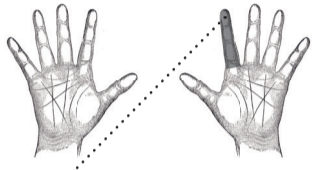




## CHALLENGES FACING OUR YOUNG PEOPLE



1 in 10 Australians will suffer from homelessness across their lifetime

More than 116,000 people are homeless in Australia  
1 in 4 of these is a young person



There are over **58,000** young Victorians disengaged from school or work

The average age a young person flees home escaping family violence is **10 years old**



1 in 4 young people are at risk of serious mental illness

Sources: The Costs of Youth Homelessness, Swinburne University (2014) • Youth Mental Health Report, Mission Australia (2017) • Social Ventures Australia research undertaken for STREAT (2015) • Census Data, Australian Bureau of Statistics (2016) • The Real Cost of Youth Homelessness in Australia, Swinburne Institute for Social Research (2012) • Chamberlain, C.Johnson, G. (December 2015). How many Australians have slept rough? Australian Journal of Social Issues, 50, 439 - 457

## Dear STREAT Supporter

For months I've been trying to decipher why this year feels so different to those that have already passed. It's undoubtedly felt big and busy and boisterous, but so have the nine years preceding it. In my state of suspended animation I've been trying to dim the fortissimo of endless coffees, meals and bakery items flying around in my head. Whilst floating above this earth and enterprise I've finally realised that it's the tether that's different. Whilst we've now been in our Cromwell Manor site for two years this is the first year we've felt deeply anchored to place. This year we've been generously welcomed to this country by Wurundjeri elder Uncle Colin Hunter. This year the tiny grapevine tendrils have fully embraced the metal beams in our courtyard. This year we've given up repainting the handrail where our staff and trainees steady themselves as they get airborne down the stairs.

This year we know where the bulbs in our garden lie dreaming of their Spring blossoms. This year the deck chairs and hammocks are contoured to the thousands of bodies they've already cradled. This year we're no longer ephemera and our newly found connectedness to place has allowed us to gaze upon further horizons, just as a tethered kite flies higher. And in the words of French philosopher Gaston Bachelard, this year we have...

**"a nest for dreaming, a shelter for imagining".**

Thanks for your ongoing support,

Bec

Co-founder & CEO



## PROGRAMS

STREAT has a range of youth programs:

**OUTREACH** — Undertaking outreach activities with Victorian Police to high risk young people.

**TASTER** — A hands-on hospitality short course designed to give young people a taste of STREAT.

**ENTREE** — An individually tailored work experience program for young people wanting to access hospitality focused work experience or to give STREAT a try before committing to a longer program.

**MAIN COURSE** — A 20 week fully supported group program including on-the-job training and mentoring, a Work Readiness program, social activities, individual case support (including linkages to specialist service providers), and a Certificate II in Hospitality.

**STREETS AHEAD** — A program supporting the transition of STREAT graduates into open employment. Our current partners in this program are Fonda, Epicure and the Riverland Group.

## PARTNERS & SUPPORTERS

Our thanks and gratitude go to the following groups & people:

Geoff Harris • Breadsolutions • TK Foundation • Ian Potter Foundation • Westpac Foundation • Donkey Wheel Foundation • Small Giants • McKinnon Family Foundation • NAB • Social Ventures Australia • AMP Foundation • Jack & Ethel Goldin Foundation • NAB Foundation • Newsboys Foundation • Dyson Foundation • Gandel Philanthropy • Federal Government (Jobs Fund) • AXA Foundation • R.E Ross Trust • Lord Mayor's Charitable Foundation • Marian & E.H Flack Trust • McKinnon Family Foundation • Yulgilbar Foundation • Fouress Foundation • City of Melbourne • Youth Minister of Victorian State Government • Bennelong Foundation • May & Stanley Smith Trust • Helen Macpherson Smith Trust • Greenlight Foundation/Sornem Private Wealth • Eymac • PwC Foundation • John & Betty Laidlaw Legacy • Red Rocket Foundation • Zendesk • SEEK • Calvert Jones Foundation • The GPT Group • DLA Piper • Justitia • Holding Redlich • Freehills • Maddocks • Pitcher Partners • Moore Stephens • Crowe Howarth • Six Degrees architects • McCorkell Constructions • Brookfield Multiplex • Reymond Communications • Vic & John Godwin • Nicole Ikenberg • Zilla & Brook • Melinda Cilento • Worklogic • Heath Wallace • Wilma Collie • Liping Meng • Rado Foundation • McLeod Family Foundation • Fonda • Roberts Family Foundation • Smudge Publishing • Francesca Rendle-Short & Judy Horacek • Commonwealth Bank • Snap Printing • Collier Foundation • Arup • RACV • LinkedIn



Working Magic

IN THE LAST YEAR MAGIC OUR LABRADOR-KELPIE THERAPY DOG JOINED THE STREAT TEAM AND DID 608 THERAPY DOG HOURS.

Many of the young people in STREAT's programs have been through rough experiences, and having a familiar face, wagging tail and snuggles to comfort them has made the world of difference.

**MAGIC IS NOW THE HIGHEST RATED PART OF OUR PROGRAMS — AT 102% SHE MESSES UP OUR STATS!**

As a therapy dog Magic:

- Increases trust and enables social engagement
- Assists in pain management
- Reduces anxiety and depression and improves mood
- Assists in stress management and arousal reduction (which is really helpful for trauma and phobias etc)
- Facilitates social interactions and helps build skills
- Helps a person learn about tone, eye contact, consistency, persistence, boundaries, and saying 'no'
- Assists in education and learning as well as memory and cognitive stimulation.

"It's Magic's eyes — they say, 'I like you' every time she looks at you."

"More Magic time, please. If in doubt, bring in that dog."

"It's Magic, the plants and the people."

"Magic helps my head just by being there. I can pat her and my head calms down."



## MULTI-MILLION MANI

In 2018 STREAT undertook extensive modelling with RMIT University to calculate its value to government based upon current figures from the Victorian Department of Treasury and Finance.

**STREAT is estimated to save the government and social services sector at least \$33,000 per year per young person across their life. This can add up to millions across a single lifetime.**

MEET 16 YEAR OLD MANI, A TYPICAL YOUNG PERSON AT STREAT. HE...

- Has never met his father, and his family are scattered around Australia and overseas
- Left school part way through year 9
- Is unemployed and on Newstart allowance
- Is couch surfing
- Smokes cannabis daily to manage nightmares and anxiety
- Is on a Good Behaviour Bond after he and a mate stole a car
- Subsequently breached his orders and is now at risk of going to prison



PER YEAR, HE COSTS THE GOVERNMENT

**\$50,476**

in emergency, police, hospital, legal, health, psychological and unemployment services

30 YEAR OLD MANI HAS NOW COST THE GOVERNMENT OVER \$750,000



46 YEAR OLD MANI HAS NOW COST THE GOVERNMENT OVER \$1.5 MILLION



76 YEAR OLD MANI HAS NOW COST OVER \$3 MILLION

STREAT INTERVENED EARLY AND PROVIDED MANI WITH...

- Stable transitional housing
- Counselling
- Help reducing his drug use
- Work experience and training within its cafe and bakery
- Vocational training qualifications in hospitality
- Transition support into a chef apprenticeship with a partner employer
- A group of supportive friends, mentors and workmates
- Confidence, a sense of belonging and hope!

IT COSTS STREAT

**\$18,196**

to provide the holistic support, training and employment pathways that Mani needed and wanted.

(STREAT receives less than 1% of its funding from government, and generates over 70% of its revenue through its social enterprises.)

BY BREAKING THE CYCLE, STREAT HAS NOW SAVED THE GOVERNMENT OVER \$500,000

STREAT HAS NOW SAVED THE GOVERNMENT OVER \$1 MILLION

STREAT HAS NOW SAVED THE GOVERNMENT OVER \$2 MILLION!

It's estimated that STREAT has saved the government over \$16 million since 2010.

## A LETTER FROM A MOTHER

Dear STREAT team,

Just wanted to thank you all for yesterday's graduation ceremony. It was really wonderful! Such an achievement for all the graduates. For Theo [name changed], this is the first course he has completed since being exited from school at the end of Year 10 with deteriorating mental health and an unsupportive school environment. The last 7 years have been pretty tough for Theo in many ways, but this one proved to be perhaps the toughest after the unexpected death of a close friend. I truly believe that without the opportunity presented to Theo by STREAT in the weeks after discharge from hospital, he would be in a very different place right now. I mean it sincerely when I say

**I believe STREAT saved his life. It has opened up a new world in which he can see himself flourishing and creating a future. This is no small feat, to feel connected, to belong, to believe in himself and have the confidence to try new things, develop new relationships and dream of the future.**

Immense gifts to be offered. The work you do is life changing, not just for graduates, but for the people who love them. Thanks again, we are forever grateful.

Theo's Mum

PURPOSE: To help young people thrive and belong with a healthy self, home + work.

# People



"Relationships are healthy here."

"They notice me. It's nice to be noticed."

"When I fuck up, they tell me not to stress or apologise. They just help me get it right next time."

"I feel I am welcome here."

"I'm proud of myself for completing - I don't usually finish anything."

"It's a good environment to learn. When you feel welcome it's easier to learn."

"They are so enthusiastic, they say things like, 'you can do it!', and that makes me think I can do it."

"STREAT helped me get life back on track - thanks!"

"The staff are really nice people. Seriously nice."

"It's hard to say what caused it but I feel like I'm growing and expanding and learning about life and myself since being here at STREAT."

"Everyone is helpful to each other. You can see it. It taught us to be the same way to each other as well."

They help me "learn how good men behave."

"I start work tomorrow - I can buy Christmas presents now."

## 1. Help youth live independently and reach their potential

- A record number of 662 young people across our programs (our target is 365 per year by 2019).
- Provided 20,943 hours of support and training to our young people.
- Program retention of 76% in our intensive Main Course program, overall program rating of 93%.
- Belonging - young people rated their sense of belonging at STREAT at 94% (target is 95%).
- Healthy self - 91% of young people who engaged in our Main Course program improved their wellbeing (target is 90%).
- Healthy work - 6 months after completion 45% of our graduates were in employment, education or volunteer work, 5% were parenting or carers, and 11% were in appropriate treatment programs. The remaining 39% were not in employment or training, which is disappointing, however, at the start of the program 98% of these same young people were unemployed and not in education (our target is less than 40% unemployed).
- Healthy home - 100% of young people maintained or improved their housing situation during their course (target is 95%).

## 2. Nurture and grow our people and culture

- Grew our team from 55 to 62 people and had a staff turnover of less than 30% (turnover in hospitality is over 50%).
- Undertook a record amount of staff professional development, including putting dozens of staff through training on how to work with young people coming through the Youth Justice System, Working with Multicultural Youth, and Mental Health First Aid.
- We were 'Here and Queer', taking a strong public stand on the marriage equality debate. We also developed Genderbread People to help educate people about the issue of gender and sexuality diversity (thanks to Salesforce, SEEK and Zendesk for buying so many!).
- Celebrated outstanding staff performance at our 8th annual STREAT Awards (a huge congrats to our winner Lola Fazio, the warm and compassionate quiet achiever who's been at STREAT for over 7 years).
- Undertook Side STREAT, an 8-week internal innovation project. Through a series of conversations, surveys and ideas sessions the project team gathered over 500 suggestions on how to improve STREAT.

## 3. Strongly engage others to become change-makers

- Received two awards: a 2017 Institute of Architecture Commendation with Six Degrees architects for the design of Cromwell Manor, and the RMIT Golden Key Award (our CEO Bec Scott).
- Grew the organisation's visibility and support through strong media coverage of 63 media stories (the target was 50).
- Undertook more than 2,500 hours of social enterprise sector work including advocacy, start-up help, capacity-building, sector talks and media, and hosting an endless stream of social entrepreneurs (we welcomed visitors from the Illawara to Israel, Perth to New York, Darwin to Italy).

# Planet & Places

## 4. Create places where people feel a sense of belonging

- Were generously connected to the 50,000 year history at our Cromwell site by a smoking ceremony and Welcome to Country with the Wurundjeri traditional owners. We also started our indigenous food garden onsite.
- Welcomed Magic our Labrador/Kelpie therapy dog to the youth team and she provided 608 Therapy Dog hours to our young people. She really messed with our statistics because our young people rated her at 102% across the year!
- Were proud to see the diversity of our customers grow - where else would you see a bike gang sitting in a cafe right beside a group of new mums cradling their tiny babies?!
- Undertook an extensive Cromwell site assessment and designed a range of gardens for our young people, staff and customers. Over the coming year we'll expand this work (thanks Scott Levy from Melbourne Uni and Poppy Turbiak from Cultivating Community).

## 5. Nurture the environment

- Had a Summer internship program working with Heath Wallace and four Melbourne Uni students to baseline our environmental footprint and develop our first Planet Plan (thanks Byung Yeon Mun, Tim Harding, Yvonne Olszewski and Josh Gordon!).
- Kick-started a wide range of environmental sustainability initiatives to minimise our footprint, ranging across building and place design, ecosystems and food systems, water usage, materials and products, energy, transport and waste.
- Started a partnership with Emma and Tom's, changing our bottled water to 100% recycled PET. In an effort to reduce down usage of takeaway coffee cups we continued to offer a generous 30c discount to over 30,000 customers who brought a reusable cup.
- Deepened the impact of our own supply chain, having now procured from over 30 social enterprises and B Corps.
- We're working towards having our first young people studying in horticulture within a year.

# Performance

## 6. Operate a portfolio of impactful and profitable businesses

- Expanded our business portfolio to include new kiosks at RMIT University and the RACV head office on Bourke Street, along with opening our first weekly farmer's market stall selling coffee and bakery items at the newly established Alphington Food Hub.
- Further scaled our financial sustainability with 71% of our revenue being generated from our own businesses.

## 7. Deliver high quality products that customers value

- Served over 300,000 customers with an average customer rating of over 90%.
- Deepened our customer relationships with a wide range of organisations (thanks for the support SEEK, Zendesk, Westpac, RMIT, RACV, AMP, Commonwealth Bank, Medibank, McKinseys, ANZ, Orygen, Directioneering, Red Cross, Hall & Wilcox).

## 8. Grow our business opportunities

- Grew our total revenue from \$3.9m to \$5.1m (33% growth). Business revenue grew from \$2.3m to \$3.6m (51% growth).
- Kick-started our Business Development team and started to focus on growing new social procurement opportunities.

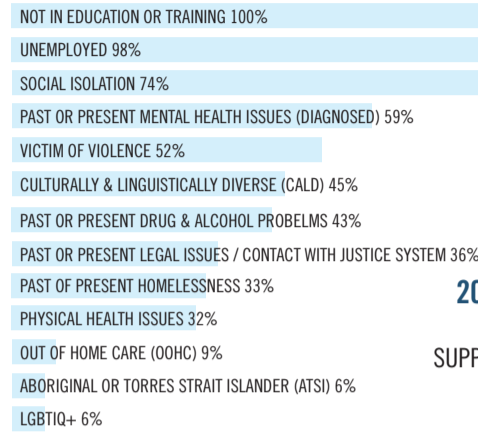
## 9. Operate with strong governance, accountability and effectiveness

- Fully compliant with our regulatory bodies and partnerships (ATO, ASIC, ACNC, grant providers) and had a smooth and timely audit processes without any material issues.
- Undertook a huge amount of internal housekeeping implementing a range of new systems and platforms (finance, impact measurement platform, wholesale order and production management, online ordering for catering, a portable retail point of sale system). We also evolved our HR manual and workplace policies and procedures (thank you Worklogic!).

## 10. Enable systems change and innovate

- Participated in the Social Enterprise Clan and a founding member of the new Social Enterprise Network of Victoria (SENVIC).
- Mapped the hospitality social enterprises across Victoria and invited the 75 of them to dinner. There is a collective desire to develop a hospitality network to share, build capacity and collaborate and we hope to further this in the coming year.
- Continued our strong commitment to capturing and sharing knowledge by participating in over 12 research projects, including a research case study with Swinburne University to capture and share the key learnings of our STREAT Enterprises impact investment from 2012-2016. Other research was undertaken with Deakin, RMIT, UWA, ANU, UNSW, Swinburne and the Danish School of Education (to date we've now been involved in over 70 pieces of research).
- Started planning our strategy for our second decade. We're determined to further scale our direct service delivery to young people, along with helping grow our sector. To further this growth, we developed an initial concept for redevelopment of a 12 hectare heritage government site in Maribyrnong. Should we be successful in securing this land, over the coming decade we'll lead a team to build a new social and eco precinct to provide a host of training and employment pathways for young people in the inner West.

### YOUNG PEOPLE AT STREAT THIS YEAR



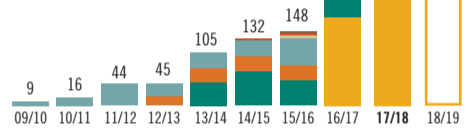
94% YOUTH BELONGING RATING

20,943 HOURS OF TRAINING & SUPPORT PROVIDED

608 HOURS OF SUPPORT PROVIDED BY MAGIC



NUMBER OF YOUNG PEOPLE ENGAGED, SUPPORTED & TRAINED  
TOTAL TO DATE: 1,507



OUR ANNUAL WASTE	Weight	Percentage
Organics	17,545kg	57%
Paper/ Cardboard	6,720kg	22%
Plastic	3,838kg	12%
Glass	2,100kg	7%
Other	524kg	2%
Metal	156kg	1%
Total estimate	30,885kg	

Our first focus is to reduce our kitchen, bakery and roastery waste by BUILDING A LARGE SCALE WORM FARM

(We expect to have over 180,000 worm workers at Cromwell in the coming year)

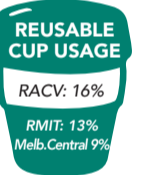


HUGE INCREASE IN SITE BIODIVERSITY with over 35 new native plants and 20 edibles added to the garden



OVER 80% OF OUR FOOD IS SOURCED IN VICTORIA  
It's also fresh, local, seasonal, preservative and cruelty free. Half our menu is vego.

WE GREW USAGE OF REUSABLE COFFEE CUPS TO 12% ACROSS ALL SITES giving over 35,264 customer discounts for bringing a reusable coffee cup



30+ SOCIAL ENTERPRISES & B CORPS IN OUR SUPPLY CHAIN

and strong focus on coffee traceability and supporting community projects, particularly women coffee producers



OVER 50,000 HAND TOWELS SAVED from going to landfill through removing them from our bathrooms

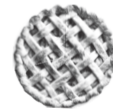
WE SAVE GOVERNMENT \$33,000/YEAR PER YOUNG PERSON

in emergency, police, hospital, legal, health, psychological & unemployment services.\*



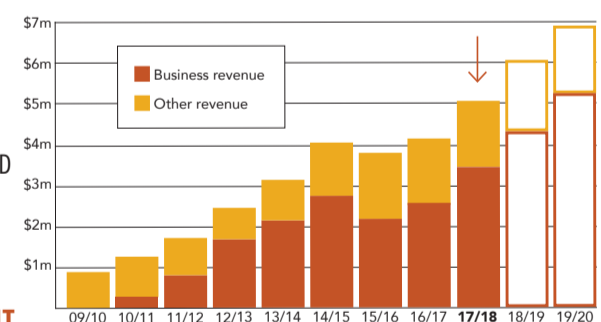
71% SELF-FUNDED

WE'VE NOW SAVED OVER \$16M SINCE 2010 (We receive less than 1% of government funding)



\*RMIT MODELLING 2018

100% OF PROFIT REINVESTED TO DO GOOD



TOTAL REVENUE FOR 2017/18 - \$5.192M

## WHY SOCIAL ENTERPRISE MAKES CENTS

STREAT has a range of revenue streams, the biggest of which is its own earned business revenue at \$71 in a \$100, the smallest being government support at \$0.70 in \$100. That means that every \$1 of support we get from you we grow many times over through our own business engine. This results in a number of benefits:

- We can provide the support young people need and deserve, not just what the government will pay for
- We're more financially resilient and sustainable and not at the mercy of any political or funding changes or whims
- We can harness the general public to be part of social change through their daily purchases
- We have more flexibility to try new things and innovate.

WE THINK THIS MAKES US COMPELLING TO SUPPORT!

STREAT