



YOUTH, FAMILY AND COMMUNITY CONNECTIONS INC.

*Annual* **REPORT**  
2013 - 2014





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## CHAIRMAN'S *Report*

The past year has been a significant year for our organisation. While the decision to merge two strongly performing North West organisations in Community Connections Inc. and Youth and Family Focus Inc. into Youth Family and Community Connections Inc. had been implemented towards the end of the previous financial year, the task of implementing that merger occurred throughout 2013/2014.

This task is not one that organisations undertake on a regular and ongoing basis and while there is documented assistance and advice from business professionals each merger is unique. While there may be some criticism of the length of time that the process took, the Board was of a view that we were not going to rush the process. Most of the tasks have now been completed and within the next few weeks the Board anticipates that the former CC Inc will have its incorporation cancelled as the final part of winding up the organisation.

Ros Atkinson as our CEO has led the team strongly through the year and worked through all merger matters in a methodical and considered manner, in particular "best practices" from the previous organisations became the preferred/action/process/methodology going forward.

The Board thanks Ros for her dedication and commitment to her role.

As part of the process a well thought out structure was established, all staff led by their managers and team leaders are to be congratulated for taking the merger "in their stride" completing what was necessary but most importantly continuing to provide a strong focus on all our clients at YFCC.

When the decision to merge was made it was done with an understanding that some of the senior staff may be made redundant. It was with some sadness that during the first half of the financial year we bade farewell to former long serving CC Inc. CEO John West, former long serving CC Inc. Finance and Administration Manager Terence Day, and in early 2014 to CC Inc. Administrative Services Officer Kay Johnston. The Board thanks those staff most sincerely for their long and meritorious service.

At our AGM in 2013 we farewelled from the Board very long serving member Betty Smith, and long serving Lois Cowgill, along with Xanthe Harvey and Pip Arthur. The Board thanks

all four for their contributions and in particular their input in guiding us towards the decision to merge.

At the 2013 AGM the Board decided to acknowledge the long term contributions to the organisation of Betty Smith, Elizabeth Singleton, John Groenewold, Lois Cowgill along with former CEO John West by the awarding of Life Membership.

At the end of May 2014 long term Board member Brian Smith announced his retirement from the Board, again the Board thanks Brian for his strong input and guidance along with his work on the merger sub-committee.

The Board discussed an appropriate recognition of Brian's service and at its June meeting agreed to award Brian life Membership of the Association, the Board at the same meeting also chose to recognise and award life Membership to current Board member and treasurer Peter Hollister for his long term contribution and service to the Association.

Melissa Blake re-joined the Board, at the end of May in the wake of Brian's departure, after several years absence. The organisation was so impressed with Melissa that she joined our staff and departed from the Board in mid September 2014. During that short duration Melissa displayed a strong commitment and enthusiasm to her role. The Board thanks Melissa for her contribution and wishes her well in her ongoing role as part of the YFCC team at The Hub project.

Kim Hainsworth has indicated her intent to retire at the 2014 AGM. Kim's expanded work responsibilities has restricted her opportunity to continue to contribute to the Board. The Board thanks Kim for her contributions since 2009 and wishes her well in her career and continuing life journey.

During the year the Board, following input from the staff, finalised its strategic directions for the next three years. I would commend our CEO, Ros Atkinson for the work that she and the staff undertook in preparation for this.

The Strategic Plan was completed by the Board with a number of sessions under the guidance of Daryl Connelly. This provides us with a clear direction for the way forward in where we see the organisation heading and in particular ensuring that we continue to maintain the strongest possible focus on our clients.

## CHAIRMAN'S *Report* Continued...

In the current "tight" financial environment it is important that we continue to look at all appropriate opportunities to maintain, enhance and grow the organisation. A number of informal discussions have occurred with other parties to that end.

Our Strategic Plan is not a "static" document and will be reviewed and modified on an ongoing basis as our environment changes and opportunities are sought. In addition the Board needs to continue to address the development of a diverse and sustainable financial base.

I have always thought that there should be more opportunity for charitable entities such as Youth Family and Community Connections Inc to develop philanthropic and/or corporate partnerships with the broader community, however being a smaller regional entity does not facilitate ease of access to major Board rooms often located in the major metropolitan cities. While I do not propose to have the answer as to how we can access/leverage these partnerships, it is something that Board could give some thought to in the future.

As part of the Board's own renewal process we have taken proactive steps to seek new Board members. We are looking forward to the contribution that these new members will bring to our thoughts and discussions post the 2014 AGM. In particular we have several "younger" community members joining us which we hope will provide stronger direct input from the youth of our community.

The Board will continue to pursue opportunities to grow in its understanding and knowledge in particular of governance issues. This will be done through appropriate discussion at our regular meetings, investigating opportunities for structured training and the continued circulation of relevant and topical newsletters and information.

Our progress towards a "paperless" Board meeting has been enhanced through the use of tablets, (although some may debate this is not a positive!), at meetings and a shared "dropbox" for the circulation of papers.

In the year ahead we will need to develop a succession plan for the role of Chairman, as I move into the 2nd year of a maximum 3 year term. Also for discussion during the

forthcoming year will be the consideration of a maximum sitting term for Board members. There has been a suggestions that terms should be limited to a maximum of three by three year continuous terms. I have no fixed view on this but it warrants further discussion at the Board table.

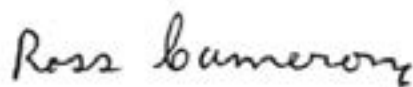
More detailed comment on operational matters will be covered in our Chief Executive Officers' and Services Reports.

I would like to thank our CEO, Ros Atkinson and ALL Staff for their continued efforts in providing services and positive outcomes within the North West Community.

To my Board colleagues goes my sincere thanks for your commitment, input, interest, positive camaraderie and generally good humoured discussion throughout the year. In particular goes my thanks to Beth and David for providing my "taxi" service over the year.

In retiring I wish the incoming Board all the best for 2014/2015 and offer my self for re-election.

And finally our reason for being: 'contributes to a community where individuals and families have the opportunity to achieve goals and to seek positive change' and 'we will provide encouragement, support and resources to enable individuals and families to participate positively in the community.'



Ross Cameron  
Chairman

## CEO Report

This has been a momentous year, with the merger of two long serving Community Service Organisations, Youth and Family Focus Inc. and Community Connections Inc., to form Youth, Family and Community Connections (YFCC). In an economic climate where resources have become more difficult to maintain and services more challenging to deliver, this is a relevant and vital step toward our goals of sustainability and ensuring services remain efficient and responsive to our clients and communities.

To date, the merger process has already created efficiencies through the pooling of managerial and administrative resources, enabling budgeted reductions in administration costs for the next financial year. We have undertaken a full review of all existing policies, procedures and systems, amalgamated or effected improved practices where applicable, and implemented a continuous quality improvement framework across the new Organisation. We have strengthened our Organisational structure to ensure staff are well supported and strengthened our service delivery to rural and remote regions, including Circular Head and West Coast.

The new financial year will see the Organisation with new branding and a new website, assisting in reinvigorating our image as we move forward.

This year we have also made significant effort to better understand the impact and the value of the work that we do. This Annual Report is our first published attempt at providing some of that data and a few of the stories that demonstrate how we are creating impact in the communities we work in. As this is just the early stages of the journey, we expect that we will be reporting even greater information on the outcomes and impacts of the work we do in future years.

During the first half of 2014 the Board and management spent considerable time in the strategic planning environment. This Plan, together with a new Vision, Mission and underpinning principles and values, will be implemented from July 2014. I look forward to reporting on the outcomes of this implementation next year.

This year our most valuable asset has been the attitude and endeavour of our people. Significant change, coupled with challenging times, certainly test the character and capacity of people. Through this period staff have strongly demonstrated characteristics of passion, tenacity and commitment to ensure those we serve receive the very best we can provide. I thank everyone at YFCC for this contribution.

The Board has also continued to display dedication to its responsibility for governing the Organisation, including having a strong vision and planning for a strengthened fiscal outlook. The Board brings with them varied skills and experience, and gives freely of their time and energy. I thank them for their diligence.

Finally, I would like to acknowledge and thank the Government Departments, our community partners and other organisations, agencies and individuals who have assisted YFCC in delivering its services and enabling us to better respond to our clients' and communities' needs. By working together we can do so much more than by working alone.



Ros Atkinson  
Chief Executive Officer

## OUR Funders

- Department of Health (formerly Department of Health and Ageing)
- Department of Social Services (formerly Department of Families, Housing, Community Services and Indigenous Affairs)
- Department of Health and Human Services
- Department of Premier and Cabinet
- Tasmanian Community Fund
- Commonwealth Bank (Small Grant)
- Tasmanian Medicare Local
- Mission Australia
- Choose Employment
- Salvation Army – Employment Plus

## OUR Partners

- Acton Family Hub
- ADS – NW, N
- Advanced Personnel Management
- Andrew Cameron and Associates
- Anglicare (various services e.g. Reconnect, TRC, SYP, Housing Connects, RAIN, Mental Health programs, Taz Kidz Club, financial counselling)
- Annie Kenny Young Women's Refuge
- Ashely Youth Detention Centre
- Aspire
- Beyond Blue
- Burnie City Council
- Burnie Community House
- Burnie High School
- Café Inn-dulgence
- Café 22
- Centre Against Sexual Assault
- Centacare
- Centrelink
- Child and Adolescent Mental Health
- Child and Family Services
- Childhood Trauma Foundation
- Choose Life Services
- Circular Head Aboriginal Corporation
- City Mission – Serenity House and Missiondale
- CMAX Cinema
- CMD Program
- Community Corrections
- Cornerstone Youth Services
- Country Womens Association
- Department of Emergency Medicine (Hospital/triage)
- Devonport Child Care Centre Inc
- Devonport City Council
- Devonport Community House
- Devonport High School
- Devonport Primary School
- Doctor Jane Cooper
- Don College
- Don Medical Clinic
- D Signs
- East Devonport Child and Family Centre
- Eastern Shore Community House
- Emmark Studios
- Family Planning
- Forensic Mental Health
- Gateway Church
- Gateway (Mission Australia)
- Glenhaven
- Good Beginnings
- Health West
- Hellyer College
- Housing Choices
- Housing Connect
- Housing Tasmania
- IPWU (Inpatient Withdrawal Unit)
- Jackie Hallam
- Jessica Redpath
- Karinya Young Women's Refuge
- Kommunity Kids/Burnie Community House
- Latrobe Council
- Latrobe High School
- Launceston City Mission (Orana House)
- LiveFree
- Local GP's
- Marist Regional College
- Max Employment
- Melanie Wyatt
- Mel Pursell
- MI Fellowship (Including ASPIRE)
- Mission Australia
- National Joblink
- Neveco Pty Ltd
- NILS
- NOVA Design and Print
- No 34 Aboriginal Services
- NWAY
- Outside the Square Solutions
- Parklands High School
- Partners In Recovery
- Penguin High School
- Quality Innovation Performance
- Queenstown High School
- Railton Primary School
- Redwater Creek Railway
- Reece High School
- Regional Alcohol and Drugs service
- Richmond Fellowship of Tasmania
- Rosebery Community House
- Rosebery District High
- Rural Health
- Salvation Army
- SEA FM
- Sexual Health Service
- Sheffield School
- Smithton High School Spencer Clinic
- Spencer Clinic
- Spreyton Primary School
- St. Brendan Shaw College
- St Columbia Presbyterian Church
- Stallards Camera House
- Standby Response Service
- Tasmanian Aboriginal Corporation
- TAFE Tasmania
- Tascoss
- Tasmania Police
- The Advocate
- The Tax Centre
- TL3
- Trudy Jones – Jonasports
- Ulverstone High School
- Ulverstone Neighbourhood House
- Waratah Wynyard Council
- Warrawee Women's Shelter
- Wendy George
- West Coast Council
- West Coast Service Providers Forum
- White Lion
- Wise Employment
- Wynyard High School
- Yolla District High
- Youth Care
- Youth Connections
- Youth Futures
- Youth Health Team
- Youth Justice

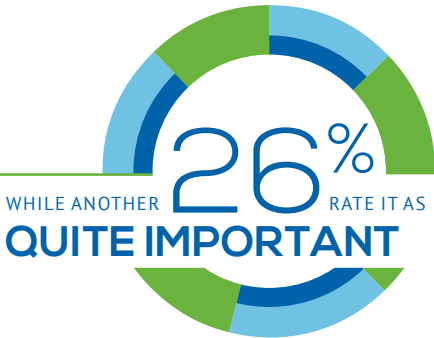
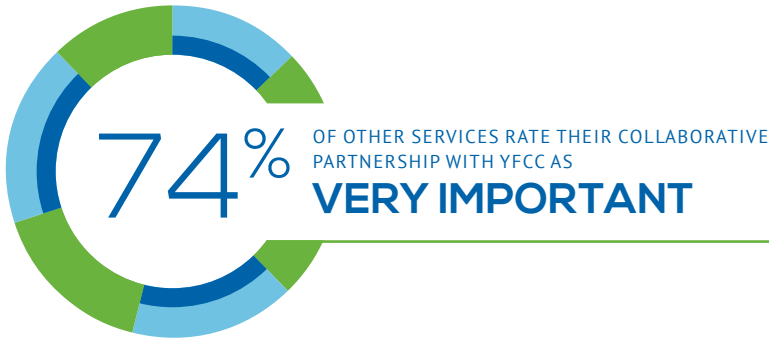


# WORKING TOGETHER *For Better Outcomes*

Wherever possible YFCC work in partnership with other services to provide a coordinated response to address the needs of young people and their families who are facing challenges in their lives or supporting someone who is facing a challenge.

We survey our partner organisations annually to get feedback on how well we are doing and what we might be able to do to make sure our services continue to be the best and most appropriate we can offer.

LIKE US, OUR PARTNERS THINK THAT OUR COLLABORATIVE RELATIONSHIP IS VERY IMPORTANT



WHILE THE RESULTS SHOW THAT WE'RE DOING PRETTY WELL WE THINK THERE IS STILL ROOM FOR IMPROVEMENT. WE WANT ALL OF OUR PARTNERS TO BE SATISFIED WITH THE CONTRIBUTION YFCC MAKES.

NEXT YEAR WE ARE GOING TO WORK ON IMPROVING OUR APPROACH TO JOINT CASE MANAGEMENT AND JOINT PLANNING .

OTHER ORGANISATIONS WERE VERY SATISFIED WITH THE WAY WE WORKED TOGETHER IN **6 OUT OF 7** KEY AREAS.

# 96%

OF OUR PARTNERS **WERE SATISFIED**

WITH YFCC CONTRIBUTION TO INTEGRATED SERVICE DELIVERY/SERVICE COORDINATION



## OUR LOCATIONS *and Services*

### DEVONPORT HEAD OFFICE

1

81 Oldaker St , Devonport 7310

Phone (03) 6423 6635

Fax (03) 6423 6642

Email: [reception@yfcc.com.au](mailto:reception@yfcc.com.au)

**SERVICES:**

FAMILY SUPPORT TEAM (IFSS)

PRIMARY SCHOOLS PARTNERSHIP PROJECT

NSP

NORTH WEST REGIONAL ALCOHOL AND  
DRUG SERVICES (NW-RADS)

JUNCTION HUB PARTNERSHIPS PROJECT

### WILLIAM STREET

2

176 William St , Devonport 7310

PHONE: (03) 6424 7375 Phone (03) 6424 9520 Fax: (03) 6424 9961

**SERVICES:**

CRISIS ACCOMMODATION SUPPORT SERVICES (CASS)

- YOUTH CRISIS ACCOMMODATION SERVICE (YCAS)

TRANSITIONAL ACCOMMODATION

SUPPORT SERVICES (TASS)

- FOCUS ON TRANSITIONAL OUTREACH (FOTO)

### THE JUNCTION

3

64 Stewart St , Devonport 7310

Phone (03) 6424 7353 Fax: (03) 6423 6642

**SERVICES:**

JUNCTION HUB

JUNCTION HUB PARTNERSHIPS PROJECT

COMMUNITY FOCUS ALCOHOL & DRUG SERVICE (CFAOD)

NW REGIONAL - CO MORBIDITY ACTION

PROJECT (NWR-CAP)

VEGGIE PATCH PROJECT

### EASTERN SHORE PROJECT

4

106 David Street, East Devonport, 7310

Phone (03) 6427 9985 Fax: (03) 6423 6642

**SERVICES:**

FAMILY SUPPORT SERVICE (IFSS)

### WILSON STREET

6

129 Wilson Street, Burnie 7320

Phone (03) 6431 9552 Phone: (03) 6432 2759 Fax: (03) 6431 9024

**SERVICES:**

BURNIE YOUTH ALCOHOL & DRUG SERVICE (BYADS)

NW REGIONAL CO MORBIDITY ACTION PROJECT (NWR-CAP)

NORTH WEST REGIONAL ALCOHOL AND

DRUG SERVICES (NW-RADS)

### BURNIE YOUTH ACCOMMODATION SERVICE

5

41 Saundridge Road , Coee 7320

Phone (03) 6431 9230 Fax: (03) 6431 9025

**SERVICES:**

CRISIS ACCOMMODATION SUPPORT SERVICES (CASS)

- BURNIE YOUTH ACCOMMODATION SERVICE

### REID STREET

7

4 Reid Street, Upper Burnie, 7320

Phone (03) 6431 3083 Fax: (03) 6431 1799

**SERVICES:**

TRANSITIONAL ACCOMMODATION SUPPORT SERVICES (TASS)

- LINX TEAM

## OUR LOCATIONS *and Services*

**Crisis Accommodation Support Services (CASS)** for young people aged 13-20 years of age ② ③

**Transitional Accommodation Support Services (TASS)** for young people aged 13-20 years of age (and young parents 15-20 with their children) ② ⑦

**Family Support Service (IFSS)** assisting 'at risk' families and vulnerable children referred through the IFSS Gateway ① ④

**Primary School Partnership Programs (PSPP)** supporting young children and their families in partnership with local primary schools includes: ①

- Respectful Relationships Project
- Building Blocks

**Needle & Syringe Program (NSP)** supporting Injecting drug users through the provision of clean injecting equipment and information. ①

**North West Regional Alcohol & Drug Service (NW-RADS)** providing alcohol and other drug treatment, support, education, information and health promotion to individuals, family members/significant others and NW and West Coast Communities including King Island. ① ⑥

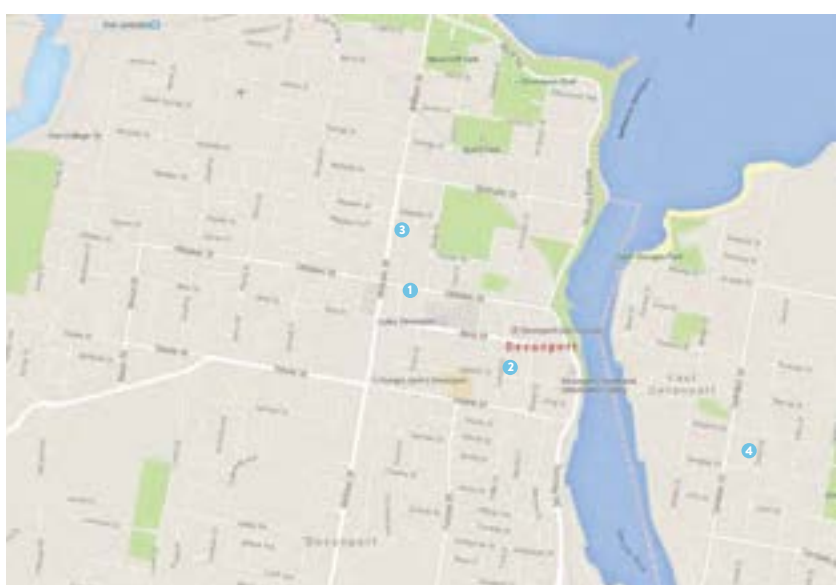
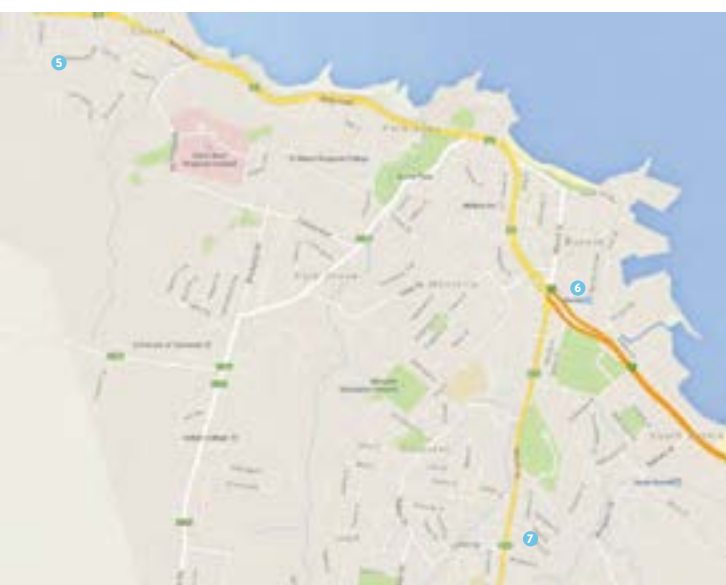
**Youth Alcohol & Drug Service (YADS)** provides a broad range of alcohol and other drug treatment, health promotion and early intervention initiatives aimed primarily at young people 12- 24 years, their family and significant others throughout the NW and West Coast of Tasmania. Includes: ③ ⑥

- IDDI and TEIP Brief Intervention
- School Drug Education Programs (iparty, Pit Stop, National Youth Week and other Activities)
- School Holiday Program (Devonport only)

**North West Regional -Co morbidity Action Project (NWR-CAP)** enhancing the capacity of drug and alcohol treatment services in the Mersey Lyell region of Tasmania so they can more effectively identify and treat coinciding mental illness and substance misuse. ③ ⑥

**Junction HUB** aims assist young people aged 12-24 years and their families with entrenched multi-dimensional complex issues across the Social Determinants of Health (SDoH) by implementing a collective impact approach. ① ③

**Focus on Futures (FoF)** assists long term unemployed individuals gain the skills, experience and confidence necessary to increase their long term employment or training outcomes. ③



## WHO ARE Our Clients

*“During the past 12 months it has been a privilege to work with all of the clients that have accessed this service. Working alongside young people and significant others, supporting and encouraging them to acknowledge and realise that they do have strengths, that they can reach their goals and that each and every one of us no matter what we do are all valued, and have lots to offer.”*

**QUICKSTATS** 2,974<sup>i</sup>

TOTAL CLIENTS

253 ACCOMMODATION SERVICES

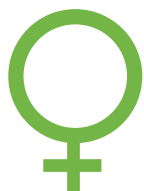
2295 ATOD SERVICES

326 FAMILY SUPPORT SERVICES

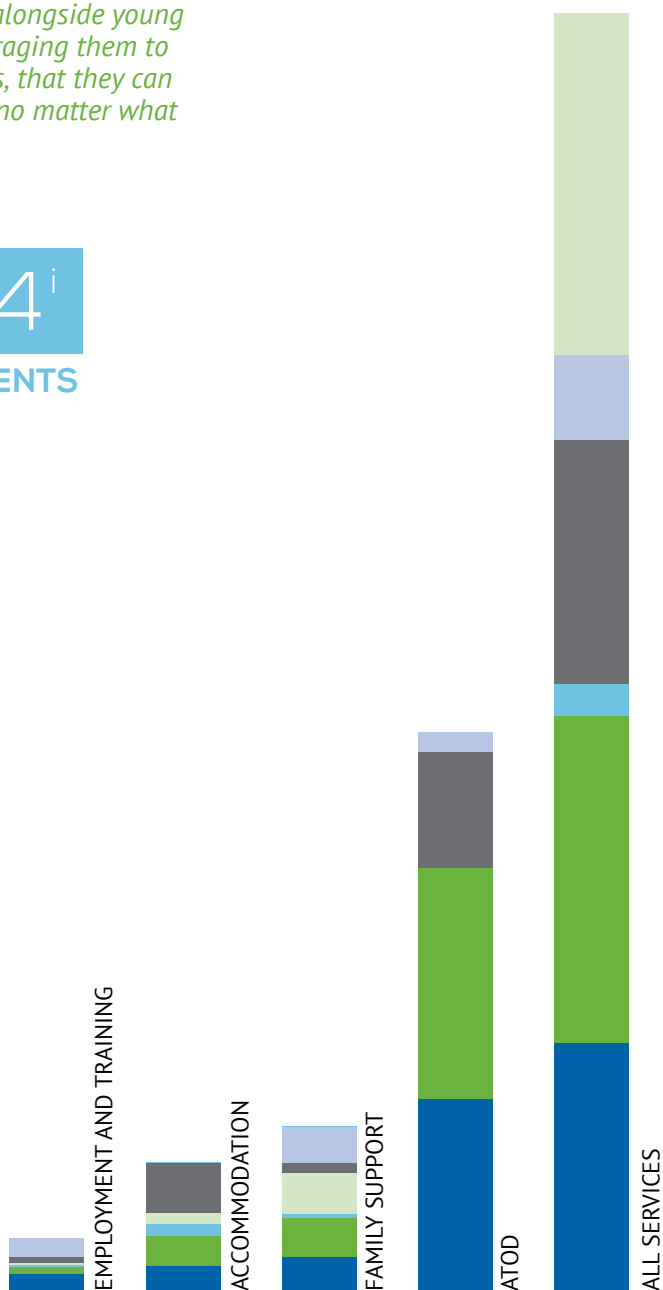
110 EMPLOYMENT AND TRAINING



1,401 MALES



1,573 FEMALES



MALE  
FEMALE  
ATSI  
CHILD <12

YOUTH 13 < 25  
ADULT 26+  
AGE NOT STATED

3,550 NSP SUPPORT VISITS

11,647 HEALTH PROMOTION PARTICIPANTS

## RAISING AWARENESS & *Promoting Health*

YFCC put a lot of time and resources into health promotion activities which raise awareness, provide targeted education and information and improve the capacity of community members so they can make healthy and informed choices about issues that impact on them.

### **ATOD Services delivered 568 health promotion activities to 7731 participants including:**

- Psychoactive Substances Sessions
- Mental Health Week activities
- RYDA Sessions
- iparty sessions
- School Holiday Programs

*"I am enjoying the work, and I believe that the students are learning valuable information regarding alcohol, tobacco and other drugs. My aim with this program is to provide students with information that they can retain easily so that they can then make informed choices regarding ATODs. It is very enjoyable and rewarding to see students write on the evaluation forms that they have learnt a lot of helpful information."*

### **Accommodation Services delivered 19 health promotion activities to 842 participants including:**

- Life Skills Programs
- HELP Film Festival

### **Employment & Training delivered 4 health promotion activities to 140 participants including:**

- Planting and Growing Guides developed and distributed
- Gardening display at the Devonport Showgrounds

### **Family Support Services delivered 128 health promotion activities to 2934 participants including:**

- Parenting Shortcuts Sessions
- Families Week activities
- Kommunity Kids
- Building Blocks Project
- Respectful Relationships Program
- Breakfast Club sessions

IN 2013-14 YOUTH FAMILY AND COMMUNITY CONNECTIONS DELIVERED  
**719** HEALTH PROMOTION ACTIVITIES  
TO **11647** PEOPLE THROUGHOUT THE NORTH WEST COAST.

Working in partnership with parents is a very important part of this work with families the worker develops activities and content to meet the needs of the individual in the family, and other family members. At all times the focus is on encouraging communication that is safe and respectful, open and direct in order to move forward for positive outcomes for all family members.

"M ... is not threatening to self-harm. Showing confidence, leadership at school - now has a good friend"

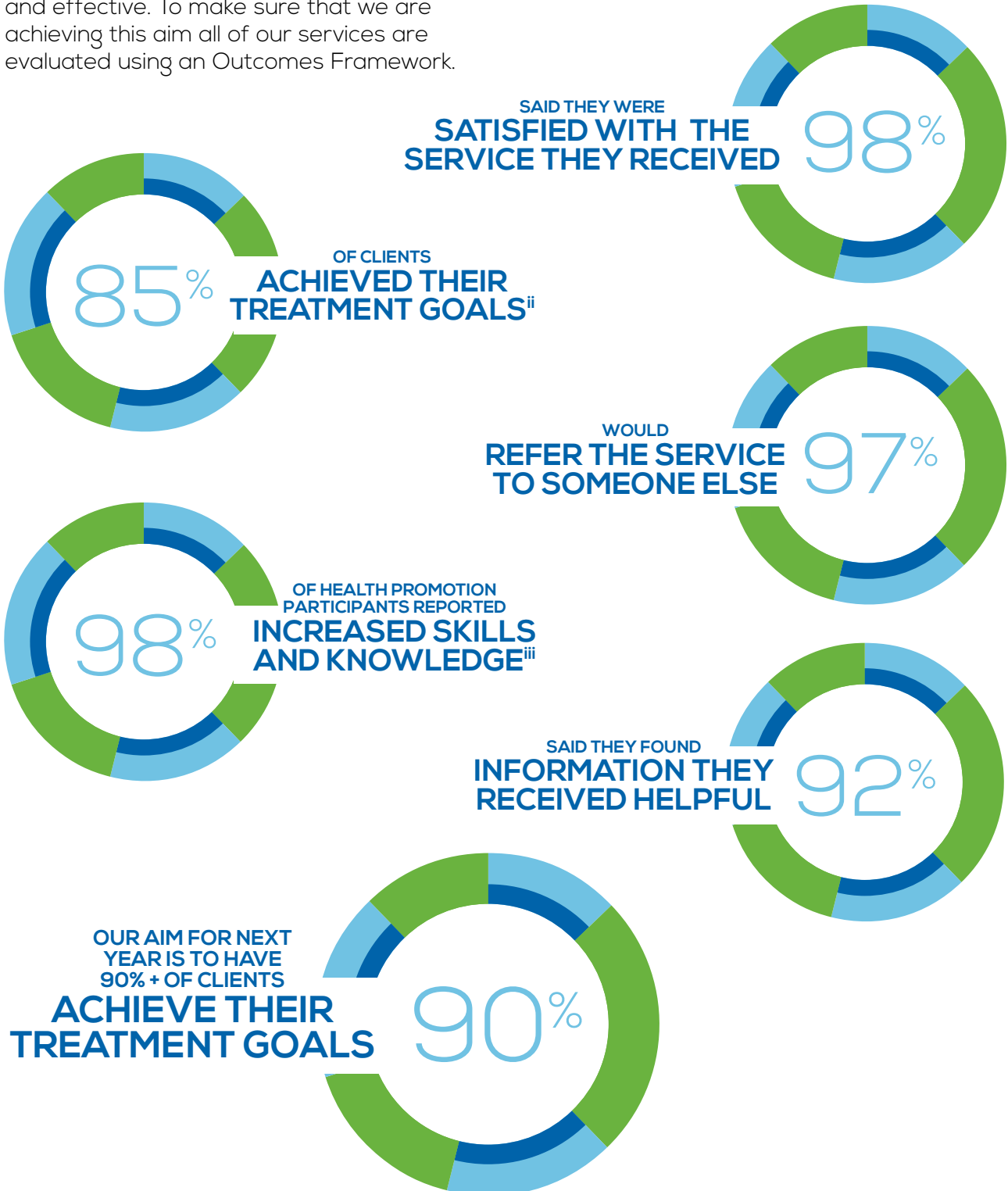
PARENT 9.12.2013

"A lot better than I realised, relationship with the girls, engaging more with the girls asking how they are feeling".

PARENT 8.5.2014

# ARE WE *Making a Difference*

It is important that the services we provide are targeted, timely, appropriate and effective. To make sure that we are achieving this aim all of our services are evaluated using an Outcomes Framework.



## QUALITY *Matters*

Youth Family & Community Connections are accredited under the Quality Improvement Council (QIC). All staff and stakeholders at YFCC participate in Continuous Quality Improvement (CQI) that supports and monitors the Organisation's ability to effectively provide evidence based services to clients. This process is imbedded in the culture of the organisation and supported by an over arching organisational CQI policy.

**OUR AIM FOR 2015:**  
IN THE COMING YEAR THE ORGANISATION WILL BE ASSESSED AGAINST THE NEW VERSIONS OF THE STANDARDS - OUR AIM IS TO EXCEED ALL 18 OF THOSE.

## QUALITY ACCREDITATION SINCE 2011

As a result, a system has been developed, evaluated and maintained based on ongoing staff and stakeholder consultation and monitoring of evidence based standards, legislations and regulations. This system consists of 4 core components:

1. Quality Management Systems (QMS)
2. Policy/Procedure/Document Review and Development.
3. Feedback Monitoring
4. CQI Annual Planning

The practices demonstrated through this system enables YFCC to continually meet compliance with the Health & Community Services Standards and ensures that we continue to provide the best Service possible.

## CURRENTLY MEETING

# 19

## STANDARDS

AND EXCEEDING 3 OF THOSE





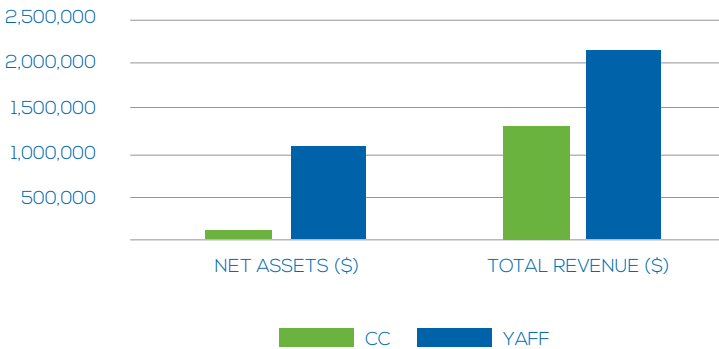
# FINANCE *Report*

## The 2013/2014 financial year will be defined as the year of the merger.

The merger of Youth & Family Focus and Community Connections was far from an easy decision, and far from an easy process, but as we look back to where we were to where we are now and where we are headed the decision and hardships can be vindicated.

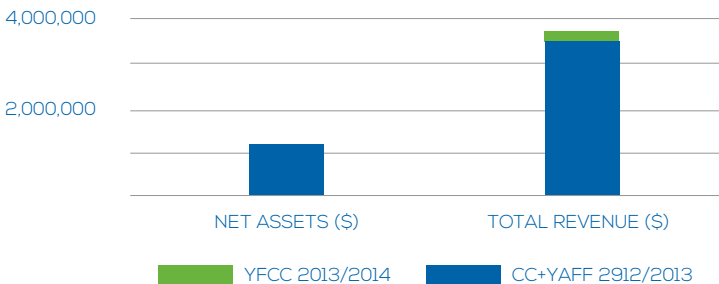
AS AT JUNE 2013 COMMUNITY CONNECTIONS AND YOUTH & FAMILY FOCUS HAD THE FOLLOWING KEY FINANCIAL FIGURES:

2012 / 2013 KEY FINANCIAL FIGURES



WHICH CAN THEN BE COMBINED AND COMPARED TO THE 2013/2014 KEY FINANCIAL VALUES TO SHOW OUR GROWTH:

2013 / 2014 KEY FINANCIAL INDICATORS



# "THE MERGER PROCESS HAS ALREADY CREATED EFFICIENCIES"

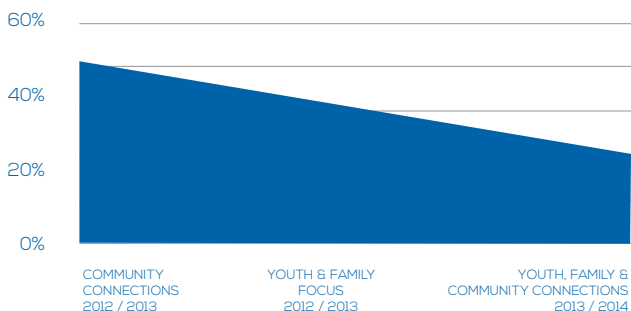
One of the benefits of a merger is the ability to come out of the process stronger than the sum of the combined parts.

Part of this strength comes from reduced reliance from a single funding source. The higher the reliance the increased risk of unsustainability through loss of individual funding

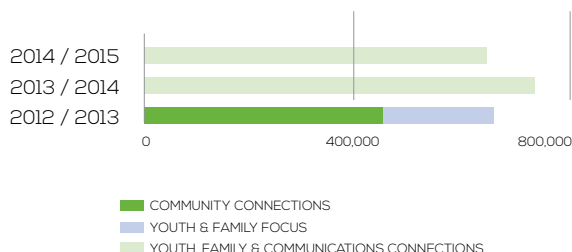
contracts. As can be seen below, after the merger, the major service of the organisation contributes only 20% which, while still substantial, shows an excellent step towards reduced reliance of one single funding source.

ANOTHER BENEFIT OF THE MERGER WAS REDUCED ADMINISTRATION COSTS AS CAN BE SEEN BELOW:

% OF REVENUE FROM SINGLE SERVICE



ADMINISTRATION COSTS (\$)



As can be seen from these figures that, despite an initial increase in administration costs as a result of the merger (predominantly redundancy payouts), the budgeted administration costs of 2014/2015 are expected to be marginally below the 2012/2013 financial year. This is a fantastic forecast when considering the CPI increases across our overheads and increasing wages and salaries costs (predominantly due to the ERO) that have and will occur over last and this financial year.

Finally these savings, as a result of the merger, have allowed the organisation to budget for reduced administration charges to the services of the organisation (Varying from 17.5 to 20% in 2014 down to 15% in 2015) resulting in an ability to contribute both more resources to service delivery

and the ability to tender more competitively for future funding opportunities.

Overall the 2013/2014 year was far from the easiest year, financially, for our organisation but evidence truly suggests that the short term pain will be worth it in long term gain.

Peter Hollister  
Treasurer

**END NOTES**

- i REGISTERED AND INFORMAL CLIENTS FOR EACH FUNDED PROGRAM AREA
- ii % OF REGISTERED CLIENTS ACHIEVING GOALS IDENTIFIED USING OUTCOMES ASSESSMENT
- iii BASED ON EVALUATION OF 60% OF ALL PARTICIPANTS



**YFCC**  
YOUTH, FAMILY  
& COMMUNITY  
CONNECTIONS

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