



PROGRESS  
REPORT  
2016-17



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**Youth Focus is a unique independent for-purpose organisation that supports vulnerable young people aged 12 to 25 in Western Australia by offering a range of mental health services.**

It operates with a team of highly skilled psychologists, social workers and occupational therapists to provide a range of early intervention and prevention services free of charge, aimed at supporting young people and their families to overcome the issues associated with suicide, depression, anxiety and self-harm.

Youth Focus aims to understand young people and their difficulties within the broader context of their lives, including family, friends, school and their local community. This understanding acknowledges the effect of past experiences, the significance of current issues and circumstances, and the nature of adolescence as a life stage.

The organisation provides free services in a way that are 'youth friendly', flexible, needs driven and personalised. Youth Focus offers its services from offices located in Burswood, Joondalup, Rockingham, Bunbury and Albany as well as via schools, outreach programs and headspace Centres in Midland, Albany and Geraldton.



# A MESSAGE FROM THE CEO

**Youth Focus remains steadfast in its aim to reduce youth suicide. Now, more than ever, the services of Youth Focus are vital to communities across Western Australia.**

Although the suicide rate in WA declined in 2016, suicide remains the leading cause of death for our children and young people aged between five and 25.

Youth Focus has a clinically proven suicide prevention practice model and, in the 23 years since it started operations, has helped more than 20,000 at-risk young people through their journey to recovery.

In addition to free, life-saving clinical counselling services, Youth Focus delivers innovative and accessible programs to assist our youth to lead full and healthy lives. These programs include frontline services, in-schools and in-workplace education, peer support and mentoring programs and community engagement initiatives, such as the Young Men's Project.

A period of evolution, focus and unprecedented success, the 2016/17 financial year heralded in a new chapter for Youth Focus: as a leader in youth mental health services, we have developed new ways to strengthen our organisation's services to young people and build stronger, more resilient and suicide-safe communities. We have also returned a considerable profit of \$616,000 to ensure the ongoing sustainability of the organisation's vital services.

Youth Focus remains relevant, approachable and dynamic in order to continue to engage and connect with young people and their changing needs. These guiding principles have driven the creation of our new brand, which makes its first introduction in this publication. Youth Focus is excited to enter its next phase of growth, buoyed by an engaging brand that resonates more keenly with our young clients. We are thankful to Meerkats Brand Leadership Company for its expertise and support through this process.

Youth Focus remains united with our partners and communities through our joint dedication to creating brighter futures for young people with mental health issues. We thank you for your continued support as, together, we will make a difference to thousands of young lives.

**Supporting young people is at the heart of all we do**

In the past financial year, Youth Focus has supported 2,872 young people through its five offices and four headspace Centres. Importantly, the clinical results have been overwhelmingly positive, with the majority of our clients reporting an improvement in their psychological wellbeing.

Youth Focus continues to develop new and innovative mental health initiatives that aim to reduce the risk of suicide in young people. Our relationship with headspace has ensured that even more young people can connect with professional care for their mental health issues and psychological distress through Centres led by Youth Focus in Albany, Geraldton and Midland, as well as for early psychosis issues at the headspace Youth Early Psychosis Program in Midland.



## A record-breaking year for the iconic Hawaiian Ride for Youth

One of the many highlights of 2016/17 was the Hawaiian Ride for Youth. In 2017, the Ride achieved a record fundraising result of more than \$2.5 million, as well as setting many new records, including the largest number of riders in its 15 year history.

The fundraising aspect of the Ride is crucial to the ongoing services provided to the communities of young people throughout the state. The Ride plays a major role in raising mental health awareness and reducing the stigma associated with mental health, particularly through the relationship with the 23 schools and more than 3,500 students who are visited during Ride Week. Youth Focus remains grateful for the enduring partnership with the Hawaiian Ride for Youth, its sponsors – particularly long-term naming rights partner, Hawaiian – and the riders themselves, whose commitment, passion and courage are felt so keenly by the young people in the care of Youth Focus.

I would also like to pay tribute to the considerable contributions of the Hawaiian Ride for Youth Organising Committee, particularly its outgoing Chair, Mr Bruce Fielding, and acknowledge the incoming Chair, Mr Phil Renshaw.

## Meaningful partnerships help further our vital cause

The Night of Nights Ball driven by Audi, held on 27 August 2016, not only raised \$500,000 to support Youth Focus services, but attracted 750 people to learn more about our important work.

Youth Focus is also thankful for the commitment of its corporate partners. In particular, I would like to acknowledge the Youth Focus premier partners: Alcoa of Australia, Channel 7 Telethon Trust, Hawaiian and Mineral Resources.

## Amplifying our reach through robust government relationships

Government relationships and partnerships are crucial to the ability of Youth Focus to deliver its vital services throughout the community. Youth Focus acknowledges the relationships with the WA Mental Health Commission, the Department of Local Government and Communities and the Department of Education. Moreover, Youth Focus acknowledges the commitment of the WA Government to reducing the rate of suicide throughout the State – we are supportive of and are a subscriber to the State Suicide Prevention 2020 Strategy.

We are also grateful for our strong and enduring relationship with the WA Primary Health Alliance, enabling us to deliver much-needed youth mental health services, including the headspace program, to at-risk young people throughout the State.

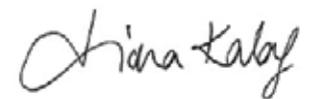
## A business of people for people

I acknowledge the guidance, support and leadership of the Board of Directors of Youth Focus, steered by its outgoing Chair, Mr Peter Harold. During his nine year tenure, Mr Harold helped lead the organisation through a period of expansion and evolution. Many new services and programs have been introduced, and the number of young people that Youth Focus cares for has tripled during that time. Youth Focus is delighted to have appointed Mr David Gray as the incoming Chair of Youth Focus effective July 2017.

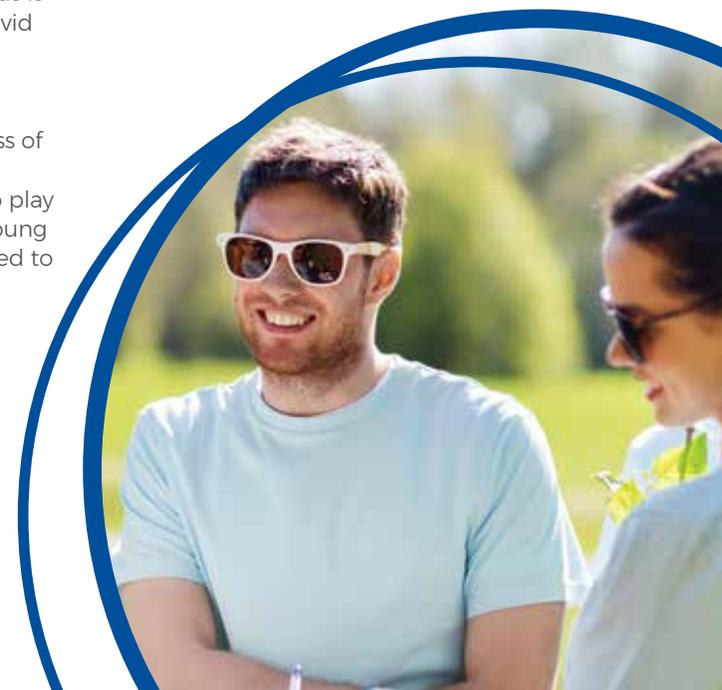
Ultimately, Youth Focus is a business of people for people. Youth Focus employees are the true heroes who play a role in transforming the lives of young Western Australians. We are indebted to the professionalism, passion and devotion of our Youth Focus team.

The new year will be another strong one for Youth Focus. Through co-design and cooperation, Youth Focus has an achievable three-year strategy. Our Strategic Plan 2020 is not just focused on improving our service efficiencies, but implementing new initiatives and services through an evidence-based approach.

We thank you for your support as we continue to create brighter futures for young Western Australians.



**FIONA KALAF**  
Chief Executive Officer



# SUPPORTING YOUNG PEOPLE THROUGH EVIDENCE-BASED SERVICES

**The vital services Youth Focus provides to young people increased by 15 per cent in 2016/17.**

Youth Focus services included the provision of evidence-based psychological interventions for 12 to 25 year olds by registered mental health professionals who understand the unique social and emotional needs of young people.

YOUTH FOCUS PROVIDED SERVICES TO  
**34**  
SCHOOLS  
IN WA

Youth Focus provided services from five offices, 34 schools, and four headspace Centres across Western Australia. The organisation also continued expanding its services into regional and remote areas with tele-web counselling – a unique offering which continues to expand and evolve.

**In 2016/17, Youth Focus supported 2,872 young people through its five offices and four headspace Centres. The Youth Focus clinical team alone provided services to 1,062 young people, with an average of 340 active clients at any one time.**

The most common issues for young people referred to Youth Focus were depression, anxiety, family conflict and suicidal ideation, with at least 90 per cent reporting more than one of these significant mental health concerns. The average amount of time each young person spent with Youth Focus was 23 weeks.

Youth Focus saw an increase in the complexity of issues experienced by young people referred and accepted into the service, across both metropolitan and regional areas. Approximately 40 per cent of young people referred to Youth Focus presented with moderate to severe mental health concerns. These clients tended to present with multiple issues, including severe symptoms of depression, anxiety, suicidal intent or non-suicidal self-injury requiring recent medical attention; evidence of family/relational trauma; and/or significant impairment in the young person's activities of daily living. These young people naturally require more time, including more case management work, in an environment of increasing demand for the organisation's services.

Throughout 2016/17, the average age of clients was 16 years. This has increased from 14 years in 2012, reflecting the focus towards working with more 18 to 25 year olds and providing local offices where young people can be seen outside of a school environment. The participation rate for young men has also risen over the past two years from 20 per cent to 34 per cent, reflecting targeted efforts to work more with young men who remain a high risk group for suicide.

The Young Men's Project continued to bring young men together to reduce stigma, raise the awareness of mental health issues confronting young men, and facilitate solutions by young men for young men.

YOUTH FOCUS SUPPORTED  
**2,872**  
YOUNG PEOPLE  
IN 2016-17





21

MENTOR  
RELATIONSHIPS  
INITIATED

**During the year, Youth Focus worked closely with schools to provide more than 40 per cent of counselling services 'in-house' at 34 metropolitan and regional high schools.**

Youth Focus continued to carry out needs assessments of new and existing schools to determine the most efficient use of the Youth Focus clinical capacity to meet the ever increasing service demand from secondary schools.

### **headspace partnership broadens service offering and reach**

Youth Focus continued its participation in the headspace program as the lead agency for headspace Midland, Albany and Geraldton, and for headspace Youth Early Psychosis Program in Midland. Established in 2006, headspace is the major provider of clinical, early intervention services specifically targeting youth mental health across the country. Participation in the program enables Youth Focus to provide quality mental health services to a larger number of youth in various locations throughout the State.

### **Strengthening alliances with key partners**

National alliances with key organisations, including Suicide Prevention Australia and the Black Dog Institute, ensure that Youth Focus plays a role in shaping and influencing policy, while also playing a role in advocating for suicide prevention awareness and services for young people.

### **Practical programs supporting young people through recovery**

In addition to counselling services, Youth Focus also provides peer support and mentoring programs which assist young people through recovery and their return to the normal activities of adolescence. Peer support programs are operated by the clinical team and provide a social environment for young people to put the skills and techniques that they learn in therapy into practice. As well as being fun, these days aim to help young people build their resilience and self-esteem, and to improve their support networks.

### **Over the past 12 months, 47 young people participated in peer support days.**

The Youth Focus mentoring program matches young people with a suitable volunteer mentor to assist them with their transition from counselling. In 2016/17, Youth Focus initiated mentor relationships for 21 young people.



# RECORD BREAKING YEAR FOR THE ICONIC HAWAIIAN RIDE FOR YOUTH



## 15th anniversary of the award winning Hawaiian Ride for Youth

Engaging and meaningful events are essential in enabling Youth Focus to continue to deliver its much-needed services to the Western Australian community free of charge.

The past 12 months have delivered a number of engaging events, including the 15th anniversary of the award winning Hawaiian Ride for Youth, which once again led the Youth Focus fundraising efforts.

Celebrating its 15th anniversary in 2017, the Hawaiian Ride for Youth marked this impressive milestone with a number of records, including a record number of riders and teams. The Ride covered routes from Albany to Perth - Coastal, Inland and Wheatbelt - as well as the new Mid West route travelling from Geraldton to Perth. The Ride also visited a record 23 regional high schools and attended a community event in Dalwallinu hosted by the local shire.

During Ride Week, more than 3,500 high school students took part in the unique presentations given by the riders, who shared their own powerful and relevant stories and experiences.

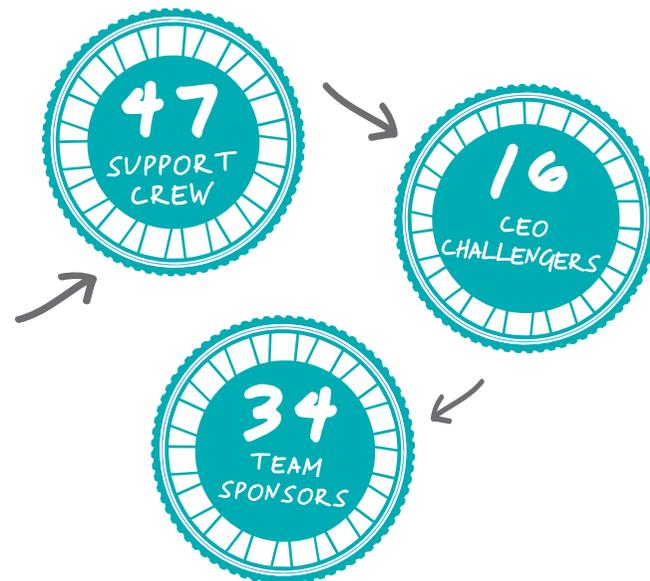
Close to 1,000 people attended the Welcome Home Ceremony on Saturday, March 25 and cheered on the largest contingency to date of 173 riders, 47 support crew and 16 CEO Challengers across the finish line in Kings Park. Riders presented Youth Focus with a cheque for \$2.3 million - an outstanding achievement. By the close of the financial year, the 2017 Ride total had increased to more than \$2.5 million from ongoing donations. Youth Focus is grateful to the corporate supporters including naming rights partner Hawaiian and the 34 team sponsors.

## Hawaiian Ride for Youth was named National Finalist and State Winner for 'Best Charity or Cause Related Event' at the prestigious 2017 Australian Event Awards.

Youth Focus is forever indebted to the riders, their families, the volunteer organising committee, the four volunteer event directors and their volunteer support crew who collectively continue to make this event so memorable. There is no question that without this event, Youth Focus would not have the capacity to support as many young people as it does today.



MORE THAN  
**3,500**  
HIGH SCHOOL STUDENTS  
TOOK PART IN RIDE WEEK EVENTS



# SUPPORTING YOUNG PEOPLE THROUGH WA'S LEADING CHARITY EVENTS

**The success of charity events has continued to play a major role in resourcing the growth of Youth Focus, addressing the stigma surrounding mental health and suicide, creating awareness and facilitating the delivery of the organisation's key services to young people.**

## **Celebrating the most prestigious Night of Nights Ball driven by Audi**

The 2016 Night of Nights Ball driven by Audi was hosted in the Grand Ballroom at Crown Perth. This prestigious event attracted more than 750 generous supporters who helped to raise more than \$500,000. The event would not have been so successful without the support of the many businesses and individuals who generously donated the 12 major auction items and more than 100 silent auction items. Special thanks go to the Platinum Sponsor, Audi Centre Perth. Donors for the raffle and the major auction included APN Outdoor, Aurelio Costarella, Brendon Darby, Cable Beach Club Resort & Spa, Community Newspaper Group, COMO The Treasury, Crown Perth, ERGT Australia, Emirates, Evoke Media, Hawaiian, Hit 92.9, London Hilton, Nova 93.7, MACA, OMD, Print Hall, Sir Richard Branson, Rohan Jewellery, Scoop Publishing and the West Coast Eagles. There were also many generous silent auction sponsors.

## **Mental Health Week Breakfast**

To coincide with Mental Health Week, Youth Focus again hosted its annual breakfast to share the importance of youth mental health. The event saw 50 of the organisation's key stakeholders attend to hear from the Hon. Andrea Mitchell MLA, Minister for Mental Health and Youth Focus Ambassador and 2015 Australian Apprentice of the Year, Jared Stone.

## **Celebrating those who make a difference**

The Youth Focus Make A Difference Awards is an opportunity to recognise the many individuals and businesses that have supported the organisation's life-changing work with young people during the previous 12 months. In 2016, Youth Focus presented awards in six categories including the Corporate Citizen Award, which was presented posthumously to Geoff Rasmussen for his significant contributions to Youth Focus.

## **Perth's premier polo event**

Youth Focus hosted a marquee at the prestigious Bentley Polo in the Valley, staged at the magnificent Duncraig Stud in Middle Swan. Thanks to the continued support and generosity of Peter and Debra Prendiville, Youth Focus was once again named a beneficiary charity for the event. Since 2010, Polo in the Valley has contributed more than \$680,000 to support Youth Focus.





# EMPOWERING YOUNG PEOPLE THROUGH EDUCATION



## Youth Focus continued to deliver education programs as part of its overall youth suicide prevention strategy.

Youth Focus aims to be recognised as a preferred provider for mental health education across the industry, community and school sectors throughout Western Australia.

During the year, Youth Focus provided education to 4,146 Year 9 students, 808 teachers and parents, and a further 540 community and industry participants.

Youth Focus education programs are provided by registered mental health practitioners and are designed to increase and improve the levels of mental health literacy across these sectors.

1

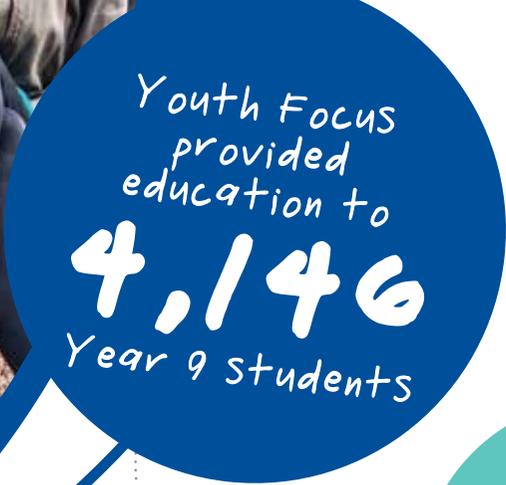
*An unrecognised mental illness does not take away a person's opportunity to realise their potential*

2

*Parents, teachers, employers, friends, and workmates are able to identify and assist with mental health issues that people they work with, or know, may be experiencing*

3

*Individuals have the skills, knowledge, confidence and self-awareness to seek help if they are experiencing the symptoms of a mental illness*



Youth Focus  
provided  
education to  
**4,146**  
Year 9 students



**808**  
Parents  
and teachers



**540**  
Community  
participants



**Funded by the Mental Health Commission, Youth Focus delivered its Understanding Mental Health Education Program in 45 schools in the South West and Perth metropolitan areas.**

With the generous support of Alcoa of Australia, Horizon Power and Clough, Youth Focus was able to deliver its Understanding Mental Health Education Program in a further five schools in the Mid West, Pilbara and Peel regions.

This program has three separate sessions – one for each Year 9 class, a parent session and a teacher session – each tailored to the unique needs of each group.

Youth Focus continued to provide workplace mental health education – adapting its professional expertise to incorporate adult learning principles and utilising specialist workplace modules.

An accredited provider of the Youth Mental Health First Aid program, Youth Focus provided this comprehensive two-day program throughout the year. The program benefited employees from organisations that work with young people, where employees needed to better understand how to respond to mental health issues.

Youth Focus was delighted to be able to continue providing mental health education to local government and community groups. This year also saw the introduction of education to the Hawaiian Ride for Youth participants and their partners and families, helping to equip them to advocate for youth mental health in their communities.



# PARTNERING FOR GREATER IMPACT

**Youth Focus thanks the Western Australian Government, corporate partners and individual supporters for their commitment to making a difference to the lives of young Western Australians dealing with mental health issues.**

Youth Focus strives to maintain a consistent level of income to ensure continual service delivery. It achieves this by engaging with individuals and businesses who share its vision to prevent youth suicide in the community.

**In the last financial year, Youth Focus welcomed a number of new partners, and continued to develop robust government relations at both Federal and State levels.**

The State Government, through the Mental Health Commission, provided vital funding for the implementation of post-vention strategies in schools, while the Department of Local Government and Communities supported Youth Focus in the delivery of youth counselling services to the community. In 2016/17, the Department of Local Government and Communities increased its support through a grant to support individuals and build the capacity and resilience of the Ellenbrook community.

The community continues to benefit from the organisation's partnership with long-standing supporter, Hawaiian, which holds the naming rights for the iconic Hawaiian Ride for Youth.

In 2016/17, Mineral Resources entered into a three-year partnership with Youth Focus to support the delivery of mental health services for young people. This partnership will assist in the provision of life-changing care to hundreds of young people during the course of the partnership.

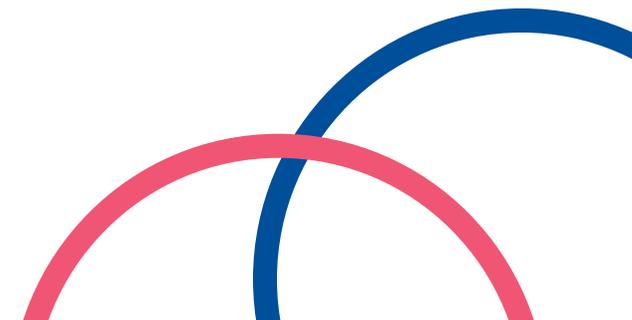
Youth Focus extended its relationship with Alcoa of Australia, entering into a two-year partnership to support young people in the Peel region. The partnership aims to empower young people to make a meaningful contribution to the region and create a stronger community through building engagement and awareness.

**Youth Focus works closely with its partners to identify, design and implement initiatives to achieve maximum social impact.**

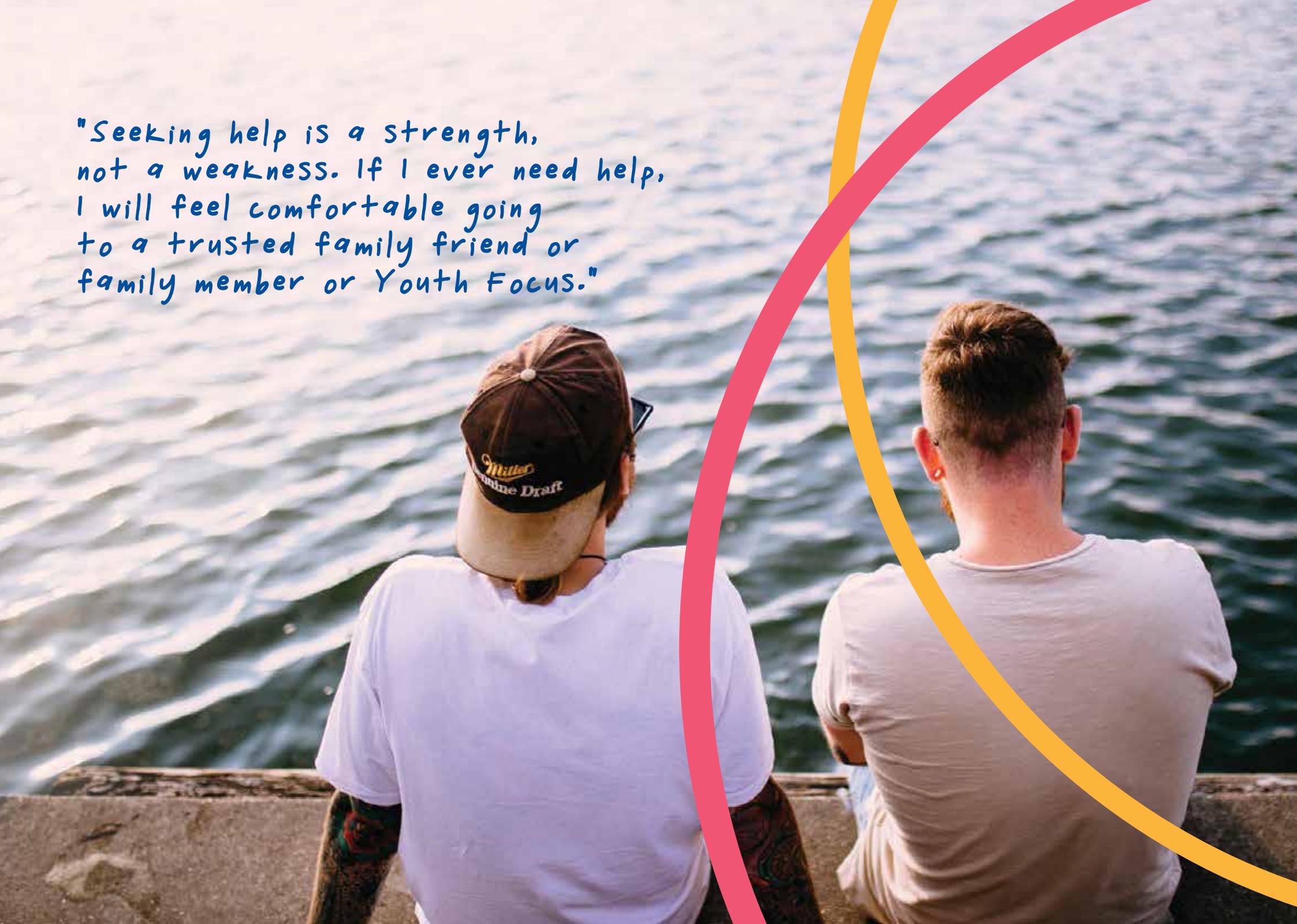


Youth Focus also partnered with corporate social responsibility leaders Coogee Chemicals, Clough, Lavan and Horizon Power, which entered into a three-year partnership to deliver mental health education in regional and remote communities in Western Australia.

Youth Focus acknowledges the generosity and support of Future Generations Investment Company, Channel 7 Telethon Trust, the Harman Family Trust, the Prendiville Group, Stan Perron Charitable Foundation, Meer kats, Humaan, McClements Foundation, Ron Woss Group, Wind Over Water Foundation, Perth Airport and The Good Guys.



"Seeking help is a strength,  
not a weakness. If I ever need help,  
I will feel comfortable going  
to a trusted family friend or  
family member or Youth Focus."





# COMMUNITY FUNDRAISING FOR CHANGE

**Youth Focus is fortunate to be the beneficiary of a large number of community fundraisers, organised by extraordinary supporters.**

From workplace giving to golf days and yoga classes, the wonderful supporters of Youth Focus raised more than \$200,000 in 2016/17. This voluntary contribution makes a lasting difference to the lives of young Western Australians and their families.

Youth Focus was also supported by third-party fundraising events such as its own Lavan Fit30, as well as HBF Run for a Reason, City to Surf, Urban Descent and the inaugural Luminocity Night Ride in partnership with Bicycling WA. These events challenged community members physically while motivating their peers to support their fundraising efforts. Thank you to everyone who ran, cycled, and even abseiled to help young people in need.

Each year, a vital contributor to Youth Focus fundraising is its campaign program. This year, Youth Focus reached out to its supporters and the general public to make a donation that would help create a brighter future for young Western Australians.

In May 2016, Youth Focus launched 'Mind Your Mates', an end of financial year campaign that encouraged young people to support the mental health of their mates. This well-received campaign broke down the stigma and barriers to young men seeking help and raised much-needed funds to support the organisation's life-changing services for young people.

Thank you to everyone who has supported Youth Focus in the last financial year. The support provided has made a significant contribution to the vital work of Youth Focus in the Western Australian community.



**MIND  
YOUR  
MATES**





"I went to Youth Focus to be made better, but instead I learnt tools on how to help myself."

91%

of young people would recommend Youth Focus services



# RAEGAN'S STORY

**My journey with Youth Focus started before I even rang them to self-refer in 2016. It started in 2014 on the day that my mum took her own life and at fifteen years old, I was left to my own devices to spiral into a pit of grief.**

I fell down into a well of despair for two years until I hit rock bottom in 2016, when I ended up on my aunt's doorstep at 11pm on the first day of year 12.

Dazed about the sudden change of whereabouts, confused about the events leading me to her house, emotionally and physically exhausted, and having hit the bottom of the well of grief, I curled up safely against my older cousin and slept there for the night.

The next morning my aunt decided it was time for the soul-destruction to end. No longer could she watch the pain in my eyes or see the old and new self-harm marks peeping out from under my pyjamas. My aunt was scared and worried, so told me about Youth Focus, with hope and determination that I would not end up in the same memorial garden as my mum.

I did as I was told, with no more energy to fight. Running on autopilot, I rang Youth Focus with every intention of getting better. After answering the initial questions, I was assigned to my case worker and saviour.

I walked into the appointment exhausted at just existing. I was dreading walking into another counsellor's office to recite the script that I had written two years ago and rehearsed so many times that it was now an emotionless narration I felt unattached to. I was pleasantly surprised by my first session. I wasn't falling asleep in a stuffy room, getting anxious in a cold one, or narrating a story that didn't even feel like mine. An hour came and passed, and I wasn't ushered out of the office feeling drained and depleted.

**In fact, it felt to me that my counsellor let me talk until I was empty, and then took the time to help me refill with safer and nicer thoughts.**

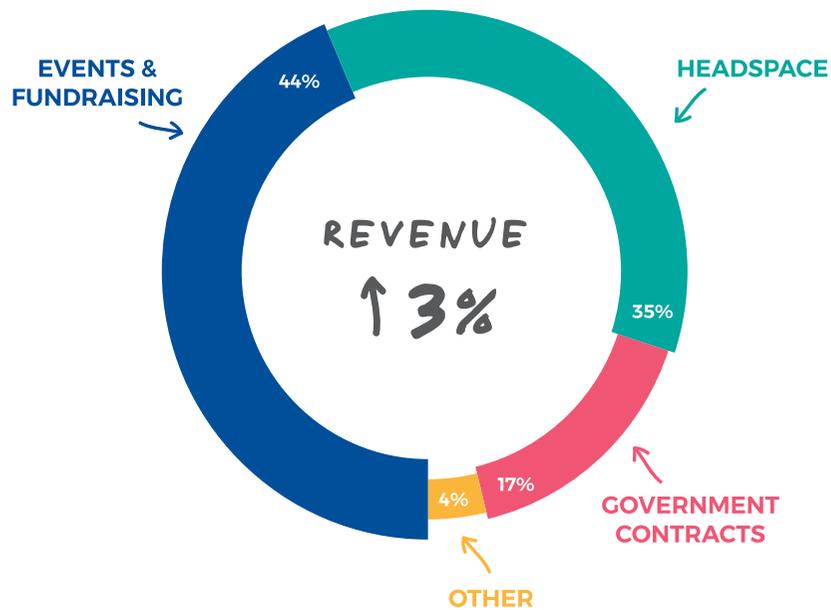
It was different at Youth Focus and I think that's what the most important thing about it is; it's a breath of fresh air for those of us who have been from office to office. I was never rushed; I never left feeling empty or worse off than when I arrived. I went to Youth Focus to be made better but instead I learnt tools on how to help myself.

With the peer support day, the conversations with Jess and the support from the team when I needed it, I learnt more about myself, and how to help myself, than ever before. I am less scared of myself now, because even if I start to feel myself slipping into the well of despair, I am confident enough in the tools that I have been taught that I can now keep myself safe and make myself feel better.

In 2017, I was fortunate enough to be invited to the Night of Nights Ball presented by Audi, an event that made me feel like I had come full circle. I was able to meet the people that made my own wellbeing and recovery possible, and see the hard work come into play to ensure that the next generation of young adults are going to be okay too.

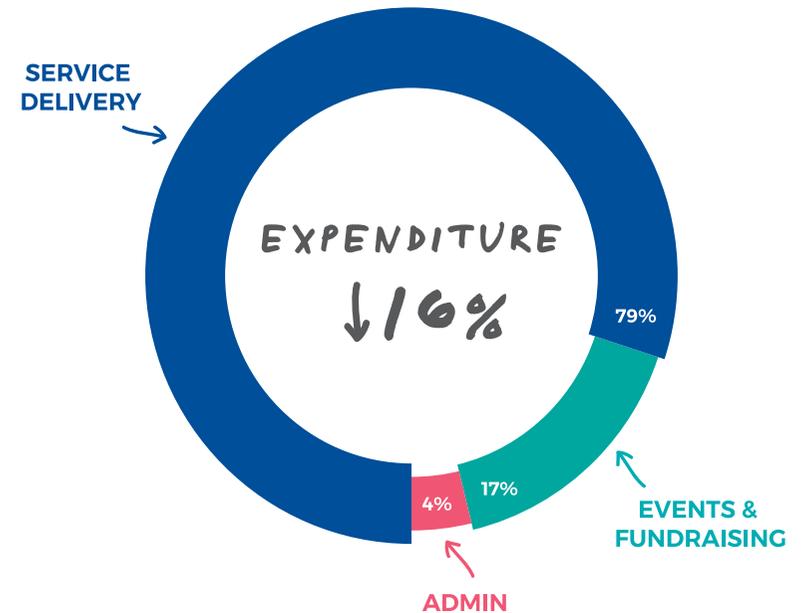


# INVESTING FOR THE FUTURE



Despite the challenging economic climate, the organisation's financial position has continued to improve.

In 2016/17, Youth Focus revenues grew by 3 per cent on a like-by-like basis. This largely reflects a growth in donations through a range of fundraising events including the iconic Hawaiian Ride for Youth and Night of Nights Ball driven by Audi.



The surplus of circa \$600,000 will contribute to a reserve base. This will allow Youth Focus to undertake important organisational initiatives contained in its Strategic Plan 2020, and invest for the future by mitigating potential future shortfalls.

In 2016/17, Youth Focus welcomed a 16 per cent fall in expenditure. Of this expenditure, 79 per cent accounted for core service delivery to young people in Western Australia. This decrease in expenditure was a result of diligent financial management and the enhancement of service efficiencies, which enabled Youth Focus to reach more young people in their time of need.

# OUR SUPPORTERS

## EVENT SPONSORS

Arc Infrastructure  
 Atlas Iron Ltd  
 Avoca Insurance Brokers  
 Azure Capital Bellanhouse Legal  
 Bellanhouse Legal  
 Budget Car and Truck Rental  
 Citadel-MAGNUS  
 Coca-Cola Amatil  
 Coronada Development Services  
 Customised Mechanical Projects  
 Detail  
 Emirates  
 Euroz  
 FIIG  
 Giorgi  
 Hollywood Private Hospital  
 Key Residential  
 Kitchen Warehouse  
 KPMG  
 MACA  
 Murdoch University  
 Office Solutions IT  
 Perrott Painting  
 Perth Airport  
 Resource Capital Funds  
 Seven West Media  
 Shadforth Financial Corp  
 Steinepreis Paganin  
 Vimy Resources  
 Wesfarmers

## EVENT SUPPORTERS

Audi Centre Perth  
 Aussie Natural Spring Water  
 AVPartners  
 Budget Car and Truck Rental  
 Buswest  
 Ferngrove Wine Group  
 Gage Roads  
 Global Cabling  
 Joondalup Hospital Pharmacy  
 Karara Mining Ltd  
 Leeuwin Estate  
 Office National Canningvale  
 Perth Expo  
 Powerade  
 Trench Health & Fitness

## PREMIER PARTNERS



## MAJOR PARTNERS



Youth Focus relies on the generosity of the Western Australian community to continue providing its life-changing services. Thank you to the partners and supporters which made a vital contribution to Youth Focus in 2016/17.

## OFFICIAL PARTNERS



## OFFICIAL SUPPORTERS



# BOARD OF DIRECTORS

## The Youth Focus Board performs essential governance and strategy functions for the organisation.

Youth Focus has been deliberate in its recruitment of talented, committed and passionate Directors with complementary skill sets. It is important that each Director brings with them not just corporate acumen and commercial experience, but also an understanding and alliance with the organisational values: compassion, commitment, integrity and a 'client-first' focus.



### PETER HAROLD CHAIR

FEBRUARY 2008 - JUNE 2017

Peter Harold is a process engineer with over 30 years of corporate experience in the minerals industry, specialising in financing, marketing, business development and general corporate activities. Peter has extensive experience within the financing, development and operation of base metal, gold mines, and processing plants in Australia.

Peter was a founding director of Panoramic Resources Limited (formerly Sally Malay Mining Limited) in March 2001 and has been Managing Director since then. Prior to establishing Panoramic Resources Peter held various senior management positions with Shell Australia, Australian Consolidated Minerals Limited, Normandy Mining Limited, MPI Mines Limited and the Gutnick network of companies.

Peter is also the Non-Executive Chairman of Peak Resources Limited, and Non-Executive Director of Pacifico Minerals Limited.



### DAVID GRAY DEPUTY CHAIR

CHAIR FROM 1 JULY 2017  
JOINED FEBRUARY 2008

A partner at Herbert Smith Freehills' Perth practice, David Gray specialises in takeovers, equity capital markets and general corporate acquisitions, as well as reconstructions and disposals. He has worked for HSF in its Melbourne, London and Perth offices and is a member of the national advisory team.

David is lead lecturer in the Perth Mergers and Acquisitions Course run by the Financial Services Institute of Australia and is one of the facilitators at the AICD Company Directors course.



### NICK HENRY TREASURER

JOINED MARCH 2015

Nick Henry is the Leader of the Assurance Practice at PricewaterhouseCoopers in Western Australia, which includes external and internal audit services, risk assurance, controls advisory and accounting advisory services. He is a member of PwC's WA Executive Leadership Team and the National Assurance Markets Leadership Team.

Nick has extensive experience in providing audit and accounting advisory services to the resources sector globally. In addition to audit services, he routinely provides expert accounting advice and support around working through complex accounting issues, mergers and acquisitions, debt arrangements and solving other issues. He has experience working with all sizes of companies from multinationals to ASX 50, ASX 100 and junior explorers.

Nick is a former State Chairman and Fellow of The Institute of Chartered Accountants in Australia, a Governor of the American Chamber of Commerce in Australia and a member of the Australian Institute of Company Directors.



### RON EDWARDS DIRECTOR

JOINED OCTOBER 2016

Ron Edwards has had a diverse work life including commencing work as a public servant in Canberra and Sydney followed with work as a Lecturer in the TAFE and University sectors. He also worked in the private sector and was a Member of the Federal Parliament and Deputy Speaker in the period from 1983 to 1993.

Along with the Hon Fred Chaney and John Cunningham, Ron established the Graham (Polly) Farmer Foundation in 1996 and also became a member of the Anglican Schools Commission from 1994 to 2015. He has worked in the seafood and resources industries and during this period was a member of the Board of the Perth Mint.

Ron was a founding member of the Social Inclusion Board and a member of the Not For Profit Reform Council which established the Australian Charities and Not For Profits Commission.



### CHARLES ELDERS DIRECTOR

APRIL 2010 - AUGUST 2016

Charles Elders is founder and managing director of Avoca Insurance Brokers. He holds a Bachelor of Business, is an associate of the Chartered Insurance Institute, is a member of the Australian Institute of Company directors and Senior Associate of FINSIA.

Avoca holds its own Financial Services Licence and operates as a niche boutique insurance broker providing highly professional and personalised services to the SME market. Charles has had extensive experience in the insurance industry, spanning over 30 years encompassing many industries and occupations including practice in both Europe and Australia.

Charles is a past Chair and committee member of the Hawaiian Ride for Youth where he played an important leadership role over eight years to ensure its sustained growth and development and has remained one of the highly regarded and successful fund raising events in Western Australia. As team sponsor and rider in the Hawaiian Ride for Youth, Charles has completed 12 rides and continually raises funds and awareness for Youth Focus.



**DAMIAN GORDON**  
**DIRECTOR**  
JOINED JUNE 2012

Damian Gordon is an Executive Director and the Chief Financial Officer of West Australian property group Hawaiian. Damian joined Hawaiian in 2002 and is responsible for overseeing the Group's financial management, along with the Group's investment into land sub-divisions and financial assets. He was appointed to the Hawaiian board in 2008.

Damian is a Fellow of the Institute of Chartered Accountants, a Fellow of Finsia, a Member of the AICD and completed INSEAD's inaugural LEAP (Leadership Excellence through Awareness and Practice) Program in 2013.

Damian is a member of the Finance Committee of Curtin University and a Director of Amana Living and Youth Focus.



**DEAN HELY**  
**DIRECTOR**  
JOINED MARCH 2015

Dean Hely is the managing partner of Lavan and the lead partner of Lavan's Commercial Advice and Litigation practice.

Dean has over 27 years' experience working in corporate reconstructions, insolvency and commercial litigation. This experience, together with Dean's work in general litigation, his work for insolvency and reconstruction firms like McGrathNicol, KordaMentha, Pitcher Partners, Taylor Woodings and Deloitte and with financial institutions like Westpac Banking Corporation, St. George Bank, National Australia Bank, the Commonwealth Bank of Australia and other large financiers, has provided Dean with extensive experience in general corporate matters and litigation.

Dean is a Board member of RugbyWA, on the fundraising committee for City of Perth Surf Lifesaving Club and a member of the Australian Institute of Company Directors.

Lavan is a proud supporter of Youth Focus, The Salvation Army, The Ability Centre, The Starlight Foundation and a diverse range of Aboriginal organisations through the firm's Reconciliation Action Plan.



**FIONA KALAF**  
**DIRECTOR & CEO**  
JOINED FEBRUARY 2016

Fiona Kalaf is an experienced CEO and Board Chair with professional senior leadership and management experience in commercial, corporate and not-for-profit organisations. She was the CEO of Lifeline WA for four years before taking up the helm as CEO of Youth Focus in February 2016. Fiona has previously held senior executive positions at Wesfarmers, Commonwealth Bank of Australia, Asgard Wealth Solutions and HBF.

Fiona is currently on the Board of Healthway and Australian Institute of Management WA. She was on the Board of the Art Gallery of Western Australia from 2003 to 2014, including a period as Chair from 2010 to 2014. Fiona was on the Board of the East Perth Redevelopment Authority from 2008 to 2011 and the Metropolitan Redevelopment Authority from 2011 to 2016.

Fiona was a finalist at the prestigious Telstra WA Business Women's Awards in 2015. She holds a Bachelor of Arts, a Bachelor of Architecture and a Master of Business Administration, and has completed the Strategic Perspectives in Nonprofit Management course at Harvard Business School.



**FIONA LANDER**  
**DIRECTOR**  
JOINED AUGUST 2012

Fiona Lander is a Partner with Deloitte Australia, working in the Public Sector Consulting area. She was previously an Executive General Manager with Perth Airport Pty Ltd for more than six years. Prior to joining Perth Airport, Fiona held a range of senior executive roles in human service portfolios in the State Government.

Fiona has a strong interest in suicide prevention and led the Office for Youth Affairs for many years. She worked closely with the then Ministerial Council for Suicide Prevention, piloting community programs in regional Western Australia. Fiona's previous role with the Department for Child Protection encompassed policy and practice, with a focus on vulnerable youth.

Fiona holds a Bachelor of Arts (Social Science), an Executive Master of Public Administration and is a Graduate of the Australian Institute of Company Directors.

Fiona holds a number of Board positions including Meerilinga Young Children's Foundation and South Metropolitan TAFE and was formerly a Director of Fremantle Port Authority, and member of Women's Advisory Council and Healthway.



**PAUL LARSEN**  
**DIRECTOR**  
JOINED OCTOBER 2016

As Chief Executive Officer, Paul Larsen oversees the management of Arc Infrastructure's (formerly Brookfield Rail) network across the southern half of Western Australia. Paul is passionate about rail in this State, and is committed to positioning Arc Infrastructure to secure an exciting future for its customers, employees, shareholders and everyone affected by how well the railway performs. He joined the company in 2003 and held several senior commercial positions prior to taking on the leadership role in April 2008.

Paul has since led the transformation of the business with more than \$2 billion invested by Arc Infrastructure to deliver an upgraded and modernised railway that has supported a 113% increase of tonnes transported on the rail network. This achievement was recognised by the international rail industry with the 2014 award for corporate innovation and excellence.



**BELINDA LONSDALE**  
**DIRECTOR**  
JOINED AUGUST 2016

Belinda Lonsdale is a judge in the District Court of Western Australia with over 23 years of experience in the legal profession. She holds a Bachelor of Laws and Master of Business Administration from the University of Western Australia. She was admitted to practice in 1993 and was previously practicing as a barrister at Albert Wolff Chambers. Her principal area of practice is criminal defence. Belinda is a former President of the WA Criminal Lawyers Association and has been a member of the Law Society Council and WA Bar Association Council. She is presently on the Board of the Western Australian Academy of Performing Arts and is a Commissioner for Legal Aid.

Belinda first participated in the Hawaiian Ride for Youth in 2009 and since that time has completed five rides. She was in charge of recruitment for the 2016 Ride. Belinda's experience as a criminal lawyer provides her with a unique perspective on issues of social justice in the context of mental health and disadvantage. She was appointed to the Youth Focus Board in 2016 as a representative of the Hawaiian Ride for Youth.



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