

**TREATING  
YOUNG  
PEOPLE WITH  
DIGNITY &  
RESPECT**



Annual Report 2011



Our vision is to help create a community where all young people are recognised and supported to achieve their full potential.

## Table of Contents

Chairman's message	3
Board Members and Personnel	4
CEO Report	6
Programs at SKYS	7
Activities and Events	8
Financial performance	10
Acknowledgements	11

Our mission is to respond to the individual needs of young people with a focus on those who experience complex needs and disadvantage. SKYS will maintain a flexible and innovative approach to alleviating the effects of poverty, discrimination and stress in young people's lives and increasing their social connectedness.

### Chairman's Message

An important question facing any Board is how to enable the organisation to perform at its peak while ensuring appropriate levels of governance are maintained. This question is made all the more difficult when the organisation is undergoing significant growth.

Over the past few years, SKYS has built the infrastructure and relationships to see it grow from a largely government funded service delivery agency into one that has diverse programs and an expanding range of funding sources. Although government funding (and involvement in delivering government programs) plays a critical role at SKYS, we are taking ever more control of our destiny. The development of our first social enterprise in 2010/2011, Blue SKYS Media will be followed in 2011/12 by HEAT Catering. These represent a bold new step towards self-generated funding while also providing challenging new opportunities for young people that are not always available through more traditionally funded programs.

As I write, SKYS is also embarking on its first major fundraising event - Heat is on Gala Dinner. The decision taken by the Board at the beginning of the year to underwrite this initiative was largely based on confidence in our partners, supporters and staff to build on SKYS's growing profile to make this event a financial and branding success. We have also continued to expand the scope of our services, particularly in the education area, and including our 'New Tools in Remote Communities' work in NT. These continue SKYS's emphasis on innovation and grass roots development.

These initiatives are all indications of our growth. It has therefore been important for the Board to maintain a focus on governance. This has been done through two major projects. With the leadership of Board members David Jones and Chris Jasek SKYS developed a risk management policy and register covering seven areas of risk including assets, OH&S and personnel. The second has been a review of our strategy that has involved extensive consultation with clients, staff and partners. This will help establish a direction to assist with decision making and resourcing over the coming three to five years.

I am confident that the staff and the Board have the skills, experience and expertise to meet the challenges ahead. It continues to be a pleasure and an honour to be in the role of Chairperson. I look forward to continuing to meet the needs of young people, their families and the community through our established programs and by responding to emerging needs.

**Sebastian Harvey**

## Board Members



### Sebastian Harvey - Chair

Sebastian has over eighteen years experience as a human resource development practitioner, manager and private consultant in the public and tertiary education sectors. Sebastian's learning interventions are focused in the areas of leadership and management development, performance management, career planning, equal employment opportunity, communication, time management and team building. He brings these skills to the board by using a collaborative and consensus-seeking approach to resolving complex issues. Sebastian has been a member of the SKYS Board for fifteen years and the Chair of the Board for ten years.



### David Jones - Deputy Chair

David has been a member of the Victoria Police for twenty-six years and is an Inspector at the Crime Department. David has expertise in applying strategic expertise at a management level and implementing this strategy at an operational level. David has been a member of the SKYS Board for five years, however, he first came into a governance role at SKYS in 2006 when he was chair of the HEAT steering committee, after which he joined the Board.



### Katrina Cooke - Treasurer

Katrina is an accountant whose early career was spent at Price Waterhouse in Darwin. On return to Melbourne in the mid 1980's Katrina spent over seventeen years in several business development and senior management roles in the Information Technology Industry travelling extensively throughout Australia, Asia and the US. In 1995 she was appointed Managing Director for a US based market leader in Supply Chain solutions. After seven years in this role Katrina retired from full time employment to focus more time on her family and personal projects. Katrina is also on the board of the newly established IT company IntelligenceBank Pty Ltd. During the past six years Katrina has been on a number of committees at Melbourne Grammar School and she is particularly interested in programs that support young people. Katrina has been Treasurer on the Board of St Kilda Youth Services since 2008.



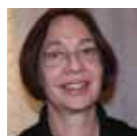
### Sarah Hardy

Sarah is currently developing a Secondary Schools Youth Mental Health and Suicide Prevention Strategy Schools for the Macedon Ranges Shire. Sarah has a long history of working in the not-for-profit sector and more recently as the Director of Granting for the Foundation for Young Australians. Sarah also works privately for the community and not-for-profit sector in the areas of Strategic planning, organisational restructuring and grant making plus delivering the Youth Mental Health First Aid Courses statewide. Sarah joined the SKYS Board in 2009 bringing with her extensive organization governance expertise.



### Chris Jasek

Chris Jasek is a lawyer with experience in commercial and commercial litigation law. He was admitted to the Supreme Court of Queensland as a solicitor in September 2008. Chris is currently studying a Masters of Business Administration at the University of Melbourne and is working on various consulting projects. He is also a graduate of the Australian Institute of Company Directors.



### Dianne Richter

Di's work history includes significant experience in local government and not-for-profit community services, working in disability, children's and youth areas. She is currently working as Programs Manager for Ardoch Youth Foundation with a focus on working both strategically and 'on the ground' in schools to support student engagement and learning. Di joined the SKYS Board in 2008, her experience in welfare and education service provision and support help guide the strategic direction of this work at SKYS.



### Greg Smith

Greg has extensive experience in the development and delivery of services for young people who are involved in 'high risk' activities. Greg has qualifications in social work, counselling, training and governance, and coordinated youth work, drug and alcohol and welfare courses with Swinburne University. In recent years Greg has become involved in training and counselling within Koori communities. Greg has been a member of the SKYS Board for more than ten years. His knowledge of youth programs has contributed to the organisation's growth and development.



### Chris Ellard

Chris Ellard is a successful business man who also has over twenty-five years experience working in the community sector at local and government level. His seven year involvement with SKYS includes the HEAT program, and creating a new role of Business and Relationship Manager. His tertiary qualifications are Diploma of Community Development and Bachelor of Social Science with Distinction (Research and Policy).



### Emma Crichton - CEO

In 2007 Emma became the CEO of St Kilda Youth Service after having worked at SKYS for three years prior. Emma is entrepreneurial, her expertise lies in developing and establishing engaging youth programs, particularly Education and Training Programs that are an alternative to mainstream learning. Emma has guided SKYS through a significant period of growth and development. Emma is a graduate of Deakin University with majors in Social Work and Sociology. Emma is in her second term as a Board member of the Youth Affairs Council of Victoria.

## Personnel

Emma Crichton	Chief Executive Officer
Sharni MacDonald	Client Services Manager
Nick Johns	Education Manager
Vanessa Murnane	HEAT Manager
Nadia Blue	HEAT Youth Support
Daniel Thomson	HEAT Catering Chef
Sarah Kendall	Business and Relationships Manager
Adam Whitbread	Blue Lava Director
Robin Van Kuijk	Blue SKYS Media Manager
Ana María Otálora	Blue Skys Media Graphic Designer
Meg Yates	L2P Coordinator
Therese Hall	Creating Connections
Cassandra Kear	JSA Youth Specialist Case Manager
Tara Vincent	2Faze Youth Support
Kylie Galea	Education Support
Lilly Filar	SAAP worker
John Chellew	Youth Counsellor
Jennie Ritchie-Jones	2Faze Teacher
Jane Dummett	2Faze Teacher
Richard Brown	2Faze Teacher
Dominic Brash	2Faze Teacher
Lee Morgan	Music Industry Trainer
Jeanette Elliot	Bookkeeper
Anna Mackrell	Administration
Sarah Massey	Administration
Maxine Ryan	Finance Officer



## CEO Report

SKYS continues to expand on the expertise of twenty-seven years providing youth services in the City of Port Phillip and beyond. The agency has experienced major growth through this period, however our fundamental principals have remained: treating young people with dignity and respect, and responding to emerging need and flexibility and innovation in service delivery. Small agencies working at grass roots level have become less common, that SKYS still has such a significant voice at the local, state and federal level is a testament to the founders of this agency. I am proud to continue their vision through the development of SKYS in a changing not-for-profit landscape.

At our core is individual support and case management, this work remains crucial in dramatically improving the lives of young people. With the change of State Government in 2010, we positioned ourselves to retain a significant influence within that sphere. Gratefully the Creating Connections Program was rolled over for a further four years and we appreciate our connection to the Homelessness National Service System. We continued to provide clinical mental health counselling to young people without funding and our partnership with Melbourne City Mission to achieve appropriate outcomes in JSA has exceeded expectations. Our driver mentoring program, L2P, is essential for young people to get their 120 hours of practice driving to become probationary drivers. Whilst support from government sources continues across these programs, we cannot remain sustainable without crucial support received from benefactors and donations.

Education and Training has grown with our RTO status, registration as a Senior Secondary provider and the success achieved by young people who learn in our non-traditional setting consolidates us as leaders in our field. Our HEAT program was successful in being funded by State Government through the new Department of Business and Innovation. Our 2Faze program is solid - the new funding model via SKILLS Victoria has benefited SKYS education and training delivery. The first 2Faze satellite classroom at Melbourne City Missions Youth Precinct has been successful and in 2012 we will be expanding into another satellite classroom at Frontyard, King Street. The demand for development of SKYS support has expanded, most notably for our work in remote Aboriginal communities in the Northern Territory establishing Macintosh computer labs. Eight communities now have access to Information and Communication Technology.

Social enterprise is critical to SKYS in achieving long-term sustainability and providing meaningful pathways for young people. This strategy was not considered lightly by the Board, much thought was given to how social enterprise would benefit young people versus the considerable investment of the agencies hard earned savings, gratefully we have been assisted by benefactors. Blue SKYS Media has increased commercial revenue over the past eighteen months and HEAT Catering is also attracting commercial work.

SKYS staff continue to find the best ways to engage and improve the lives of young people. Duke Street festival, SKYS Arts, SKYS Online, camps and recreation, the Summer Film Project, and youth participation activities remain vibrant due to the dedication of employees who respond quickly to emerging needs and plan meaningful programs. SKYS staff are skilled in responding to change, over the next twelve months SKYS will start working with the 10 -14 year old category as per the State Governments Vulnerable Youth Framework policy agenda.

My gratitude extends to everyone who has been involved in supporting SKYS including: young people, volunteers, students, staff, partners, benefactors, funders and the SKYS Board. Such commitment and support is what keeps the vision and the passion of SKYS alive and is the fundamental reason this agency remains so vital.

**Thank you**  
**Emma Crichton**



## Programs at SKYS

SKYS service delivery, although holistic, is comprised of three specific distinct service delivery models:

### 1. Case Management and Individual Counselling

Individual support and counselling is at the core of SKYS service delivery. Case management staff work with young people to provide individual support to help break down barriers to obtaining secure housing, address mental health issues, achieving employment, education and general wellbeing. SKYS Case managers support clients in their transition to independent living and adulthood.

SKYS programs also assist young people in gaining their probationary driving licence with the assistance of volunteer mentor support. SKYS also has a significant social networking presence to help reach clients that are seeking education or support but are socially isolated.

### 2. Education and Training

The SKYS Learning Centre is an alternative learning and training facility for youth who have disengaged from the mainstream education system, due to social and learning barriers. Victorian Certificate of Applied Learning (VCAL) and the National Vocational Education Training System (VET) are delivered incorporating media, hospitality, and arts (creative industries and music) based accreditations. Camps and recreation are included in this work using a therapeutic group work focus. A critical success factor of the SKYS Learning Centre is the youth focused support that occurs alongside the teaching and learning and provides a tailored and individualised response to young people facing barriers to education.

### 3. Social Enterprise

SKYS in the last two years has begun running commercial enterprises via social enterprise models. A social enterprise business named Blue SKYS Media, producing graphic design in print and web has been established. Our second enterprise developing is a catering company as an extension of our HEAT program providing corporate and event catering. Young people are employed alongside qualified professionals as trainees and apprentices.

## Activities and Events



### Blue SKYS Media Launch

In March we hosted the Launch of Blue SKYS Media, our Social Enterprise funded by the Scanlon Foundation. It was a great night with special guest Jane Kennedy, supporters of SKYS and media industry representatives. The event attracted publicity with CEO Emma Crichton appearing on breakfast radio MMM with Eddie Maguire and MTR with Steve Vizard.



### Peer Support Program

The Peer Support Program as part of SKYS Schools Program provides support between groups of junior students and trained senior leaders. The empowerment of young people in this way encourages them to grow in confidence and responsibility. This year 16 leaders from Year 10 enabled Year 7's to feel more connected and helped them with problems they experience.

### Creating Connections

Our Housing Programs consolidated this year with a new four year funding agreement with State Government for our Creating Connections Program.



### Homeless World's Longest Lunch

The 2011 Homeless Worlds Longest Lunch was for the first time held at Luna Park in St Kilda. This lunch is a permanent event in the Melbourne Food and Wine Festival. HEAT Patron Guy Grossi and HEAT Chef Arnold Greiner alongside HEAT participants hosted a lunch for Melbourne's homeless community.



### SKYS ON-Line

Over the last year we have been working on the development of SKYS ON-Line, a learning environment for disengaged youth. In April we were fortunate to present this work to Multi Media Victoria and delegates from Vietnam.



### New 2Faze Satellite Classroom

In February this year SKYS in partnership with Melbourne City Mission (MCM) began operating 2Faze in a satellite classroom at the Youth Precinct in North Fitzroy. The program has been well received by young people: this work consolidates the excellent working relationship that SKYS hold with MCM.



### Camps

In September 2Faze attended an adventure camp to Millgrove Outdoor Centre. This was a great opportunity for students to take part in activities such as archery and high ropes courses with the teaching and support staff.



### Duke Street Festival

At the 2011 Duke Street festival SKYS partnered with the City of Port Phillip to put on a Freeza event. Over 100 young people participated in planning and performing at this year's festival, including stalls and games. Young people from our SAAP program organised food and arts stalls for the day.



### L2P Program

L2P continued to work across Stonington and Port Phillip with twelve young people successfully getting their probationary license. This program would not get such success without the support of volunteer mentors, whose support has extended well beyond just driving lessons.



### HEAT is on Gala Dinner

In October we held our first ever Gala Dinner named HEAT is on. Over 300 guests attended a food and wine fundraiser with chefs, Guy Grossi, Karen Martini, Matt Dawson, Andrew Blake, MJ from the Palace and Arnold Greiner. Over 30 HEAT participants worked on the evening.



### St Kilda Park Saints

As executive producer SKYS with Blue SKYS Media as producer premiered our documentary film St Kilda Park Saints at the St Kilda Film Festival. This moving documentary was a St Kilda Social Inclusion Project and features some of St Kilda's most colourful characters - the Parkies from O'Donnell Gardens.



### Remote Communities

SKYS continues to establish Macintosh Labs in remote Aboriginal Communities through the support of the IOOF Foundation. In May we visited Papunya and Kintore and in September established Labs at Ammonguna and Docker River.



## Overview of Financial Performance

The 2010/11 Financial year resulted in SKYS delivering a surplus of \$42,000. The surplus for the previous year was \$474,000 and there are two reasons for this decrease that requires explanation.

Firstly, the previous year's income included an amount of \$314,000 for the installation of an industry training kitchen for the HEAT program; this amount was fully capitalized in the accounts.

Secondly, in 2011 the SKYS Board made the decision to restructure the organization to enable growth and a diversification of funding types. These initiatives included the setting up of Social Enterprises such as Blue SKYS Media and Heat Catering. This restructure resulted in a planned and deliberate increased investment in Human Resources, in particular the creation of a management layer reporting to the CEO as well as adding counselling services for our clients who cross multiple SKYS services and programs. As a direct result of this decision we saw an increase in employment expenses by 25% from \$902,310 (2010) to \$1,123,347 in 2011.

These initiatives saw an increase in income of 12.8% from \$1,441,569 (2010 without kitchen) to \$1,627,361 (2011) at a time when many not-for-profit organisations were experiencing a reduction in funding from philanthropic trusts, foundations and corporate sources as well as the impact of a new State Government and associated changes in policies relating to our sector.

The Board are satisfied that the structural changes made at the beginning of the year and their associated increase in costs are already paying off in terms of our ability to generate income from more diversified sources and to be more responsive to our clients required outcomes in the future.

SKYS retains a strong balance sheet, however, this year we saw a reduction in cash reserves to \$181,279 (\$215,816 in 2010) due to a timing in the collection of a government program payment and the decision to take advantage of a generous offer on the replacement of a substantial part of our motor vehicle fleet.

Given the extent of capital expenditures moving forward, particularly with regard to property improvement (Duke Street), the investment in the new social enterprise HEAT Catering and the further development of existing programs there remains a need to generate additional cash reserves. The additional management layer has freed up the CEO to pursue additional philanthropic and business relationships as well as oversee additional fundraising activities to meet these needs.

### Acknowledgements:

The support we have received from government, community groups, fundraising, trusts, foundations and other sources are essential for the delivery of our programs. I thank you for your support and encourage you to continue your involvement so that we may continue to enhance the lives of our young people.

I would also like to thank the finance and administration staff and the Finance Committee for their efforts in continuously improving the processes and management of our finances in a challenging environment.

I would like to acknowledge the services of our new auditors BDO who have generously offered their services on a pro bono basis.

**Katrina Cooke**  
Treasurer

## Acknowledgements

1:1 Architects	Frontyard	Netball Victoria
26 Parallel	Fusion	Newsboys Foundation
Adult Community and Further Education	Gentle Annie Wine	Nicole Ress
Southern Metropolitan	Georgina Wright	Nigel Dawson
Alfred Hospital	Griffith Coffee	Oakridge Wines
All Saints Wines	Grossi Florentino	Office for Housing
Andrew Blake of Blake Feast	Guy Grossi	Office for Youth
Andrew Fox	Hanover	Perfect Events
Angela Dawson	Hanover Southern	Peter Daverington
Angie Scanlon	Hanover Young Adults	RACV
Ardoch Youth Foundation	Headspace Southern Melbourne	Rathmayr New Media
Armadale Cellars	HEAT Beads @	Republica at St Kilda Sea Baths
BDO	Helen Macpherson Smith Trust	Rebecca Grech
Birkenstock	Herald Sun & Weekly Times	Nicole Ress
Blue Lava Inc.	Homeground Services	Ron Arnott Memorial Art Fund
Bora Bora Pearls	Hopkins River Beef	San Pellegrino
Braemar Graphic Reproduction	Ian and Nelleke Clarke Encouragement Fund	Scanlon Foundation
Bridget James	Fuji Film	Simon Johnson
Bryan McGoldrick	Ian Curley	SKILLS VICTORIA
Cabrini Health	IELLEN	Sky Dive the Beach
Cafe Di Stasio	Iona Baker	SMEG
Caulfield Park Community School	Infoxchange	Southern Metropolitan ACFE
CAYLUS (Northern Territory)	Inner South Community Health Service	Stephen Nankervis
Centrelink (Windsor and South Melbourne)	Interface FLOR	St Kilda Film Festival
Channel 31	IIOF Foundation	St Kilda Social Inclusion Project
Chris Ott	Jane Kennedy	Susie Thompson
City of Port Phillip	Jen Sharpe	Taverners Group
City of Stonnington	John Elliot of Elliot Hair	The Palace by Luke Mangan
Clamms Seafood	Karen Martini and Mr. Wolf	The RE Ross Trust
Comcater	Kerekere	The Spanish Aquisition
Council to Homeless Persons	Kombiz Youth Network	The Walter and Eliza Trust
Cutler and Co	Learn Local	Think HQ
Department of Business and Industry	Linfox	Tim Smith
Department of Early Childhood Development	Luke Campbell	Tricia Teoh
Department of Education, Employment & Workplace Relations	Luna Park	Tyrells Wines
Department of Human Services	Lynall Hall Community School	VECCI
Department of Innovation, Industry and Regional Development	Mac Forbes	Vic Roads
Department of Justice	Martin Foley	Vic's Premium Meats
Department of Planning and Community Development	Mary Stuart	Victoria Police
Donovans	Matt Dawson	Victorian State Government
Elwood College	Matthew Higgins	Vinified
Encore St Kilda	Melinda Steele	Webprophets
Felton Bequest	Melbourne City Mission	Whitelion
First Stop Headstart	Melbourne Food & Wine Festival	Wild Duck Creek Wines
Freeza	Mezzanine Wines	William Angliss Institute
	Movida	Yarra Valley Farms
	NAB	Youth Connect

**TREATING  
YOUNG  
PEOPLE WITH  
DIGNITY &  
RESPECT**

**Head Office:**

5 Duke Street  
St Kilda VIC 3182  
p. +61 (03) 9534 3685  
f. +61 (03) 9537 1219

**PO Box 175 Balaclava 3183**

**Learning Centre:**

62-74 Pickles Street  
South Melbourne VIC 3205  
p. +61 (03) 9696 5340  
f. +61 (03) 9696 0275

e. [admin@skys.org.au](mailto:admin@skys.org.au)  
w. [www.skys.org.au](http://www.skys.org.au)

Design by

**BLUE  
SKYS  
MEDIA**

A social enterprise  
[www.blueskysmedia.org.au](http://www.blueskysmedia.org.au)