



YOUTH DEVELOPMENT
SERVICE

**ANNUAL
REPORT
2022/2023**



Transforming young lives through barrier-free mental health support



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The KYDS Difference

Since 2005 KYDS has provided free, independent and proven mental health support to thousands of young people across Northern Sydney. Our approach is guided by 8 core principles:



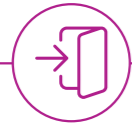
INDIVIDUAL-CENTRED

KYDS provides individually tailored mental health support for young people up to the age of 19 years. Our aim is that each person works with the same clinician, from point of entry until they are ready to move on, so they only tell their story once.



NEEDS-BASED

We don't have a one-size-fits-all approach to mental health. Rather, we individualise our approach to each young person's needs, contextualising the support we give, based on their personal difficulties - be it anxiety, depression, domestic violence, trauma, through to suicidal tendencies.



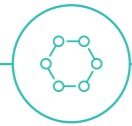
ACCESSIBLE

Accessing help from KYDS is super easy – we encourage self-referrals or warm referrals from other professionals. The intake is scheduled at a time that suits the referrer. Because we're free, a Medicare card or doctor's referral aren't required.



HOLISTIC

The type of support we give is guided by the young person in terms of what they believe will be most helpful to them and the people around them and may include individual counselling, parental support, family interventions, therapeutic group work, coordination of care planning or a combination of these interventions.



SYSTEMIC

KYDS works with the young person's family members and other support structures to engage constructively with social determinants that may be relevant, ensuring a planned and coordinated response is developed to benefit our young people.



STRENGTHS-BASED FOCUS

We identify a young person's strengths and resources to set up a positive mindset and build resilience. In this way KYDS helps young people to positively define their sense of self and personal identity, so that behaviour and development through to adult life is not impeded by a diagnosis of a potentially transient mental health condition.



FEEDBACK INFORMED

Real-time data generated by tracking young people's functioning and emotional wellbeing informs our work throughout their therapeutic journey. Data and feedback from our clients is also used to highlight the positive outcomes we achieve and identify areas for development and improvement in our programs and approaches.



EARLY INTERVENTION

We encourage young people to access support as early as possible, because we know the sooner they get help, the less time it takes to get back on track. As part of our focus on prevention and early intervention to support mental health, we also deliver workshops and key-note speeches in schools and community settings, present webinars for young people and their families and run online workshops for parents – covering topics that are relevant and current.

Our Year in Review

KYDS will emerge from 2022/23 as an even stronger organisation due to the input of our Clinicians, Management Committee, relationships with the Department of Social Services and Sydney North Health Network, and partner organisations and agencies.

In 2022/23 KYDS has supported more young people and families than ever before, while at the same time embarking on a process of consolidation, building on the solid foundations that we have in place, to ensure our organisation is set up with one eye on the future.

Increasingly across the youth sector, KYDS is viewed as meeting the needs of the "missing middle" in our community. Our KYDS Difference means that we specialise in supporting young people who do not necessarily fit within more conventional mental health support systems. KYDS is set up to provide free and ongoing therapeutic support that many young people require, while working systemically with the family and holistically with the other networks of support that surround a young person.

We are incredibly grateful to be able to offer our distinct work to young people in our community and we are even more grateful for the complementary way in which services in our region work together to provide the broad range of support that young people require.

We would like to acknowledge the hard work and incredible commitment of our dedicated and passionate professionals, wonderfully led by Alice Cheek, KYDS Clinical Lead. Our Clinicians are the beating heart of KYDS and we would not be where we are today without their unwavering belief in the KYDS Difference and their focus on the continued evolution of the service so that we can continue to provide young people and families with the best possible service and outcomes.



Anthony Rigney (CEO)

Doctor of Psychology (Counselling), Macquarie University. Joined KYDS in January 2017 as the Clinical Services Manager, was appointed KYDS GM in May 2019 and CEO in March 2020.



Helen Jarvis (Chair)

Director of Reboot Resolve, Nationally Accredited Mediator, Family Dispute Resolution Practitioner, Facilitator of Restorative Engagement processes, Change Management Consultant and Trainer, Director of Ripple Learning. Member since 2017, KYDS Chair since 2020.

REFERRAL PATHWAYS

KYDS is committed to the region-wide strategy of a “no wrong door” to young people and families accessing mental health support. To achieve this aim, several referral pathways have been set up between KYDS and partner services to ensure that young people can access the right support, at the right time, without having to tell their story multiple times.

Pleasingly, KYDS continues to receive referrals from a range of government and non-government organisations, demonstrating the effectiveness of the “no wrong door” approach, our collaborative work with schools and our strategic focus on raising the profile of KYDS in our community. Interestingly, the number of self-referrals from young people has increased from 7% (2021) to 21%, with young people often recommending KYDS to their friends.

LOCATIONS

In addition to our main office in Lindfield, supported by Ku-ring-gai Council, KYDS is based in eight different locations across Northern Sydney and the Northern Beaches. To ensure accessibility and to keep costs low, KYDS continues to co-locate with a range of services and organisations.

In 2022/23 we were delighted to expand our reach in partnership with others who share our vision that all young people should have access to the mental health support they need. Our new locations include:

- St Ives Youth Hub
- Kirribilli Neighbourhood Centre
- North Sydney Girls High School

Furthermore, just before the end of the financial year, dialogue began with additional schools regarding KYDS providing on-site counsellors. We value the opportunity to deliver services to young people “where they are at” and will continue to look for opportunities to partner with other schools and organisations in 2023/24.

2022/23 REFERRALS

- 11%** Community Services/
Organisations
(e.g. DCJ, StreetWork)
- 19%** School Referral
(school staff, school counsellor)
- 21%** Self-Referral
- 22%** Mental Health Services/
Professionals
(CYMHS, Headspace,
hospitals, GPs)
- 27%** Parent/Carer/Family Referral



STAFFING MIX

KYDS has experienced significant expansion in recent years, which has presented some organisational challenges as we work through the growing pains of rapid growth, while continuing to operate as a lean service. As with many organisations, these growing pains contributed to challenges in terms of staff retention and, after a period of long-term stability, we saw a relatively high turnover of staff in 2022/23.

In response to this, we updated our recruitment and onboarding processes, and to better understand how we could address this trend, a series of roundtables were facilitated in May/June 2023. Feedback from the roundtables highlighted that all members of the organisation remained passionate about the work that KYDS does and believed in the Clinical approach. Challenges that were identified by the team were connected to space, remuneration, change management and communication channels. One of the key responses to this feedback has been the implementation of our KYDS Learning and Growth Framework, ensuring that we bring the KYDS Values into our everyday work and allowing for more consistent opportunities for bi-directional discussions around all aspects of staff and organisational development. We are delighted with the initial response to the implementation of our Learning and Growth Framework and believe this process will contribute positively to staff retention in the year ahead.

This year saw the departure of a number of long-serving staff members, and we would like to acknowledge the incredible work they have undertaken in supporting the young people and families they have worked alongside. In addition, many of these staff showed wonderful commitment as KYDS moved through the various stages of growth and their contribution over the years has been incredibly important to the successes realised, from both a therapeutic and organisational standpoint. Simultaneously, we are delighted to welcome a number of new Clinicians who have brought fresh ideas and new



approaches to the way we work, adding further diversity to the service and the way in which we support young people and families.

RELIANCE ON VOLUNTEERS

Given our flat management structure and low-cost operating model over the last 5 years, it has been necessary to build a team of volunteers to fulfill many key functions. To ensure all regulatory compliance obligations are fulfilled, our volunteer board has operated as a Management Committee throughout this period to provide leadership and practical assistance in all key operational areas.

In addition, we have small sub-committees of 2-5 people (each led by a member of the Management Committee), focused on each of the following areas:

- Governance and Risk Management Sub-Committee
- Clinical Sub-Committee
- Schools and Community Workshops Sub-Committee
- Fundraising Events Sub-Committee
- Communications and Stakeholder Engagement Sub-Committee
- Grant Applications and Acquittals Sub-Committee
- Infrastructure Sub-Committee
- Youth Advisory Committee

We also have a small team of loyal volunteers providing support in the design of policies and procedures and the planning and execution of fundraising events. This year, we would particularly like to acknowledge the contributions of:

NAMOI DOUGALL

Namoi joined the Management Committee in March 2008, 3 years after KYDS saw its first client. She resigned in March 2023, after an extraordinary 15 years of service. We know with certainty that KYDS has delivered over 30,000 clinical sessions since 1 January 2015 (when we moved our clinical records into an online system). So, we estimate 38-40,000 counselling sessions were delivered during Namoi's tenure as Committee member, Chair and Vice Chair. What a lot of young lives she helped to transform!

There for the early years, Namoi was involved with the hard work of establishing systems, policies and processes and was instrumental in the 'Do Not Say Die' team that overcame the funding difficulties that emerged during 2011. She supported the transition to a mature and established community-based non-profit and left KYDS on a solid platform to continue to serve the community.

Thank you, Namoi, for sharing with KYDS your deep knowledge of what is required for sound governance and your skill in navigating the pragmatic approach to application of that knowledge in a small non-profit. We have appreciated your deeply entrenched service mindset and celebrate your extraordinary 15 years of service to KYDS.

MARK NORTHERN

Mark joined the Management Committee in 2013 and took on the role of Chair in 2015. He took a break for a year to travel in 2020 and returned as a member of the Management Committee in 2021. Over the last two years he has chaired the Grant Applications and Acquittals Sub-Committee. After

10 years of service, Mark is stepping down from the KYDS Management Committee at the AGM in 2023 to enjoy more time with his grandchildren in between his other board roles. We will greatly miss Mark's work ethic, enthusiastic support of every KYDS event and attention to detail with our financial planning and grant acquittal processes.

COUNCILLOR SAM NGAJ

As KYDS was established by Ku-ring-gai Council and Lindfield Rotary, our Constitution includes a requirement for a representative from Ku-ring-gai Council to be a member of the Management Committee. Councillor Sam Ngai joined us as the Ku-ring-gai Council representative in September 2017. In December 2017, he took on the role of Secretary, which he held until he resigned, after 6 years of service, to take on the role of Mayor of Ku-ring-gai in 2023. We would like to acknowledge his hard work in implementing a new risk management framework for KYDS and are grateful for his organisational skills in the role of Secretary.

STEPHANIE FIGG

Stephanie worked as a psychologist in South Africa and New Zealand. After relocating to Australia, she worked in the education system, focused on high ability learners. She then transitioned to the corporate sector and uses her understanding of psychology and high-performance ability to help employers develop and manage their people. Fortunately for KYDS, Stephanie has devoted the most extraordinary number of volunteer hours over the last three years, to writing a new set of policies and procedures for KYDS.

We're very grateful to Stephanie for all the hours she has invested in setting us up for success in the years ahead and are excited that she is now turning her skills to combining all the separate procedure documents that govern our clinical work into a comprehensive set of refined clinical policies and procedures.

FIVE YEARS OF RAPID GROWTH

Over the last 5 years, the number of counselling sessions delivered by KYDS has increased from 3128 in 2017/18 to 6658 in 2022/23 (an increase of 113%). During the same period, KYDS has grown from a clinical team of 3.5 FTE to 12 FTE.

This growth reflects:

1. GROWING DEMAND FOR SERVICE

In 2022/23 we received an average of 27 referrals per month. The number of referrals grew from 191 in 2021/22 to 326 in 2022/23, representing an increase of 71%. This growth in demand can be attributed to:

a) An increasing number of young people experiencing mental health symptoms

In 2007, 26% of 16-24 year old Australians experienced symptoms of a mental health condition in the previous 12 months. By 2022, this had increased to 38.8%.*

In 2013, 1 in 7 young Australians (4-17 years) experienced symptoms of a mental health condition in the previous 12 months.^

b) Enhanced awareness of the service offered by KYDS through our relationship with Sydney North Health Network, Department of Social Services and our commitment to the “no wrong door” approach in our region.

c) Effectiveness of our approach - the outcomes captured in our annual Impact Report confirm that our approach achieves positive results.

d) Accessibility of our service - at a time when cost of living pressures are high, the availability of a free local service is even more essential.

2. INCREASED CAPACITY TO PROVIDE SERVICE

Thanks to the provision of Federal government funding from DSS (Department of Social Services) and State government ‘pandemic recovery’ funding from Ministry of Health (managed by Sydney North Health Network), KYDS has been able to deliver an increased number of sessions.

During this period of rapid growth our CEO, Dr Anthony Rigney, has worked extremely hard, continuing to work directly with clients and their families 2 days per week, while also leading a growing team and implementing the changes necessary to ensure effective acquittal of government funding. We have also remained focused on ensuring that our cost per occasion of service stays low, to ensure that we are maximising the amount of income spent directly on service provision.

*[2021 National Study of Mental Health and Wellbeing - NSMHWB (ABS 2022a)]

^[Young Minds Matter Survey Results reported in The Mental Health of Children and Adolescents Report on the second Australian Child and Adolescent Survey of Mental Health and Wellbeing (2013-14), Lawrence et. al. 2015].

OUR SERVICES



INDIVIDUAL COUNSELLING SUPPORT



PARENTING INTERVENTIONS



FAMILY THERAPY & FAMILY-BASED INTERVENTIONS



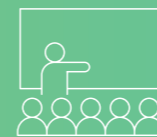
THERAPEUTIC GROUPS

(Partnership with Lifeline H2H)



WEBINARS

(Development of a yearly calendar of free webinars commenced April 2023)



MENTAL HEALTH FOCUSED SCHOOL WORKSHOPS



MENTAL HEALTH FOCUSED KEY-NOTE ADDRESSES



MENTAL HEALTH FOCUSED STAFF TRAINING

In addition to offering early intervention through personalised counselling of young people and their families, KYDS is devoted to promoting mental well-being and preventing mental health challenges in young people. We conduct workshops, presentations and webinars to educate and support young individuals, their families and others within their support networks.



While we acknowledge the importance of gathering Mental Health Plans so that young people are able to access mental health support, we also view the requirement for young people to obtain a Mental Health Plan as a barrier to accessing that very support.

OUR OUTCOMES



238

young people started accessing support from KYDS in 2022/23



Young people overwhelmingly identified that the support and care provided by KYDS' clinicians

ALWAYS OR USUALLY MET THEIR NEEDS

95%

of clients rated their overall experience of KYDS as very good or excellent

80%

of our clients rated their overall experience of KYDS as excellent

90%

of clients rated the effect of the service on their overall well-being as very good or excellent



6,658

counselling sessions were delivered by KYDS' clinicians



KYDS proudly kept the cost per occasion of service (total expenditure divided by number of sessions) very low again in 2022/23, at a rate of

LESS THAN \$200 PER SESSION



OVER 400

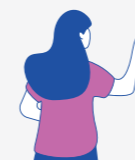
young people and families were supported through individual, parent and family counselling



4000

young people were supported by our

SCHOOL WORKSHOPS & PRESENTATIONS



FINANCIAL REPORT

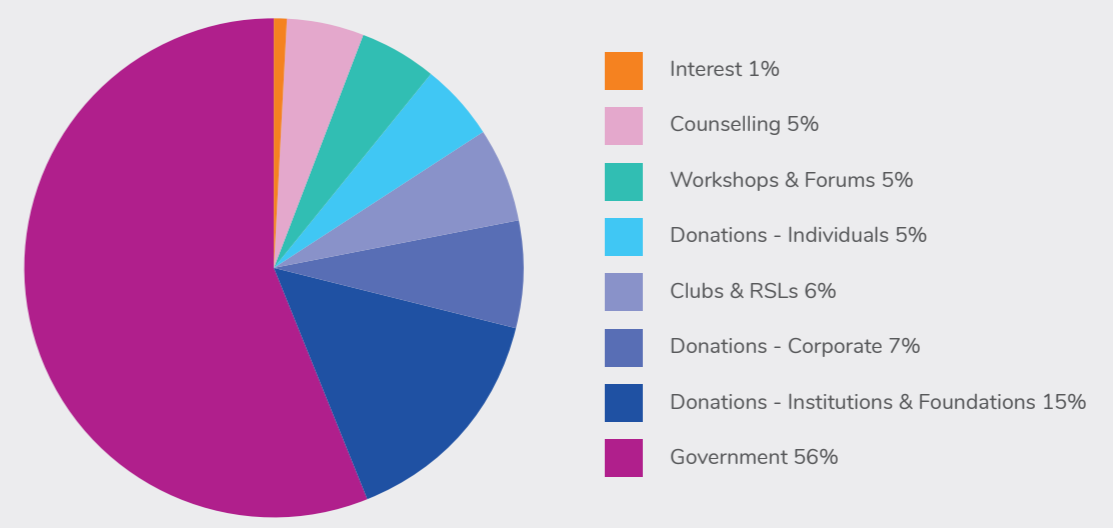
INCOME	2022/23	2021/22
Fundraising Revenue	\$401,664	\$702,497
Counselling Revenue	\$118,430	\$132,082
Bank Interest	\$18,978	\$912
DSS Income	\$480,000	\$280,000
SNHN Income	\$204,361	
Other Revenue		\$100,090
Total	\$1,223,433	\$1,215,581

EXPENSES	2022/23	2021/22
Fees & Admin	\$8,082	\$7,597
Office Expenses	\$76,705	\$46,802
Staff Salaries/Superannuation	\$1,185,617	\$901,526
Fundraising	\$43,196	\$27,442
Clinical Training/Supervision	\$23,866	\$17,519
Equipment & Resources	\$29,606	\$9,506
Total	1,367,072	\$1,010,392
Loss	\$143,639	Surplus \$205,189

* Surplus includes commitments to ongoing projects and building reserves to ensure continuity of KYDS' services

KYDS Funding Sources

Given that it is projected that over 50% of our income for 2023/24 will come from two government grants and at this stage, both these funding arrangements are uncertain beyond 1 July 2024, we are focused on ensuring that we are set up to navigate any changes in funding arrangements.



KEY AREAS OF STRATEGIC FOCUS FOR 2023/24

After 5 years of rapid growth during the challenges of the pandemic and increasing rates of mental health diagnosis, our Management Committee has decided to pursue a strategy of consolidation over the next 1-2 years. Some key focus areas are outlined below:

Operational Priorities

- Ensuring that all new policies, procedures, processes and systems are being implemented consistently
- Ensuring that we have sufficient physical space from which to provide an accessible service that meets the increasing demand
- Ensuring IT infrastructure is fit for purpose and being utilised in a way that is consistent with policies and procedures
- Reviewing our risk management framework to ensure that all risks are identified and controls are designed and operating effectively
- Reviewing our organisational governance model and considering whether any changes are required
- Fine tuning outcomes data reporting processes
- Ongoing audit of case notes to improve the quality and safety of services delivered to clients, ensuring ethical guidelines and professional standards are maintained.
- Updating our website

- Implementing a new CRM system to enable us to communicate effectively with stakeholders and donors
- Creating new information packs for new clients and their parents/carers.

Clinical Priorities

- Expanding our service capacity to work systemically
- Expanding our service capacity for Group Work
- Expanding our capacity to offer family meetings
- Expanding our capacity to work more effectively with trauma.

Fundraising Priorities

- Increasing our community-based fundraising efforts
- Growing our team of volunteers to support our fundraising efforts.



Thank You to our Volunteer Management Committee

At KYDS we intentionally use the term Management Committee (rather than Board), because our Management Committee is actively involved in supporting our fabulous CEO, Dr Anthony Rigney, through both oversight and active engagement in the running of KYDS and in support of all fundraising efforts.



Namoi Dougall

DEPUTY CHAIR

Extensive experience in all 3 tiers of government and the legal sector. Member at Administrative Appeals Tribunal. Solicitor. KYDS Chair 2010-2016. Member since 2008. Resigned on 30 March 2023.

Namoi has been serving KYDS for 15 years and uses her understanding of our legal and regulatory obligations to ensure good governance. As the keeper of KYDS' history, she helps us to understand the historical basis for decisions. Namoi is also one of our biggest advocates, guiding KYDS through the political landscape and ensuring those in government understand the challenges KYDS is navigating in supporting young people.



David Jordan

DEPUTY CHAIR (FROM 30 MARCH 2023)

CEO and founder of Enterupters financial models and management consultancy. Member since 2016.

David guides our IT choices and problem solves our IT related challenges. He has also been instrumental in managing the process of uploading all outcomes data to the DSS Data Exchange. He also continues to encourage our team to think out of the box and look for new strategic opportunities for consideration.



Darren Handley-Greaves

TREASURER

Partner Sydney EY Services. Accountant. Member since 2017. Resigned on 19 April 2023.

Darren ensures good financial management and led our efforts to clarify our organisational and fundraising strategy, keeping us focused on how to invest our efforts in areas that are likely to be most effective. We have appreciated his calm presence and insightful comments and questions during his time on the Management Committee.



Mark Eyton Jones

TREASURER (FROM 19 APRIL 2023)

Experienced Finance and Risk Professional. Member since 2023.

Mark has worked in senior leadership roles in consulting and banking. Mark joined the Management Committee in February 2023 and provides oversight of our finance function and supports the Management Committee in the development of our organisational strategy.



Sam Ngai

SECRETARY

Ku-ring-gai Council elected Councillor and Council nominee to the KYDS Board. Accountant and Software Engineer.

Sam focuses on ensuring excellent risk management and that we fulfil our regulatory obligations. We are grateful for his consistent commitment and ethical engagement.



Kylie Harding

Stockbroking Firm Principal and Investment and Philanthropy Advisor at Morgans Financial. Experienced NFP advisor. Member since 2017. Resigned on 28 September 2022.

Kylie has continued to lead the way on our fundraising efforts. Her efforts have been instrumental in assisting us to significantly increase community support and donations to help us to meet the rising level of demand for support. We're very grateful to Kylie for her generosity.



Jane Ketelbey

Jane is a market research, brand and advertising specialist who has managed a local and global portfolio of FMCG, QSR, Beverages, Financial Services, Health, Retail and Not-for-Profit clients. Member since 2020.

Jane continues to be instrumental in shaping the messaging that we use in all our social media and marketing materials, so that we can ensure we maximise the potential of all fundraising opportunities.



Mark Northern

Mark qualified as a Chartered Accountant and spent most of his career in general management with a successful public company in retail property management and development. KYDS Chair 2017-2019. Member since 2010.

Mark is a strategic thinker who always challenges us with his insightful questions and attention to detail, especially when it comes to reviewing budgets and the financial management of grant acquittals.



Jane Buncle

Jane is a former journalist, solicitor, and is now a barrister at the NSW Bar in Sydney. Qualifications include Bachelor of Media Communications from Charles Sturt University; a Bachelor of Laws from the University of Edinburgh; and the Bachelor of Civil Law (Masters of Law) from the University of Oxford. Member since 14 December 2022.

Jane has previously worked at the United Nations in New York and Indigenous Legal Aid in Darwin. She was raised in Manly and attended high school in North Sydney. Jane is committed to assisting young people experiencing mental health problems and associated issues.



Elisabeth Goh

Consulting & Advisory, Government & Public Sector, EY Services. Qualifications and experience in policy, law, strategy and security. Member since 2018.

Elisabeth guides the work of our Youth Advisory Committee. She has also been instrumental in guiding our fundraising strategy and increased focused on community engagement.



Tim Warren

Chartered Accountant and a successful financial and operational executive who has delivered transformational outcomes across startups, scaleups and business turnarounds. Member since 2023.

Since early 2021, Tim has been working on the development of sustainable, agile and robust business practices for businesses scaling up and he has also immersed himself in the startup ecosystem as a CA in Residence and CFO at Stone & Chalk. He is also a past Board member and Treasurer of The Banksia Project, a mental health services provider. Tim is currently working with the KYDS team on the opportunities in providing mental health support services to schools across Northern Sydney.



Darren Bark

CEO of NSW Jewish Board of Deputies. Chair, NSW Identity Security Council. Qualifications in Law and Information Technology. Member since 2016. Resigned 14 December 2022.

Darren brings his strategic thinking, IT and website expertise, marketing instincts and understanding of our regulatory obligations to our decision-making processes.

Every one of our staff members and volunteers make a significant contribution. We are grateful for their service and dedication to doing everything possible to help build happier and stronger communities by making mental health support accessible to all young people.

THANK YOU

THANK YOU

TO OUR SUPPORTERS

We are extremely grateful to the individuals, businesses, trusts, foundations and partnerships that help KYDS to provide its critical service to the local community. Together we are transforming young lives through barrier-free mental health support - thank you.

FINANCIAL SUPPORTERS

Without direct donations, grants and sponsorship, KYDS would cease to exist.

KYDS Youth Development Service is Proudly Funded by
Australian Government Department of Social Services



We would also like to thank:

- Mary Alice Foundation • Start It Up Foundation • Murphy Family Foundation

IN-KIND, ENGAGED SUPPORTERS & PARTNERS

Support for our cause takes many forms. The following organisations give generously of their time, resources, skills, and knowledge to help us meet day-to-day operating needs and to raise funds.



We would also like to thank:

- Rotary Club of Wahroonga • Rotary Club of St Ives • Turramurra Rotary Club

SUPPORT KYDS

Demand for youth mental health support is higher than it's ever been. KYDS is proud to be the only local youth mental health service that is free, with unlimited sessions. With no requirement for a doctor's referral or mental health plan, KYDS removes the barriers to ensure young people up to the age of 19 can seek support and get back on track quickly.

Please help us to ensure that young people get the support they need, when they need it. All donations are appreciated, please visit www.kyds.org.au.



For more information please contact:

Helen Jarvis

KYDS Management Committee Chair

Anthony Rigney

KYDS CEO/Psychologist

KYDS Youth Development Service

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Lindfield 2070

t +612 9416 0900

e counsellor@kyds.org.au

w www.kyds.org.au

KYDS YOUTH
DEVELOPMENT
SERVICE