

the link  
youth health service



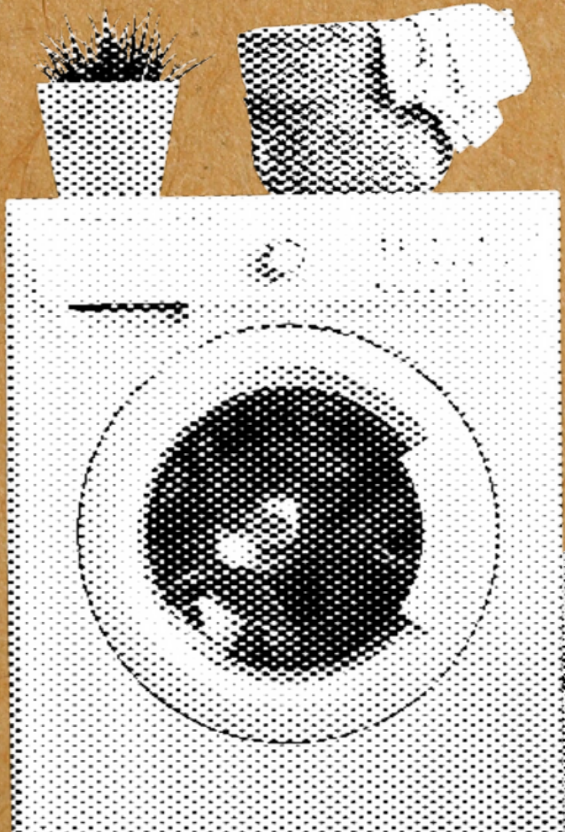
**ANNUAL REPORT**



**2020 - 2021**











The Link acknowledges the traditional custodians of the land lutruwita upon which we live, play and work on.

We pay our respects to elders of all Aboriginal and Torres Strait Island communities on these lands, past and present.



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# OUR STORY SO FAR



Since 1990, The Link has been providing free and confidential health and wellbeing services for young people aged 12-25.

## **Our Purpose:**

Improving lives.

## **Our Vision:**

Healthy empowered young people.

## **What we are:**

A holistic health service providing pathways and a safe space for young people aged 12 - 25.

## **Our Guiding Principles**

Every young person is important.  
We act ethically and with compassion.  
There is no wrong door.

## **What we do:**

- Provide quality whole health services and programs.
- Educate young people in personal care and health management.
- Help overcome barriers preventing young people from accessing services.
- Provide referrals and support.
- Advocate for young peoples' health and wellbeing.
- We help young people find the way that's right for them.

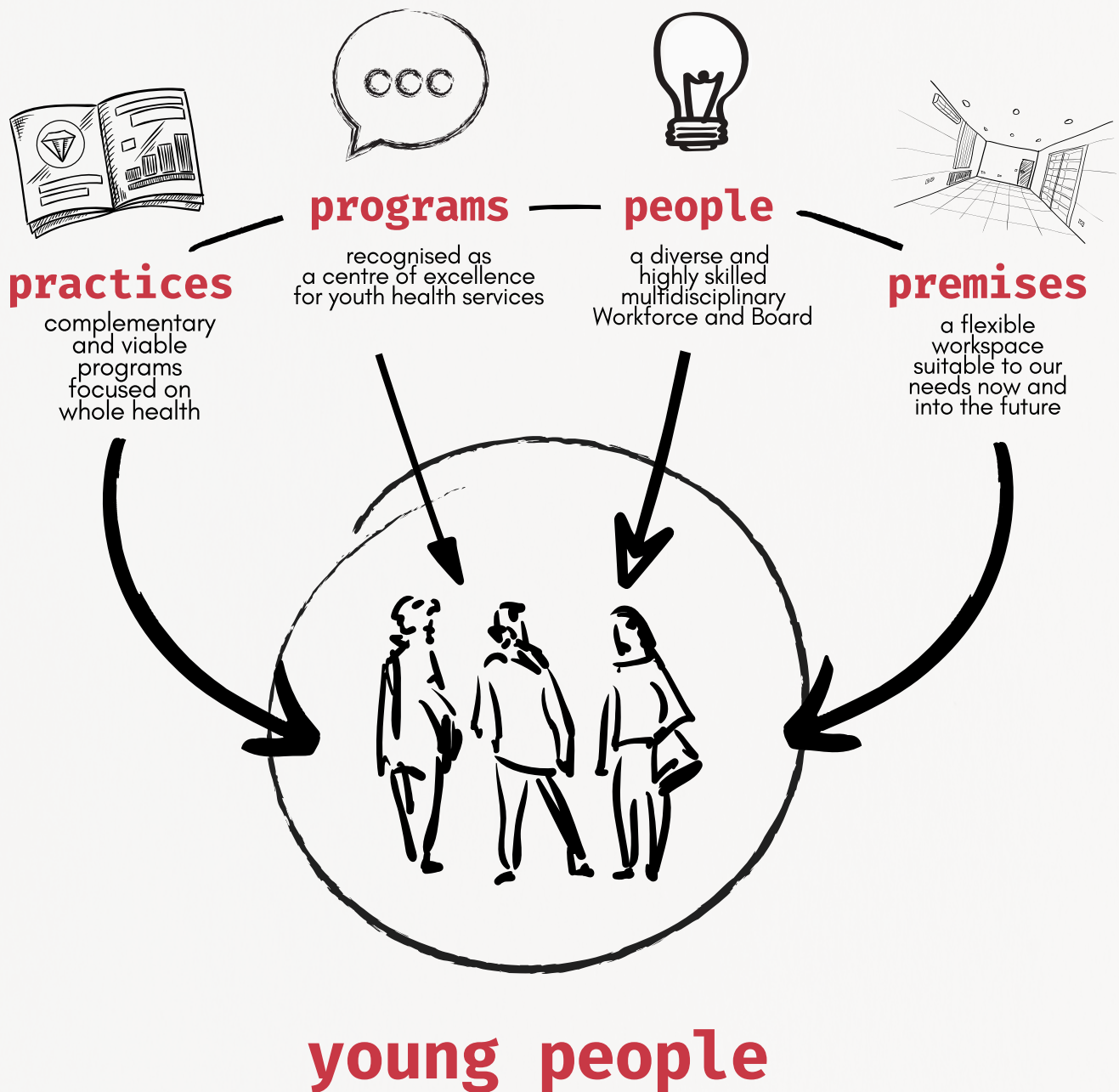
## **We value our relationships with:**

- Young people aged 12 - 25.
- Families, carers and supporters of young people.
- Our Staff.
- Other service providers.
- Our Community.
- All levels of Government and their agencies.
- Associated peak bodies.



# The Link's strategic focus

2019-2021





# MEET THE BOARD



president

Rob Meredith



secretary

Helen Barrett



treasurer/s

John Borojevic

Anna Mckay



member

Lois Jenkins



member

Linda Paynter



member

Suellen Taylor



member

Amanda Lo



member

Anna Mckay



member

Barbara De Graff

In recognition of the service to The Link **we are pleased to announce and congratulate Judy Hebblethwaite and John Borojevic as Life Members.** The contribution they have made to this organisation cannot be overstated. This small token of our appreciation cannot hope to match their many years of leadership, guidance, and wisdom.



# CHAIR'S REPORT



On behalf of the Board I am proud to present the Link's annual report for the 2020/21 financial year.

My previous report on behalf of the Board, written in late 2020, acknowledged the extraordinary risks and challenges posed by COVID-19. I now observe with great relief that, although COVID has remained the dominant global narrative, as a State we have largely avoided the materialisation of many of the more extreme risks. That is a testament to the prudence and care of the Tasmanian community, and also to the Government, health workers, and the many others who have contributed to managing Tasmania and our borders throughout the pandemic, and of course to a healthy measure of good fortune.

I wrote last year that, as a Board and as an organisation, our focus was on ensuring the sustainability and stability of the Link into the future. That has been reflected in our new strategic plan, and in much of the work that has been done this year. Our CEO, Miranda Ashby, has, despite extraordinary challenges, led the Link down that path, and furthered the journey began when the Link began building from a small drop-in centre and safe space for young people, to a robust and synergistic health service, offering direct clinical programs and services to young people. That transition cannot successfully happen without the implementation of more robust governance structures, both clinical and organisational, and by the constant renewal and improvement of existing processes.

One significant change made this year was the engagement of BDO as a 'virtual CFO', and to help us transition our budgeting and financial processes and systems from a 'top down' model to one that engages staff at every stage and every level of the organisation. Transitions like that do not come without challenges – but are critical for the long-term health and success of a growing organisation.

One of the key sector challenges continues to be the recruitment and retention of staff. As a small State, those who work in the health and associated health sector frequently cycle between the many government, private and not-for-profit programs that exist to support Tasmanians. The cost burden of those transitions often lands most harshly on those small to medium NFP organisations, who cannot easily absorb the loss of key staff or the inability to fill positions, and who usually operate on razor-thin budgets, with little or no flex room to absorb transition or recruitment costs. In particular, the failure to fill key positions frequently creates a workload burden that is 'shared out' amongst other employees, rather than losing program delivery.

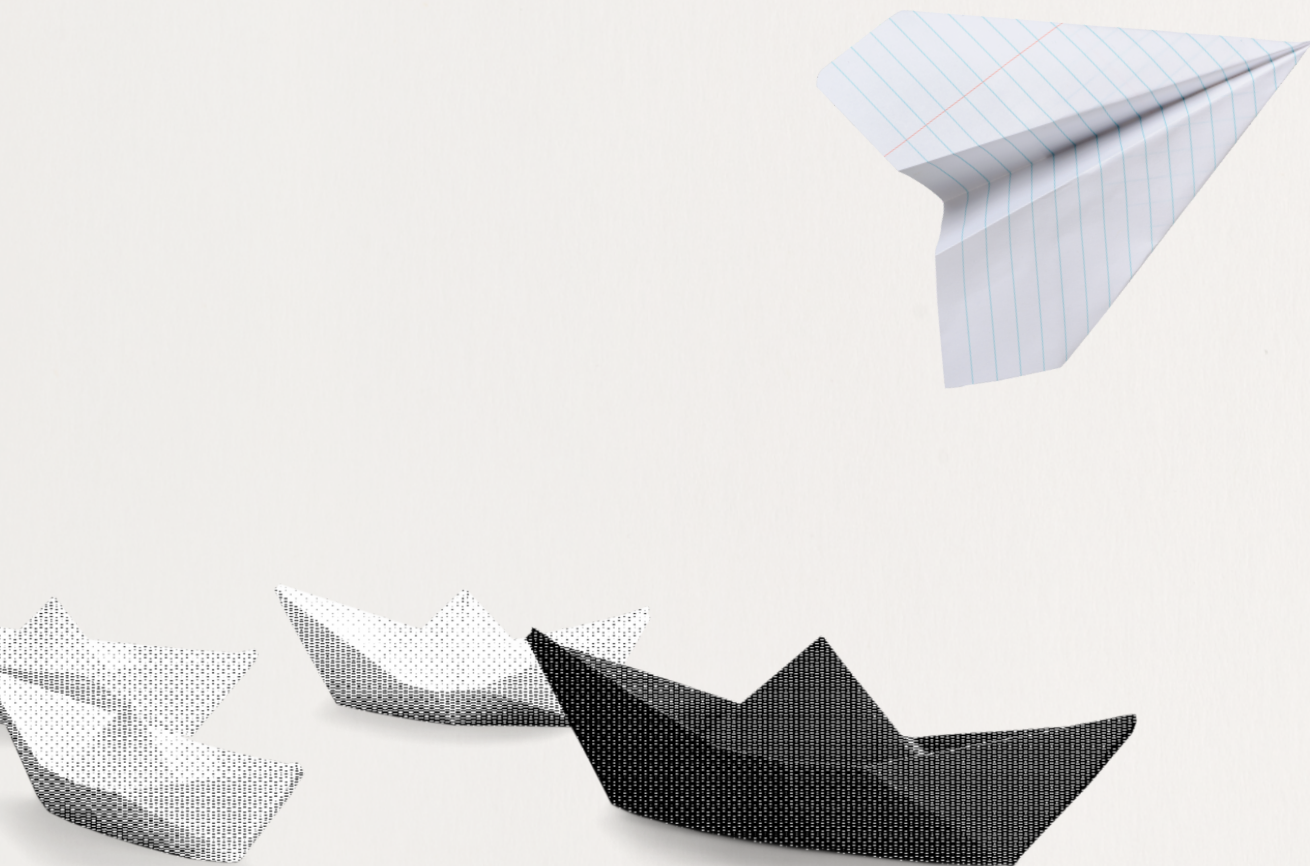


I acknowledge the extraordinary efforts of all of our management team, and all of our employees over the past year, and particularly wish to highlight how extraordinary those efforts are under the direct and indirect consequences of living through a global pandemic.

I wish also to thank our many partners and funding providers. Our future as an organisation relies very much on our ability to engage in partnerships, to help us engage with and provide services to young people, and to help us continue to improve and refine our models of service delivery.

Finally, I wish to thank my fellow Board members. This year has been challenging for all of us, and I cannot say how grateful I am for the friendship, guidance and support of the other members of the Board of the Link – and particularly those who stepped in during my absence following the birth of my daughter.

**Robert Meredith**  
**President**





# CEO REPORT



by **Miranda Ashby**

After thirty years of providing a wide range of innovative health and wellbeing services to young people, this year, The Link has again flexed and morphed in the new and changing world of Covid, and in social, political, and economic contexts.

Whilst it has been a challenging year in many respects with increasing numbers of young people needing assistance, leading to longer service timeframes, and the resulting additional pressure for our workforce, our Program Leaders and staff have continued to support young Tasmanians to be healthy and empowered.

The organisation has focused on its foundations this year with the aim of strengthening and sustaining The Link for the future. At the core of this exercise, our financial and corporate systems have been reviewed and renewed with new ways of doing things with new staff, stakeholders, and businesses such as BDO Financial Services and Project Lab.

A new model of clinical leadership across all programs commenced in July this year to continue to improve our quality and clinical governance. Tanya Fitzpatrick, Kellie Bryan and Wayne Frost have shown how a team of clinical professionals can work together in a respectful and dynamic way to respond to and support our staff, Board and programs and services.

With thanks to Primary Health Tasmania, our headspace Hobart centre was given a much-needed improvement and extension to our premises in Liverpool Street. The official opening was held in June 2021.

Our headspace Consortium led by Miriam Moreton (Consortium Chair) continued to provide support and guidance to headspace Hobart.

We said farewell to Angela Waite, headspace Hobart Centre Manager, after five years of service with The Link. Angela is a very strong advocate for young people and the service sector we work in. She is an innovative and courageous person who has led the major review of headspace Hobart's demand management and has embedded a new way forward for the Centre in her time at the helm of headspace Hobart.

We celebrated the graduation of the IPS program within headspace from a trial site to a full service named "headStart". Congratulations to Lorelle and her team for this terrific effort.

We have worked hard within our local community to innovatively engage young people at places such as Karadi, Migrant Resource Centre and Nayri Niara @LongHouse Hobart to develop projects to assist with Alcohol and Other Drug issues.

Our Short Term Psychological Intervention Program Workers Rhylee, Andrew and Eleanor have provided quality services at Bridgewater and Sorell. Providing outreach support requires a different level and type of service provision which staff skills and experience certainly play a major part in the success of programs.



Nik and Maz have continued to support the ever popular and much needed Youth Health Fund across Tasmania in conjunction with the Fund's Access Workers. Eliza Lee, Finance and Human Resource Manager has moved on from The Link after 12 years of service and we wish her all the best.

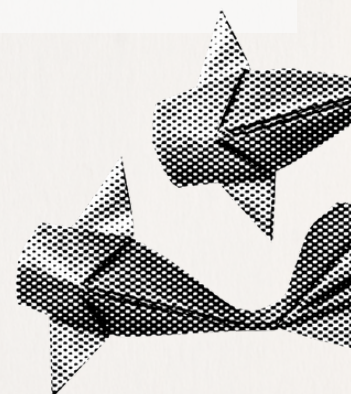
The Community Youth Health Program, led by Andrew Badcock, continues to provide a safe and welcoming space to meet the needs of a diverse range of young people in a flexible and innovative manner. That program has built on the very successful This Way//That Way program developed by Claire Johnston.

We commenced a partnership with Colony 47 this year to support the mental health of young people residing at Colville Place and Mara House and participants of the Transition To Work sites across Southern Tasmania. We also partnered with the Youth Navigators and the Youth Connectors' Alliances across the state.

I would like to particularly thank Julie Downie (Practice Manager), Lesley Janderic (Project Officer), Yan Rayner (Finance Officer) and Maggi Boughton (Quality Improvement Manager) for their continued service and support of The Link. The high calibre work they do behind the scenes of front-line service delivery, for and alongside our Program Managers, Board and me, is the cement in our foundation.

Our organisation is of a small size compared to many others who operate in the health and wellbeing space in Tasmania, but as a business, we are in fact a medium sized entity. We often punch above our weight with little resources. Whilst the organisation will continue to do that, we also need to continue to grow in programs and services and strengthen what we already do. The staff and Board have collaborated this year to develop and draft The Link Youth Health Service's Strategic Plan 2022-2024 that outlines the organisation's commitment and vision for the next three years and provides the building blocks for the next thirty.

**Miranda Ashby**  
**Chief Executive Officer**





# TREASURER'S REPORT

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I am pleased to present the audited financial statements for The Link Youth Health Service for the year ended 30 June 2021.

This year has seen many changes for The Link's finance function, including the appointment of external advisors BDO, new auditors Bentleys, and a refocus on processes and systems of governance. I want to thank CEO Miranda Ashby and interim CEO Mariae Leckie on their strong and consistent efforts this year in such a complex environment.

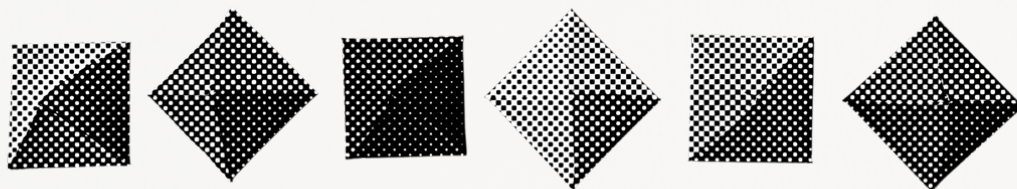
Our financial position this year remained stable despite the continuation of challenges presented by COVID, and we reported a small surplus. Our income included a contribution from Primary Health Tasmania for headspace renovations of \$432,433, but excluding this we still saw a small growth in grant income. Whilst this is positive, we still face challenges with reliance on grant funding, with several large contracts expiring over the next 12-24 months.

Our expenditure increased slightly due to wages, external consultancies, and property expenses, but we spent less on IT, professional development and vehicles and travel due to COVID. With our new budget methodology in place for next year, we will aim to ensure that we can get the most value out of our investment into each program, and that we keep investing enough in the right areas to support our staff into the future.

Our new Strategic Plan 2022-2024 will further build on this great work by ensuring we have sustainable and effective corporate infrastructure to support the future of the organisation and the achievement of its mission, and I am excited to continue to work with the organisation on this path.

I'd like to thank the work of the Finance and Risk Committee and specifically our advisors at BDO, who remain committed to the success of the organisation.

**Anna Mckay**  
Treasurer





# headspace Hobart (CENTRE MANAGER)



led by **Angela Waite**

This program is supported by Primary Health Tasmania (Tasmania PHN) under the Australian Government's Primary Health Networks Program.

2020 presented with many challenges for the headspace Hobart program however though these challenges, which many of us experienced through our personal and professional lives came multiple achievements.

The most significant achievement for our headspace Hobart program during this time was the physical extension and upgrade of our premises, one of the areas of our strategic focus. The physical works took place with an exceptional turnaround time, reducing the impact on young people accessing and engaging with the service. The extension and renovation resulted in the doubling of clinical consulting rooms, the addition of a meeting/group facilitation room, and a much needed face-lift to our reception and waiting space. While young people, their family/friends and staff alike, left the premises prior to a Christmas/Holiday closure, they returned to a new and updated workspace early in January.

The physical extensions and upgrades were as a result of The Link Youth Health Services successful grant funding through PHT and the Australian Government through a demand management funding cycle. The grant has also provided support for a much needed upgrade to the programs IT and phone system to support greater communication and ICT solutions for all staff. All works were completed in consultation, co-design and collaboration with the headspace Hobart Youth Reference Group and sets the Centre's physical space for future service delivery within a safe and contemporary, youth friendly focus, now and into the future.

Without doubt, 2020-21 saw challenges for the headspace Hobart program. As the COVID-context impacted and changed the way we engaged with young people, so did our service delivery to meet their needs. This resulted in the program offering various service delivery methods based on client preference and ranged from face-to-face, phone and online/telehealth. This provided a different way to engage with young people and presented many challenges as we evolved to meet the change of circumstances. Upgrades in ICT equipment, how we gain consent, how we share and interact and engage with young people became more flexible and less site based than ever before. However, despite this, as time went on we continued listening to young people accessing our service and our youth reference group who regularly reflected that for lots of young people, face to face engagement continued to be their preference. As a result, the headspace Hobart door remained open to young people who preferenced this engagement throughout the reporting period, with adjustments to the physical space to ensure health advice/guidelines were being met.

The headspace Hobart Youth Reference Group members were pivotal in the Centre during 2020 and we acknowledge their ongoing expertise, time, and contribution to our programs successes. In particular, support with the physical upgrade and input and advice throughout this project was invaluable. Additionally, the YRG have supported the Centre with various events, activities and operational tasks such as recruitment. BuiltIT Tas and Core Collective supported the physical works, not only the end result but were with us every step of the way throughout this process to ensure it's success. PHT and headspace National supported the success of the project.



We also continue to work with headspace Consortium, YouthArc, Clarence City Council, Pulse and Be You.

headspace Hobart would like to thank and acknowledge the support of the lead agency, The Link Youth Health service's management team and staff, The Link Board members and headspace Hobart staff, private practitioners, students and all other stakeholders who have worked with us to ensure the ongoing service and support to the young people of Southern Tasmania.

For the first part of the year, community events were not happening, but once the lockdown lifted they slowly but surely started up again. Building on our relationship with the South East Tasmanian Aboriginal Corporation, we supported and attended many of their events including the opening of NAIDOC Week at their Cygnet site, their community open day (with the blender bike and photo booth), and the opening of their clinic space in Kingston. A Wellbeing In the Valley Day was held with SETAC's support (and the Huon Valley Council) for Year 8 students at St James' College in Cygnet.

We continued to join 'A Fairer World' at their Diversity Expos, this year getting to Cosgrove High School, Woodbridge District High School, and Huonville High School. A multitude of schools invited us along to their Wellbeing Expos, with students keen to engage with the activities presented to them by different organisations. Other events included UTas O Week celebrations and Hobart City's Light Up the Lane.

headspace Hobart, continued to host various student placements throughout 2020-21 to reflect our strategic focus and investment in supporting new and upcoming clinicians wanting to develop a working knowledge of youth mental health service delivery and supporting rich and robust learning opportunities that encourages workforce diversity and sustainability.

### What people said about us

For weeks after our new space opened anyone accessing the Centre did a double take, wondering if they were really in the right location. We had many comments about the space feeling lighter, brighter and more welcoming. One young person commented that it was the first time she'd been able to bring in her son in his pram into the centre, previously needing to leave the pram outside and carry her son in due to the limited waiting space.

Parents who were previously asked if they could leave and return to pick up their young person after their appointment, were now pleasantly surprised to have a space to comfortably wait and make themselves a drink while their young person attended an appointment.

headspace hobart Services	2019-2020	2020-2021
Occasions of Service	7064	6423
Serviced Young People	1805	1712
New Young People	779	766
Returning Young People	862	777





# headspace Hobart (COMMUNITY HEALTH EDUCATOR)

led by **Shelagh Curtain**

This program is supported by Primary Health Tasmania (Tasmania PHN) under the Australian Government's Primary Health Networks Program.

II

I've had such an amazing time on the youth reference group promoting the important messages of looking after yourself and seeking support to other young people! A particular highlight was collaborating with the South East Tasmanian Aboriginal Corporation to teach screen-printing, traditional jewellery making, and basket weaving to students to encourage creativity and self-care!

II

With the year starting off in lockdown, when the first event invite was received it was really quite exciting. The light at the end of the tunnel. And slowly, but surely, these invites and requests, continued to come in.

We travelled to Woodbridge and Claremont and many places in between delivering our messages, participating in Diversity Expos, Wellbeing Expos, Awareness Days, and presenting sessions on headspace and mental health to classes from years 7 to 10.

New members joined the Youth Reference Group, and some long-standing members finished up. The introduction of 'Meet a Board member' worked really well for the group, as it put faces to names and gave the Group an opportunity to chat casually, as well as find out more information about the roles of Board members, and their backgrounds and interests.

By headspace Day 2020 we were allowed back into the community in a limited capacity, so we celebrated headspace Day by hosting a screening of Thor at Village cinemas with forty young people in attendance.

The Youth Reference Group were actively involved in the redesign of headspace Hobart, meeting regularly with the architects to give input and feedback on many aspects of the designs

To raise awareness of headspace and its range of services to the young people in the Huon Valley, we partnered on multiple occasions with the Huon Valley Council Youth Development team, and the South East Tasmanian Aboriginal Corporation. These partnerships took the form of:

- Attending the council's after school drop-in space;
- Attending events at the skate park- finally getting the smoothie bike out and about; and
- Running a Mental Health Council of Tasmania funded Wellbeing in the Valley Day for year 8 girls from St James College in Cygnet, partnering with both organisations to run a range of activities.

Community Engagement Services	2019-2020	2020-2021
mental health sessions & events:	91	83





# COMMUNITY YOUTH HEALTH PROGRAM

led by **Andrew Badcock**

This service is funded by the Crown,  
through the Department of Health.

The Community Youth Health Program (CYHP) runs a health-hub space called Open Access which offers young people 12-25 in Southern Tasmania tailored and coordinated information and support relevant to their needs and circumstances. We also design and deliver quality health and wellbeing promotion content in collaboration with the community and services sector.

We have begun to see a return to normalcy after hitting the ground running during the COVID19 pandemic throughout 2020-2021. Early on CYHP sought to find the right balance of ensuring our services were safe (e.g. safety plans, cleaning schedules, changing up the layout, offering masks) while also ensuring we could continue to offer our services to at-risk young people who may be experiencing homelessness, lack of access to support, or not knowing who to ask for help. The most common health presentations in this 2020-2021 pandemic period included support around access to food, personal care (respite, laundry, showers), digital communication access (calls, computer, wifi, phone charging), alcohol and other drugs, mental health, and housing.

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**I've met many new  
like-minded friends  
and discovered my  
passion for DnD.  
I've also found a  
lot of comfort in  
finding the Link as  
a safe space !!**

- D&D&D participant

Of course, we continued to participate in community collaborative health messaging activities, such as our 'good food & mood' smoothie-making bike at UTAS, a sunscreen SunSmart stall at TasPride, and a 'learn my rights' when responding to police legal session. In partnership with local services, we continued to offer free weekly advice sessions on legal, Centrelink, and job-seeking help, and run drop-in hearing test appointments, and practising the L's Test.

One fantastic achievement in this period was the successfully delivered new group called Dungeons & Dragons & Diversity. Over 8 months two young people created and led role-playing sessions where isolated LGBTIQ+ young people joined to make friends and develop a new hobby in a safe validating environment - all core areas linked to improved wellbeing and mental health outcomes. Based on successes and feedback from ongoing workshops like these, we are keen to team up and explore alternative ways for CYHP to offer content-rich workshops in the future.

CYHP Services	2019-2020	2020-2021
No. health issues & supported assistance	8706	7314
No. Health Promotion activities	36	41



# YOUTH HEALTH FUND

led by **Nikala Post**

This service is funded by the Crown, through the Department of Health.

The Youth Health Fund (YHF) is a program administrated by The Link Youth Health Service through a network of trained YHF Access Workers.

The YHF is a statewide program that financially assists young people aged 12-24 pay for essential health services and or health items who otherwise could not afford them.

This program is a great way for young people to have their health needs met without any barriers. It is a great way to engage with a client in a confidential space and build rapport, and reassurance that health help is available.

Orthodontic requests to the Youth Health Fund have been a huge challenge, we are unable to support these requests in future, however we are continually working on preventative dental health for young people. We have also seen an increase for procedures due to increased wait lists for elective surgery as this was pushed out further due to the pandemic

“

**This young person has not been medicated for two weeks due to lack of funds, which has caused a significant decline in their mental health, thank you for supporting this**

”

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Access Worker North

The State Advisory Group continues to provide a governance role in the Youth Health Fund program. It's a requirement that they work directly with young people aged 12-24, each representative is from each region of the State of Tasmania. We also have approximately 280 state-wide trained Access Workers who are situated in a range of Youth, Community and Health Services who can provide immediate support and financial help for those in need. And The Youth Health Fund has continued communication with external service providers to ensure services to young people continue to grow and change to reflect current health trends and health advice. As these relationships strengthen each year, young people have a better experience and health outcome.

The Youth Health Fund has supported 1,090 applications throughout the state. We have financially assisted disadvantaged young people 12-24 with toiletry kits/hygiene items, contraception, counselling sessions, prescriptions and more. The young person must address their health issue to an Access Worker who can then provide immediate financial support through the Youth Health Fund within a paper-based system and no cash is given.

Our Access Worker Portal has been an incredible achievement. We provided huge amounts of toiletries across the state for young people in need of hygienic items. The additional 10 mental health care plan sessions through Medicare has been a great for our young people to access additional sessions.

YHF Services	2019-2020	2020-2021
South:	899	741
North:	148	107
North West:	268	242
TOTAL:	1315	1090



# THIS WAY THAT WAY

led by **Claire Johnston**

This service is funded by the Crown,  
through the Department of Health.

**“**  
**I learnt so much, I learnt about STIs and sexualities and so much more.**

**”**  
- TW//TW  
Editorial  
Collective

This Way//That Way (TW//TW) began as a sexual and reproductive health education program delivered by The Link Youth Health Service. Since 2018, the aim of the program has been to improve the skills and knowledge of young people to navigate and make informed choices about their sexual and reproductive health.

In this 2020-2021 period, the lead worker Claire continued to develop new co-design initiatives with young people. Co-design is based on the idea that young people should be empowered to define what they see as the issues, and be collaborated with to design and implement potential solutions. A focus of these initiatives was to co-design the platforms and formats for the dissemination of sexual and reproductive health information and resources for young people. More than 20 young people signed up to be involved in the This Way//That Way Editorial Collective, a steering group of sorts, that met monthly and engaged in a range of activities.

Outcomes from working with this group have included: Creating a This Way//That Way 'brand' to link different activities and platforms; Establishing online platforms including a webpage on The Link's website; Instagram and radio show on local community radio to disseminate information and resources; Identifying areas of focus for resource development; gender inclusive pregnancy choices guide - with clear information on access to termination of pregnancy; and Documenting lived experiences of young people in the group through short films, articles and interviews on radio.

While the once-off funding unfortunately wrapped up at the end of this financial year (the time has flown by!), TW//TW lives on with the continuing use of created resources (such as the Wheel of Consent), and - via rolling into CYHP activities - an innovative schools program pilot in partnership with Legal Aid, that embodies co-design principles with students to develop potential solutions around sex and consent topics in their school. A very special thanks to Claire and the young people for their great (and continuing) work on This Way//That Way.

## **This Way//That Way Created Content**

First Time Sexual Health Test guide  
Pregnancy Choices guide  
TW//TW Radio Show - Monday 2pm-3pm, Edge Radio 99.3FM  
Videos documenting lived experiences by young people

content found at: [thelink.org.au/thiswaythatway](https://thelink.org.au/thiswaythatway)





# ALCOHOL & OTHER DRUGS SERVICES

led by **Kaz Knights**

The Link Youth Health Service receives funding from the Crown through the Department of Health and Human Services

The AOD program aims to assist young people to reduce substance use through brief intervention, harm minimisation, counselling, case management and referral as required. It is such a reward to work with young people and their families who recognise the benefits of making positive changes in their lives, and witnessing them achieving their goals. Over ten (10) young people each week, on average, access the AOD Program for counselling, information and education, and facilitated referral.

Three amazing art and health opportunities were created this year. The AOD Program worked with young people from Karadi Aboriginal Corporation, Tasmanian Migrant Resource Centre, and Nayri Niara Aboriginal Social Enterprise exploring the impact of COVID-19, particularly in relation to substance use and mental health, while creating various artworks. The projects reinforced community connection, provided new skills, a sense of belonging and promoted services available from The Link. We are grateful to the Youth Arts and Recreation Centre, Hobart City Council, and The LongHouse for providing venues for the third art project.

The AOD Program participated in the Tasmanian Naloxone trials which has resulted in ongoing Naloxone being available through the NSP Program. The Link, including headspace Hobart and the AOD Program was represented and delivered a paper at the annual ATDC conference in Hobart. The Link's AOD Program successfully provided a placement opportunity for a registered nurse undertaking the Cert IV in Alcohol and Other Drugs.

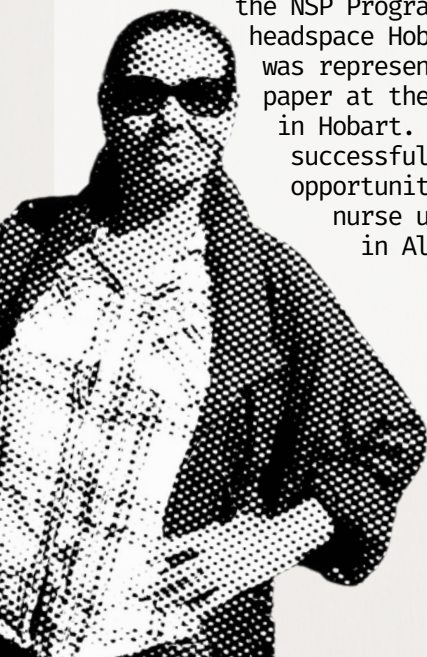
This year we have noticed an increase in the level of complexity, and an increase in the number of young people seeking AOD support. Service restrictions due to COVID-19 required a change in clinical practices from face to face to phone services. Staff and clients responded positively to this with limited impact on service provision, except for the ability for outreach. Limited staffing for the AOD Program has been challenging, however, the future's looking bright in this regard.

Outreach was an integral component of the AOD Program this year, despite being interrupted by COVID-19. The AOD Program was invited to Risdon Prison to offer support for young people soon to be released. Involvement with the Justice Forum established by Red Cross has improved our connection with other organisations providing services to such young people who could also benefit from the range of support The Link has to offer.

We continued our close working relationship with services including Tasmanian Population Health Services, Alcohol Tobacco and Other Drug Corporation, Alcohol and Drug Services, Tasmania Police, Needle Syringe Program, Colville Place, Youth Corrections Services, Quit Tasmania, Colony47, and the Drug Education Network.

**“**  
**We welcome all young people (and their families) whose lives are being impacted by alcohol and/or drug use with absolutely no judgement. “**

AOD Program Services	2019-2020	2020-2021
Contact Numbers	535	1014





# INDIVIDUAL PLACEMENT & SUPPORT (WORK & STUDY SUPPORT)

led by **Lorelle Taylor**

funded by the Australian Government  
Dept of Social Services

headspace Hobart's IPS team have contributed to the successful roll-out and 'graduation' of the IPS trial to a fully-fledged national program. In 2016, headspace Hobart was proud to become one of 14 headspace centres chosen to participate in the national trial of the IPS model of vocational assistance for young people with mental health issues. The IPS forms part of the Australian Government's broader Youth Employment Strategy aimed at tackling the problem of high youth unemployment and is funded by the Department of Social Services. Based on the results of the first three years, the trial was extended for a further two years and expanded to 10 more headspace centres. Then, in October 2020, funding was announced for a further three years and the expansion of the program (no longer a trial) to include 26 more headspace centres across Australia, bringing the total number of headspace IPS sites to 50.

“

The headStart Program and my vocational specialist have been amazing in supporting me while looking for work. I've learnt how to appropriately structure my resume and cover letter and I've built so much confidence when it comes to approaching workplaces. I've successfully found work now and I couldn't be more grateful”

”

---

Emma, headStart Participant

The Hobart IPS team have also actively contributed to the development of a new national reporting platform, hAPI IPS, designed to streamline reporting processes whilst collecting quality data to support future funding. It is always challenging, approaching new employers, and wondering how they will react. Mostly, when they hear about our program, and that we are from headspace, the reaction is super positive!

As always, we have loved working with our participants, supporting them to reach their individual vocational goals. This financial year, the team has worked with over 260 individual employers, helping them to understand the challenges faced by young people entering the workforce. We have also continued to work closely with TasTAFE and the University of Tasmania to support our participants engaged in study. We also hosted the Devonport IPS team, as we Zoomed in to the IPS National Learning Collaborative for 2021.

The IPS\* Trial officially commenced in 2016 and was rolled out to 14 headspace Centres nationally, including Hobart. The IPS gives young people with mild to moderate mental health issues support to reach their study and work goals. We were one of the first headspace sites to commence, meeting with our first participant in early March 2017. The trial concluded on 30th June 2021, with the IPS officially becoming a 'Program' as of 1st July 2021.

Since we began, external audits have been conducted to ensure that our IPS Team deliver the program in accordance with the internationally recognised IPS Model. According to the model, scores between 100 and 114 represent "Good Fidelity" (adherence to the model). During the Trial, we consistently scored within this range. Here are our stats over the trial period:

Review Cycle	Score
Cycle 1 – Nov 2017	102
Cycle 2 – May 2018	112
Cycle 3 – Feb 2019	110
Cycle 4 – Feb 2020	113
Cycle 5 – Dec 2020	114





# SHORT-TERM PSYCHOLOGICAL INTERVENTION PROGRAM

This program is supported by Primary Health Tasmania (Tasmania PHN) under the Australian Government's Primary Health Networks Program.

!!  
[they]  
understand,  
listen,  
caring. !!

- survey feedback

The Short Term Psychological Intervention (STPI) program has been well utilised by young people during this time. This program reaches out to young people aged 12 – 25 in rural and remote areas within the vicinity of Bridgewater and Sorell, offering structured psychological intervention therapy. Our young people have been supported by mental health clinicians, Andrew, based at Bridgewater and Sorell, and Eleanor and Rhylee based at Bridgewater. Some of the young people seen at Bridgewater had the opportunity to attend Dialectical Behaviour Therapy (DBT) as a group, facilitated by Andrew and Berny, which was a highly successful activity.

## STPI Services

2020-2021

Service Contacts

356

Did Not Attend

67



# QUALITY & IMPROVEMENT

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Maggi Boughton, Quality and Improvement Manager

Our BIG Project for this year was the **headspace** renovation:

This involved a tenancy fit-out to the existing headspace building to reduce waiting times by upgrading the waiting room and reception area, and a new tenancy at the next door premises of 51 Liverpool Street, to provide an additional three consultation rooms.

The works resulted in an increased access and flow of clients to services, greater flexibility in service modalities, and an increased capacity to house the workforce from collaborative partners who deliver in-kind services.

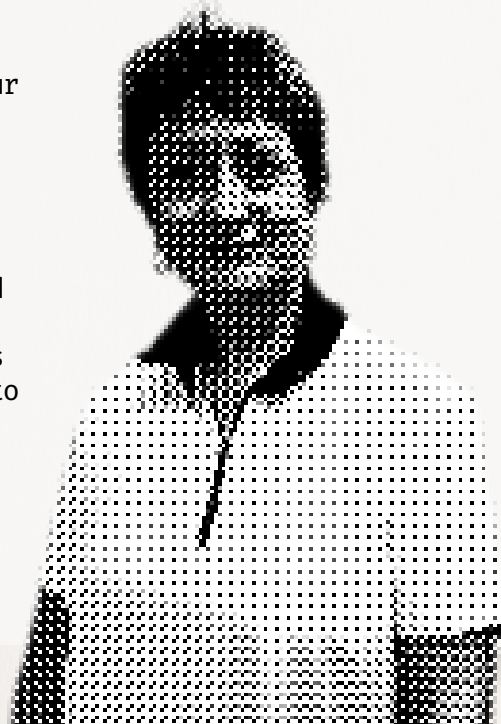
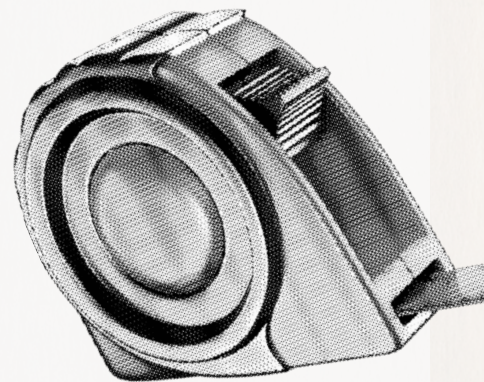
We would also like to thank our partners Primary Health Tasmania, Core Collective Architects, BuildIT Tas, our builders and, most especially, the Wilson Family Trust for supporting our expanded lease.

Thanks to Mystate Foundation we were able to purchase a new dishwasher in the kitchen at 57 for our **Open Access Program** – great for staff and clients and much better to quality control our washing up processes!

Our **Workshop in May** saw some great work on planning for our new Strategic Plan – 2022-2024; staff and Board members worked together on this project.

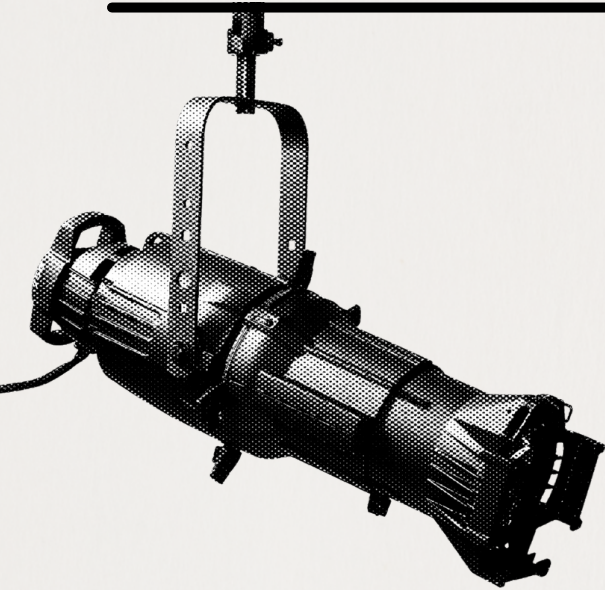
The Link is currently working towards achieving “**Quality Innovation Performance**” (QIP) accreditation. This will include an external assessment of our Open Access, AOD and Youth Health Fund Programs; successful accreditation will mean these programs meet “comprehensive national standards set by an independent body, acknowledging our commitment to managing safety, risk and quality” (QIP Accreditation poster).

Thanks to Wayne, Kaz, Andrew and Lesley for being part of our accreditation team.





# SPOTLIGHT OF THE YEAR



## DUNGEONS & DRAGONS & DIVERSITY



Our LGBTQIA+ social inclusion program through the use of the role-playing hobby D&D, Funded by the Tasmanian Govt's LGBTQIA+ Grants Program.

Our final session of D&D was extra special as - thanks to the National Trust - young people got to hold their final adventure in a real 'dungeon', aka the Hobart Convict Penitentiary!

## headspace renovation!

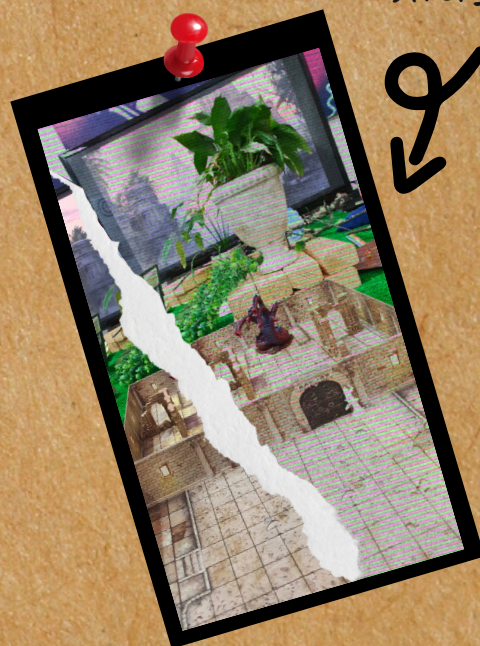


With funding from Primary Health Tasmania, under the Demand Management Project, The Link undertook a major renovation to our existing headspace Centre which included expanding into the space at 51 Liverpool Street.





dungeons & dragons & Diversity



headStart (IPS)  
team adventures

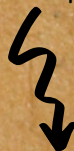


headspace  
youth reference  
group members &  
staff



our very own  
Youth Health Worker Heetham  
won Australian vocational  
Student of the Year

(congrats!)



NAIDOC week  
celebrations!







headspace  
campaigns

headspace  
revamp launch



COVID19 funding  
to work with young people  
on Art & Health.





# FINANCIAL STATEMENTS

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## **The Link Youth Health Service Inc**

A.B.N. 11 770 186 878

### **Financial Report**

For the Year Ended 30 June 2021



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For the Year Ended 30 June 2021

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Independent Auditor's Report

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## FINANCIAL REPORTS

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Board members at the date of this report are:

Robert Meredith - President

Anna Cretan - Treasurer

Barb de Graaf

Amanda Lo

Helen Barrett

Suellen Taylor

Linda Paynter

Lois Jenkins

### Principal Activities

The principal activities of the Association during the financial year were:

- The provision of health information to young people;
- Running a walk-in holistic health service for young people 12-24 years;
- The promotion of harm reduction strategies for young illicit drug users;
- The diversion of young people with alcohol and other drug issues from the court system;
- and
- The provision of funds for young people to access health services statewide through a network of trained access workers
- Specific sexual health program

headspace Hobart (The Link Youth Health Service Inc as the lead agency)

- Deliver flexible, friendly, relevant and practical service options at a centralised site
- Provide timely, relevant interventions to improve the overall wellbeing of young people in primary health, mental health, alcohol and drug, and vocational assistance
- Use a cost effective collaborative approach that draws on sharing resources and expertise within the health and community sector •
- Establish new service opportunities that can assist young people earlier in the onset of mental health and associative substance use problems
- Ensure all work practices have a current evidence base
- Utilise pre and post qualitative measures to assess client outcomes
- Reform local service systems; implementing community awareness campaigns and community education to assist young people experiencing mental health problems and influence both policy direction and community attitude
- Individual Placement and Support Program for assisting headspace clients in employment and training opportunities





## Significant Changes

This financial year Primary Health Tasmania supported the headspace Hobart Centre to expand and renovate their Centre with a once off grant of \$432,000. This has significantly increased the capacity of the Centre to see more clients on-site as well as refreshing the Centre after nearly 10 years of operation.

We were also lucky enough to receive two grants totalling \$46,000 through the Alcohol Tobacco and Other Drugs Council to address issues concerning COVID-19. Through this funding, we were able to work with culturally and linguistically diverse young people at Migrant Resource Centre and Aboriginal and Torres Strait Islander young people through Karadi and Nayri Niara / Long House on a variety of art projects.

## Operating Result

The Surplus for 2020/2021 amounted to \$297,664

Signed in accordance with a resolution of the Members of the Board.

R. Meredith

Robert Meredith

Dated on the 26th day of November 2021.

President

On behalf of the Board of Management



Profit and Loss for Period Ended 30 June 2021			
2020		Note	2021
\$			\$
	Income		
	State Government		
	State Government Grants		
829,687	Core Funding		875,105
	State/Commonwealth		
219,413	Youth Health Fund	4	250,174
124,667	Illicit Drug Diversion Initiative	4	119,908
984,871	Headspace	4	989,563
140,150	Medicare Payments Headspace		160,987
77,052	T.O.P Grant state		34,710
252,354	IPS Trial - DSS Grant	4	278,033
118,105	Short Term Psychological Interventions Program	4	192,390
	PHT	4	432,433
	Self Generated Income		
9,816	Bank interest		3,033
143,526	Other		60,698
2,899,641	INCOME		3,397,034
	Other Extraordinary Income		
50,000	Cash Flow Boost		50,000
2,949,641	TOTAL INCOME		3,447,034
	Expenditure		
8,764	Audit and accountancy		56,425
61,570	Depreciation and Equipment		68,565
186,819	Property, Insurance and Office Expense		294,319
84,988	Information Technology		28,475
2,201,508	Salaries, Superannuation and Staff Provisions		2,233,295
23,216	Professional Development		10,864
103,908	Vehicles and Travel Expenses		33,518
82,919	Other Operating Expenses		314,794
50,037	Headspace Other Expenses		11,098
197,599	Youth Health Fund Services		98,017
3,001,327	TOTAL EXPENDITURE		3,149,370
-51,686	Operating surplus/ (deficit)		297,664
-51,686	Net operating surplus/ (deficit)		297,664



Balance Sheet as at 30 June 2021			
2020		Note	2021
\$			\$
	<b>CURRENT ASSETS</b>		
656,498	Bank		534,924
49,584	Payments in Advance		52,549
54,450	Receivables		67,362
760,532	<b>TOTAL CURRENT ASSETS</b>		654,835
	<b>NON CURRENT ASSETS</b>		
179,323	Property plant and equipment		190,347
216,311	Motor vehicle		176,524
169,075	Leasehold improvements		169,075
-	Capital Improvements		375,785
-365,727	Less provision for depreciation		-391,537
198,982	<b>TOTAL NON CURRENT ASSETS</b>		520,194
959,514	<b>TOTAL ASSETS</b>		1,175,030
	<b>CURRENT LIABILITIES</b>		
87,618	Payables and Accruals		153,983
22,331	Staff Liabilities		22,044
42,978	GST net		31,063
28,845	PAYG		27,534
308,298	Provision for staff leave		232,785
51,585	Subsidies in advance & other liabilities		-
541,655	<b>TOTAL CURRENT LIABILITIES</b>		467,409
469,546	<b>NET ASSETS (LIABILITIES)</b>		707,621
	<b>ACCUMULATED FUNDS</b>		
469,545	Balance at 1 July		417,859
-51,686	Excess of income over expenditure		297,664
417,859	<b>BALANCE AS AT 30 JUNE</b>		715,523



Statement of Changes in Equity for the Year Ended 30 June 2021	
	Retained Earnings
	\$
Balance 1 July 2019	469,546
Comprehensive Income	
Deficit for the year attributable to members of the entity	-51,686
Other comprehensive income for the year	
Total comprehensive income attributable to members of the entity	-51,686
Balance at 30 June 2020	417,859
Comprehensive Income	
Surplus for the year attributable to members of the entity	297,664
Prior period adjustment	-7,902
Other comprehensive income for the year	
Total comprehensive income attributable to members of the entity	289,762
Balance at 30 June 2021	707,621



Statement of Cash Flows for the Year Ended 30 June 2021		
	2021	2020
	\$	\$
<b>Operating Activities</b>		
Government grants, fees and other income	3,444,001	2,971,870
Interest received	3,033	9,816
Payments to suppliers and employees	- 3,181,882	- 2,952,222
<b>Net Cash Flows from Operating Activities</b>	<b>265,152</b>	<b>29,464</b>
<b>Investing Activities</b>		
Proceeds from sale of motor vehicles, property, plant and equipment	-	50,820
Purchase of motor vehicles, property, plant and equipment	- 386,807	- 51,364
<b>Net Cash Flows from Investing Activities</b>	<b>- 386,807</b>	<b>- 544</b>
<b>Financing Activities</b>		
Other cash items from financing activities	-	-
<b>Net Cash Flows from Financing Activities</b>	<b>-</b>	<b>-</b>
<b>Net Cash Flows</b>	<b>-121,655</b>	<b>28,920</b>
<b>Cash and Cash Equivalents</b>		
Net change in cash for period	-121,655	28,920
Cash and cash equivalents at beginning of period	656,498	627,578
Cash and cash equivalents at end of period	534,923	656,498





## Notes To and Forming Part of the Accounts for the Year Ended 30 June 2021

### Note 1: Statement of Accounting Policies

The financial reports are a special-purpose financial report, prepared in order to satisfy the reporting requirements of the Associations Incorporation Act Tasmania. The Association has determined that The Link is not a reporting entity.

The financial reports have been prepared in accordance with the requirements of the Associations Incorporation Act Tasmania and the following Australian Accounting Standards:

AASB 1031 Materiality

AASB 110 Events after the Reporting Period

No other applicable Accounting Standards, Urgent Issues Group Consensus Views or other authoritative pronouncements of the Australian Accounting Standards Board have been applied.

The reports have been prepared on an accrual basis, and are based on historic costs, and do not take into account changing money values, or except where specifically stated, current valuations of non-current assets. These accounts have been prepared on a going concern basis.

The following material accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report.

#### Income Tax

The Association is exempt from income tax as a charity and is also a Deductible Gift Recipient for taxation purposes.

#### Fixed Assets

The depreciable amount of fixed assets is depreciated over their useful lives commencing from the time the asset is held ready for use. Leasehold improvements are amortised over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The carrying amount of fixed assets is reviewed annually by the Board to ensure it is not in excess of the recoverable amount of those assets.

#### Leases

AASB 16 Leases came into *effect* 1 July 2019. The new standard requiring the recognition of a 'right of use' asset and financial liability for all leases would apply to the following leases, however the board has decided to only adopt it in the 2021 financial year.

Lease	Term
57 Liverpool Street, Hobart	5+5
49 Liverpool Street, Hobart	5+5
51 Liverpool Street, Hobart	5+5

Lease payments under operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the period in which they are incurred.





## Employee Entitlements

Provision is made for the Association's liability for employee entitlements in relation to annual leave and long service leave. Liability in relation to long service leave is calculated from the date of appointment, but is not payable in full until the completion of ten years' service, and not payable pro-rata until at least seven years' service. Our experience to date is such that we expect these commitments to be payable.

Contributions are made by the Association to employee's superannuation fund of choice and are charged as expenses when incurred.

## Note 2: Operating Lease Commitments

The Association leases premises at 57 Liverpool Street, 49 Liverpool Street and 51 Liverpool Street.

## Note 3: COVID-19

Within Australia and globally, unprecedented measures have been introduced to control the spread of the COVID-19 outbreak, including travel and trade restrictions, restrictions on public gatherings and temporary business closures. These significant measures have had a sudden and substantial negative impact on global economic activity, with certain industry sectors experiencing unforeseen financial difficulties. Consequently, the functioning of global capital markets has been impaired by increased volatility and negative investor sentiment.

The expected duration and magnitude of the COVID-19 global pandemic and its potential implications on the global economy and financial markets remains unclear. Should these circumstances become severe or prolonged, it is expected to have a material adverse impact on the global and Australian economies, which in turn may have a material adverse impact on the entity's financial performance and position.

Currently we are not directly impacted by the pandemic, and have managed to continue running our organisation as normal. The Tasmanian and Commonwealth Government offered specific funding in relation to reducing the impact of COVID-19 to organisations, including some specifically for healthcare providers.

The Link and headspace Hobart were lucky enough to receive the following funding/payment relief:

Cash Flow Boost via Australian Taxation Office \$50,000



Note 4: Government Subsidies/Grants Received In Advance	
Government operational subsidies and grants received in respect of expenses and programs are taken to income in accordance with the pattern of expenditure incurred, or on a time basis as best fits the terms of the subsidy or grant, to provide for the matching of revenue and expenditure during the year and future periods. Details of subsidies and Project Grants are shown below:	
<u>Headspace</u>	
Brought forward from 2019/2020	-12,702
Grant income received	989,563
Bank Interest, Medicare Income and Other Income	181,882
Funds Available	1,158,743
less; Grant Expenditure	1,158,743
Carried forward to 2021/2022	-
<u>Short Term Psychological Interventions Program</u>	
Brought forward from 2019/2020	17,643
Grant income received	191,709
Bank Interest	-
Funds Available	209,352
less; Grant Expenditure	162,043
Carried forward to 2021/2022	47,309
<u>Youth Health - State</u>	
Brought forward from 2019/2020	-
Grant income received	245,583
Bank Interest	-
Funds Available	245,583
less; Grant Expenditure	261,560
Carried forward to 2021/2022	
Add; Prior year adjustment	-
Deficit for the year	- 15,977
<u>Youth Health Fund</u>	
Brought forward from 2019/2020	-
Grant income received	342,477
Bank Interest	-
Funds Available	342,477
less; Grant Expenditure	347,580
Carried forward to 2021/2022	-5,103
<u>Illicit Drug Diversion Initiative (IDDI)</u>	
Brought forward from 2019/2020	-
Grant income received	119,908
Bank Interest	10,882
Funds Available	130,790
less; Grant Expenditure	140,817
Carried forward to 2021/2022	- 10,026



<u>ADS - Core funding</u>	
Brought forward from 2019/2020	-
Grant income received	578,439
Bank Interest, Donations and Sundry Income	3,622
Funds Available	582,061
less; Grant Expenditure	666,075
Carried forward to 2021/2022	- 84,014
<u>This Way That Way</u>	
Brought forward from 2019/2020	-
Grant income received	40,200
Bank Interest	-
Funds Available	40,200
less; Grant Expenditure	42,574
Carried forward to 2021/2022	- 2,374
<u>ATOD Grant</u>	
Brought forward from 2019/2020	22,673
Grant income received	-
Funds Available	22,673
less; Grant Expenditure	22,673
Carried forward to 2021/2022	-
<u>IPS Trial</u>	
Brought forward from 2019/2020	11,286
Grant income received	278,033
Funds Available	289,319
Less: Grant Expenditure	289,319
Carried forward to 2021/2022	-





## Note 5: Continuation of funding

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All current funding has been renewed going forward except for the one-off special grants for This Way That Way and the ATOD Grants.



## STATEMENT BY MEMBERS OF THE BOARD

The Board has determined that the Association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies stated in note 1 of the financial statements

In the opinion of the Board, these financial reports set out on pages 1 to 10:

- Present fairly the financial position of The Link Youth Health Service Inc. as at 30 June 2021 and the performance for the year ended on that date.
- At the date of this statement, there are reasonable grounds to believe The Link Youth Health Service Inc. will be able to pay its debts as and when they fall due.

R. Meredith



President

Date

26 November 2021

Treasurer

Date 26 November 2021



# WITH THANKS

To the young people who have supported our service, trusted us with their stories and contributed their feedback to strengthen our practice.

## Partnerships

- Wilson Family Trust
- Artists - Jaye Gangalidda, Neal Price & Rom Moynahan
- BuildIT Tas
- Centrelink Community Engagement Team
- Consortium members
- Core Collective Architects
- Cornerstone
- D&D&D Dungeon Masters - Alex & Ash
- Edge Radio
- headspace National
- Hearing Australia
- Hobart Community Legal Service
- Karadi Aboriginal Corporation
- Latrobe University
- LGBTIQ+ Health Australia
- Libraries Tasmania
- Mental Health Council of Tasmania
- Nayri Niara Aboriginal Social Enterprise
- Primary Health Tasmania
- Pulse Youth Health South
- Reclink
- Tasmanian Migrant Resource Centre
- TasCAHRD
- TasTAFE
- University of Tasmania
- Working It Out
- 26TEN
- Alcohol, Tobacco and Other Drugs Council (ATDC)
- Youth Arts and Recreation Centre (Youth ARC), Hobart City Council
- Youth Network of Tasmania

## Volunteers

- The TW//TW Editorial Collective
- Youth Reference Group (past & present)
- The Link's Board of Governance members

## Donors

- ANZ Hobart
- Friendly Care Pharmacies
- Magistrates Court of Tasmania office
- MyState Bank
- National Trust (Tasmania)
- Paypal
- Pushup Challenge
- Reclink

*And thank you to all the people who have dropped in and left a helpful donation for young people*



# WHO WE ARE: 2020-2021

## **headspace team:**

\*private practitioners

Angela Waite  
Jennifer Presser\*  
Kellie Bryan  
Alison Edwards\*  
Bethany Smith  
Bernadette Carroll  
Adela Marrone  
Jesse Greenwood  
Shelagh Curtain  
Alison Hardinge  
Kezia Wasdell  
Kellie Bryan  
Jacinta Hickey  
Simen Sletvold  
Graham Hall\*  
Rebecca Pettit  
Brittany Birrell  
George Williams  
Rebecca Pitts  
Tanya Fitzpatrick  
Anthea Dallas\*  
Beth Mulligan\*  
Karen Carlson\*  
Verity Robin\*  
Kylie Pettit\*  
Natalie Fitzgerald\*  
Emily Goss  
Wayne Frost  
Kira Geard  
Emma Scott  
Jasmin Brooks (student)  
Lucy Johnstone (student)  
Ruby Marris (student)  
Jacquie Siu (student)  
Jac Tichbon (student)

Lucy Tran (student)  
Erin Rounsevell (student)  
Scarlett Bones (student)  
Vivian Nguyen (student)

## **Administration/Finance:**

Cathryn De Soza  
Yan Rayner  
Lesley Jandric

## **IPS team:**

Lorelle Taylor  
Kate Thorpe  
Heidi Gill  
Annette Swinnerton Smith  
Heetham Hekmat

## **Reception team:**

Julie Downie  
Molly Devlin  
Daisy McMullen  
Tania Cerritelli  
Hannah Burgess  
Meagan Schofield

## **TW//TW:**

Claire Johnston

## **Our Board:**

Rob Meredith - President  
Anna McKay - Treasurer  
Helen Barrett  
Linda Paynter  
Mandy Lo  
Barb De Graaff  
Lois Jenkins  
John Borojevic

## **Management:**

Miranda Ashby  
David Perez  
Angela Waite  
Maggi Boughton  
Eliza Lee  
Mariae Leckie

## **YHF team:**

Marianne Wyrsh  
Nikala Post

## **CYHP team:**

Andrew Badcock  
Claire Johnston  
Heetham Hekmat  
Jess Fleming  
Max Zheng  
Lara Ulasowski  
Nyasha Moyo (student)

## **AOD team:**

Kaz Knights  
Lara Ulasowski  
Leanne Cowen (student)

## **STPI:**

Helen Shann  
Bec Pitts  
Andrew Jones

## **Youth Reference Group:**

Ollie	Tara
Charlotte	Susannah
Hannah	Grace
Grace	Frankie
Brea	Chelsea
Dakoda	Eliza



## headspace Hobart

This program is supported by Primary Health Tasmania (Tasmania PHN) under the Australian Government's Primary Health Networks Program.



## Individual Placement Support

funded by the Australian Government  
Dept of Social Services

## Community Youth Health Program

The Link Youth Health Service Inc. receives funding from the Crown, through the Department of Health.

## Youth Health Fund

This program is funded by the Crown through the Department of Health.

## This Way // That Way

This program is funded by the Crown through the Department of Health.

## Alcohol and Drug Services

The Link Youth Health Service receives funding from the Crown through the Department of Health and Human Services

## Short-term Psychological Intervention Program

This program is supported by Primary Health Tasmania (Tasmania PHN) under the Australian Government's Primary Health Networks Program.





**title:** Poem  
**by:** Community Engagement Officer

Lockdown continued to keep us contained.  
But we soldiered on, with promotions maintained.  
Adapting to change, at times it was hard.  
But then the time came- we were partly discharged.

Into the community we ventured again.  
Armed with wrist bands and stressballs, and brochures and pens.  
Slowly the schools invited us back.  
From Woodbridge to Cosgrove, we travelled the track.

The headspace Day grant saw us off to the movies.  
And with an earlier grant, we had a bike that made smoothies.

New Reference Group members who were just starting  
Were learning the drill from the members departing.  
With the Reference Group's input to the rebuild instrumental.  
The new space downstairs is relaxing and restful.

We've spent some time in the Huon Valley.  
With the council and SETAC, the youth we have rallied.  
The blender bike finally got out to locations.  
Promoting headspace, The Link and wellbeing recommendations.





headspace  
Hobart

Let's talk!

