



North West Youth
Accommodation Service Inc.

ANNUAL REPORT **2015-2016**

Funded by



Queensland
Government

PO Box 6307
MITCHELTON Q 4053
www.nwyas.org.au
PHONE: 3855 5233 FAX: 3855 5266



Annual General Meeting Thursday 22nd October 2015 Minutes

- 1. Present:** Jim Fouras, Judy Timms, Robert Granger, Zena Nowicka, Brian Parker, Tanya Turrell, Deon Menerey, Christine Robinson, Sarah Thorne, Heather Rowe, Nicole Walsh, Suzie Dennis, Cr Andrew Wines, Meloney Menerey, Merryl Reville, Julie Nelson, Nuseta Pouniu, Joseph K
- 2. Apologies:** The Hon. Jane Prentice- Federal Member for Ryan, The Hon. Tim Mander – Federal Member for Everton, Holly Moulds, Rebecca Killen, Kim Limburg, Blythe Falkiner, Ian Plowman, Brenda Squires, Mark Squires.
- 3. Minutes of Previous Annual General Meeting**

MOVED: Judy Timms

SECONDED: Robert Granger
- 4. Reports:**
 - ✓ **President:**
 - ✓ **Manager:**
 - ✓ **Financial Report /Audit:**

MOVED: Robert Granger

SECONDED: Christine Robinson
- 5. Election of Office Bearers:**

MOVED: Sarah Thorne

SECONDED: Deon Menerey
- 6. Appointment of Auditor:** David Starr

MOVED: Robert Granger

SECONDED: Brian Parker
- 7. Close of Meeting: 6:35pm**

This is a true and accurate record of the AGM held on the 22nd October 2015

Signed: Robert Granger

President

TREASURER'S REPORT

North West Youth Accommodation Service Inc. continues to maintain its high quality service delivery to clients with sound financial management practices.

The auditor declared us to be in a viable and sustainable financial position. We have closed the 2015-2016 financial year with a surplus of \$3,303.56. It is our continued support from the Queensland Government in addition to other small grants and donations that has allowed us to maintain our financial position and quality service delivery. We are committed to operating in an open and accountable manner within our community and with funding bodies.

Our consistent approach allows us to continue to provide uncompromised services to our clients' and maintain our focus on their needs. Over the last financial year we have seen sustained tenancies which is a testament to our supportive property management processes.

We look forward to our continuing relationship with the Queensland Government and other supporters of our organisation to enable us to continue our quality service delivery to our clients.



Holly-Emma Moulds
Treasurer

President's Report

I am pleased to present the President's Report for 2015-16 for North West Youth Accommodation Service Inc. (NWyAS).

2015-16 has been another year of achievement for NWyAS supporting young people housed in our program through a case-management framework that:

- increases capacity and empowers young people
- maintains and increases independence in their time with NWyAS
- supports young people to understand their rights and responsibilities and the role of their choices in their situation.

I am particularly pleased to highlight the success of an initiative instigated by NWyAS's new Manager, Nicole Walsh, for additional funding for a Mobile Support program from 1 July 2016 to 30 June 2018. This program funded through the Department of Housing and Public Works, is based on the previous home base funding NWyAS had received. The Mobile Support program aligns with the service delivery framework of NWyAS to develop the strengths and skills of clients to increase their independence and autonomy.

Let me place on record the appreciation for all the funding and support for NWyAS by the State Government with particular acknowledgement of the Hon Michael de Brenni, Minister for the Housing and Public Works, and his Department. My thanks also for the continued support of a host of local community businesses including our local state member Tim Mander MP.

I want to also place on record my sincerest appreciation for the hard work and professionalism of all the staff of NWyAS. Without their dedication and determination the program would not be there to provide broad based services to young people who are homeless or at risk of homelessness. During the year a raft of fund raising initiatives were developed and implemented by the staff to help generate supplementary funds for program support.

I must also congratulate the new Manager who replaced Tanya Turrell after many years of selfless service and including transition support of Nicole. Nicole has well settled into the position and has showed her initiative in successfully gaining the funding for the Mobile Support program.

My final thanks goes to my Management Committee which comprises a team of highly skilled and experienced volunteers who provide wise counsel and support for NWyAS in the exercise of its strategic vision and objectives. My particular thanks to Brian as my deputy, Holly as the treasurer, Bec as secretary and Judy and Jim who hang in there after so many years of long service to NWyAS.

NWyAS exists to help young people in the area of homelessness. Like so many things in life it is a pity there is no "silver bullet" which offers a solution for homelessness. Personally, I find it very sobering that when one carries out an internet search for *homelessness*, the resulting references seem endless. It seems hard to accept that leadership in so many advanced countries appears so blind and unresponsive to the "cancer of homelessness". NWyAS plays a small but important part of a wider strategy dealing with homelessness. We must remain well focussed on performance outcomes and at the same time work within the wider community of support agencies and in partnership with government at all levels, to foster continued and appropriate resourcing of national and state based strategies for homelessness.



Robert Granger
President

Our History

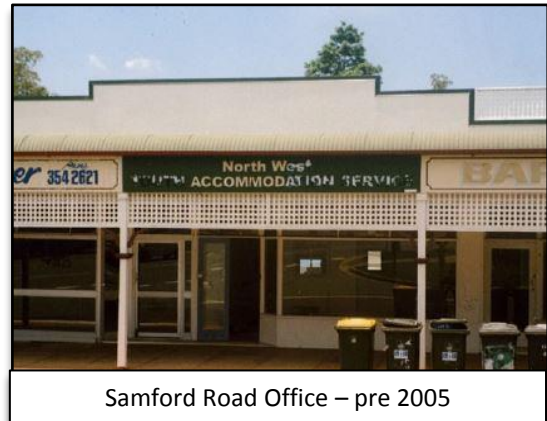
CERTIFICATE OF INCORPORATION OF AN ASSOCIATION

NORTH-WEST BOARDING INC

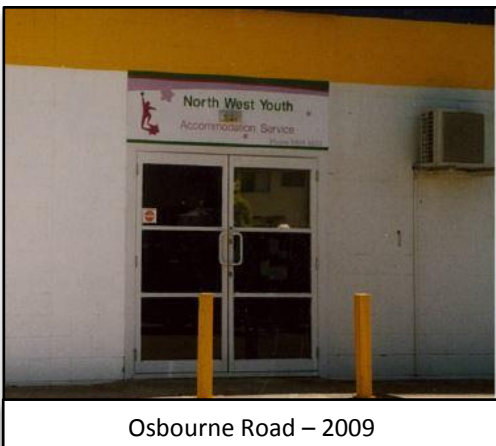
from theseventeenth..... day of.....January....., 1986

North West Youth Accommodation Service Inc. (NWyAS) was first established in 1985 as a local community response to the needs of homeless and at risk young people. The organisation began in response to the local need which was brought to the attention of the community by Father Wally Dethlefs.

A group of local residents that included a bank manager, engineer, student, quantity surveyor and minister of religion came together to form the Enoggera Boarding Group in 1985.



Samford Road Office – pre 2005

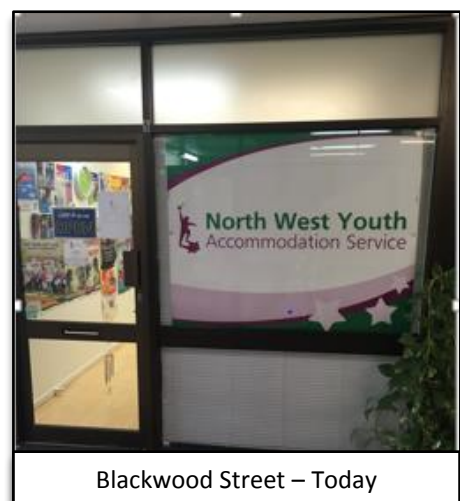


Osbourne Road – 2009

The organisation received its Certificate of Incorporation of an Association on the 17th January 1986 under the name North –West Boarding Inc. and facilitated the placement of homeless young people with approved community members for three month placements. The organisation changed its name to North West Youth Accommodation Service Inc. in 1999 to better reflect the services it provides.

In 1997, NWyAS began to receive funding from the Queensland Government and continues to build strength on strength to maintain a quality community service. We partner with the Department of Housing and Public Works to deliver a real and effective response to homelessness across this community.

Each year we house dozens of young people, young parents and young couples as they transition out of the crisis and instability of homelessness into safe, sustainable and long-term housing. NWyAS help hundreds more homeless young people through case-management, support, advocacy and referrals.



Blackwood Street – Today

Introduction

North West Youth Accommodation Service Inc. (NWyAS) is a small organisation which has supported young people who are homeless or at risk of homelessness for more than 30 years.

2015-2016 saw NWyAS build strength on strength within both aspects of our service delivery model, which separates the unconditional support and structure of case-management from tenancy management. Tenancy and client support assist young people to develop skills and responsibility to sustain a tenancy and increase their capacity to maintain future housing.

WHAT WE DO



SUPPORT



INFORMATION



REFERRAL



HOUSING

WHO WE HELP

NWyAS received 307 calls from young people and young families for housing assistance from July 2015 to June 2016. Due to limits in housing stock NWyAS were able to house only 64 young people (this number includes accompanying children) however all young people were supported to find housing in other homelessness housing providers, in Social and Community housing, in private rentals or we assisted young people to find housing with family. To facilitate this referral process, we utilised the Queensland Homelessness Information Platform (QHIP).

HOW WE HELP

Due to the nature of our funding, the majority of support we were able to provide was to young people in our housing program with limited support available external young people. Through 2016 we advocated – successfully – for additional funding to provide mobile support to young people outside our housing program. 2016-2017 will see an extension to what support we can provide young people in our local community.

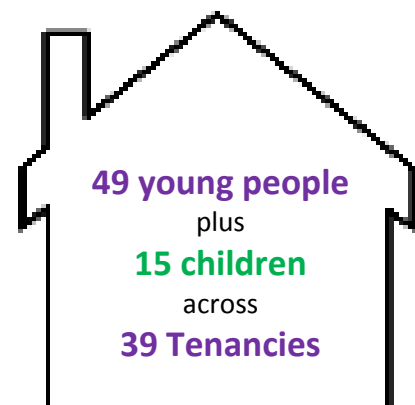
WHO DID WE HOUSE

69% of tenants were females. This is largely due to the vulnerability of pregnant young women approaching our service.

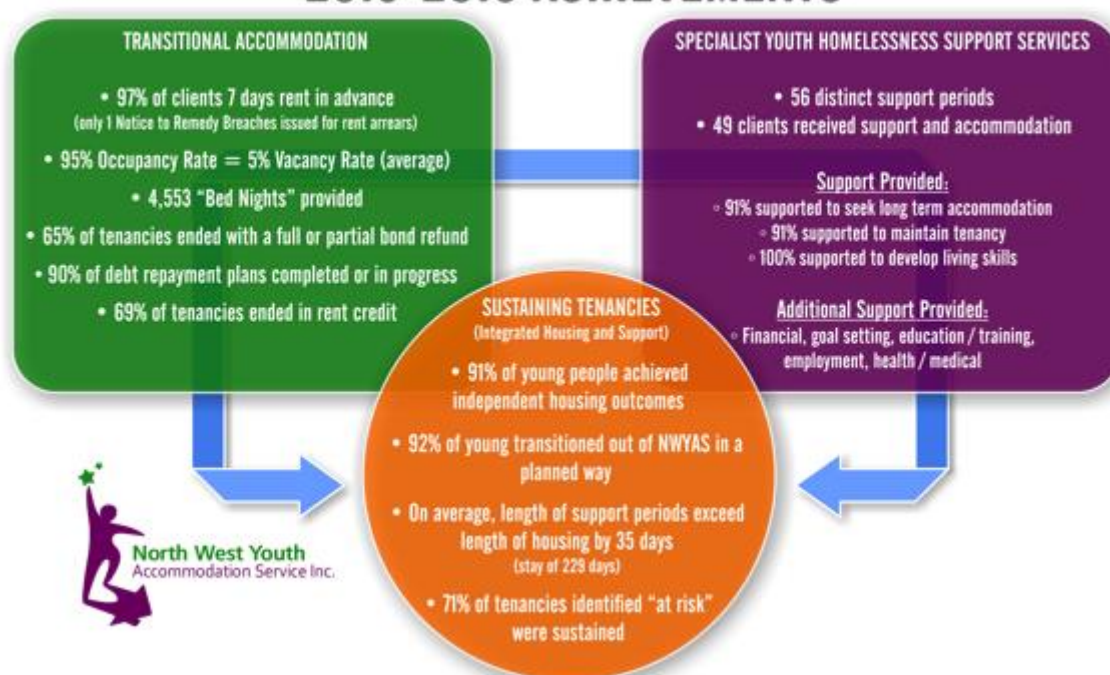
The majority of tenants were **born in Australia** (91%). The remaining tenants were born in Bangladesh, Kenya, Libya, Sudan, South Africa or New Zealand.

Of those young people born in Australia, **32% identified as Aboriginal** and **2% as Torres Strait Islander**.

We had a **95% occupancy rate**. The reason for vacant nights in properties include: Repairs and maintenance, Neighbourhood Fatigue and the intake/interviewing process.



2015-2016 ACHIEVEMENTS

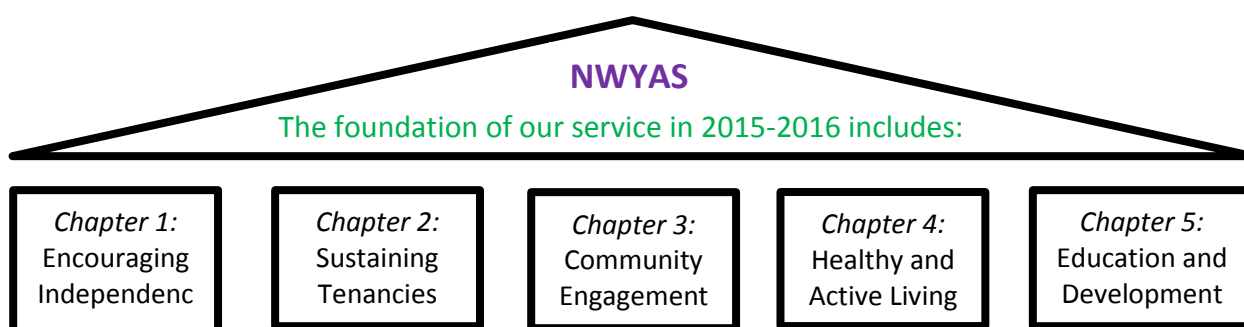


NWYAS provides transitional housing as a stepping stone out of the crisis and dysfunction of homelessness into stable, long-term housing. Our staff are committed to working in a way that ensures young people maintain and increase their independence in their time with us. Our focus is on education, skill development and capacity-building.

"Give a man a fish and you feed him for a day; teach a man to fish and you feed him for a lifetime." Maimonides

Case-study:

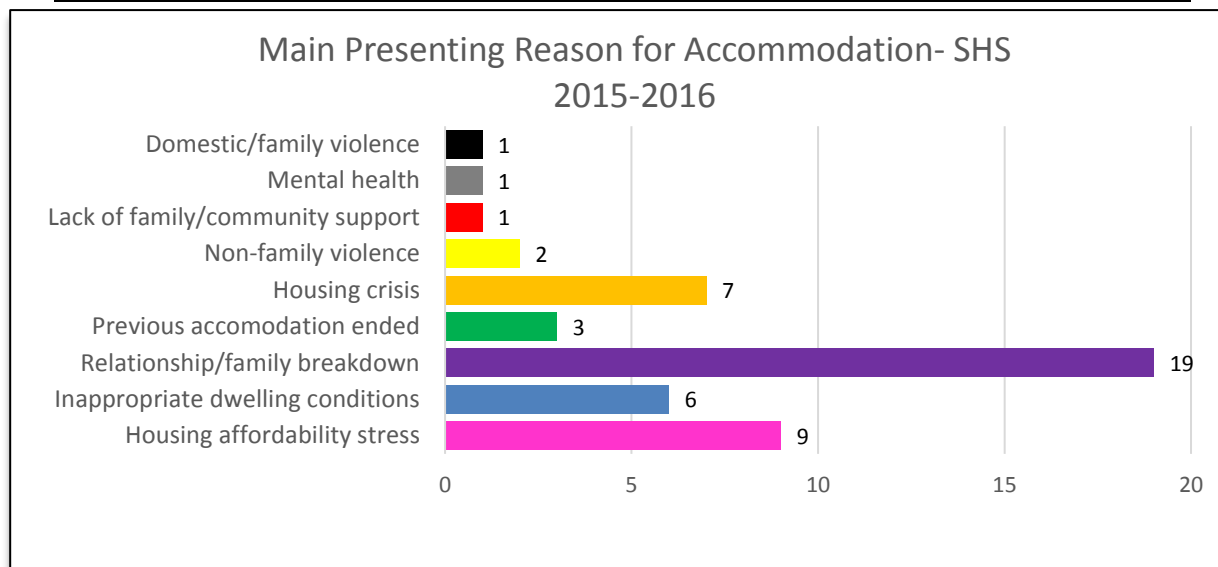
Kendal (21) has been homeless since she was 15. Her transient and turbulent life resulted in significant debt with banks, phone and utility providers, pay day loan companies and SPER debt (State Penalties Enforcement Registry), in excess of \$13 000. Her story is common as vulnerable young people are preyed upon to sign up for loans and services they cannot afford. NWYAS linked Kendal with legal assistance through Queensland Public Interest Law Clearing House (QPILCH) to negotiate reasonable payment plans and have illegitimate debts waived. The case-worker helped Kendal develop budgeting skills, uncover unhealthy spending habits and supported Kendal to cease using new loans as a way to live day to day. Kendal's case-worker assisted her to transfer SPER debt into Community Service hours, which Kendal is working through. Kendal is taking responsibility for her debt. The skills she is developing in this process are far more valuable than any emergency relief money NWYAS could have 'rescued' her with. Kendal has managed to save to buy a car and she feels a great sense of achievement when she puts money away for her future.



1. Encouraging Independence

In 2015-2016 NWYAS continued our strong focus on encouraging independence and empowering young people to take the steps needed to move closer to where they want to be. An important part of this is to acknowledge what steps need to be taken, the strength needed to push past barriers and celebrate these important milestones in their journey to independence.

The main presenting reason of young people for accommodation over the last 12 months was relationship/family breakdown followed by Housing affordability stress.



SUPPORT WE PROVIDE

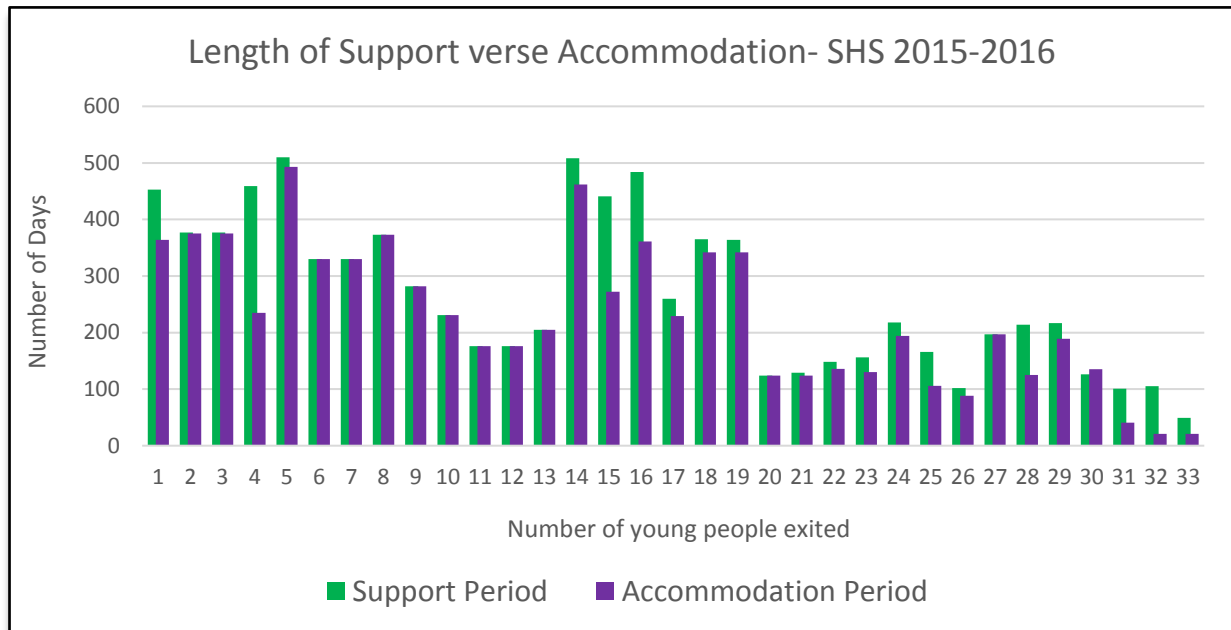
- Linking young people to the community
- Emotional support
- Engaging in support around mental health issues
- Engaging with education or employment
- Parenting support
- Support around child safety intervention

PRIORITIES

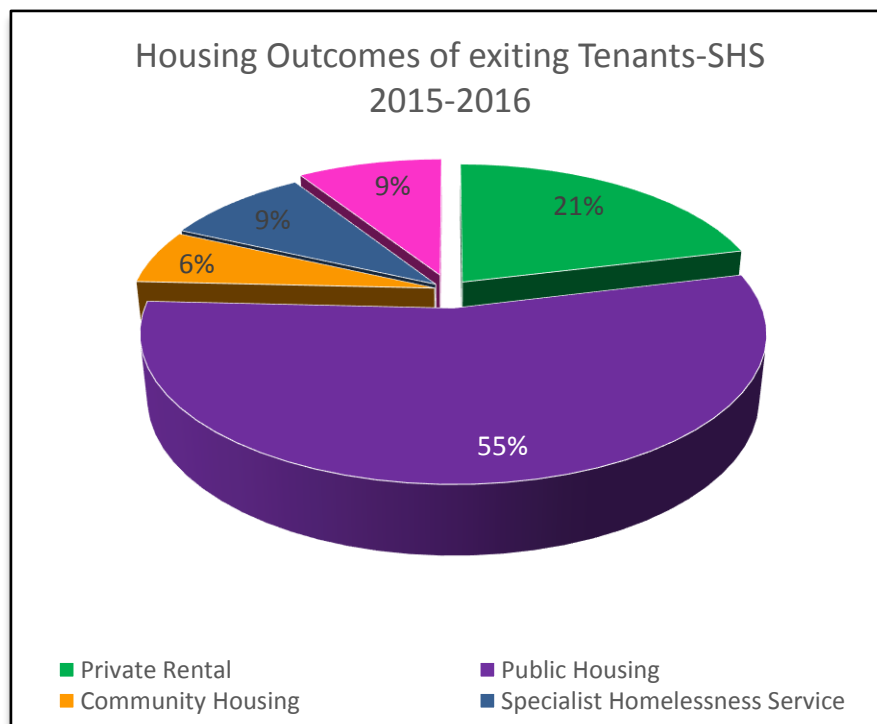
- Sustain tenancies
- Education on renting and tenant responsibilities
- Develop living skills (budgeting etc.)
- Empowering young people to become independent

A skill that the majority of our young people seek support with is budgeting. Budgeting is essential for young people not only when they are in our housing program, but as a skill that will serve them well into the future.

Young people who exit NWEAS can access three months external support. The graph below demonstrates that majority of young people access external support after exiting. This support has been vital in linking young people into the community and supporting young people in their transition to independent accommodation. The transition can be an unsettling time for young people and transitional support can be the key to sustaining housing.



2015-2016 was a successful year in supporting young people to move into sustainable, independent, safe and affordable housing.



21%

of young people in the past twelve months exited from NWYAS into their own private rental. That is **1 in 5** young people having the skills to gain a private rental.

INDEPENDENT OUTCOMES FOR YOUNG PEOPLE:

The young couple pictured here achieved wonderful things in their time with NWYAS. They were able to finish year 12 studies, set up a family day care business, save for furniture/white goods and exit into the Private Rental market.



SAVING to INDEPENDENCE PROGRAM – S.I.P.

In the past twelve months we developed S.I.P., this was due to young people struggling to save for the essential house items they need when they exit, eg. fridge, washing machines etc.

The program essentially encourages young people to save towards these items each fortnight, the funds from the program allows NWYAS to match their savings up to \$300. This simple initiative is funded by our local community through fundraising events and teaches valuable budgeting skills.

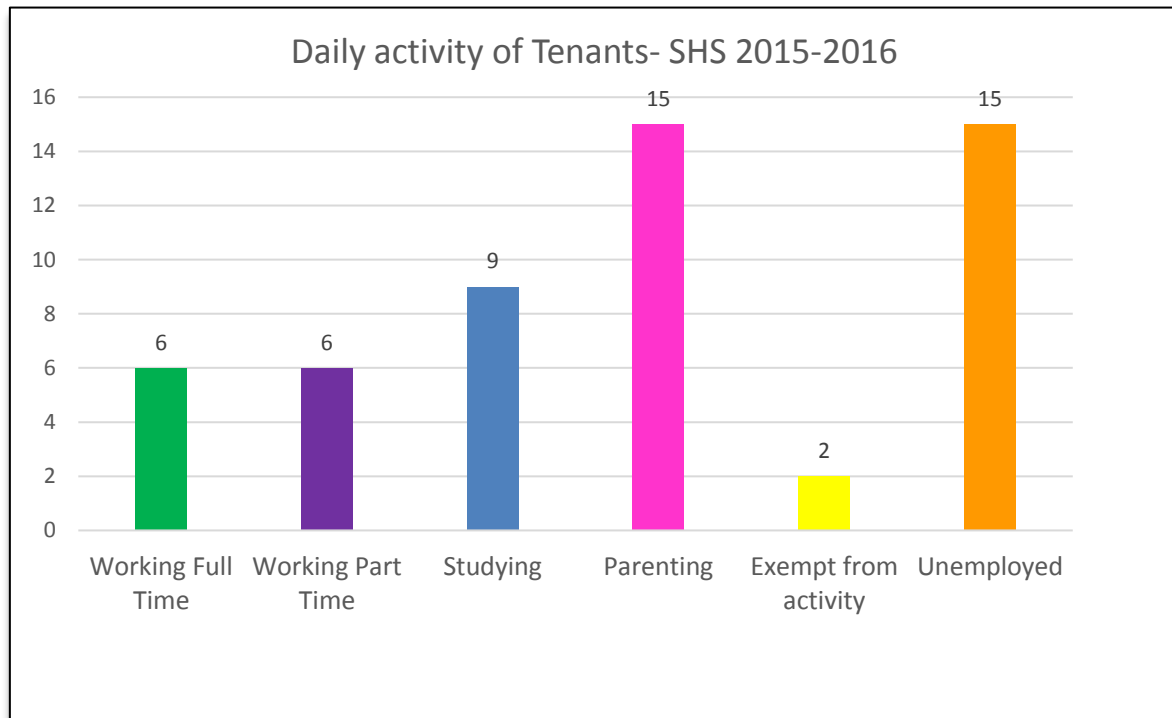
KEYS TO DRIVE

Thanks to **Street Smart Australia**, NWYAS was able to deliver the Keys to Drive program this year. Not having a license is a significant barrier to independence and especially employment. With learner drivers having to complete one hundred supervised hours, this has always been difficult for our young people to achieve, due to limited/no access to support networks and the cost of lessons being unaffordable. The program provided funding for young people eligible for the log book exemption to complete driving lessons, complete their driving test and receive their license.



Prior to being housed with NWYAS, young people have moved through unstable environments that have made it difficult to engage in employment or education. Case workers support young people that have identified employment or education as a goal, this may include building confidence, completing the necessary paperwork and job hunting together.

This year we had a number of young people involved in more than one activity at a time, parenting plus working/studying, studying plus working. Below details daily activities for young people in our housing program during 2015-2016:



Whilst many of our young people are engaged in some form of work or study, others have complex issues that they need to address before they can be job-ready. Their time in our program helps them to address health and mental health concerns and develop the skills and routines they need to be job-ready in the future.

In 2016-2017 NWYAS will continue to work with young people in empowering them to move forward in their lives and ultimately build the skills required for independence. Our aim is to continue building on the S.I.P program through fundraising and donations. We hope the community can get behind it and see its value in educating young people on the importance of budgeting and saving. NWYAS will seek to have the Keys to Drive program refunded again in 2017.

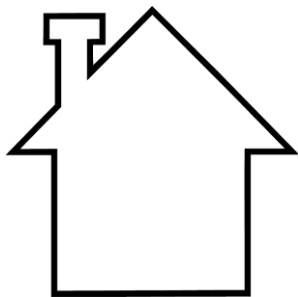
We hope the young people accessing our service continue to work towards the goals they identify by feeling empowered, confident and supported to reach them.

1. Sustaining Tenancies

Core work at NWYAS focuses on the importance of young people learning the valuable skills it takes to sustain not only their housing with us, but their housing in the future.

What have you learnt the most about maintaining your accommodation in the first few months? *I've learnt to say no, I think of the consequences before i choose to do something.*

- A young mother's answer during her Tenancy Review meeting.



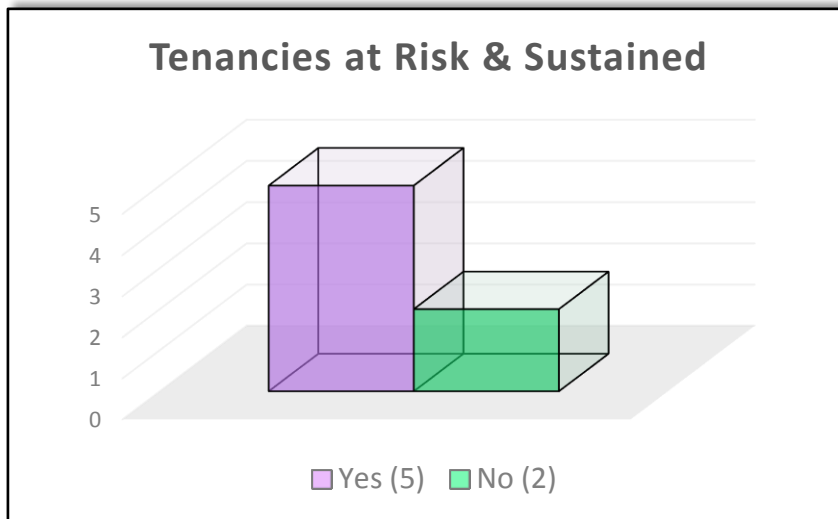
39 TENANCIES

19 7 5
7 1

Out of the 39 tenancies this year, there were 26 tenancies that ended. Only 2 of these tenancies ended due to tenants being issued a Notice to Leave, 24 tenancies exited in a planned way and were successfully sustained by our tenants.



**24 OUT OF 26 TENANCIES
WERE SUSTAINED BY YOUNG PEOPLE THIS YEAR.**



7 tenancies engaged in our Tenancy at Risk process this year. A process that involves the tenant being requested to attend a meeting with our Manager, Tenancy Worker and their Case Worker.

Over the past few years, the process has been valuable to our program. The purpose of Tenancy at Risk meetings is to give tenants an opportunity to discuss the problem areas of their tenancy and we work with them to come up with solutions that will help them maintain their housing with us.



21 BREACHES ISSUED THIS YEAR.

Damage (4) Noise & Disturbance (9) Unapproved Occupants (1)
Rent Arrears (1) Threats of Violence/Violence (3)
Unapproved Pets (1) Unclean Premises (2)

97% OF TENANTS

were 7 days in advance with rent at all times.



<h1>21</h1> <p>Debts.</p>	<p>There were <u>21</u> debt repayment plans required for tenants this financial year. Tenants required debt repayment plans from things such as damage, key-cutting & cleaning/exit costs. Tenants efforts to repay their debts was great, <u>90%</u> of repayment plans have been paid off or are in progress.</p>	<h1>90</h1> <p>%</p>
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2. Community Engagement and Fundraising

In April, the team met to discuss and forward plan new ideas around engaging with our client group, the community and other stakeholders. Due to the ongoing uncertainty of the political landscape, the need to find additional funding streams to assist with the longevity and sustainability of the service is paramount. Our goal is to partner with like-minded businesses to gain corporate sponsorship. This will enable NWYAS to grow, be sustainable, and continue to deliver high levels of service to more of our local community.

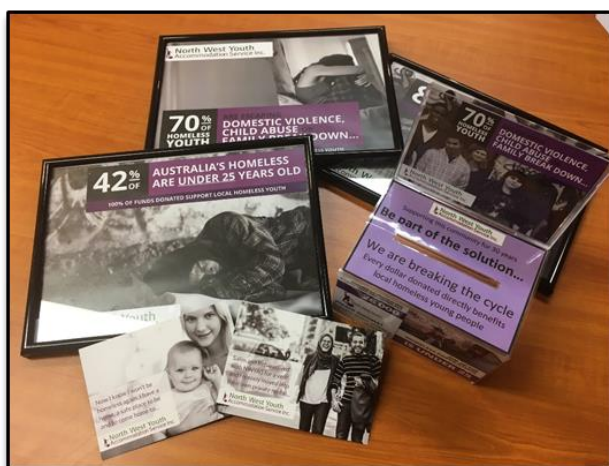
To attract corporate sponsorship, it was identified that a focus on developing and marketing ourselves is necessary to take this next step. So far, NWYAS has developed posters, donation money boxes and information postcards, as well as promoting the organisation at every opportunity, including a newspaper article in the North West News and holding a stall at the North West Plaza.



**COMMUNITY
DEVELOPED
COMMUNITY
LED
COMMUNITY
SUPPORTED.**

GET INVOLVED
www.nwyas.org.au

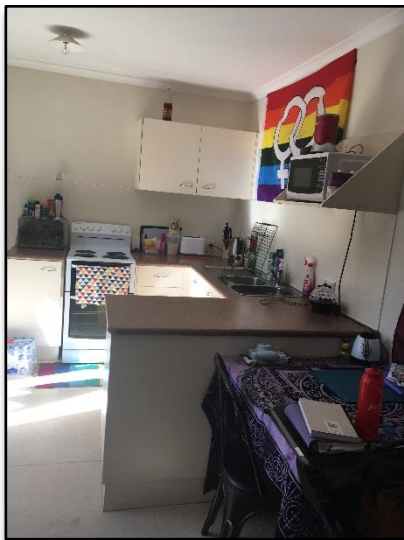
NWYAS increased its social media presence through the promotion and sharing of other community organisations posts, supporting campaigns around Youth Homelessness Matters Day and National Youth Week, as well as a platform for advertising our Annual Fundraising Event, Quiz for a Cause.



Quiz for a Cause is the second annual fundraising event NWYAS has held. This event saw attendance increase from the previous fundraiser and a massive \$2593.42 raised on the night. Social media was used to thank and promote the businesses that kindly donated prizes to the quiz night. We are proud that we can allocate all of the proceeds of the night to directly support the young people in our program.



NWYAS continues to stay engaged and active in attending various network meetings within the community sector, as well as demonstrating a commitment to the youth homelessness space by sitting on management committee boards of youth specific services. NWYAS has participated in agency visits to continue to share information and provide support to other services who come in contact with young people experiencing homelessness. It is important that NWYAS continues to engage with, and work collaboratively with other organisations so that we can get the best outcomes for the young people we work with and to continue to strengthen our relationships within the community.



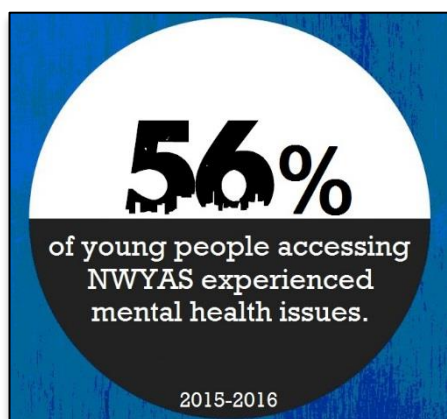
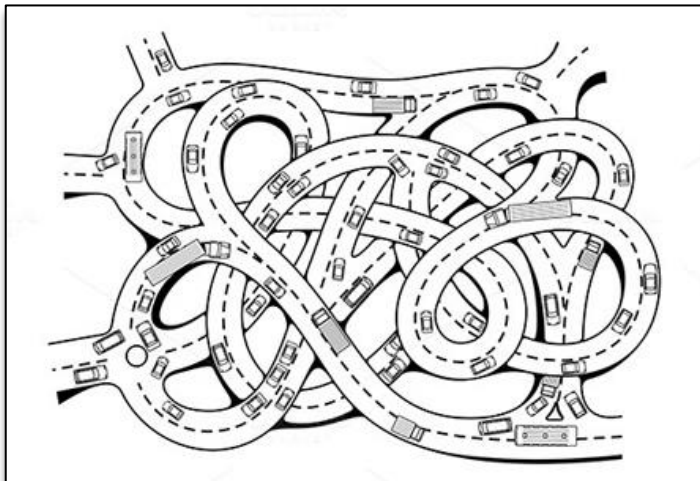
This financial year has seen NWYAS join both the Blackwood Street and Hills Chamber of Commerce, where we have the opportunity to network with our local businesses and develop the relationships needed to keep our community strong. We have successfully gained a grant through the Community Benefit Fund, which allowed us the opportunity to deck the units out with new furniture and have finalised the Street Smart funding which supported young people with obtaining their Provisional Driving License. The team has been applying for all the grants we are eligible for, and have exciting opportunities in the new financial year to undertake fundraising through the Bunnings BBQ. NWYAS' goal is to continue to develop the existing partnerships we have and to gain corporate sponsorship for the future.

Through the strategic planning day, staff are excited about the new direction of client work and additional programs we will be rolling out in relation to supporting young people to be active and healthy, empowered, encouraged with self-determination and independence skills, while continuing with a strong focus of education around sustaining tenancies.

3. Active and Healthy Living

In 2015/16 NWYAS case workers focused more heavily on promoting active and healthy living. Often the support provided to a young person focuses on managing the issues and trauma that have contributed to homelessness. Focusing on day to day healthy living can be a low priority.

Workers were reminded of the importance of active and healthy living on mental and physical health through training provided by Amovita. We were reminded that continual stress and trauma makes the brain work overtime with constant stressful thoughts spiraling through the mind making people constantly tired and lethargic and unable to think clearly or make considered decisions. We learned that thought pathways become blocked like a highway during peak hour. These experiences are common for the young people we work with. We were reminded that the best way to combat this is through drinking water, healthy eating and exercise.



Dealing with stress, trauma, chaos and ongoing mental health concerns is a huge issue for NWYAS young people.

26.4% of Australian young people aged 16 to 24 experience mental health issues¹, however during 2015-2016, 56% young people accessing NWYAS experienced mental health issues. Due to this statistic – it is clear that promoting healthy active lifestyles is imperative.

The young people's Christmas party was a chance to promote healthy living. It was celebrated at Riverlife with a kayak and swim on the Brisbane River, salad sandwiches and active games like frisbee and badminton and the response was overwhelmingly positive from the young people.

"This was my first time ever kayaking - It's so much fun!!"

(Female, 21)

¹ <https://www.youthbeyondblue.com/footer/stats-and-facts>



Picture: View from top of Kangaroo Point Cliffs after Kayaking the Brisbane River

We continued to promote active lifestyles in 2016 by taking young people on a bush walk up Mt Coot-tha. Many young people were amazed at how they were able to reach the top and felt a sense of achievement and were able to relax with a BBQ lunch and lawn games at JC. Slaughter Falls after completing the walk. Many young people spoke about how they had done sports at school and how they had forgotten how fun it is to get out in the sun and be active. When young people become homeless, they often are very socially isolated from family and friends and many made new connections during this day also.



Picture: Young people enjoying the view from the top of Mount Coot-tha after climbing to the top



Picture: Young people staying active with French cricket

Workers continued to encourage healthy living through the promotion of free group fitness classes that are run by Brisbane City Council in local parks across Brisbane. Workers also linked young people into creative art therapy classes at Headspace, providing another way meet new people and cope with mental health.

Workers continue to provide ongoing healthy eating promotion through one on one cooking workshops. This helps young people avoid expensive and unhealthy fast food options as they gain more confidence in cooking. Workers also support young people with budgeting and learning how to grocery shop on a budget while still eating healthy.



Picture: Artwork created by two young women in NWYAS housing

In 2016/17 workers aim to gain funding through donations and grants to further develop a healthy lifestyle program that will run more regularly. Each activity will focus on enabling young people to gain more knowledge about healthy living and participate in a physical activity.

4. Education, Development and Adaption

Staff Changes and Handovers:

2015-2016 has been a year of transition and change for NWYAS as we said farewell to our long-term Manager, fearless leader and supportive mentor Tanya Turrell. Tanya was a bold and energetic leader who worked tirelessly to develop and positively position this organisation and its particular brand of service delivery and cement NWYAS as a very real and tangible presence in the industry.



We welcome Nicole Walsh into our team as the new Manager of NWYAS.

This year we saw long-term President of the NWYAS Management Committee, Jim Fouras step down to Ordinary Member and Vice-President, Robert Granger take up the baton as President. Robert has been a strong and focused leader for this organisation through the past year, supported by the new Vice-President, Brian Parker.

Focus on Development:

NWYAS maintains a focus on reflection and learning on all levels of our work. We do this by:

- Eliciting **feedback** from young people on their experience in our service.
- Utilising **complaints** to guide our learnings and evolve our practice.
- All staff engaging in regular professional **external supervision**.
- Staff engaging with **training** to refresh and develop skills and reflect on practice frameworks. Training examples include: cultural competencies, tenancy and program management, share house models and training, working with people with cognitive or behavioral issues and grant writing.
- Engaging in **local network meetings** to promote our service and maintain an effective referral network.
- Maintaining a presence in forums and conferences to stay informed of new learnings, practices, priorities and stakeholders.



Strategic Plan:

NWYAS maintains commitment to the delivery of our strategic plan. This is driven by the Management Committee and has been given traction by an in depth Action Plan ratified in March 2016 to plan and measure progress.

Identify Gaps and Evolving our Service:

We work to identify gaps, large and small, in the services we are delivering or in the needs of the cohort we are servicing. Examples of this include:

1. Mobile Support Advocacy:

NWYAS has successfully delivered Mobile Support (mobile support is targeted case-management delivered to people outside of NWYAS accommodation) from one-off funding in 2014-2015 with real and powerful results.

This year, we advocated for ongoing mobile support funding so that we could better assist young people in unstable living conditions, who with case-management support, could obtain and maintain accommodation outside the specialist housing service system. We aimed to assist young people to move into a private rental, share houses or reunite with family.

Advocacy included approaching local state members and stakeholders for support and attending Community Cabinet to discuss our concerns with the Minister for Housing and Public Works as well as writing a detailed submission. We were successful in this advocacy and started to deliver mobile support in July 2016. A big thank you to all our supporters and to the Department of Housing and Public Works for partnering with us to deliver this extension to our service.

2. Grants to extend services:

The services and responses that NWYAS delivers to our clients and community is augmented each and every year by a range of small grants which the team tirelessly applies for to help us meet the needs of our vulnerable cohort.

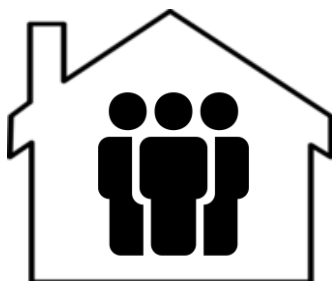
Grants that supported the work we did this year include:

- **Basket Brigade:** this generous program allowed our young people and young families to enjoy some Christmas cheer with thoughtful and timely holiday parcels.
- **Gaming Community Benefit Fund:** allowed us to replace couches, mattresses and furniture in our units – providing our tenants with updated quality furniture.
- **Lord Mayor's Christmas Trust:** this grant allowed us to have a fantastic Christmas event for our young people, which included kayaking, lunch and games at Kangaroo Point Cliffs and a New Year activity of a bush walk and barbeque at Mt Coot-tha.
- **Street Smart Grant:** this allowed us to fund our Keys to Drive program for several clients and purchase home-starter kits for new tenants.

NWYAS is also supported by fundraising and donations from the local community, discussed elsewhere in this report.

3. Share house Opportunities

Single young people have very limited and very slow exit options out of our service. Due to their often traumatic and chaotic histories, the thought of sharing a house with non-related strangers is very daunting and prevents many of our single tenants from considering share houses in the local community. Unfortunately, single young people have very limited income, which limits what private rentals they could secure. Their age and lack of a rental history is also a barrier.



The team is committed to seeking ways to break down these barriers and supporting our tenants to develop the skills and confidence they would need to consider community share house living. This can be achieved through educating our tenants on how safe and structured share house living can be, with the right people and a shared understanding of rules and responsibilities. Unfortunately our attempts this year at securing additional houses through the Brisbane City Council Community Partnership program was unsuccessful but we continue to explore innovative and collaborative ways to extend our services into this area.

OUR SUPPORTERS

Funded by



In addition to our core funding from the Queensland Government, NWYAS is a not for profit, community based organisation, relies on small grants and the in kind donation of services from a range of businesses. The donation of funds from individuals and organisations also allows us to provide additional practical assistance and opportunities to young people who are clients of our service.

We would like to express our most sincere appreciation to the following local members and businesses for their support & assistance in 2015-2016:



Mark Furner MP for *Ferny Grove*

Tracy Davis MP
State Member for Aspley





LORD MAYOR'S
CHARITABLE TRUST
CARING FOR BRISBANE'S COMMUNITY



Queensland
Government



Community Benefit Fund



æ ARBONNE.

Michelle Walters
Arbonne Independent
Consultant



THANK YOU

 **North West Youth**
Accommodation Service Inc.