young people aged 8-24 years and their families to create successful and meaningful pathways to the future. This is achieved through a “one-stop shop” integrated model of service delivery providing innovative and comprehensive services, specialist staff, programs specifically designed to meaningfully assist young people and their families achieve a range of positive outcomes, fun and varied activities and practical assistance.

WAYS VISION

WAYS Youth & Family are passionate about creating a community of young people, who are aware, informed, able to make healthy lifestyle choices about their education and vocational options, recreational activities and health and well-being thus enabling their full participation and success in society. Central to our vision is to empower families to create harmony, connectedness and understanding in the home, as well to equip parents with the skills and knowledge to navigate the adolescent years.

WAYS VALUES

All employees, volunteers and management committee members are asked to uphold the following values in the delivery of programs, services and activities:

- Treat all clients/ students with respect, dignity, empathy, care and warmth and to offer professional and innovative services to assist them to have their needs met
- Be passionate, responsive and professional in all areas of one's work and service delivery
- Treat all staff, management committee members, volunteers, students, visitors and others with respect
- To work as a team, all of whom are united in the aim of creating a safe, innovative, professional and responsive space that is trusted and well regarded by our community of young people and their families
- Work cooperatively within the organisation and within the smaller team environments through accepting responsibility and accountability for actions at work
- Use transparent and honest communication
- Utilise all paid and voluntary working hours in effective, professional, efficient and conscientious ways
- Contribute professional knowledge, skills and abilities to benefit our client group
- Employees to remain innovative by continually keeping abreast of all of the latest developments, research and best practice across all professional domains and services in relation to young people and their families
- Acknowledge and praise the effort of others
- Continually strive to improve the quality, professionalism and service orientation of all our activities.

OUR GOALS

Goal 1: Service Delivery

- To provide a comprehensive, innovative, integrated and responsive model of service delivery to meet the needs of young people and their families across Eastern Sydney.

Goal 2: Participation and partnership

- The organisation will partner with organisations, parents and young people to develop and coordinate a comprehensive support network for young people and their families.

Goal 3: Financial Sustainability

- To generate sufficient funding to support the organisational goals, its operations and anticipated growth.

Goal 4: Advocacy

- Promote awareness and contribute to policy developments that are in line with WAYS' Mission statement.

Goal 5: Workforce Development

- To support, assist and invest in the development of the staff in order to promote their ability to meet the organisation's vision, values and mission.

Goal 6 Profile and Publicity

- To raise the profile of the organisation as a major provider of assistance to young people and their families across Eastern Sydney.

2. WAYS GOVERNANCE

WAYS are committed to the principles of good governance by the Management Committee membership to:

- Enhance organisational performance
- Understand and manage risks to minimise the negative aspects and maximise opportunities
- Strengthen stakeholder confidence
- Enhance its public reputation through enhanced transparency and accountability
- Demonstrate how it is discharging its legal, stakeholder and ethical obligations
- Assist in the prevention and detection of fraudulent, dishonest and/or unethical behavior.



a. **MANAGEMENT COMMITTEE MEMBERS AS AT 30.06.19**

| | | |
|-------------------------|-----------------|--------------------------|
| President | Leo Wassercug | Financial Consultant |
| Vice President | VACANT | |
| Treasurer | Mark Raven | Chief Executive Officer |
| Secretary | Linda McDonald | Project Manager |
| Committee Member | Damien Babb | Contractor |
| | Keri Spooner | Academic |
| | Bartley Melocco | Acupuncturist |
| | Thelma Thomson | Learning Support Officer |
| | Sophie Harvey | Youth Worker |
| | Ralph Joseph | Retired Businessman |
| | Sally Betts | Waverley Council |



3. WAYS PRESIDENT'S REPORT 2018-19

This President's Report for 2018-19 is presented to the 40th Annual General Meeting of Waverley Action for Youth Services Incorporated (ABN 66420137806) (WAYS) which trades as WAYS Youth & Family, and to the members of WAYS, our staff and volunteers, and to our young people and the community at large. (In 2019-20 we changed the name of our governing body from Management Committee to Board.)

2019 was supposed to be a joyous year of celebration as it is our 40th anniversary. However, it has turned into a somber year of sadness at the loss of our longstanding CEO, Russell King. Although Russell died in 2019-20 and not 2018-19, the year on which I am reporting to you, the issue of his death and WAYS' transition after Russell needs to be addressed now and not in a year's time.

This report will therefore be longer than usual as there is more to cover this year. 2019-20 will not just be another year in the history of WAYS but the year in which we transition from Russell.

Who We Are

WAYS Youth and Family is a non-profit tax-exempt community-based incorporated association in NSW and is a registered charity with the ACNC. We address the needs of our young people believing, as our motto states, that "Our Youth are Our Future".

Since 1979 WAYS has grown from humble beginnings in two rundown terraces at 28-30 Ebley Street, Bondi Junction near the then Waverley Library (now Officeworks) to our purpose-built youth centre at 63A Wairoa Avenue, Bondi Beach, opened in 1992 and which continues to be extensively refurbished with new educational and sporting facilities, and our offices in Tiffany Plaza literally at the very hub of Bondi Junction above the train and bus stations. Last year's name change from WAYS Youth Services to WAYS Youth and Family has better expressed what we do and whom we serve. Rather than attempt to deal with our young people in isolation from their families and their local community, we integrate our services to provide a comprehensive coverage.

We have grown mightily from an initial staff of 6 and an initial budget of about \$300,000 pa. Our initial mission statement was to service the needs of young people in the Eastern Suburbs aged 11-19 through a one-stop shop integrated service model and operating initially in Waverley Municipality. Broadly speaking, this hasn't changed much except to expand the age range from 9 to 24 in relation to some programmes, to expand geographically to cover Woollahra and Randwick LGAs as well as parts of neighboring councils, and to include the needs of the families of our young people in our service model.

Our Service Area

As noted in previous annual reports, we have always had to fight the "Eastern Suburbs don't need any help" attitude as these areas are regarded as being wealthy and either problem-free, or, if problems are admitted to exist, there is an attitude that our area is wealthy enough to pay for the solutions ourselves.

To us Wentworth is not a TV series on Foxtel but one of our two local federal electorates, the other being Kingsford Smith plus pockets of neighboring electorates. Servicing the triangle from La Perouse to Vacluse to Redfern/Waterloo, our catchment area extends throughout the eastern and south-eastern suburbs of Sydney.

As Cameron French of St Vincent's Hospital wrote in the Sydney Morning Herald on 15.10.18, "Wentworth is an electorate of contrasts. The distance from some of the most prized real estate in the world on Wolseley Road, Point Piper to the homeless men and women seeking shelter at the Bondi Beach Pavilion is no more than 10 minutes by car but it might as well be a world away. For all its wealth there are some real pockets of poverty and disadvantage."



Four of Australia's 10 wealthiest postcodes are found within Wentworth while Wolseley Road, Point Piper, is the most expensive residential street in Australia.

But this glitz and razzamatazz is only a small part of the WAYS story. In fact, our service area, despite the silvertail image of the district, is a very diverse area, none of whose suburbs is immune from problems which place our kids and their families at risk. For every Bellevue Hill there is a Botany, for Clovelly there is a Chifley, for Darling Point there is a Daceyville, for Edgecliff there is an Eastgardens, for Moore Park there is a Matraville, for Point Piper there is a Pagewood and so forth.

As in every area of Sydney, we have homeless and unemployed young people, young people and their families living in rental stress and with drug dependencies, and domestic violence. *WAYS services every young person and their family*, whatever their status or background. Social needs and issues don't recognise postcodes.

Our Approach

Relying on our knowledge of the needs of our young people and their social issues, our desire is to always keep a local focus and remain as close as possible, and responsive, to our community base by acting as a one-stop shop for needed welfare, educational, vocational, health and recreation services by providing education, training, case management and counselling as well as a fun place for young people to hang out.

Our approach is to take a long-term view, be locally focused, and work on consistent, integrated solutions backed by a long-term management plan rather than responding to a series of isolated crises with Band-Aids e.g. recognising that problems are often inter-related, WAYS Secondary, our small, nurturing school, provides an alternative education to those requiring it where schooling is integrated with the necessary mental health and family services. We aim to provide universal, targeted and specialist services and supports to our target demographics. Rather than relying on large centralised systems, WAYS is flexible in a differentiated way at the local level to provide services to youth, some vulnerable.

We are a practical, hands-on organisation marked by being pragmatic and realistic. We don't focus on pipe dreams and big ideas like ending poverty or youth homelessness because we know that we can't do that. Other organisations are better-equipped to deal with such issues. We can't make changes on such a large scale but we make sure we make a difference at our local level. So eg we can't increase the youth allowance or build the affordable social housing with affordable rents required to ameliorate youth homelessness but we can and do provide services at the coalface to our local youth who are, or at risk of becoming, homeless. We can't change the social structures but we can change individuals' lives. We can't eliminate massive social problems but we can, and do, reduce their impact and effect on individuals, one person and one problem at a time. Our success and efforts are tracked every year as we account to our funders and donors. We aim to be, and are, a local success story focused on delivering better outcomes to our local community. We try to identify, assess and treat the mixture of structural and personal factors underlying every client's life. They are not a number or a social phenomenon but an individual to be treated with care, respect and compassion.

Because we are an integral part of our local community and not an observer parachuting in from the outside, our Management Committee, staff and client base are naturally diverse and balanced in terms of gender and CALD/NESB categories because we reflect our own community, without requiring quotas or ideologies to do so. We don't provide services in such areas as mental health, youth suicide and youth homelessness because they are current buzzwords but because we see these issues every day as we go about our work and help young people in need. We've been successfully doing that for 40 years.

To become even more successful, we need more funding. Of course, the services we provide cost money but,

over time, they save money, lots of money. Keeping young people off the streets, decreasing self-medicating with drugs and alcohol, treating their mental health, providing an alternative to dropping out of school or employment, avoiding their entry into the criminal justice system and giving them a chance to be kids, combined with keeping families together by strengthening the family unit, and building the capacity in parents to care for their children through adolescence, all add to the bottom line, both socially and financially. Win-Win.

WAYS doesn't have a political agenda. Notions of left and right mean absolutely nothing to us. As a result, we have bipartisan support right across the political spectrum. Instead we have a social agenda. Issues like eg reducing inequality and easing poverty are not abstract political slogans for WAYS – we leave that to others – but our daily practical goals and objectives, delivered one individual at a time. When it comes to the needs of our community, it's not an issue of knowing, it's very much a problem of doing. We already know what's out there and what to do as we interact with hundreds of young people and their families every single week. Over 40 years that's 38,480 weeks. Our daily problems are finding sufficient resources to do what's necessary. We have a surplus of "bums on seats" and a deficit of dollars and staff to provide for them. We have but one aim: to give our local young people the best start in life as young people who grow up well tend to turn into adults who do well and thus our whole society does well too.

By no means are all our clients in trouble but if they are, we are there to provide support. Most of our young people are already doing fine, but many are not. Both groups have needs and WAYS caters to all of them as much as we possibly can. We can't do everything but we do whatever we can with whatever resources we have.

The human level is more important than the dry details of the financial statements set out in the Treasurer's Report. Of course we are always accountable and compliant but it is the personalities and needs of our young clients and families that daily inspire our dedicated staff. That's what's kept me on the Management Committee for over 31 years. WAYS makes a positive impact on the lives of so many of our community's young people and families.

Our Services

We provide an extensive range of educational, vocational, recreational, health and welfare services and programmes to youth and families in our area aged between 9 and 24 years. They are delivered through five key programmes: WAYS Secondary, WYT (WAYS Youth Training), the Wellness Centre, the Youth Space and After School Care. These are set out more fully in the Acting CEO's Report.

If our children and young people are supported to have the best chances in life and have hope for the future, our whole community benefits. The whole community has a responsibility to support children, young people and families, and to provide warm and nurturing environments. We make it a priority to focus on practical solutions, we address problems in the here and now.

The digital networked world together with the rise of the gig economy and the casualisation of the work force have changed the world in which young people live but underneath it all we have the eternal verities of kids bursting with hormones as they grow up, transitioning into adulthood. As they experiment with life and mature, they make many choices. A wise word, some good advice and the room to run around and be themselves can make all the difference between good and bad choices. Along the way, they may cope with stress or problems at home or at school. Tragically, some suffer from some mental health concerns, become disengaged from school, are unemployed, experience abuse, domestic violence or homelessness or are caught up in the criminal justice system. Being neat and tidy is a plus whereas being NEET – not in education, employment or training – is to be avoided.

There are as many pathways to trouble as there are individual life stories and society often thinks the worst of kids in trouble. But no matter how they got there, every young person has one thing in common: they need understanding, compassion and help. They all want their basic needs fulfilled: family and friends, a home and food, education and jobs. They all look for the same things: support and human connection, and safe, supportive and caring relationships. In a word – stability.

That's where WAYS comes in, stepping into the frontline when needed. We help young people grow, develop and unleash their talent and energy to be part of our thriving community. When things go wrong, we are there to lend the necessary support and provide targeted assistance to those who need it most when they need it most. Whatever their circumstances, whatever their story, they are treated with respect and compassion by WAYS. We encourage young people to stay at home with their families so we can support them in place. When that's not possible for whatever reason, we support them too.

The Year's Achievements

2018-19 has been a great year for WAYS in terms of performance. This year we have continued to deliver services at a level and quality of which we are proud.

In 2018-19 WAYS provided direct face to face youth and family programmes to hundreds of young people per week in addition to several thousand other young people who accessed our music, school and other outreach and external programs during the year. The satisfaction levels of our young people in all our programmes are regularly surveyed and are stratospheric exceeding 90% across the organisation.

In 2018-19 an independent consultant conducted a strategic review which has set the future path for WAYS for the next three years. That strategic review began to be implemented on 1.7.19, and is to be further developed into more detailed business and other plans. The strategic plan dealt with both existing and new services and programmes.

Existing services and programmes are to be maintained and strengthened. Some of those services are very well-established eg our programmes funded by DFACS are well over 35 years old, our schools education and workshop programme began in 1989, counselling and case management in 1998, and WAYS Secondary (then known as POEM – Partnership Outreach Education Model) in 2001. We have always taken a long-term view. For several years we carried both WAYS Secondary and the RTO financially as we knew they were important programmes for our future. Our faith in them has paid off amply as now these two education and training initiatives produce consistently good results and are out of the financial woods.

As the need and opportunity arises, new services and programmes shall be added to our portfolio as appropriate and when funded while maintaining the high standard of existing services. An example is homelessness services which we have always provided at a basic level. The Chappell Foundation's generous donation late in 2018-19 specifically for homelessness means that we were able to commence an enhanced homelessness programme within the Wellness Centre in early 2019-20.

Some of our clients have no particular problem and come to WAYS to hang out, or learn or do something. Their parents are pleased as WAYS provides a safe supervised place to do so. Others find new hope at WAYS. Students previously disengaged from school because they are not a fit in the traditional education system are put on a new pathway and turned into regular school attendees. The joy and enthusiasm of kids who, perhaps for the first time in their lives, realise they can do something, can learn, can fit in, can see a future for themselves, makes the endeavors of our dedicated professional staff worthwhile. We pay them as much as we are able to afford but cannot ever recompense them for their hard and successful work. WAYS gives our young people the support, the opportunity and the tools they need to succeed. In many cases WAYS

gives them a second chance, not just at education, but at life. Having seen or heard about past clients who are now adults and parents themselves, some with their own children accessing WAYS's services and drop in facilities, shows what a positive, direct and inspiring impact on young lives and families WAYS has made. We continue to make a difference.

Over the last 40 years, WAYS has many thousands of alumni. Vanessa Silva-Beazley, our Executive Officer, and Damien Babb, a Management Committee member, and Andrew Reid of Bondi Rescue and the organiser of Splash'n'Dash are all WAYS kids who have continued their association with WAYS well into their adulthood.

In 2018-19 we have also revamped our databases; converted our accounting system to Xero and integrated the budget with the accounts; improved our social media, communications and publicity efforts; bedded down the new after school care programme; and renovated both our Bondi Beach and Bondi Junction premises, all while keeping everything else going strongly and posting excellent client outcomes. Thanks to the King Living Foundation donation, both offices are about to be refurnished with new, stylish furniture and fittings. Truly a new look for WAYS.

Financially, 2018-19 has again been another successful year marked by robust financial health. As is reported in greater detail in the Treasurer's Report, I am very pleased to note that WAYS has achieved our eighth year in a row of substantial operating surpluses from 2011-12 onwards with a surplus in 2018-19 of \$131, 993 (2017-18: \$398,997). Our financial performance demonstrates the fact that WAYS is a stable and well managed organisation.

We continue to do well financially in 2019-20.

Our Future

Last year I foreshadowed a strategic review. As mentioned above, that review was conducted and approved in 2018-19 and is being implemented in 2019-20.

We shall continue to exercise financial prudence. Thus our practice of sensible and conservative financial management will continue unabated. This just consolidates our current financial situation. Over and above this, we are strengthening our financial position by improving our fundraising programmes. We have also revamped our databases of supporters and donors.

We have a good reputation for the provision of services as well as having a strong local identity which we shall utilise to generate sufficient funding to support our organisational goals and operations, and allow for an expansion of services to match ever-growing needs.

Milestones

This year we marked the 40th anniversary of the founding of WAYS (1979), the 30th anniversary of Russell King's tenure as CEO (1989) followed soon after by Russell's death. I celebrated my 30th anniversary of joining the Management Committee (1988) in September 2018.

Dr Terri Said has been with us for 15 years, and many of our Management Committee and staff have been with us for a long time too.

It is a rare voluntary community organisation indeed that has a record of such milestones evidencing our longevity, continuity and stability.

Russell Francis King (1/7/56-19/10/19)

This report and AGM are overshadowed by the death of our beloved and inspiring CEO, Russell King.

Russell Francis King started as a volunteer at WAYS in 1987 and was our CEO for 30 years 4 weeks and 3 days from 18.9.89 to 19.10.19 when he died peacefully aged 64. WAYS became his life's work and now WAYS stands as his testament as everything that WAYS is today, including this very building in which we meet tonight, is as a result of Russell's vision and achievements. During his time, Russell's service to WAYS and his dedication to our local young people and their families was remarkable. A man small in stature, Russell was a giant of a man with an enormous heart filled with compassion for our local community and our youth. He always had time, patience and a kind word for everyone, no matter how busy he was. His laconic nature concealed his boundless energy. A Christchurch boy, Christchurch's loss was Sydney's gain and he significantly changed his local community for the better. A modest and humble man, he just got on with it and did whatever he had to do.

He entered hospital on 23.5.19 near the end of 2018-19 year and officially took sick leave on 27.5.19 once a diagnosis of cancer was established. After a lifetime of good works dedicating his life to the young people of our community and their families, Russell died on 19.10.19 sending his final email to the Board on 6.10.19. He kept up with WAYS affairs until 16.10.19 and then lapsed into his final journey of palliative care. He remained optimistic until the end with his final words to me on 16.10.19 being "brilliant news" accompanied by a big smile. Russell's death came just over a year after the death of Rob Griggs, one of our two founders. Our other founder, Bob Hately, passed away several years earlier.

Russell's brilliance has sustained WAYS for 30 years and will influence us and the entire community for many years to come. The tributes to Russell were many so I mention only two as representative of the rest. John Wakefield, a Waverley councilor and former Mayor, wrote that "I attended Russell's service last week. It was so full I didn't get a chance to speak to you. The packed house was a testament to the man, his contribution and his legacy". Malcolm Turnbull, our former local federal MP and former Prime Minister, wrote from the US that "Russell was such a good man and his work transformed, saved really, so many other lives". These two brief tributes encapsulate Russell's qualities and exceptional service and give us the measure of the man.

Russell's record of service and achievement was outstanding. This was formally recognised by the Premier, Gladys Berejiklian. As one of our local MP for Vaucluse, Gabrielle Upton said in making a Private Members Statement moved in the NSW Parliament on 9.3.17 on presenting Russell with a NSW Premier's Community Service Award:

"Russell is the heart and soul of WAYS. ... Russell King is a tremendous person. He is universally respected for his passionate advocacy and commitment to youth in my electorate, and his enthusiasm is infectious. ... He has a way about him. He is never off the job. Russell is not only a community leader who is universally respected, he is also a warm and generous person, and I can't think of anyone more fitting to receive the prestigious award I had the honor to present to him last week. I commend Russell and his team – a leader must have a good team to be able to do the work a leader visions – for their strong leadership and for doing such a great job in continuing to support disadvantaged youth in my local community and across the suburbs of Sydney."

This proved to be his epitaph.

The Board decided on 23.10.19, just after Russell's death, to re-name our Bondi Beach headquarters in which we now meet as the "Russell King Building" and the re-naming ceremony took place yesterday. 18 September has been proclaimed "Russell King Day" to celebrate the anniversary of Russell's becoming CEO on 18.9.89.

A special programme will be arranged annually.

As befitted Russell, his funeral at the Te Wairua Tapu Maori Anglican Church in Redfern was attended by what the minister described as the biggest congregation in the history of the church. It was followed by a packed wake at WAYS Bondi Beach.

Everything we do from now on is for Russell. I speak for thousands of people of all ages when I express my gratitude to Russell who fundamentally changed my life for the better.

Vale Russell! We have loved you and shall continue to love you as we take your legacy and vision for WAYS into the future and continue to serve our local community just as you have done for the past 30 years!

Transition from Russell King: Dr Terri Said as Acting CEO

Having worked closely with Russell for 30 years, I find it strange that he's not at the other end of the phone, not there beavering away as he always was like an Energizer Bunny. Now WAYS embarks on the transition into the era without Russell.

Our leadership team of Russell King and Terri Said were leaders in their field. They were assisted by Vanessa. With Russell gone, Terri and Vanessa have each expanded their duties to fill the gap since May 2019. Next year in 2020 we shall recruit a new CEO as we continue to successfully provide our range of services. In so doing, WAYS shall stay true to our ethos as set out by Russell, and at the same time change with the times as we navigate a changing environment post-Russell.

Terribly sad though Russell's passing is, the transition from Russell has been an orderly process. Other than being closed on the day of Russell's funeral and wake, we didn't miss a beat and there was no interruption to our services. Our proven results and top performance have continued to be delivered uninterruptedly despite Russell's illness and death.

Russell's legacy at WAYS is safe and in good hands with the Board and Terri, the Acting CEO, ensuring that Russell's ethos, values, vision and achievements are being carried on.

Russell left WAYS as a well-oiled machine. With Russell's unexpected illness in late May 2019, it's a testament to Russell's management style in managing and nurturing Terri for so many years that when it came to the crunch Terri was able to take on the Acting CEO role literally from one day to the next. Obviously, this has imposed greater demands on her but the outstanding results she has produced since becoming Acting CEO speak for themselves. Having successfully for years managed and expanded the two biggest programmes in WAYS – WAYS Secondary School and the Wellness Centre –, Terri is proving she is up to the task. As President I have had to go well beyond the normal duties of a Board member to assist Terri in taking over from Russell. Until a new CEO is appointed by the Board in 2020, the buck stops with Terri. She is implementing the strategic plan which Russell put in place but never got a chance to implement himself. Terri's first priority has been to preserve and consolidate all our existing services, and ensure our staff were not disrupted by the shock of the sudden change. All WAYS staff have been incredibly supportive at this difficult time and are working well in their roles and in supporting Terri. Terri and I are conducting a thorough-going review of WAYS the results of which shall become evident in 2019-20.

Thanks and Appreciation

I thank the entire WAYS team and community, and all the highly qualified, professional, passionate and compassionate staff of WAYS who are experts in working with young people and in assisting them attain their goals. I also thank my fellow members of the Management Committee who represent the parents and families



of our local community to whom we cater and whom we serve; the senior management team of Russell King (thanked here for the last time), Dr Terri Said, Vanessa Silva-Beazley and Tom Dickson; our members and the many community volunteers who all provide so much support for our community's young people and families.

WAYS greatly appreciates the funding we receive from governments at the local, state and federal level.

WAYS is fortunate to enjoy bipartisan support right across the political spectrum as we work with all our local political representatives of all political affiliations. As such we are grateful to our Members of both federal and state parliaments, and our local councilors for their ongoing championing of our service. Without their continuous support we would not be in the strong position we are today as we look forward to another 40 years of service to our community. We appreciate their advice and assistance, and we thank all of them individually both for their service to our community and their support for WAYS. They are the MPs for the federal electorates of Kingsford Smith, Sydney and Wentworth; the MPs for the state electorates of Coogee, Heffron, Maroubra, Sydney and Vaucluse; and the councils of Bayside Council (part of which is the old Botany Council), Randwick, Sydney, Waverley and Woollahra.

The changing of the electoral cycle is inevitable and during 2018-19 Malcolm Turnbull was replaced by Kerryn Phelps and then Dave Sharma (which changes briefly made our local area the center of national attention), and Bruce Notley-Smith by Dr Marjorie O'Neill while continuity was provided by Matt Thistlethwaite, Gabrielle Upton and Michael Daley who continue to represent us. We wish all our political representatives at every level of government success in the hard and sometimes thankless task of representing us.

WAYS also enjoys generous support from a number of foundations and community donors and sponsors. We also send thanks to our community supporters, who provide generous contributions of all sorts, to help us keep the lights burning for our clients. They are listed elsewhere in this Annual Report.

Important though government funding is for WAYS, we also acknowledge our appreciation of the vital contributions of donors, philanthropic trusts and foundations, including the Chappell Foundation, Easts Rugby Union Club, the King Living Foundation, the Matana Foundation, and Splash'n'Dash, and our members and volunteers, amongst whom are numbered my fellow members of the Management Committee. In addition, our bankers Bendigo Community Bank, honorary solicitors Holding Redlich, and auditors Rosenfeld Kant have been supportive as always.

Thanks too to the many staff in government departments and other community organisations along with the volunteers of service organisations who have contributed to enabling WAYS to live its vision.

And finally, we must thank the young people and families for they are at the heart of what and why we do what we do here at WAYS.

We applaud all of you!

Conclusion

Russell's vision was that our fundamental ethos was to stay small and local (as opposed to big and impersonal) so we can care for our young people and their families in our local community of and enhance their welfare and future. WAYS is a voluntary, community-based charity and has deliberately always chosen to be a small local charity, springing from and grounded in our local community to whom we provide local services. We know and work our patch. As a result, we always have our ear to the local ground. That is when we best serve our local community of which we are so much a part. What we have achieved over the years is due to the support of our community and the young people and their families within our community.



We are proud of our work and retain our optimistic outlook. Buoyed by Russell's boundless energy and enthusiasm, we continue to deliver services to our community of young people and their families 365 days a year. Here's to another 40 years!

I move this report for adoption.

A handwritten signature in black ink, which appears to read 'Leo Wassercug'.

Leo Wassercug

President

10 December 2019



4. WAYS TREASURER'S FINANCIAL REPORT 2018-19

In my capacity as Acting Treasurer I present the Treasurer's Report 2018-19 to the 40th Annual General Meeting of Waverley Action For Youth Services Incorporated (WAYS). WAYS continues to grow and this is reflected in the attached audited Financial Statements for 2018-19. This is the 40th anniversary of our founding in 1979. WAYS is a stable and well-managed organisation.

This report is overshadowed by the loss of our CEO, Russell King. He took sick leave in this financial year on 27.5.19 and died on 19.10.19 in the 2018-19 financial year.

Our Legal Status & Service Catchment Area

WAYS is a tax-exempt non-for-profit community-based incorporated association in NSW (Incorporation No Y0648810). We are also a charity registered with the Australian Charities and Not-for-profits Commission (ACNC) (www.acnc.gov.au/charity/f968a79c885f7f40d65239058d9ee369) and have both DGR (deductible gift recipient) and PBI (public benevolent institution) status with the Australian Tax Office.

WAYS (ABN 66-420-137-806) (WAYS) trades as WAYS Youth & Family. Last financial year we changed our trading name from "WAYS Youth Services" to "WAYS Youth & Family" to better reflect our objectives and activities.

WAYS services a very demographically, socially and economically diverse area bounded by water by Sydney Harbor, Botany Bay and the Pacific Ocean/Tasman Sea and on land covering the triangle between La Perouse, Vaucluse and Redfern/Waterloo. WAYS provides an extensive range of services (detailed in the President's and Acting CEO's Reports) to our local young people (aged between 9 and 19 and in some cases up to 24) and their families. Our services and programmes are educational, vocational, recreational, health and welfare.

Our catchment area (in which we are deeply embedded and of which we are part) in Sydney's Eastern and South-Eastern Suburbs services the Bayside (a part of which is the former Botany Council), Randwick, Sydney, Waverley and Woollahra Local Government Areas; the NSW electorates of Coogee, Heffron, Maroubra, Sydney and Vaucluse; and the federal electorates of Kingsford-Smith, Sydney and Wentworth. These electorates and councils are represented and governed by a wide variety of political parties and independents with all of whom we have good relations and all of whom give us their bipartisan support.

Our Financial Environment

As a not-for-profit charity we are largely dependent on recurring annual or triennial grants from federal, state and local government and are therefore subject to the vagaries of changes in government policies and priorities. Most of our programmes are grants-based. The major exceptions are WAYS Secondary and the RTO which are performance-based i.e. per capita. The more young people we enroll in, and have complete, our school and RTO courses, the more we earn.

Government responses to social problems are often crisis-driven Band-Aids rather than based on a long-term, properly funded strategy. Nevertheless, much of our government funding is now triennial. Although an ounce of prevention is worth a pound of cure, unfortunately politicians generally do not see votes in funding social welfare services. Thus, the welfare sector is chronically underfunded and WAYS is no exception in this regard. Having previously been Treasurer for many years, I speak from first-hand experience. I'm lousy at many things but

juggling balls for survival is a finely honed skill at WAYS” making something out of nothing and doing more with less. Some years are better financially; some are worse. After 40 years we are veterans in the community welfare sector. It's quaint to remember but my term as WAYS Treasurer goes back far enough to include computerising WAYS's accounts. I encouraged this gradually over two or three years (!) as computers weren't something the welfare sector "did" back then so I took things slowly so as not to make waves or create unrest. Now we use sophisticated accounting software, and, in the important causes of governance, compliance and accountability, our accounts are closely scrutinised by our funders, donors and auditors as well as by the Management Committee/Board. Regulators require us to produce special purpose audits. Proudly, in our 40 years of existence WAYS has always been solvent and financially secure, and have always been unqualified.

As the number of funding bodies and programmes, as well as our regulatory obligations, increase, the accounting and financial management function grows more complex due to our increased accountability and compliance obligations and the varying requirements of the funding bodies.

Our ethos (to quote our President and CEO in the 2005-06 Annual Report is that “We find a way to deliver the services needed even if the government sector won’t or cannot”. Supplemented by our fundraising, our continuing efforts in managing our finances prudently and conservatively has achieved a better income situation (as we have identified new, stable revenue streams), costs restraint, serious debt reduction, and the creation of several reserves (e.g. for capital expenditure and staff entitlements), all of which have enabled us to live within our means while continuing to provide and expand our traditional full range of services to our local community. These policies of the WAYS senior management are closely supervised by the Management Committee (renamed the Board) of WAYS. That monitoring has been enhanced by upgrading our accounting software using Xero and integrating our budgets with our accounts.

Our RTO (Registered Training Organisation) known as WAYS Youth Training enables us to earn revenue by providing training courses, and our WAYS Secondary School is fully accredited with the NSW and federal education departments thus qualifying us to receive per capita grants like all other registered independent schools throughout Australia. Both these programmes stand on their own feet after a period of careful nurturing. Funding for these two programmes has increased significantly. This funding is secure and will continue to increase for years to come.

Always accountable, compliant and transparent in our finances, we pay attention to service delivery to our young clients and their families as well as to our staff. This year marks our 40th anniversary of successfully delivering services to our clients.

The WAYS staff is a tight-knit team and the good working atmosphere at WAYS is one of the reasons we’ve retained many staff for years despite being in the community services sector which is notorious for high staff turnover. Financially this has the impact of higher staff entitlements such as provisions for annual leave and long service leave.

Our Financial Results

Our annual total income and total expenditure increased to the \$2.7 - \$2.8m range in 2018-19 having grown from the \$1.3 - \$1.4m range in 2012-13. In my 2009-10 Treasurer’s Report (I was Treasurer then), I predicted that “Our outlook for 2011-12 and beyond is bright.” This prediction was accurate and this is our eighth year in a row of substantial operating surpluses from 2011-12 onwards (growing from \$95,863 in 2011-12 to \$398,997 in 2017-18) with our current operating surplus for 2018-19 being \$131, 993. This is down from last financial year but remains healthy being our third-best result since 2011-12. The decrease is due to our conservative financial policies where we took the opportunity of a high surplus to create a provision for future capital expenditure, to

increase our provisions for future staff entitlements, and to retire more quickly a provision for the valuation of an intangible leasehold asset. In these ways, we are better securing our future. Our favorable financial situation is expected to continue into the future. So far in 2019-20 our finances are in good shape. As always, our solvency remains secure and assured.

The **key financial highlights** of the year are:

- Total Income rose \$344,771 or 14.0% to \$2,813, 259 (2017-18 \$2,468,488).
- Total Expenditure increased \$611,775 or 29.6% to \$2,681,266 (2017-18 \$2,069, 491).
- This resulted in an Operating Surplus of \$131,993 (2017-18 \$398,997), a downturn of \$267,004.
- Net Assets were \$633,288 (2017-18 \$686,094), a decrease of \$52,806.
- As a service delivery organisation, our greatest expense is the Wages of staff who are also our greatest asset. This amounted to 56.5% of our Total Expenditure (2017-18 67.1%).
- We completed the new science laboratory in terms of capital expenditure.

Russell King

Russell celebrated the 30th anniversary of becoming CEO on 18.9.19 and died soon after on 19.10.19. I worked closely and successfully with Russell as Treasurer for some 23 years. He was ever so easy to work with. He was always on top of everything. He knew the state of our finances without having to look up the accounts or take notes. He also knew all the financial details of our grants and programmes. Every month before our monthly Board meetings (formerly called Management Committee meetings) I would meet or speak to Russell to go through the accounts with him in preparation for making my Treasurer's Report to the Board. I would ask for a general overview and then ask Russell specific questions about any notable variances in income or expenditure from one month to the next. It was a rare occasion indeed when he couldn't answer my questions in detail straight off the top of his head. After a little while, Russell knew my routine and what I would focus on each month so he'd give me the answers without me even having to ask my questions. At our monthly meetings and on other occasions in between we would also discuss the big picture of WAYS and look ahead to the major financial events coming up, trying to plan for them in advance. In this regard he had a shrewd financial mind.

In this way, Russell and I dealt with financial times, both good and bad, and steered WAYS through. A small voluntary charitable organisation like WAYS is dependent on government funding from the three levels of government so we regularly have to make applications for existing funding to be rolled over for the next year or triennium, or we'd make application for new programmes. Since Russell took sick leave, our general Manager, Dr Terri Said, has very capably stepped up and become Acting CEO.

The Future

We have prudently increased our reserves and provisions to protect ourselves financially against contingencies. We shall continue to do this.

A strategic review of WAYS was conducted in 2018-19 to ensure that our focus, management and finances are up to date. It will be implemented in 2019-20 taking into account. Following the strategic review and Russell's death, 2019-20 will be a time of transition and renewal for WAYS.

Despite the loss of Russell we shall maintain our ethos and values as well as our longstanding philosophy of service delivery which is based on the core principles of:

- keeping a local focus and remaining close to our community base which we have managed to do despite a trend amongst government funding bodies to favor larger organisations.

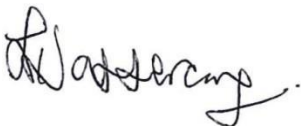
- providing a comprehensive range of services and programmes to our young people and their families to deal with a wide variety of educational, vocational, recreational, health and welfare by acting as a one-stop shop and taking a long-term view regarding needed services and, where required, persevering with them to the point where a new service is bedded in and is self-supporting.
- if a service is needed, finding a way to set it up and keep it going.
- Co-operating with other local service providers whenever required.

Adopting the Report and Giving Thanks

I give my grateful thanks to:

- the WAYS team of Russell King (for the last time), Dr Terri Said and our excellent staff and volunteers, our Executive Officer, Vanessa Silva-Beazley, our Finance Officer, Tom Dickson, our auditors, Gary Williams and Judy Brown of Rosenfeld Kant, and the Management Committee and Finance Sub-Committee;
- our numerous funding bodies and donors (both foundations and community donors and sponsors) whose generous donations are listed elsewhere in this Annual Report;
- our bank, the Bendigo Bank; and
- All the local councilors and federal and state MP's, who have all provided invaluable support for WAYS.

Finally, I move this report for adoption as I complete my 31st year on the WAYS Management Committee. It was a privilege to serve as Treasurer of WAYS from 1992 to 2016 and briefly now again. Trevor Wise, and now Gary Williams and Judy Brown have not just audited us over the years but given us much sage advice. Our previous bookkeepers have included Gillian Murphy, Alan Rees and Shannon Elliott. Please refer to Appendix A to view the 2018/2019 Financial Statements.



Leo Wassercug
BCom (Hons) (Accounting & Financial Management) LLB LLM ACIS AGIA

10 December 2019

5. WAYS ACTING CEO REPORT 2018-2019

WAYS Youth & Family (WAYS) had a very successful financial year 2018-2019. Our President, Leo Wassercug, has highlighted our achievements and the very good overall health of the organisation, in his President's report. The milestones we have achieved and our appreciation and gratitude to the many members of the Eastern Sydney community who have helped us to achieve our success. Our Acting Treasurer Leo Wassercug, in the Financial Report 2018-2019 has detailed our very good financial health as an organisation. A significant financial highlight is that our total income rose by 14.0% in this past financial year. We also posted an operating surplus of \$131,994 in FY2018 / 2019 and the organisation's reserves have remained stable over the past year. As Leo details throughout his report, WAYS is of strong economic health and is a financially viable organisation.

Being in a good position, both financially and as an organisation, is very important but more important to our young people, their families and the community as a whole is the actual level of our service delivery and the quality and effectiveness of our programs and services to address the needs of our young people and their families.

In 2018-2019 WAYS provided direct face to face youth and family programs to over 250 young people and their families per week. This does not include 4000 other young people who accessed our music, school and other outreach and external programs during the year. These statistics are a great indicator of the accessibility and effectiveness of our programs. We survey all our young people in all our programs for their satisfaction levels and opinions regarding our service delivery (90% + across the organisation). Part of this survey process involves making changes and increasing input and resources to programs and activities. Tailoring programs and activities to meet the needs of our young people and their families has been the essential element behind WAYS since our inception.

We are very proud of what we have achieved for/with our young people and their families in 2018-2018 as you will see in this Annual Report.

This has been our eighth year of financial and program stability. As previously outlined in previous Annual Reports times were not so smooth but we have overcome the various adverse situations in the past and the present is great and the future is looking extremely good.

One of the factors that enabled WAYS to navigate through past difficulties and into what is a very bright future has been due to a small group of reliable and supportive funders. Our core funding from the 1980s has always been Waverley Council, NSW Family and Community Services and NSW Health. All three have been our rocks of Gibraltar. To these three we must now add the Matana Foundation for Young People, with us since 2009. This seed of funding was the bed from which WAYS Secondary rose. Every year without fail Matana continues to fund the school.

WAYS Secondary and WAYS Youth Training funding has increased significantly. These two education initiatives are our largest funded programs. Thank you to the Association of Independent Schools, Commonwealth Education and Training, NSW Education and NSW Infrastructure and NSW State Training for your much valued support for these programs in this past year. Other funding sources such as The Matana Foundation for Young People and Woollahra and Randwick Councils thankfully continued to support us through 2018-2019.

This year our general donations stream remained strong. Donations from the community are essential to our ability to address the needs of young people and their families. Government funding while also essential and greatly appreciated is compliance bound and usually tied to specific items, activities, outcomes and services, whereas donations cover items government does not fund or cannot fund e.g. food, clothing and shelter. For a normal week WAYS provides 60-70 breakfasts and lunches every school and training day. We provide snacks and meals to 40- 50 other young people for six days of that week. (Fruit is available 6 days a week at both WAYS Bondi Beach and WAYS Bondi Junction). All paid for by donations or food donated directly (OZ Harvest and Our Big Kitchen). A simple but very tangible example of how donations directly benefit our young people and their families.

I would like to acknowledge the most generous donation from The Chappell Foundation received this financial year. This donation has been critical in allowing us to commence a program targeting youth homelessness. WAYS has always aimed to work more intensively and effectively with this population of young people and thanks to The Chappell Foundation's donation we are now able to do so, thus providing another much needed service to local at risk youth and their families.

During the year, WAYS undertook and adopted a strategic review. This was conducted in collaboration with an independent consultant: Com Management. The review provided some excellent strategic directions for WAYS for the next three to five years. In addition to the number of strategic initiatives that will be explored in the coming years, an internal review of all programs as well as staff and board satisfaction was undertaken.

The results were extraordinary and confirmed that WAYS is indeed performing extremely well with regards to both client and staff satisfaction. Clients of WAYS were approached to provide confidential satisfaction data. The results were outstanding, revealing very high satisfaction with a range of our services across a number of domains. Clients were asked to rate a number of statements in terms of the programs they use and the impact that they had on their lives. Examples of some statements include: the impact that the service they received has had on their life, their ability to make positive decisions, their capacity to achieve their key goals for which they sought assistance, their beliefs that the service has their best interests at heart, the value that this service holds for them and whether they would recommend the WAYS program they received to their friends and families. Satisfaction ratings in relation to these questions ranged from 83% to 96%. 94% of staff that were surveyed indicated that they believed that WAYS is an excellent employer.

WAYS is gifted with incredible professional, compassionate, supportive and dedicated staff. Our high level of client satisfaction is a reflection of the amazing staff we have. However, our staff are only one part of the human capital that contributes to our success. WAYS is very reliant on volunteers from our community. In 2016/2017 we were fortunate to have Easts Rugby adopt us as their charity to support. The effect has been incredible, immediate and ongoing. At the 2018/19 Bondi Blitz and Splash n' Dash, they provided a large number of young players who worked with our Youth Committee and other volunteers.

I'd also like to thank Andrew Reid for once again not only for organising the Splash n' Dash, one of our main fundraising events, but for making WAYS the benefactor of the proceeds of this spectacular event. This Financial Year King Living have come on board and have very generously donated their time, expertise and furniture. Thanks to the team at King Living, WAYS will in 2020, be fitted out with brand new furniture across both sites.

WAYS also has regular volunteers who assist in many different ways. They will be honoured today at our Volunteer Ceremony. Another key to our success is our WAYS Board and Members. WAYS has been fortunate to have a solid, reliable, unobtrusive but responsible Board of Management. This stability provides

the foundation to our success. The community sector has seen many organisations go to ruin due to unstable and divided governance.

In 2016-17 we were successful in gaining \$200,000 from AIS and the Commonwealth and raised \$118,000 to match the Commonwealth/AIS grant. In 2017-2018 we started building a Science Lab/Classroom and an Outside Learning Area. These works were completed 2018-2019. Once again, Member for Vaucluse, Gabrielle Upton MP led the way in raising money towards the WAYS contribution. Raising \$35,000 for the 2015-2016 Capital Works and now \$20,000 for the Outside Learning Area. Capital works also commenced on the Bondi Junction site in terms of building more counselling rooms and remodelling the WAYS Youth Training (WYT) part of the office, these modifications will be completed in 2019/2020.

In short, both our sites at WAYS Bondi Beach and WAYS Bondi Junction are booming. 2018-2019 has been a great year for WAYS and 2019 -2020 will be more of the same.

To our most valued clients: we at WAYS, sincerely hope that we were able to help and support you and provide the necessary programs, services and activities which will assist your journey towards a successful, accomplished, very happy and fruitful adult and family life.

Last but not least, I'd like to express my profound sadness at the passing of my mentor and boss of 15 years, Russell Francis King. Russell has not just been any boss – he has been my inspiration and my compass of true north. He has significantly guided my career and has been integral in fostering my life purpose of meaningfully serving our local community and helping young people believe in themselves. Russell is responsible for the unbelievable growth and achievements of the incredible organisation that is WAYS Youth & Family. Russell was a true visionary and innovator with an admirable sense of social justice. He positively impacted careers and shaped people's lives for the better. Being such a humble man- he would have no idea of the measure of his significant influence over the span of his 30 years of community service on the lives of staff, many WAYS clients and the broader community and of their deep respect for him and his life's work. May he rest in eternal peace and know that all WAYS staff, our board, and I will make it our mission to preserve his incredible and undeniable legacy of transformational service to our much loved local community.



Dr Terri Said

Acting WAYS CEO

6. 2018 – 2019 YEAR IN REVIEW: PROGRAM HIGHLIGHTS

- Results from an independently conducted strategic review conducted in 2019, revealed that the 94% of WAYS staff rated WAYS as an excellent employer.
- WAYS Secondary maintained accreditation for years 9-12 until 2021.
- 18% increase in students between July 2018 with 46 students and July 2019 with 56 students.
- The average school attendance was 77.5% in 2017 and was 77.6% in 2018/2019. This pattern of attendance is a major achievement of the school in light of the fact that at least 75-80 % of students have had issues with attendance prior to coming to the school.
- In 2019 there will be 6 students completing their HSC. In 2020 we anticipate 15 students to complete the HSC.
- WAYS Youth Training (WYT) ran five very successful courses this past year. The courses were: Cert II Community Services, Cert III Business, Cert III Retail, Cert IV Community Services and the Diploma of Community Services
- WYT completion rates are on average 68%: 65% is the target. The national average is closer to 40%.
- Results from an independently conducted strategic review conducted in 2019, revealed that WYT scored a 95.35% approval rating from a sample of their past students.
- The Wellness centre held two 5-week Effective parenting groups at WAYS Bondi Beach with approximately 17 parents attending each group. Participants across the two groups that we ran rated the courses on average 8.4/10.
- Across both courses, on average, parents reported a 30% increase in their knowledge and a 27% increase in their skill base relating to the effective parenting of their adolescent children.
- 80% of Wellness Centre clients surveyed said that the WAYS Wellness Centre has a very good to excellent impact on their ability to achieve at things that are important to them.
- 93% of the Wellness Centre clients indicated that they would recommend the Wellness Centre to their friends and families.
- G.P services remain popular. There were a total of 791 appointments, which pro rata is a huge increase on all previous years.
- School Holiday Programs were very popular and attendance remained high.
- Bondi Blitz drew large numbers again in 2019, with attendance between 2500 – 3000 people
- The youth work team parent e-mailing list is over 400 parents
- Headquarters has been in operation for a year and averages 50 clients per week
- A WAYS Safe Summer (AWSS) had another successful year. They engaged with over 2296 young people across 16 outreach sessions and distributed 4474 information health packs.



7. PROGRAM REPORTS

To follow is a detailed description of the highlights, achievements and planning initiatives in each of the program areas of WAYS.

a. RECREATION – YOUTH SPACE



I. YOUTH SPACE & HOLIDAY PROGRAMS

WAYS Youth Space is a supervised, safe and supportive space for young people to congregate in the Bondi area. The Youth Space operates a great range of structured and unstructured activities including homework help, tutoring, music lessons, sporting activities, basketball, football, makeup course, and pool games. The staff assists young people to engage in a variety of activities on and off site, providing opportunities for early intervention, health promotion and the development of pro-social values and attitudes. WAYS Youth Workers also provide individual support for young people attending the youth space who need extra assistance.

WAYS Youth Space run a variety of interesting external excursions and activities in the school holidays. New excursions and destinations are developed in consultation with the young people. In the past year, WAYS Youth Space ran excursions including surfing, cartooning, trampolining, Wet & Wild leisure park, bowling, Sydney Aquarium, rock climbing, skate boarding and ice-skating. In house adventures include basketball and barbeque engagement night every Friday to allow local teenagers a safe and supported space. A Saturday Sea Wall Graffiti Project also ran in collaboration with a local artist. Wednesdays has consisted of the makeup course run in collaboration with the Makeup Academy.

These excursions are designed to increase young people's access to social, sporting and educational opportunities, particularly those from disadvantaged backgrounds.

WAYS Youth Space was also able to run specific Girl Zone and Boy Zone activities to cater to the changing needs of our growing young people.

II. MUSIC PROGRAMMES

WAYS has continued to provide a number of music programs for young people including live music events which have expanded to include all genres of music. Lessons provided include guitar/drums/keyboard and also allows access to the WAYS Music studio.

This past year:

- 150 music lessons were provided.
- 224 young people accessed the WAYS Music Studio.
- 1 outdoor music festival was held on Bondi Beach with 6 bands and 3 DJ's performing to an estimated crowd of 3000. 150 at the Bucket List and 500 at the Bondi Markets side shows. This event provided an opportunity for young people to enjoy themselves in a safe, supervised, alcohol and drug free environment. It continues to provide an invaluable opportunity for young performers.



III. SPORT & RECREATION

Physical activity is encouraged as it instills positive lifelong habits.

Examples of physical activity include:

- 1 weekly football/soccer/skating program with 10-15 young people attending each week.
- 1 weekly external Parkour program with 15 - 20 young people attending each week.
- 1 weekly Basketball program on the rooftop with an average of 15 -20 young people per day.
- Skate Jam held May 25th 2019. 100 plus young people booked in for workshops.
- Bucket of Knar skating event partnered with Totem and The Bucket List that attracted more than 150 young people.
- Saturday Basketball conducted at the Margaret Whitlam Indoor Sports Centre 10 -20 kids weekly.



IV. After School Care - HEADQUARTERS (9-12 YEAR OLDS)

Headquarters After School Care (formerly known as WAYS Tamariki) is a newly developed program for 9 – 12 year olds. This program commenced in July 2018. A weekly program was implemented to meet the needs and requirements of this age bracket. After School Care includes pick up from the local primary schools. It is run from 3 – 7pm Monday to Friday and includes dinner. The primary aim is to provide parents with a safe, innovative and fun environment for their children. Headquarters runs separately from the Youth Space drop in program.

The program averages 50 clients per week. Our goal is to increase this to 100 clients by July 2020.

YOUTH WORKER'S ACHIEVEMENTS:

Total attendances for all youth work programs has remained steady or have climbed slightly through all programs.

- School Holiday Programs average attendance each day of 15
- Bondi Blitz attendance between 2500 - 3000.
- Youth Space e-mailing list is over 400 parents.
- 3 Youth Workers achieved tertiary youth work qualifications.
- 3 Work Placement Students and Interns worked within the organisations and assisted in all programs

The Parents Say:

“The holiday adventures are a life saver for me and unlimited fun for my 3 kids. They come home happy and exhausted. Thanks for running this program”.

“You don’t know how much I appreciate all you do. The staff have such a positive impact on my son’s life. Having you guys as a support has made all the difference when we moved here”



b. EDUCATION

I. WAYS SECONDARY



About WAYS Secondary

WAYS Secondary is a non-fee paying independent/alternative high school that excels in motivating and engaging students to achieve academically, love learning and realise their own potential. The school offers NESA accredited ROSA and HSC courses. Upon completion, our objective is to assist students to achieve their future goals into further education, training and employment. WAYS Secondary offers years 9 to 12.

Our Philosophy and Mission

WAYS Secondary's mission is to successfully address and focus on student wellbeing, academic growth and success, development of personal and community values and overcoming students personal and academic challenges.

Our dynamic innovations in the area of student wellbeing has been critical to our success and we pride ourselves on our capacity to grow students socially and emotionally. Small class sizes and a flexible and supportive learning environment ensure student nurture and the successful achievement of academic goals.

We have a proven record of instilling a sense of self-worth and connection to education in each student by enabling them to overcome any personal barriers to education that they may possess.

We believe each student is an individual with a diversity of learning styles and we make it our priority to make learning accessible to all students. At WAYS Secondary our aim to create a family of students and teachers who all strive to work together to create a nurturing and supportive environment that promotes acceptance, encouragement and academic achievement. Students are encouraged to be individuals, compassionate towards each other and to learn how to take responsibility for their own behaviours and choices.

Parents are valued as much as students. Parents are encouraged to access our Youth and Family counselling service & our Effective Parenting courses which empower parents with the skills and knowledge to better understand their adolescent children, build stronger connections, manage challenging behaviours and feel more confident in their parenting.

SCHOOL ACHIEVEMENTS:

- WAYS Secondary maintained accreditation for years 9-12 until 2021.
- 18% increase in students between July 2018 with 46 students and July 2019 with 56 students.
- The average school attendance was 77.5% in 2017 and was 77.6% in 2018/2019. This pattern of attendance is a major achievement of the school in light of the fact that at least 75-80 % of students have had issues with attendance prior to coming to the school.
- In 2019 there will be 6 students completing their HSC. In 2020 we anticipate 15 students to complete the HSC.
- In partnership with the RTO, we increased the HSC scope of subjects to include a VET subject in 2019: Business Services.
- This year, for the first time ever, WAYS Secondary have an Enrichment program for 10 days, for our Year 9 & 10 students. This includes a lecture from the Armed forces, instruction on bush care, Barista course, etc.
- This year, two students of our Year 12, have been accepted into University.
- Academic achievements have been higher this year, the Year 11's preliminaries are significantly higher than previous years.

PLANNED INITIATIVES:

- To introduce mindfulness programs into the Stage 5 and 6 curriculum.
- To remodel the outdoor space where students have recess and lunch.
- To implement two new stage 6 subjects : 2 Unit Food Technology and 2 Unit Modern History
- To increase awareness of the school and thus increase enrollments to capacity – 65 students.

Student Feedback:

"I never knew a school could change my life in the way this one has. This school has benefited me in so many more ways than educational purposes. It has given me a home and a second chance that I will forever be grateful for. I am not here because I am being forced, I come because I wouldn't want to be anywhere else"

"I have been very supported at this school as all the teachers are very helpful and caring. WAYS Secondary is the best school I have been to and I always recommend this school to everyone"

"WAYS Secondary has created a relaxing, safe and supportive atmosphere for me during my time here. This has resulted in a massive improvement in my attendance which at my previous school as so below average that I almost repeated a year. Luckily I switched schools to WAYS and they have helped me avoid repeating"

"WAYS to me has meant a new beginning and a second chance achieving my goal of finishing year 12. In my short stay here I have achieved finishing year 10 and now I'm more than half way through year 11! WAYS has given me a chance to make new friends in a much more safer and happier environment than my previous school"

"WAYS has helped me with my grades as I used to fail all my subjects at my previous school and now I am getting either A's or B's. I didn't realise I was capable of achieving good grades. The teachers here are amazing!"

"WAYS Secondary has provided me with the opportunity to excel in education and develop healthy ways to cope with adversity. I am beyond grateful for WAYS and Terri"

"WAYS Secondary has changed the course of my education for the better, all the staff have provided a positive environment and supported my unique situation and enabled me to finish year 12. Thanks to all staff for being so kind and helping me grow as a person"

"WAYS Secondary is an amazing school that is really flexible and understanding. The teachers take their time to understand each students situations and learning abilities and focus on people individually and make us the very best we can be. I feel very supported by all the students and teachers, we are like family! I love it there. I wouldn't be graduating if it wasn't for WAYS"



II. WAYS YOUTH TRAINING (WYT)



The courses run by WAYS Youth Training (WYT) continue to use new and innovative teaching techniques to engage young people who don't flourish in school for whatever reason. They are fun, interactive, practical and work orientated and incorporate building up strengths, work preparation skills and links to other services. WYT has 10 qualifications it is able to deliver in Business, Retail, Hospitality, Customer Contact and Community services.

BUSINESS DEVELOPMENTS:

In 2018 WYT had its first graduates in the Diploma of Community Services. The community Services stream remains the most popular amongst our target group. Students have engaged it, partly because many have been around community services, so they understand the concepts. They also have a passion for giving back the help they received. It is a big development to have students, many of whom had left school before year 10, request us to do the Diploma and then flourish in that environment.

Partnership relationships continue to develop as the courses have been delivered in other youth services. The Diploma of Community Services started in July 2018 at WEAVE in Maroubra and was completed in March 2019.

ACHIEVEMENTS:

Courses included 2 Part qualification courses

1 Cert II Community Services

1 Cert III Business

1 Cert III Retail

1 Cert IV Community Services

1 Diploma Community Services

COMPLETION RATES:

2018-2019: Average 68%

(65% is the target. The national average closer to 40%)

Income has remained consistent in the last 2 years

Income 2015- 2016 Financial year \$188,816

Income 2016-2017 Financial year \$323,849

Income 2017-2018 Financial year \$312,887.40

Income 2018-2019 Financial \$265,095.80 (1 less course due to staff illness)



FUTURE PLANNED INITIATIVES:

In 2019/2020 it is hoped that 2 streams of courses will run simultaneously:

- One stream, early entry Cert II and Cert III courses will be in Bondi Junction.
- A second stream of Cert IV and Diploma in Community services will be delivered in partnership with WEAVE Youth and Community Services.

Student Feedback:

Business Cert III BJ

- *Was relevant to the workplace*
- *The people were nice*
- *Meeting new people*
- *Learning new thing within the course*
- *Being in the class, learning and getting feedback from the trainers*
- *Having both theory and prac lessons was awesome*
- *The staff were very supportive, understanding and caring*
- *The class was very interesting and educating*
- *During this course I found it very comfortable to undertake as our trainer assured me that there was nothing to stress about and to take my time.*

Student Feedback from The Community Services Cert IV Bondi Beach:

- *Role playing to get accurate training*
- *The way the staff were able to help me learn/understand things*
- *Meeting new people and learning new stuff*
- *Excellent trainers*
- *Flexible. Always simplifying questions I didn't understand*
- *The teachers were calm and understanding and helped when it was needed to pass my course*
- *The learning environment*
- *Having the trainers be willing to spend extra time to make sure you know what you're doing*

- *Good paced learning*
- *Class mates were great*
- *Everyone was equal*
- Supportive trainers, respecting peers



III. A WAYS Safe Summer (AWSS)

A WAYS Safe Summer is a peer education project where young people provide health promotion and education about issues related to safe sex practices, sexuality, and alcohol and other drug issues to other young people. AWSS celebrated its 18th year of operation in 2018-2019.

ACHIEVEMENTS in 2018-2019:

- Employed 6 young people as Peer Educators and provided them valuable training and work experience that often leads to further career development.
- 2296 young people engaged with via conversations during 16 outreach sessions.
- 4474 information health packs were handed out.
- Provided outreach at a number of music festivals around Sydney such as the Electric Gardens festival.
- Developed a WAYS branded AOD and sexual health fact cards for outreach.



c. WELLNESS CENTRE



The Wellness Centre aims to provide a comprehensive, integrated and responsive health service that meets the needs of young people and their families in Eastern Sydney. This involves the delivery of easily accessible GP, Optometrist, Sexual Health, Case management, Counselling, Acupuncture and well-being programs for young people and their families. These services aim to educate and support, encourage healthy lifestyle choices and promote wellbeing.

I. PSYCHOLOGY AND CASE MANAGEMENT

WAYS psychologists and case managers offer individual and family counselling, advice and referrals, advocacy, effective parent groups, psychoeducation seminars and workshops, health promotion, mental health and cognitive assessments and practical support to young people and families throughout Eastern Sydney. Our psychologists and case managers offer specialist assistance with the primary aims of increasing the wellbeing and safety of children, young people and families, of meaningfully addressing Alcohol and Other Drugs (AOD) issues that present in young people and their families and decreasing youth homelessness. More specifically for the past 30 years, WAYS has achieved tangible and effective outcomes for the following target groups:

- Young people and their families affected by AOD issues
- Young people and families at risk of social isolation and mental ill health
- Families and communities in social housing
- Children, young people & families affected by separation, AOD, mental health and family violence.
- Children, young people, families at key transition points. Eg high school transition, adolescence
- Students with poor social and emotional skills and resilience.
- Young people in conflict with parents, at risk of school disengagement and homelessness.

The counselling and case management service also continues to provide great mentoring, support and

opportunities to young people at risk who are under stress, enabling them to fulfil their life purpose, have greater mastery over their emotions and any barriers they face, increase in self-respect, self-esteem and experience healthy relationships and self-actualising growth. Demands for this service remain high. Referrals come from schools, parents, young people self-referring, other community and government groups as well as other WAYS Programs.

ACHIEVEMENTS:

- During 2018 to 2019, the WAYS Counselling and Case Management team treated a total of 367 clients.
- The mean age of young people treated by psychologists and case managers was 16 years old.
- 44% of clients accessed Case Management and 56% of clients accessed Counselling services.
- Two 5-week parenting groups were held at WAYS Bondi Beach with approximately 17 parents attending each group. Participants across the two groups that we ran, rated the course as an average of 8.4/10.
- Across both courses, on average, parents reported a 30% increase in their knowledge and a 27% increase in their skill base relating to the effective parenting of their adolescent children.
- 80% of clients surveyed said that the WAYS Wellness Centre has a very good to excellent impact on their ability to achieve at things that are important to them.
- 93% of clients indicated that they would recommend the Wellness Centre to their friends and families.
- 97% of Case management clients and 96% of counselling clients said that they were either very satisfied or satisfied the service they received.
- Conducted a Youth Forum on “*Practical approaches in Adolescent neurobiology, pharmacology, sexuality and the media*” in April at Woollahra Chambers, 90% of students rated the forum as good, very and excellent.
- There were a total of 791 G.P appointments which pro rata is a huge increase on all previous years.

Parent Group Client Feedback:

“Thank you got a lot out of it”

“Delighted to be here for my family”

“Really enjoyed the course, really surprised me that the course was great and kept wanting more”

“Thanks a lot it was helpful”

“You were both very nice, approachable and very informative”

“Both excellent in different ways”

“Great course thank you!”

“Brilliant guys, thank you!”

“I think the material is sensible and easy to understand and the time spent thinking about it reminds me of stuff that I think I might have known something about and helps me to re-apply it for teenagers – thank

you!”

Psychology and Case management planned initiatives:

- To continue to develop and grow our educational-psychological assessment tools and services to target a gap in health services for school students.
- To attract funding to enable us to work more closely and comprehensively with complex client presentations.
- Expand our homelessness service.

II. SCHOOL EDUCATION PROGRAMMES AND SEMINARS

The school education programs aim to dispel myths and increase student knowledge and skills to make informed and responsible decisions. Workshops are delivered by a multi-disciplinary team of educators with backgrounds in social work, psychology, training and youth work.

In 2018-2019 WAYS engaged students and conducted many workshops. Our workshop topics are offered: Sex, Sexuality and Relationships, Social Media and Sex and AOD, Anti-bullying, and Alcohol and Other Drugs (AOD) continue to be the focus of school demand. This year there has been an increase in interest in topics involving mental health and body image. This year we conducted 14 school workshops. These workshops covered the following topics: Social Media and Sex and AOD, Sex, Sexuality and Relationships, Bullying and healthy relationships, Mental Health and stress management and AOD workshops. Workshops continue to be rated highly by participating students.

WAYS Wellness centre staff also conduct AOD seminars for the local PCYC.

III. YOUTH FORUM 2019

As part of National Youth Week WAYS in partnership with Woollahra council held the Youth Forum 2019 *‘Industry experts present:* “ The art of resilience, happiness and success “on Thursday 30th of May . The forum was opened by Charley Gonzaga a AWSS peer educator who introduced the Mayor of Woollahra Council, Cr Peter M. Cavanagh and Mayor of Waverley Council, Cr John Wakefield. Both mayors addressed the students.

This year the forum was attended by 100 high school students from years 9-12 from WAYS Secondary, Cranbrook, Kincoppal, Randwick Girls, Rose Bay Secondary, Moriah, The Scots College, Kambala, Reddam, Our Lady of the Sacred Heart College (OLSH), and St Catherine’s School.

This year’s forum presented a practical and motivational day designed to educate and inspire our local student community to become the best version of themselves. Three very dynamic and inspiring speakers spoke on the day. The first speaker, Dr Jodie Lowinger is a commanding presence in the media and speaks regularly on building resilience, peak performance, personal leadership and positive mindsets. Dr Lowinger is the CEO and founder of Mind Strength and the Sydney Anxiety Clinic. The focus of her message was to deliver practical strategies for students in terms of how to build a growth mindset and how to apply this to their lives. Dr Lowinger provided inspiring examples of how to achieve this and of the incredible value of how to view setbacks and how to capitalise on them. The take home message was challenge and obstacles with the application of a growth mindset will translate into success and pride.

Our second speaker was Leanne Warner. Leanne has held positions as CEO of Sydney Children’s Hospital

Foundation, CEO of Cure Cancer Australia and Deputy CEO of Camp Quality. Leanne presented a very practical talk on the art of happiness and of the significance of emotional intelligence. Happiness is a skill. Leanne emphasised that there are no secrets to attain happiness and it is not something that just happens to you, it is an essential skill that can be learnt. Leanne presented the concept of intentional happiness and explained the concept of the happiness pie.

Our final speaker was Richie Harkham. Richie is an incredibly dynamic and inspirational speaker, entrepreneur and influencer in a new age of resilience. His message was delivered via engaging story telling and the very relatable concepts of Kadima and return on resilience. Students were truly captivated by his personal story of resilience in the face of numerous setbacks. They were also inspired to reflect on the ways that they too could contribute meaningfully to society. Richie is a master storyteller whose life story and message of courage and motivation to succeed captured the hearts and imagination of all students and staff who were privileged to hear him speak.

All three speakers were incredible and meaningfully contributed to WAYS Youth & Family's goal of meaningfully inspiring and empowering students to be successful, build on their resilience and turn challenge and crisis into opportunity and growth.

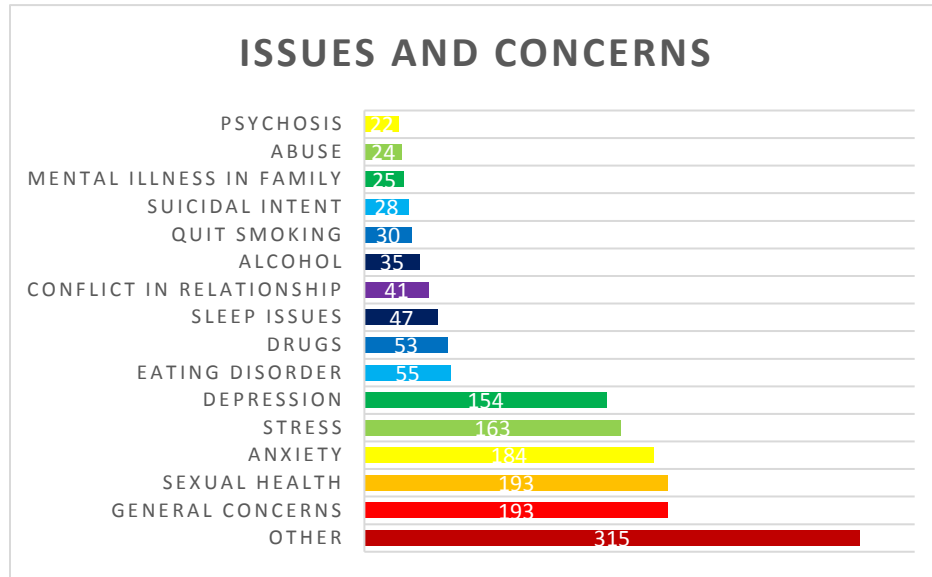
The forum also consisted of two, 45 min workshops. Workshop one was on *Developing a growth mindset* and workshop two focused on the practical art of *Building Happiness*. Each workshop was designed to build on the theme of the first two speakers. Students also received a student resources book which contained a number of practical activities designed to complement the content of the talks.

Students were asked to rate the forum overall out of 10. The average rating for the forum overall was 8/10, which equates to a rating of Very Good. Students were asked to rate their knowledge and skills **after** they attended the forum in relation to the topic area of the forum i.e. on growth mindset and skills acquiring happiness. The data indicated that there was a 30% increase in students' knowledge and skills in terms of developing a growth mindset and in understanding the concept of happiness as skill and how to create intentional happiness activities.

IV. General Practitioner Services

There were a total of 791 appointments, which pro rata is a huge increase on all previous years, this is due to the fact that Dr Jessica Ivany practiced 2 days per week and worked longer hours. It is also a reflection of the need for a youth friendly GP in the area, although many of our patients live quite a distance away which can be seen by the relatively large unallocated percentage. Most patients were 16-18 years old.

Issues and Concerns at Consultation:



Whilst the majority of our clients come in for a general checkup, the main issues/concerns of our clients are sexual health, anxiety, stress, and depression.

V. ACUPUNCTURE AND WELLBEING

Bartley Melocco, the Acupuncturist from **Sevenways Health Clinic** in Bondi, operates an acupuncture and wellbeing clinic once a month at our Youth Health Clinic. This clinic started in June 2013 and has been well-received by the young people attending since its inception. The Acupuncturist works with young people on a number of issues including nutrition, managing stress, insomnia and relaxation.

STATISTICS

- The number of patients who attended the clinic this year was 56.
- The main reason young people access acupuncture is due to stress, anxiety and depression and like the GP quite often a combination of all three. There has been a decrease in drug and alcohol issues.

VI. Dental Clinic

The Dental service started in July 2013 in partnership with Oral Health Services. The clinic runs on the second Thursday of every month from 9am-1pm.

The dental nurses who attend WAYS provide a thorough screening of individuals and also a fluoride coat to help prevent decay. Clients will be referred to one of three clinics for work that needs to be done – Daceyville child dental clinic, Hurstville child dental clinic (both for under 18) and Hurstville adult dental (over 18). All

patients who are over 18 years of age need to supply a Centrelink Health Care Card and all treatment is at no cost.

STATISTICS

- During 2018-2019 the dental clinic saw 53 clients over 10 months (closed Jan and September).
- Most clients who accessed this service were between 12 – 15 Years old, closely followed by the 16 – 18 years old.

d. OTHER SERVICES

I. INFORMATION, ADVOCACY AND REFFERAL

WAYS provides an advocacy, referral and information service for young people and families requiring assistance with legal, health, income support and other issues.

8. STAFF, VOLUNTEERS & YOUTH COMMITEE

Thanks to the support of sponsors, members, partners, volunteers and staff members we can celebrate a year of success. In particular, we would like to thank the following permanent full time, part time and casual team members. They are the foundation upon which the various programs, activities and services are delivered.

STAFF 2018-2019

| | | | |
|---------------------|----------------------|------------------------|-----------------|
| Alena Cheng | Ekaterina Kiriloucha | Loren Maddams | Sallie King |
| Andrew Le Breton | Eva Sanz Orio | Lynne McGimpsey | Sarah McCracken |
| Allegra Brittain | Finlay Clarke | Michal Shoham Polonsky | Soraya Touma |
| Breeanna Webb | Hannah Beiboer | Michaela Braggett | Tahana Sini |
| Celina Silva Santos | Henry Teofilo | Michelle Hoomans | Talia Faau |
| Charles Cauchi | Isabella Rosenthal | Milli Barac | Tamara Dawson |
| Charlotte Gongaza | Ianeta Baker | Nicholas Redmond | Terri Said |
| Christine Gorman | Jakub Kamen | Pia Turco | Terepai Eli |
| Daniel Mackertich | Jaspal Padam | Rani Raad | Tom Dickson |
| Dr. Jessica Ivany | Joanne Stefanovic | Renu Ball | Trudy Axen |



| | | | |
|------------------|----------------------|---------------------|-----------------------|
| Emma Lawson | Sapna Ball | Russell King | Tim Ramsden |
| Emma Simms | Laura Tindale | Richard Enriquez | Umut Geren |
| Rachael Murray | Lea Lepping | Robertson Cerqueira | Vanessa Silva-Beazley |
| Christine Gorman | Lex Barlin | Rachael Murray | |
| Emma-Lou Griffin | Leonardo Shaw-Voysey | | |

YOUTH COMMITTEE

WAYS Youth Committee, made up of youth representatives from the local area. The committee members meet once a month to discuss issues of concern for young people and the community, and provide WAYS staff with advice representing the local youth. Members also have the opportunity to take ownership and get actively involved in the planning and organisation of Youth Week events. Training and employment opportunities are also available, with members participating in leadership courses and other training.

YOUTH COMMITTEE MEMBERS 2018 - 2019

| | | | |
|--------------------|-------------------------|-----------------|----------------------|
| Aaron Brein | Daniel Turner | Kirralee Towers | Rohan Ball |
| Abbey Miller | Dylan Palmer | Luca Phillips | Sandy Shi |
| Andjani Yulianto | Gabrielle Smith Coghlan | Masam Raad | Sienna Pavone |
| Charlie Barry | Hayley Minogue | Magda Kassis | Talia Faau |
| Chevonne Costello | Hugo Odgers | Nelson Burke | Tyee Cronk |
| Catherine Morrison | India Steinmetz | Odin Bloodworth | Zac Kangais Albaytar |
| Charlotte Gonzaga | Jarome Nicholls | Pheobe Lange | |
| Chloe Whittmore | Jacinta Ferraro | Reuben Dzovza | |

VOLUNTEERS

For many years, volunteers have provided an invaluable contribution to WAYS, the community and Australian society. Our volunteer's efforts, time, knowledge, experience, expertise and most of all their generosity, help to support our young people in making life-affirming decisions. Throughout the past year, the volunteering program at WAYS has undergone a few developments to strengthen



volunteers' involvement at WAYS. We would like to take this opportunity to acknowledge and say thank you to:

VOLUNTERS 2018- 2019

| | | | |
|-----------------|-------------------|---------------|----------------|
| Amer Raad | Elliot Frawley | Masam Raad | Rowan Perry |
| Bartley Melocco | Fontini Lantouris | Mustapha Raad | Xanthe Pearson |
| Charles Clifton | Gabriel Raad | Nucha Norte | |
| Charlie Cropper | Judy Wang | Rani Raad | |

PEAK BODY MEMBERSHIP

- Association of Independent Schools NSW (AIS)
- Mental Health Coordinating Council (MHCC)
- Network of Alcohol and Other Drugs (NADA)
- Youth Action



WAYS THANKS OUR FUNDERS, DONORS, SPONSORS & PARTNERS

AUSTRALIAN GOVERNMENT

Department of Education and Training

NSW GOVERNMENT

NSW Health

NSW Education

Family and Community Services
(pre July 2019)

NSW Community & Justice (as of
July 1st 2019)

NSW South Eastern Sydney Local
Health District

LOCAL GOVERNMENT

Woollahra Municipal
Council

Randwick City Council

Waverley Council

Community Donors, Supporters & Partners

The Chappell Foundation

Bendigo Bank – Clovelly
Community Bank Branch

The Mantana
Foundation for Young
People

East's Rugby

The Bucket List

Bondi Wholefoods

Commonwealth Bank

Lowenden Foundations

Michael Daley MP

Organic Republic Artisan Bakery

AIS NSW

Bondi Pavilion

Bondi Lifeguards Splash N Dash

Gabrielle Upton MP

Macquarie Bank

Sevenways Health Clinic

NADA

Narwee Hotel

Bondi Junction RSL

Bondi Grocer

Bondi & Districts
Chamber of
My Big Kitchen

MHCC

Grill'd

Oz Harvest

Kwik Kopy



Individual Donors

| | | |
|---------------|------------------|--------------|
| Andrew Reid | Joe Shaffer | Judy Wang |
| Ana Norte | Yvette Slomovits | Robert Lange |
| Nicole Raven | Rebecca Lauw | Sue Soliman |
| Penny Spencer | Rani Raad | Xinyi Wen |

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WEBSITE

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SOCIAL MEDIA

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Appendix A:

2018/2019 Financial Statements