



# ANNUAL REPORT 17/18

Real people.  
Real stories.

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Real people.  
Real stories.



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# WHO WE ARE

# 01



## OUR VISION

### A safe and inclusive community, freed of crime and prison

Initially operating as a drop-in centre over 30 years ago, ACSO has become a leading provider of forensic and community support services. We provide specialist support responding to unemployment, mental illness, disability, homelessness, substance use and offending behaviour across metropolitan and regional Victoria, New South Wales and Queensland.

Our purpose remains unchanged three decades on; to create a safe and inclusive community for everyone.

Our ethos is to 'create another chance' and how we go about doing it portrays our values.

We provide a 'wrap around' service delivery model that integrates prevention, early intervention, and diversion through to reintegration programs to achieve better outcomes for our clients and the communities we serve.



## OUR MISSION

### We help people transition from prison, assist them in the community, stop them from re-offending and intervene to divert others from committing crimes

Our mission is to influence change in the lives of people who have found themselves in the criminal justice system; people with chronic addiction, mental illness and intellectual disability – people who in so many ways are often victims themselves.

Fundamental to our work is the belief that everyone deserves another chance and our values and the behaviours that underpin this are at the core of everything we do.

Our goal is to 'break the cycle of crime' by increasing social inclusion and economic participation for all Australians.



## OUR PEOPLE

### Our workforce is the heartbeat of our organisation

We are committed to building and strengthening our team of people who love their jobs and are passionate about ACSO's vision, values and mission.



## OUR CORE VALUES

### Passion

Our heart and passion is at the core of everything we do.

### Belief in Humanity

We believe that everyone deserves another chance and is entitled to opportunities, which can help them to change their lives and realise their potential.

### Integrity

We are genuine in our relationships with clients and each other, always true to ourselves and courageous in our approach.

### Pioneering Spirit

We are willing to explore and develop new and innovative solutions and take on the challenges that confront us.



## OUR COMMITMENT

### Reducing Recidivism

Almost 50% of people who have served a prison sentence return within two years. At ACSO, we are committed to breaking the cycle. It's our aim through our in-prison and post-release programs to reduce overcrowded prisons, remove the revolving door and help them get their lives back on track.

**"Doing this in Victoria, New South Wales and now Queensland (both in prison and through the gate), we have worked with over 3,200 people this year"**

### Divert people from a Life of Crime

ACSO is committed to diverting people from committing offences and preventing them from ending up in custody. It's not just people in prison, we also work with people on court and Community Corrections Orders to help them stay out of jail and reintegrate into the community.

### Early Intervention

It's not enough to simply work with people only once they have committed an offence. We work with people who have complex risks and needs at risk of committing offences. Disengaged youth, people with drug and alcohol issues, mental health issues and intellectual disabilities are all over-represented in the forensic population.



## OUR OPERATIONAL GOALS

### Recover

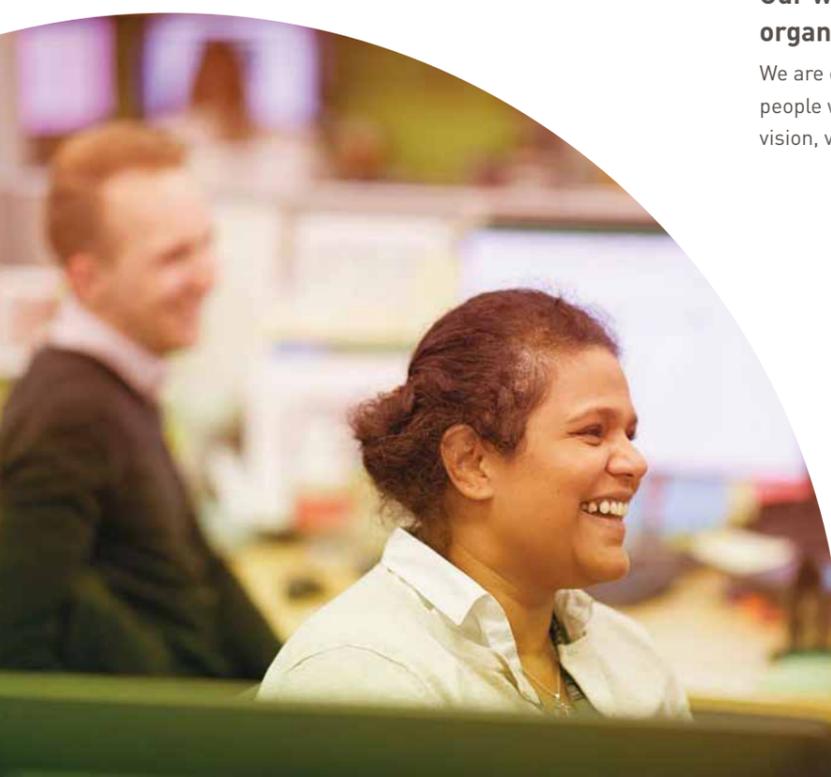
We promote, support and believe in the values of hope and recovery in all aspects of our work.

### Rehabilitate

We develop rehabilitation programs that divert people from committing crime or re-offending by helping them address and change problem behaviour.

### Reintegrate

We reintegrate people from prison back into the community, housing them and assisting them to successfully re-enter the workforce.



# MESSAGE FROM CEO

# 02



Hello and welcome to ACSO's Annual Report.

This year we celebrate the amazing outcomes that our clients and staff have achieved across ACSO's programs; from Fortitude Valley in South East Queensland to Corrimal in New South Wales and Gippsland in Victoria. We have continued to expand our services for people exiting prison with new programs in Victoria; housing and outreach support as part of the new Post Sentence Scheme, case work support for people on short sentences and remand orders and supportive housing projects in Moe and Traralgon developed by Housing with Conviction (our Housing subsidiary).

The ACSO senior leadership team has been growing and evolving with all members now recruited. I welcome new additions to the Executive team; Cath Williams (Chief Operations Officer), Ian Heycox (Chief People Officer) and Jane Frawley (Company Secretary). Joining Zoran Brzakovic (Chief Information Officer) and Remberto Rivera (Chief Financial Officer) this team brings significant public, community and private sector experience and capability to assist myself and the ACSO Board to drive ACSO's strategic, operational and commercial directions in the coming years.

The ACSO Board continues to provide expert governance and oversight of the organisation that gives assurance to the Governments that fund ACSO's programs and to the communities that we serve. I extend my sincere appreciation to the ACSO Chair, Stewart Leslie who retires from the Board in 2018. Stewart has assisted and supported ACSO for the past nine years and as Chair for the past five years. As an ex KPMG Partner with expertise in commercial and financial risk and corporate governance, Stewart has been instrumental in assisting the organisation to establish robust commercial, risk and corporate governance processes.

In 2018 we also farewell our 'foundation' ACSO staff member, Chris Cappello who is retiring. Chris has been with ACSO for

35 years from the very beginning, her journey has been an amazing one. First starting as a volunteer to help Stan McCormack to run the 'Epistle Centre', managing ACSO's first residential unit (McCormack House), being Executive Assistant to the CEO. However, I believe Chris' role in running our Consumer Advisory Group over the past 8 years is where her work has had the greatest impact. Chris has helped bring the 'voice' of our clients into the decisions that the organisation makes day to day and also for the future. I am sincerely grateful for Chris's contribution to ACSO over many years.

In my first 12 months as CEO, I have been focused on setting the right 'foundations' for ACSO's future growth, strategic objectives and most importantly that our staff are safe and resourced to be successful in their job at ACSO. We have made a number of very important investments in the organisation's capability as a preferred provider for community based criminal justice support services.

**The ACSO Board continues to provide expert governance and oversight of the organisation that gives assurance to the Governments that fund ACSO's programs and to the communities that we serve.**

## FORENSIC PRACTICE DEVELOPMENT TEAM

Our Practice Development team is led by newly appointed Principle Practitioner, Elisa Buggy. Elisa comes to ACSO with a wealth of consumer, practice and policy reform experience acquired over the past decade in Courts Victoria - leading the inaugural Victorian Drug Court and more recently as Director of Justice Innovation at the Judicial College. The team is supported by Clinical Consultant, Professor Michael Daffern (Forensicare and Swinburne University) who spends time at ACSO each month providing expert advice and consultation on individual client cases and our Practice Framework. This investment also includes the appointment of Senior Practice Advisors now located in New South Wales, Queensland and Victoria, who provide additional capacity and practice expertise, leading specialised forensic training, case reviews and support for our front line workforce. The vision for the team is to lead best practice in reducing the harms of offending behaviour through partnerships that integrate data



Kevin and Margaret are the parents of a 50 year old daughter with a long history of alcoholism, mental health issues, depression and anxiety.

Kevin and Marg had found negotiating services difficult and their daughter would often relapse.

Kevin and Marg were literally on their knees when they connected with ACSO and in utter despair.

Once involved with the family and carer support program, they were able to put their daughter in touch with the appropriate services and programs to assist her. The support program has been a positive experience for them providing a forum to share stories, concerns, laughter and tears.

*We had no skills to change our daughter's behaviour ACSO gave us the confidence to deal with our daughter. The change in us initiated her willingly engaging with ACSO to address her addiction*  
Kevin & Marg.

driven research and evaluation with innovative program solutions delivered across ACSO's services. This investment also enhances, broadens and integrates ACSO's current Clinical Services team which is focused on our Forensic Disability programs. And finally, the team is leading our Industry Partnership with Swinburne University Centre for Forensic Behavioral Science. Through this partnership we have commenced a formal Student Placement Program (Masters of Counselling). We will begin developing customised forensic training units tailored to ACSO's specialised work and develop a new framework for a Forensic Disability Pathway that ensures people with a disability in the criminal justice system are not 'lost' whilst the NDIS reforms are implemented over the next 10 years.

## As the organisation continues to grow we have invested in a number of capital improvements that ensure our employees and clients experience better amenity and safety.

As the organisation continues to grow we have invested in a number of capital improvements that ensure our employees and clients experience better amenity and safety. We closed our hub office in Bendigo and re-opened a larger, better designed and appointed office in central Bendigo after outgrowing the current site. We are investing in a new Hub office site in Sunshine, in western metropolitan Melbourne. As we go to print a larger site has been sourced close to Sunshine railway station which will replace our current Hub office in Glenroy (we will maintain a co-location at Glenroy). We are also making improvements at our Hub office sites in Ballarat, Shepparton and Traralgon.

## BUSINESS DEVELOPMENT OUTCOMES

We have had some excellent results led by our National Manager, Guy Cooper. Our approach to business development is more than writing a funding submission. Success comes from performing on current contracts and creating innovative service solutions to the most difficult problems. In 2017/18 we have commenced a number of new contracts for programs funded by Department of Justice and Regulation (Victoria):

**Community Support Program.** Statewide Outreach and case management service for people on Post Sentence Orders.

**Restart Program.** Statewide outreach and case management service for people on short term custodial sentences and remand.

**Specialist Forensic Disability Residential Program.** 4 bed intensive 24/7 service for people on Post Sentence Orders.

**Specialist Housing Placement Program.** Advocacy and referral service for people on Post Sentence Orders.

We also secured the first funding contract for our subsidiary company, Housing with Conviction from DHHS Director of Housing as part of the Victorian Homelessness Strategy. We have received \$5.9m in capital funding over three years to establish a range of supportive transitional and long term housing units in regional Victoria.

## ADVOCATING FOR CHANGE IN THE CRIMINAL JUSTICE SYSTEM

### Forensic Disability Services and the NDIS

ACSO has been a specialist forensic provider of Disability services for 20 years for people with complex needs and a cognitive impairment who are involved in the criminal justice system. We operate nine 24/7 residential units, a clinical support team and outreach packages for up to 70 people. As many other support agencies report, our experience of the NDIS transition has also been difficult and disruptive. We found that we have not been able to deliver the safe, high quality services to people who are subject to restrictive practice and who are subject to a suite of sometimes multiple civil and criminal court orders. An unintended consequence of the NDIS transition is that the co-ordination of supports for people with multiple and complex needs and risks is often 'disaggregated'. ACSO's position is that it is not possible to separate the complexity of disability support needs from behaviours associated with criminal activity for people with an Intellectual Disability. The outcome is services, supports and co-ordination that becomes fragmented, with multiple agencies and people not previously involved with established 'care teams', leaving clients and the community at risk of harm.

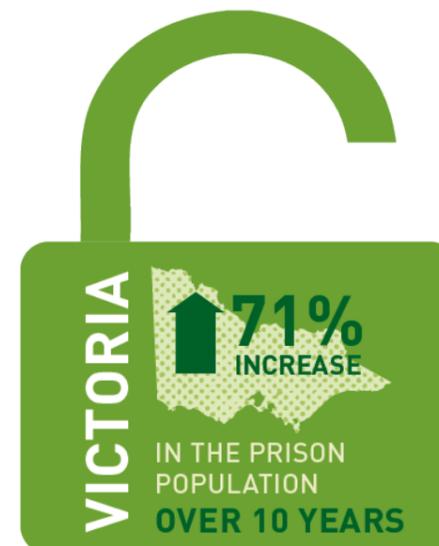
Another significant concern is for people with mental illness and Intellectual Disability who are found 'unfit to plea' and who become trapped between the courts and the denial of Bail and prison remand for low tariff offending. These people often require specialist intensive residential and therapeutic supports, however, there are fewer providers that have the capacity to do this work since the NDIS implementation. Recent investigations by the Victorian Public Advocate and Ombudsman have 'shone the light' on this issue. ACSO remains committed to providing services for these groups, we are continuing to negotiate and work with the Victorian Government and the NDIA to create solutions that balance the principles of 'choice and control' with community and support worker safety. There are no easy answers to these complex problems, however, along with ACSO the Victorian Government and NDIA share a strong commitment to get the right service model in place for forensic disability.

## The Growing Prison System – Time for 'Smarter Justice'

2018 has marked a new, unfortunate milestone for prisons in Australia with ABS data showing 42,855 people in prison as of June 2017, up from 25,968 10 years ago. Let's be clear, high imprisonment rates are not a sign of a safer community, almost all prisoners are released at some point in time. The data on Australian prisoners confirm that the majority have a range of complex health needs that include untreated mental health and substance abuse conditions that are exacerbated by homelessness. In Victoria there has been a 71% increase in the prison population in the past 10 years with unsentenced prisoners (remand) now making up 35% (up from 25%). This follows Government responding to growing public support for tougher sentencing, following community outrage over catastrophic crimes by parolees and people on bail. ACSO supports legislative reforms and investment in systems that reduce the opportunities for violent crimes to happen.

## ACSO's view is that prisons should only be used as a last resort for the most serious of crimes.

Imprisonment of younger people who are not committing violent or serious offences only results in them being 'schooled' to become recidivist offenders. With return to custody rates hovering at about 45% a different approach is needed for people who do not commit violent crimes. ACSO's view is that prisons should only be used as a last resort for the most serious of crimes. The funding and use of structured, evidence based support and treatment options are a more effective deterrent to reducing offending behaviours than imprisonment.



Legislative changes that reduce options for Bail can become a 'blunt instrument' with many people ending up on remand who previously would have safely and successfully been managed on Bail. This results in more family breakdowns, increasing unemployment and increasing rates of untreated mental illness and substance abuse. This point is important because each prison bed costs in excess of \$100,000 per year to 'operate' and the 'prison revolving door' is very real with data showing that people are more likely to return to prison after each period of imprisonment. The Victorian Correction's budget is increasing on average each year by \$300m. Given this economic cost it just doesn't make sense to put people who have not allegedly committed violent crime on remand in maximum security knowing that every 1 in 2 people will re-offend and be re-imprisoned. What makes sense is to invest in specialised programs where these people can be safely supported and treated in the community at a much lower cost.

ACSO delivers a range of reintegration services in QLD, NSW and VIC for ex prisoners who have committed serious crimes, we have very high rate of success in reducing offending and return to custody in these programs. However, we also need to focus our capacity and experience on trying to prevent people from becoming entrenched in a life of crime and long term imprisonment. This will become an important focus for ACSO in the coming years and we have an opportunity to now create this change. As we go to print for this Annual Report, ACSO is partnering with Corrections Victoria and Court Services Victoria to deliver a new innovative 18 month pilot program with Melbourne Magistrates Court. The program will provide intensive case management and integrated community based support over six months to assist people to meet their bail conditions. The service model includes; residential housing with 24/7 staffed support with 'step down' independent housing options integrated with alcohol and other drug assessment and treatment programs with Caraniche Psychological Services and Melbourne City Mission. The program will be comprehensively evaluated to measure indicators that reduce re-offending and breach of bail conditions, reduce the economic costs of remand and increase social and wellbeing outcomes. If successful, the program has the potential to provide a solution that increase community safety AND reduces the remand population and therefore the need to build more expensive maximum security prison beds.

**VAUGHAN WINTHER**  
CEO

# MESSAGE FROM CHAIR

# 03



This is my last report as Chair of ACSO. After nine years on the Board, including five as Chair, it is time to make way for someone new.

In my first report as Chair I said the reason I took on the role is because I believe our community needs ACSO. Considering what has happened over the five years I have been Chair, our community needs ACSO even more. We operate in three States – Victoria, New South Wales and Queensland. I was appointed Chair on 1 October 2013. On that date, according to the Australian Bureau of Statistics, there was 21,793 people in full time custody in these States. By 30 June 2018 that number has increased by 38% to 30,013. People in community based corrections increased by 32% from 40,867 to 54,106. Over the five years from 2013, Victoria alone has added 1,500 prison beds to accommodate this increased population. A further 700 beds will be added when the new prison is built at Lara.

ACSO has taught me that, in our community, there are people deserving of a second chance. They represent less than half of one percent of the population of the States in which we operate. They are reliant on ACSO (and organisations like ACSO) to take advantage of that second chance. Is there a better way of providing that chance?

One of many personal highlights over the last five years was meeting Jerry Madden, a former member of the Texas Legislature. Jerry spoke at our 2015 conference, which had as its theme Do Prisons Change Lives? Jerry was instrumental in Texas introducing criminal justice reforms that diverted individuals from prison through mental health and substance abuse treatment programs, in-prison rehabilitation and proper use of probation and parole processes. As a result of these reforms, since 2007 Texas has closed eight prisons, reduced its prison population by more than 30 percent and saved hundreds of millions of dollars along the way. This is

Texas, a State that prides itself on being tough on crime. It allows capital punishment. Since meeting Jerry I have been mindful of what ACSO does (in its usual understated way) to offer programs and encourage the funding of programs that emulate what has been achieved in Texas. Perhaps additional funding for our programs and those offered by other organisations might enable a reduction in the prison population in Australia's eastern States.

ACSO is well positioned to support the delivery of government policy in the justice sector. In the five financial years to 30 June 2018 we have invested \$8.2 million in infrastructure to support the delivery of our services. This includes the investment in our client management system, OSCA. Investment in OSCA will continue to ensure that it delivers all of its benefits.

## ACSO has taught me that, in our community, there are people deserving of a second chance.

As I prepare this report, the first anniversary of the Board's appointment of Vaughan Winther as ACSO's Chief Executive Officer has just passed. Vaughan joined ACSO in 2008 and had three extended periods as acting Chief Executive Officer before his appointment on 1 October 2017. His loyalty and dedication to ACSO is exemplary.

Vaughan has been instrumental in entering into arrangements with Swinburne University for student placements and to develop customised forensic practice training and research and evaluation partnerships is a particularly exciting initiative. On behalf of the Board I thank Vaughan for his leadership of ACSO, his leadership team and all of the ACSO team for their efforts in delivering ACSO's mission.

Vaughan is supported in his role by a dedicated hard working Board of Directors. It has been an honour to Chair ACSO's Board over the last five years and I thank all of the Directors for their support, especially over the last eighteen months. During the year, three Directors resigned. Leigh Gassner joined the Board in 2007 and could always be relied upon for wise counsel. His understanding of our sector and his calm, considered approach to the issues brought to the Board table will be missed. Susan Hayes resigned from the Board but remains as a member of our Strategic Input & Positioning Committee. We are grateful that Susan's knowledge of our

sector remains available to ACSO. Jacqui Watt resigned as Chair of Housing with Conviction. Jacqui was instrumental in setting the direction for our housing subsidiary, which is now gaining momentum with funding for projects in Victoria and Queensland.

Jane Hall and Mark Rallings joined the Board. Jane has an extensive career as a lawyer specialising in workplace health and safety matters. Mark joins us after a 14 year career with Queensland Corrective Services, the last three as Commissioner. Both have already contributed to the Board's activities and will continue to do so.

My decision to resign from ACSO's Board pales into insignificance beside Christine Cappello's retirement. Over 30 years ago Chris left a secure job in the commercial sector to work with a former prisoner in a job with no pay. Over that time Chris helped start our Council (which has evolved into the Board we have today) and has been a member of the Council, secretary of the Health & Safety Council, manager of McCormack House and an invaluable member of the executive team, especially when Tony Calabro was Chief Executive. Currently Chris is coordinator of our Community Advisory Group. In an earlier Annual Report Chris said, "I believe being brave, taking on and working with clients in the 'too hard basket' is still at the core of what we do". Chris embodies the spirit of ACSO. She will be missed.

From little things big things grow. ACSO started as a drop-in centre in Napier Street Fitzroy set up by Stan McCormack in 1983. ACSO's Board of Directors are the trustees of Stan's legacy of providing help for those transitioning from prison and re-joining the community. I am proud to have contributed to the maintenance of that legacy.

**STEWART LESLIE**  
Chair



Chris Cappello



**3 STATES**  
NSW, VIC & QLD



People in full time custody

**↑ 38%**



People in community based corrections

**↑ 32%**

# GOVERNANCE ACSO'S BOARD

# 04



**THE HON. SALLY BROWN AM**  
**ACSO'S PATRON**

Appointed to Board in 2004, Ms Brown was elected Patron in 2011. After working as a solicitor, tertiary lecturer and barrister, Ms Brown was appointed a magistrate in Victoria in 1985; one of the first two women appointed to the Court. In 1990, she was appointed Chief Magistrate. Between November 1993 and June 2010 she was a judge of the Family Court of Australia. As a decade long board member of the Australian Institute of Judicial Administration and a member of the inaugural board of the National Judicial College, Ms Brown was instrumental in the development and delivery of judicial education in Australia, particularly education relating to gender and culture, and the incidence and impact of family violence and sexual assault. She has maintained a long-standing interest in juvenile justice, sentencing, child protection and human rights; she chaired the Board of the Australian Institute of Criminology for seven years, has been a member of the Alfred Hospital Board and the Board of the Australian Drug Foundation, and is a member (and former Victorian president) of the International Commission of Jurists. Her name was entered on the Victorian Honour Roll of Women in 2003 and she was appointed a member of the Order of Australia in 2006.



**MR STEWART LESLIE**  
**ACSO BOARD CHAIR**

**Ex-Officio Member Corporate Risk, Finance and IT Committee Member**  
**Ex-Officio Strategic Input & Positioning Committee Member**  
**Ex-Officio Quality, Safety & Service Delivery Committee Member**  
**Housing with Conviction Board Member**

Appointed to Board in 2009, Mr Leslie is a Fellow of Chartered Accountants Australia and New Zealand and holds the Graduate designation from the Australian Institute of Company Directors. For 15 years he was a partner with consulting firm KPMG, where he specialised in assurance and advisory services.

Since retiring from that partnership in 2001 he has been appointed to a number of governance roles in the public sector, including directorships of the Royal Women's Hospital and the Emergency Services Telecommunications Authority. He has also been a member of a number of boards in the not-for-profit sector.



**MS KATHLEEN BARKER**  
**ACSO BOARD DEPUTY CHAIR**

**Quality, Safety & Service Delivery Committee Chair**

Appointed to Board in 2009, Ms Barker draws on over 20 years leadership and operational experience across the health, insurance and human resource sectors. Formally a senior executive with the Transport Accident Commission, she successfully led that organisation's workforce transition from Melbourne to Geelong.

She is the founder and principal consultant of Andeol Consulting established in 2009, where she specialises in organisational coaching, leadership and business transformation. She is an alumni of Leadership Victoria, is actively involved in and is passionate about community leadership.



**MR ANDREW CHADWICK**  
**ACSO BOARD MEMBER**

**Corporate Risk, Finance & IT Committee Member**  
**Housing with Conviction Board Member**

Appointed to Board in 2014, Mr Chadwick is an Associate of Chartered Accountants Australia and New Zealand. He has been a member of the Audit, Risk and Compliance Committee since 2009 and was appointed Chair of the Committee in March 2014. He is a financial consultant, following 12 years with BHP Billiton as a Senior Manager in Group Reporting, which included six years with responsibility for external financial reporting.

Previously he was with accounting firm KPMG, as a Partner for 12 years in the assurance and advisory services division. Mr Chadwick first became involved with ACSO in 2001 when he was engaged to provide financial consulting advice.



**JUSTICE PAUL COGHLAN**  
**ACSO BOARD MEMBER**

**Quality, Safety & Service Delivery Committee Member**

Justice Paul Coghlan was admitted to practice in 1969. After nine years as a solicitor, he joined the Victorian Bar in 1978, where he specialised in criminal law. He was a judge of the Supreme Court from 1995 until 2009 and was the principal judge of the Criminal Division of the Court between 2010 and 2012.

In 2001, following highly-regarded service as a Senior Crown Prosecutor and Chief Crown Prosecutor, he was appointed Victoria's fifth Director of Public Prosecutions. He was appointed as a judge of the Court of Appeal of the Supreme Court in 2013 and retired in early 2014 after over 40 years in practice.



**MS JUDY FINN**  
**ACSO BOARD MEMBER**

**Strategic Input & Positioning Committee Member**

Judy Finn was appointed to the Board in February 2017. Judy comes to ACSO having both consulted to and performed senior roles in some of Australia's leading not-for-profit health organisations.

Currently overseeing the implementation of a multi-year program of work in the area of Bullying, Discrimination and Sexual Harassment (Royal Australasian College of Surgeons), these organisations include Beyondblue (Strategic Projects Lead, Program Director Public Health), National Heart Foundation of Australia – Victorian Division (Director Cardiovascular Health Programs, Government and Stakeholder Relations) and Cancer Council Victoria (Quit Campaign – various roles over a number of years).

Participation in the Williamson Community Leadership Program (Leadership Victoria) fuelled Judy's interest in corporate governance. As a Graduate of the Australian Institute of Company Directors, Judy is energised to apply her strategic planning, advocacy and stakeholder relationship skills on behalf of ACSO.

Amy McCarthy is a Youth Development Coach with TTW who works with young people to transition to work.

Heather is a 18 year old who joined ACSO's Transition to Work (TTW) program five months ago. She was linked up with ACSO by Centrelink through the Youth Allowance scheme.

Heather didn't see much in her future, 'just a job'. She now has embraced learning more about her passion for art and photography. Her Youth Development Coach, Amy enjoys identifying skills in young people and working with them to further develop natural talent and interests.

*I've really connected with Amy as a coach; I barely left the house when I first joined the program and now I love meeting people and getting involved with everything. I love ACSO and the TTW program has been a lifesaver for me.*

*Heather*



**MS JANINE HOLLOWAY**  
**ACSO BOARD MEMBER**

**Corporate Risk Finance & IT Committee Chair**

**Quality, Safety & Service Delivery Committee Member**

Janine joined the Board in late 2017 and provides expertise in strategic risk management.

She is currently Chief Operations Officer at SecondBite. Her previous roles include Director of KPMG Justice and Security and Head of Strategy, Risk and Assurance at ESTA (Emergency Services Telecommunications Authority).



**DR DANNY SULLIVAN**  
**ACSO BOARD MEMBER**

**Quality, Safety & Service Delivery Committee Member**

Appointed to Board in 2014, Dr Sullivan is a consultant forensic psychiatrist. Dr Sullivan is the Executive Director of Clinical Services at the Victorian Institute of Forensic Mental Health (Forensicare); he has extensive experience working in prisons and assessing and consulting on offenders with complex needs. He holds a medical degree from the University of Melbourne, and Masters degrees in Health & Medical Law (Melbourne) and Bioethics (Monash).

He is currently completing the International Masters for Health Leadership at McGill University in Canada. He is a Fellow of the Royal Australian and New Zealand College of Psychiatrists, a Fellow of the Royal College of Psychiatrists (UK) and an Associate Fellow in the Royal Australasian College of Medical Administrators. He holds honorary academic positions at the University of Melbourne and Swinburne University, and is active in research, teaching, and providing expert evidence in most Australian jurisdictions.



**MS JANE HALL**  
**ACSO BOARD MEMBER**

**Quality, Safety & Service Delivery Committee Member**

Appointed to the Board in 2017 Jane is an experienced Health and Safety Solicitor. With almost 20 years' experience in public and private sectors, Jane's extensive experience in health and safety law spans multiple jurisdictions and industries including government, property and construction, financial services, insurance, manufacturing, FMCG, health, emergency services, energy and resources, mining, telecommunications, waste and transport.

In 2015 Jane's innovative approach to using new technologies to enable real-time legal advice in the event of a crisis saw her win Australian and international legal and innovation accolades.



**DR MARK RALLINGS**  
**ACSO BOARD MEMBER**

**Strategic Input & Positioning Committee Member**

**Housing with Conviction Board Member**

Appointed to the Board in 2018, Dr Mark Rallings is a former Commissioner of Queensland Corrective Services, with nearly 15 years experience in Queensland and the UK. Earlier roles included Head of Research and Evaluation of the Sex Offender Treatment Program, Her Majesty's Prison Service and Executive Director, Offender Programs and Services, Queensland Corrective Services.

Mark has worked as a psychologist in an employee assistance service of a large government organisation and in private practice. Mark is currently a Professorial Research Fellow at Swinburne University of Technology and he is an Adjunct Professor at Griffith University and the University of Queensland.



**MS LEAH CALNAN**  
**HOUSING with CONVICTION BOARD MEMBER**

Joined the Board of Housing with Conviction in 2018, Leah Calnan is Metro Property Management's sole Director, and is one of the industry's most dedicated, accomplished and senior Property Management practitioners. Leah lives and breathes Property Management with over 24 years' experience. She has won several awards with the latest being the REB Awards Property Manager of the Year 2016. Leah is a published author, industry trainer and is currently on the Board of Directors at the Real Estate Institute of Victoria as Senior Vice President 2018/19. Last year Leah was appointed to the Andrew's Government Family Violence Housing Assistance Implementation Taskforce.



**PAUL DULFER**  
**CORPORATE RISK, FINANCE & IT INDEPENDENT MEMBER**

Paul has worked in Victorian State Government for over 14 years, holding Chief Information Officer roles at the State Revenue Office and Emergency Services Telecommunications Authority. He has participated in several whole of government committees including the Victorian Government CIO Council and chairing the Information Security Advisory Group. He also worked as a consultant and application developer in London following several years as a professional musician in both London and Melbourne, playing cello with the London Philharmonic, Melbourne Symphony Orchestra and Orchestra Victoria.



**PROFESSOR EMERITUS SUSAN HAYES**  
**STRATEGIC INPUT & POSITIONING COMMITTEE INDEPENDENT MEMBER**

Professor Hayes is a forensic psychologist with extensive experience with people with intellectual disabilities in contact with the justice system.

She was made a Fellow of the International Society for the Scientific Study of Intellectual and Developmental Disability in 2004. She is a member of the Australian Psychological Society and a member of its College of Forensic Psychology, as well as being a member of the NSW Council for Intellectual Disability, the Australian and New Zealand Society for Criminology, the Australian Academy of Forensic Sciences, the Australasian Society for the Study of Intellectual Disability and the American Association on Intellectual and Developmental Disabilities.

She was awarded the Order of Australia (AO) in 1998. She has been a consultant to the NSW Law Reform Commission. She has been the recipient of 27 research grants, focusing on projects involving people with intellectual disabilities as offenders and victims of crime.



**MR JAMES MCGINNES**  
**HOUSING with CONVICTION BOARD CHAIR**

**Corporate Risk, Finance and IT Independent Member**

Mr McGinnes was appointed as an inaugural board member of Housing with Conviction in 2015. He has also been a member of the ACSO Corporate Risk Finance & IT committee since 2014. Mr McGinnes is a Member of Chartered Accountants Australia and New Zealand. He is a partner with accounting firm Romanis Cant, where he has been since 2002. He specialises in business services, taxation and forensic accounting. Mr McGinnes is also the treasurer of Wattle Hill Kindergarten in Burwood.



**MS KAREN CORRY**  
**ACSO BOARD MEMBER**

**Strategic Input & Positioning Committee Chair**

**Corporate Risk Finance & IT Committee Member**

Appointed to the board in 2014, Karen has transitioned from a consulting career to be a non-executive director. Karen was a partner at KPMG Consulting, where she also qualified as a chartered accountant, and went on to run her own consulting firm specialising in technology. She focuses on ensuring the board can make proper technology investment decisions, monitor major delivery projects for successful outcomes and apply technology strategically. Karen is also a member of the following boards: Peninsula Health, Holmesglen Institute, ACMI (Australian Centre for the Moving Image) and Eva Tilley Memorial Home.



**JANE FRAWLEY**  
COMPANY SECRETARY

Jane is an experienced Company Secretary and Legal Counsel, her most recent role was Executive Director; Legal, Governance and Human Resources and Company Secretary at Hastings Funds Management. Other previous roles include; Legal and General Counsel for AXA Pacific Holdings Ltd and Assistant Director Policy Services at the Australian Securities and Investment Commission (ASIC). Jane has strong philanthropic interests providing support as Chairperson and Interim CEO for a small Victorian NFP called Prison Network which is focused on supporting women leaving prison.



**BREE CHAMPION**  
PROGRAM MANAGER OF CREST QLD

"I have been with ACSO for three months, prior to taking on this role I mostly worked across child protection in Melbourne, Darwin and QLD and previously managed Youth Homelessness Services in Darwin. I have also worked across various suicide prevention programs and provided training in a number of different programs.

I was attracted to ACSO as I've always had a passion for working within the criminal justice area. In a previous role I assisted with the Royal Commission into the Don Dale Youth Detention Centre, Darwin and supported the young people through that process. That experience has led me to want to work within the criminal justice space and be a voice for our clients whilst supporting them to achieve better outcomes for themselves and to be a part of their journey.

The Brisbane area is lacking with services that will take on forensic clients. Because of this we really need to advocate for our clients in this space and be their voice to ensure they get in to supports a lot easier. We need to make sure we have a presence with the clients, ensuring we have access to support services.

A main challenge we face is trying to find accommodation for our clients that aren't necessarily boarding houses. There's a whole range of anti-social behaviour in boarding houses, we are working on strengthening our relationship with other organisations to be able to provide the support into stable accommodation a lot of easier.

CREST does a lot of support work with clients whilst they are in prisons as well as supporting them when they are reintegrating back in to the community. A case worker offers three months of support for up to 25 community clients whilst also having a caseload of approximately 40-50 clients in prison. These clients are supported to prepare them for their reintegration back in to the community after their release."

# OPERATIONS REPORT

# 05

## CHIEF OPERATIONS OFFICER UPDATE



It has certainly been a whirlwind few months since joining the ACSO family – and it is not looking to slow down any time soon – but I know we have the team in place to deliver. After almost 17 years in government across a range of health programs I have developed a passion and commitment to improving the lives of those disadvantaged in our society and there is no better place to do that than right here.

I first came across ACSO when I joined DHHS to manage alcohol and drug treatment and have always been impressed by the drive, passion and commitment displayed by the staff I have worked with. The can do attitude about everything was probably my biggest draw card.

Having worked closely with Corrections, Magistrates and Justice Health over the past few years and of course the

alcohol and drug sector I was very familiar with many of our stakeholders already and it has felt like a fairly seamless transition to work collaboratively with them from a new perspective.

While it has been quite the learning curve getting across our reintegration and forensic disability services I have been incredibly impressed with the dedication to our clients displayed across these programs.

Going forward I am driven by the opportunities I see to better integrate our programs to get the best possible outcomes for our clients and ensuring that we are as responsive as possible to their individual needs no matter what their background or pathway.

There is obviously growing pressures on the prison system everywhere and every day we can keep someone out of – or from returning to – that net is a win and we need to keep chipping away and finding the things that work. With a number of new and expanding programs already being implemented in 2018-19 and plenty of recruitment going on, I am looking forward to an exciting year ahead.

**CATH WILLIAMS**  
Chief Operations Manager



**STAN PAPPPOS**  
GENERAL MANAGER VIC

"Our work at ACSO is stimulating, challenging yet rewarding. I am forever looking at ways that we can continue to generate better diversion and re-entry outcomes for the people we support."



**LARISSA DANIEL**  
GENERAL MANAGER NSW/QLD

"ACSO innovates in an unbiased, non-judgemental way. I am inspired by ACSO's vision including the focus on young people to divert them from engaging with the justice system."

## BUSINESS DEVELOPMENT



**GUY COOPER**  
National Manager

ACSO is building our practice capacity across the organisation through investment in business development, service, design, implementation and review and practice advice to drive our sustainable growth, embed best practice frameworks, increase program fidelity, monitor outputs and outcomes, and conduct evaluations (longer term) of ACSO services.

2017-2018 has been a great year for sustainable growth at ACSO and the Business Development Team have been proud to work alongside ACSO's internal business partners to develop winning proposals and innovative service delivery models to address key issues in the support and management of offenders and those at risk of engagement in the criminal justice system.

Key highlights have included success in winning the statewide contracts for both the ReStart program, providing reintegration services for remandees and short sentence prisoners and the Community Support Program targeting offenders with complex needs subject to post-sentence supervision.

The Business Development Team has also put considerable resources into the development of specialist forensic housing models for offenders, successfully pitching a transitional housing model for high-risk offenders exiting prison to develop the skills to live successfully in the community through pathways to long-term sustainable housing options.

In the coming year, Business Development will be working more closely with the teams in New South Wales and Queensland, building on the important work they have been undertaking in collaboration with Corrective Services NSW and Queensland Corrective Services.

## SERVICE DESIGN, IMPLEMENTATION & REVIEW



**SARAH SPENCER**  
National Manager

The Service Design Implementation & Review unit is responsible for leading the development of service design, implementation and data analysis for operations performance monitoring, evaluation, research and policy review.

Commencing in the latter half of 2018-19, the SDIR unit has initially focused on establishing the foundations through developing and embedding program implementation guidelines and checklists to ensure all new services are established in a structured manner with strong monitoring and developing evaluation frameworks for each new program.

In addition, the unit has been deploying a common service needs assessment and baseline data collection instrument so that we can effectively measure the impact of our services with each client and designing a minimum data set to be embedded across ACSO's casework-oriented programs.

By taking advantage of ACSO's investment in OSCA, these data sets allow ACSO to gain a greater understanding of our clients so that we can be more responsive to changes in the needs of our clients and therefore the community.

## ACSO PRACTICE



**ELISA BUGGY**  
Principal Practitioner

With the introduction of the Principal Practitioner role and a Senior Practice Advisor in both Victoria and NSW/QLD, ACSO is now able to explore every aspect of our practice across the organisation to ensure our already strong quality of service is underpinned by a robust practice framework and mechanisms for continuous improvement in every program.

As part of this work ACSO has developed a partnership with Swinburne University to strengthen collaboration between the two organisations, particularly in the area of Forensic Behavioural Sciences. ACSO is excited to build this relationship into the future, focusing on student, intern and graduate placement opportunities, as well as innovative work in the areas of therapeutic group program development, and research and evaluation.

Alongside this work, we are improving our cultural awareness practices to ensure a safer, more inclusive space for our Aboriginal and Torres Strait Islander clients, and clients from culturally and linguistically diverse backgrounds, as well as for members of the LGBTIQ community.

Ensuring that our clients are at the centre of everything that we do and that our belief in humanity underpins our practice at every stage. The team works closely with ACSO's Consumer Advisory Group to ensure our ideas are relevant and beneficial to those who will be accessing them at all times.

## CONSUMER ADVISORY GROUP (CAG) REPORT

The Consumer Advisory Group (CAG) members have continued to make a significant contribution across all of ACSO's services, as well as engaging with a number of external organisations. During 2017-18, some of CAG's particular achievements include:

- Presentations at new staff inductions by consumers, ensuring a client perspective is at the forefront of staff's orientation to ACSO.
- Consultation to all program areas of ACSO to ensure consumer perspectives are incorporated into service design and improvements.
- Presentations to secondary schools to speak to students regarding issues related to crime and punishment.
- Providing consultation and recommendations to the Melbourne Magistrates' Court on the accessibility and content of their website.

The CAG is currently working towards:

- Incorporating a consumer representative on staff interview panels.
- Developing a more national CAG footprint across regional Victoria, Sydney and Brisbane.
- Encouraging and maintaining the consumer participation culture.

Gratitude to the CAG team for their enthusiasm and contribution; they really enjoy the opportunity to use their 'lived experience' in a positive way for the benefit of ACSO.

Special thanks and acknowledgement to Christine Cappello who has ably led this group since its inception. Christine retires in November 2018; she will be missed immensely but her dedicated efforts with the CAG ensures its continuity as a productive and valued part of the ACSO family.

**The Consumer Advisory Group (CAG)  
CAG members have continued to  
make a significant contribution  
across all of ACSO's services.**

Wayne Russell is a Forensic Case Worker (Post Release) with the CREST program which comprises three streams – PRS is a post release service, PSS is a crisis stream that is a five day intensive crisis service and an in-prison service where ACSO engages with the clients whilst they are in prison and organises their ID, rehab and other services before they are released.

It is a referral service to medical, housing or anything that the clients need assistance with when they are released. CREST doesn't offer employment services but refers clients to Job Network providers and assists them with attaining training certificates.

The outcomes are good, however they face great challenges at times especially with accommodation and placing clients into rehab facilities, as it is such a long process.

Initial contact with a client is on average one or two times a week until the client is settled and comfortable and they no longer need assistance.

One such client is Ben, he had been connected with ACSO for approximately four weeks and needed assistance with housing and travel after he was released from prison.

He met with Wayne who helped him secure accommodation, acquire a phone and assisted with food and

transport. It was challenge as Ben only had one week to have stable accommodation organised after his release.

Ben is currently on parole and believes that he would be back in prison if he hadn't had help, especially with finding suitable accommodation. He is now settled and hoping to secure full time work as a forklift driver and very appreciative of Wayne's help. Because there was no judgement from ACSO he believes that Wayne supported him a lot more than his own family did and is now looking forward to trying to do things on his own.

## CASEWORK SERVICES



**ELEANOR BOOTH**  
NSW SENIOR MANAGER  
CASEWORK SERVICES

"My inspiration is people, the team at ACSO and the people we serve. ACSO is a rare organisation and what we do is special. Society often doesn't forgive or give people a second chance. What ACSO does is unique and brave by creating that second chance."

As solo workers in regional areas supporting some of the most challenging and complex people in our community, the ITS team are a highly skilled and passionate group of caseworkers, who utilise technology to support each other to achieve excellent outcomes for clients.

### On TRACC

Two years on from ACSO's first venture into a Social Impact Bond, the On TRACC program which provides up to 12 months stepped support for clients being released on parole, is now the largest post release reintegration service in New South Wales.

This third year will see the team increasing the number of people we support to 900 per year, expanding service to the Illawarra Region and almost doubling the staff. With the introduction of clinical advice to the team and significant investment in staff training and development the program continues to evolve and excellent outcomes for clients are being achieved.

The dedicated and highly engaged team are well placed to further this development, build relationships across the state and increase On TRACC's profile over the coming year.

### CREST

ACSO has delivered the CREST program across South East Queensland since 2016, providing both in-prison and post release support.

The in-prison component of the service is delivered across six prisons, providing information and referral support for people preparing for release. Our post release support program of case management assists in achieving success for clients on parole and one-off support to find accommodation or access to other essential services is provided through the parole support service.

With the initial establishment challenges now addressed, the program is providing opportunities for impressive growth and achievement, strengthening of stakeholder relationships and continual evolution and improvement to enhance outcomes for clients.

### INITIAL TRANSITIONAL SERVICE (ITS)

ACSO delivers ITS in four locations around New South Wales including; Dubbo, Wagga Wagga, Wollongong and Campbelltown. ITS is a 12 week program supporting high risk people to successfully reintegrate into their communities and remain compliant with their parole order.

By linking people with support services in their area the program works to develop a network of longer term services which the person needing support can access for as long they choose.



**MALCOLM PICKEN**  
PROGRAM MANAGER On TRACC

"ACSO is underpinned by social justice values and really focuses its service on evidence-based data, an approach that works. On TRACC is a dynamic and ever changing program where we can really see the impact we are having on individuals and at a community level. I am inspired by the people I work with; it takes a unique group of people to work in this sector. It is also enlightening to spend time with clients, getting to know them."

*Without ACSO I would be back inside - they helped me find somewhere to live. There is no judgement, they support me.  
Ben.*

## RECONNECT

ACSO delivers the ReConnect program in Hume, Loddon Mallee, South East and Gippsland regions of Victoria and is soon to see the completion of its third year in operation. It provides re-integrative assistance to voluntary participants both on straight release and subject to the auspices of parole or community corrections orders with either targeted (up to one month) or extended packages (up to six months), depending on the complexity of their transitional needs, with options to extend the support if necessary.

Commencing with transitional planning with participants prior to their release from custody through identifying needs, support continues upon a participants' release from custody by way of community outreach, support and advocacy across Critical Intervention Domains.

Despite often receiving short notice and exceptional referrals from prison locations, ReConnect has achieved significant outcomes with respect to ensuring that participants are supported during the most crucial intervention time in relation to stress, anxiety and a temptation to return to crime.

## COMMUNITY SUPPORT PROGRAM (CSP)

From February 2018, ACSO has been delivering the Community Support Program targeted at identifying, managing and rehabilitating high risk sex offenders residing in the community. Complimenting Corrections Victoria's specialist case management model the program provides pro-active, practical and individualised assistance to serious sexual offenders on post-sentence orders aimed at reducing their risk of re-offending and enhancing community safety.

Supports are focused on the participants critical life domains, including support into purpose-built Corrections Victoria residential facilities, intensive programs for participants transitioning back into the community, ongoing support for those residing in the community and support for participants currently in the prison system.

ACSO delivers this program statewide in close collaboration with the Post Sentence Branch and Community Correctional Services. CSP staff are currently located across the Grampians, North West and South East regions. Since commencement, CSP has received and accepted 96 referrals, supporting for one Detention (1%), two Intensive Transitional Program (2%), 67 Residential (70%) and 26 Community (27%) stream participants.

## HOUSING SUPPORT

### SUPPORTED ACCOMMODATION ASSISTANCE PROGRAM (SAAP)

The SAAP is aimed to provide accommodation and support services to people who are homeless and/or in crisis, to achieve the maximum degree of self-reliance and independence. It focuses on people transitioning from various accommodation settings into community based settings.

It is a relatively small program that is already achieving meaningful results successfully obtaining private rental property, linking people with community supports and facilitating reconnection with family and community. Workers support clients to maintain tenancy by providing assistance with budget and community links.

### SPECIALIST ACCOMMODATION PLACEMENT ADVOCATE (SAPA)

The SAPA program was established in January 2018 to answer the overwhelming need for innovative and flexible housing that supports high-risk serious sexual offenders on post-sentence orders' safely in the community.

The program aims to source affordable housing options for those transitioning from residential or correctional facilities to the community. To achieve this, SAPA staff complete a thorough Housing Search Plan exploring in detail the budgeting capacity, preferences, abilities and risks of each offender. SAPA's focus is on securing private rentals where possible and may extend to public and social housing, supported accommodation and aged care facilities where required.



**EMMA BELL**  
SENIOR MANAGER  
FORENSIC CASE WORK SERVICES

"ACSO has the honour to be able to work with complex individuals along with their family and friends, the community and government to make change within our criminal justice system. You have the opportunity to make change to legislation, develop programs and impact people's lives who are vulnerable."

**GLENNIE** – My son had been arrested a number of times, but the last time he was arrested was the final straw and I didn't know what to do or where to turn to.

I was referred to ACSO and after some trepidation I finally contacted them where I later met with Charlotte Anderson. After meeting Charlotte along with my mother and sister I felt welcomed, relieved, encouraged and supported.

Both my sister and I participated in the family support program – You're Not Alone – where we met other families that understood what we are going through. We found it very supportive and gained the understanding about addiction and enabling whilst learning how to clearly communicate and respond to my son.

You do feel isolated and having met different families whilst doing the course was amazing. When we listened to the

other families it gave us a great sense of relief hearing that it's not just happening to us.

There is a lot of stigma around drug use. By participating in the group, the stigma gets broken down and we as a group then feel empowered to try and break that stigma down further in the community.

We had fallen into the trap of what else can we do to help and were unknowingly enabling my son. We now understand this was not helping and by speaking with Charlotte and doing the course have learnt about "firm love". By giving equal amounts of firmness and equal amounts of love we are now helping him.

Having to tiptoe around everybody was affecting our lives and our family, it compounds and has a ripple effect on everyone and everything. Since talking with Charlotte, I am feeling braver, have

more strength and my co-workers have remarked on my noticeable change.

We are a very close family and look after each other because of this we have an added strength. To think six months ago we were beaten but looking at where we are now is refreshing. There is hope for my son, it makes me happy to know that when he is ready, there are opportunities for him to help in his recovery.

### CHARLOTTE – TEAM LEADER FAMILY & CARER PROGRAM

There is so much satisfaction from seeing people come in to us quite broken and in crisis and, after a period of time with education and emotional support from our program they are able to better manage their loved ones by implanting strategies and boundaries. Most importantly, they feel confident to better manage the situation and know they are not alone.

*To meet and be with other people that are going through similar stories is comforting; it is healing to be with other people*

*Glennie*



Isobel came to the Youth Residential house 9 months ago. She was struggling and socially disconnected. Since being in the program she has completed a Cert 111 in Animal Studies and is looking to enrol in a Veterinary Nursing course next year at TAFE.

Isobel has learnt how to live independently, including shopping and cooking. She takes the lead in communal meetings and is also actively involved in landscaping the communal grounds on weekends, a project they were awarded a small grant for.

I've gained a lot of confidence back since being here. I have found something I want to do in my career as I was clueless last year. All round I have matured and I'm not relying on people so much.  
Isobel



## FORENSIC DISABILITY PROGRAMS

### SPECIALIST FORENSIC ACCOMMODATION

Our Specialist Forensic Accommodation Services offer specialist support to people with a disability who are at risk of, or who have had contact with, the criminal justice system with many on criminal justice orders, supervised treatment orders and disability justice plans. With placements ranging from twelve months to five years, the 24/7 staffing team is committed to supporting clients to develop the skills to live a pro-social, engaged and meaningful life.

The staff work alongside clients teaching, motivating and mentoring them to improve their concerning behaviours, make pro-social choices and work towards their individual goals and aspirations. Clients are encouraged to not only think about the areas to develop skills in but to also acknowledge their strengths, positive contributions and life successes.

Key highlights have included a client achieving great success at Special Olympic Bowling, coming second and third in State tournaments, another client obtaining their drivers' licence and clients engaging in a variety of TAFE courses. Clients also joined staff in improving the look and feel of their residential settings to make their accommodation homelier and were proud of their efforts.

### FORENSIC DISABILITY OUTREACH CASE WORK

ACSO's Forensic Case Work Services continues to provide intensive outreach support to people with complex needs across metropolitan Melbourne, Gippsland and the Loddon Region. The focus of the program is to reduce the client's risk to self and others by providing intensive support which focuses on motivation and behavioural change.

The program offers a flexible service delivery model where their support hours can be scaled up and reduced depending on the client needs. The agility of the program allows the outreach workers to meet clients in the community at a place where they are most comfortable.

A key highlight included coaching and mentoring an intellectual disability client to obtain his truck driving licence and secure full-time work.

A key challenge experienced has been the uncharted waters of supporting clients through to transition of packages into the National Disability Insurance Scheme and the advocacy need to ensure they align with the client's complex needs and risk indicators.

### CLINICAL SERVICES

Clinical Services deliver clinical support and treatment interventions throughout the organisation, both through direct service delivery, and by providing consultation and support to our internal and external stakeholders.

Our Behaviour Support Practitioners work closely with both our forensic disability residential and outreach services and alongside our Problematic Sexualised Behaviour Service and our resident Occupational Therapist to provide psychology and allied health assessment, treatment, and support across the board.

As well as the direct service delivery and consultation that the Clinical Services team provides, they also deliver a wide range of training to operational staff across the organisation and facilitate reflective practice and clinical supervision sessions for our teams across ACSO.

### DUAL DISABILITY

The Dual Disability Residential Service has offered a transitional model of accommodation for up to four clients with a disability and mental health condition. The ethos of the program is to assist clients to recover, rehabilitate and reintegrate into their community. The recovery-focused service offers a unique therapeutic model which provides individually targeted treatment, goal setting and attainment, a holistic life-domain approach and a wrap-around service delivery model of care.



**LEE ESPOSITO**  
SENIOR MANAGER  
FORENSIC RESIDENTIAL SERVICES

"The work we do at ACSO in supporting clients to reach their full potential and to live offence free in the community is pivotal in so many ways."

# INTAKE & ASSESSMENT

## COMMUNITY OFFENDERS ADVICE AND TREATMENT SERVICE (COATS)

Demand for COATS assessments continue to steadily grow and ACSO has been working closely with Justice Health, Corrections Victoria and DHHS over the past year in the development of the new Forensic AOD Service Delivery Model.

The progressive roll out of the components of this model has seen significant work going into refining our intake, assessment, information sharing and collaborative practice processes and approaches. In particular ensuring our assessors are appropriately identifying clients to be referred on to the KickStart criminogenic group program which is now operational across four metropolitan sites and really achieving some great engagement and completion results for clients.

Development of a new specialist Forensic Assessment Tool (FAxT), manual and training package took place during 2017/18 and all AOD Clinicians were trained to use the tool in preparation for its roll out for the 2018/19 calendar year. The development of this tool will allow clinicians to assess for a combination of client's criminogenic needs, risk of re-offending and harm from substance use. The tool will further enable clinicians to ensure that clients are being referred to the most appropriate treatment type according to their needs.



**AMANDA EXLEY**  
SENIOR MANAGER FORENSIC ASSESSMENT & COORDINATION, INTAKE SERVICES

"There is a sense of pride across ACSO, everyone genuinely cares about their co-workers and the often vulnerable clients that we all work with."

## VOLUNTARY AOD (VAOD) INTAKE

Operating across regional Victoria VAOD intake has worked tirelessly to increase their profile across the funded catchments, this has included regular road trips to small country towns which are often hard to reach, updating of flyers and brochures.

Relationship building with potential referrers is key to ensuring ACSO is a trusted and well informed organisation that delivers high class services to the state's most vulnerable requiring drug and alcohol treatment and support.

## MENTAL HEALTH COMMUNITY SUPPORT SERVICES (MHCSS) INTAKE

The MHCSS intake team has had an extremely busy year with over 500 assessments completed and over 800 allocations to Individual Client Support Packages across regional Victoria. As the progressive transition across to the NDIS continues, the team is now also involved in assisting vulnerable clients within the community apply for support and learn to navigate the new system.

Investing in staff development was a high priority for the year, particularly in relation to responding to clients experiencing or at risk of family violence and learning suicide intervention skills.

# PREVENTION & DIVERSION

## TRANSITION TO WORK (TTW)

TTW has established itself as an innovative best practice youth employment service in the Illawarra supporting young people aged 15-21 to find pathways into employment and education.

Highlights for the year have included introducing experiential learning and group activities to the program bringing young people together to meet other like-minded people in similar situations, increase their confidence, soft skills and level of work readiness.



**MEGAN LEE**  
PROGRAM MANAGER ITS & TTW

"ACSO is at the forefront of facilitating change for offenders and innovative with their approach to social issues. I'm passionate about young people; we are in a pivotal position to facilitate changes to help them engage in employment."

## FAMILY AND CARER PROGRAM

This Gippsland program provides brief, early intervention for families and carers of people who are misusing substances with the aims of providing information and guidance, advocacy and referrals through a multi-faceted model of individual, group and peer support.

Achievements have included the provision of 875 single session 572 brief interventions and over 80 referrals to peer groups and 10x12 hour You're Not Alone Education and Information Groups facilitated with excellent attendance rates.

In addition, our team participated in: Community engagement events, provided education and training, conducted secondary consultations, and advocated for families and individuals and launched a facebook page to assist in reaching people living in remote areas and to enable ACSO to promote the YNA groups more effectively via social media.

## ACspresSO

The upgrade and new equipment in the ACspresSO kitchen in 2018, has enabled the team to diversify the menu and offer a broader range of salads, smoothies and juice. Our trainees have become experts in using these appliances, developing new skills and knowledge which will benefit them in their journey to future employment. Trainees are involved in all facets of the café including point of sale, food preparation and coffee making and we have seen an increased number of trainees graduate from our program and move onto other opportunities.

Our staff have been able to expand training opportunities to offsite locations. Currently we have two offsite training programs running; in Preston we are running a cooking program in our commercial kitchen; in the Grampians we are delivering a mobile Barista training course providing employment and social skills to those who are frequently denied the opportunity to participate in community activities.

On the coffee side of things, we now have our own unique blend of beans with the help of the oldest coffee roasters in Melbourne, Quist Coffee. Looking ahead, the café is excited by the increase in requests for catering and will be increasing our networks to create new pathways to employment for vulnerable persons.

## YOUTH RESIDENTIAL SERVICE

The Youth Residential Service offers support to 10 young people between the ages of 16-25 for placements of up to 12 months. Through a unique accommodation plan of four separate units young people are provided optimal opportunity to develop the skills to improve daily living and self-care as well as household management.

Young people are supported by staff to reach their optimal potential in mental health, recovery and well-being; gaining employment and education; securing long-term housing and developing supportive relationships and social connections.

A highlight of the year were the young people engaging with staff in a gardening and arts project which transformed the garden from drab to glam and the program room from ordinary to extraordinary.

## JOBS VICTORIA

ACSO continues to work with Workways as a member of the CoAct Consortium to provide Disability Employment Services and Jobs Victoria Employment Network assistance to unemployed people with disabilities, mental health issues and forensic backgrounds.

Casey has been here for one month. She is from a small Victorian country town and has already engaged with all in the house in a positive way.

I'm learning independence skills here. We go shopping for food and cook for ourselves. I talk about some goals with Emma my worker such as I would like to do a childcare or youth work course next year.

Casey



## INFORMATION COMPUTER TECHNOLOGY

# 06



**ZORAN BRZAKOVIC**  
Chief Information Officer

### ENTERPRISE ARCHITECTURE

We have committed to a simple and comprehensive enterprise architecture, by choosing the right platforms and services for our organisation. With harnessing the value of information as our core objective, our information systems need to be capable of growing and supporting our work in a dynamic industry. We chose best of breed solutions and are working to deploy key modules: at the centre of our architecture is our investment in Pega for Client and Case Management and Technology One for Enterprise Resource Planning.

### TECHNOLOGY ONE

We have invested in our Enterprise Resource Planning solution, Technology One and continue to invest in digitising our back office services. We have implemented key features like Performance Management, an Organisational Dashboard as well as Tenancy Management, and in the next year will further invest by mapping our Human Resource Management function from start to finish, including Recruitment, as well as Purchasing and Stakeholder Management

### INFORMATION SECURITY PROGRAM

We are in the final phase of our multi-year Security project, working to ensure that our systems and processes are robust and adhere to the strict standards required in the digital age. We have chosen to use industry leading tools such as Microsoft Azure and are migrating our systems and data to these environments, as well as deploying Alert and Management systems. Privacy and Security of Client data is imperative to us, and we continue to improve our services around this key function.

### OSCA CASE MANAGEMENT SYSTEM

ACSO launched OSCA, our new Case Management System delivered on the Pega 7 platform. The first program we launched was one of our newly introduced Reintegration services, CSP. We also recently launched On TRACC (our Social Impact Bond in NSW) as well as ReStart, another Reintegration program in Victoria. From here, we will continue to introduce new services as well as transition existing programs from our legacy system, Penelope.

OSCA is providing a 'digital first' platform, connecting Government, agencies, as well as third parties across the sectors ACSO works across. With online referrals and a client dashboard, ACSO is reducing the administrative burden of client services delivery across the sector, whilst providing a comprehensive overview of our clients. This in turn makes it easier to identify the programs and services that they will benefit from by providing comprehensive overviews, as well as increasing delivery impact and improving safety for all. It's a big step beyond Penelope and provides us with an opportunity to build an integrated portal across a very diverse service portfolio.

ACSO was fortunate to be invited to speak at PegaWorld this year, where our CEO, Vaughan Winther and CIO, Zoran Brzakovic told the story of the OSCA vision, as well as current and future plans for the system. We're excited about the opportunities technology provides and we were privileged to learn that ACSO was the only community services provider there.

We have also invested in our Pega Development team in house, expanding our Development & Configuration team to cope with the needs of our funders as well as our own business. The team has an ambitious migration path ahead, and to the future we will be looking at Robotics, Predictive Analytics as well as Artificial Intelligence to further develop and improve our Service Delivery model.

We postponed our go live for COATS and VAOD, and the reason was after looking at the end product, we weren't happy to put this out to the sector. It's been a particularly busy year in the Drug Treatment Sector with a number of large transformations – adding OSCA as it had been prepared was not going to ease this burden, and whilst we wanted to roll out a more efficient system, we felt there was more work to do. We continue to make COATS as polished as possible, but don't want to rush the implementation. We're aiming to finish COATS shortly and will deploy at a time the sector can manage as well.

# HOUSING with CONVICTION

# 07



**SYLVIA PARUIT**  
Housing Development Manager – Housing with Conviction

Housing with Conviction Ltd (HwC) was formed and registered by ACSO on 16 January 2016 to provide housing solutions for ACSO clients primarily and ex-offenders generally who face obstacles in obtaining secure, stable accommodation. HwC partners closely with ACSO programs to provide wrap around service to Housing with Conviction tenants to provide them with accommodation support.

## TRANSITIONAL ACCOMMODATION

In mid-2017 HwC applied for DHHS' Accommodation for the Homeless Phase 2 funding, which called for innovative housing models for disadvantaged homeless groups in the community. HwC and ACSO submitted a tender for capital funding and for service delivery over three years. We were successful in our bid and a contract was signed in November 2017.

The first stage of the project delivered the provision of 12 bedroom transitional accommodation. HwC transitional accommodation provides self-contained unit accommodation for up to six months. The tenants are supported by the HwC Tenancy officer to source and secure long-term accommodation. Whilst living in a HwC property tenants are supported to develop life skills and are provided with supports from ACSO programs.

## LONG TERM HOUSING DEVELOPMENT

In years 2 and 3 HwC will develop 5 x 5 prefabricated homes to provide longer term stable accommodation for individuals engaged in ACSO programs. The properties will provide homes for individuals who face barriers gaining long-term accommodation and provide the security of a long-term lease of 12 months plus.

These tenants and properties will be supported by HwC tenancy officers and ACSO case management workers.

## RECONNECT HEAD LEASING MODEL

In early 2017 HwC and ACSO presented a proposal to Corrections Victoria (CV) to provide a head leasing pilot to Reconnect clients. The Program head leases private residential properties and subleases (by agreement) to ACSO Reconnect clients.

Clients enter a lease agreement with HwC and their tenancies are based on a step-up program to develop the tenant's capability to pay rent and develop tenancy skills. These tenants are supported by HwC tenancy officers and Reconnect staff. At the end of the 12 month lease, tenants are supported to retain the lease or find alternative accommodation. Successful tenants – those who pay their rent on time and manage their tenancies well within the Residential Tenancy Act – retain a small furniture package and their bond.

# IN DEVELOPMENT

## PILOT PROGRAM

HwC in partnership with ACSO and partners will provide accommodation that combines supports similar to the Reconnect head lease program and the HwC transitional housing program, for individuals facing accommodation barriers who are currently on bail. This program will deliver housing solutions for two years ranging from short-term supported accommodation to 12 month head lease agreements.

# PEOPLE, CULTURE, QUALITY & RISK

# 08



Since January 2018 I have been very fortunate to lead the ACSO People, Culture, Quality and Risk team. My career has focused on senior people and culture management roles in public health, private equity, government and with the global resources company, BHP Billiton. I am passionate about making sure we all go home safe and well, attracting and engaging people to ACSO, our clients' experience and ensuring ACSO's sustainability.

I was drawn to ACSO by Vaughan Winther and his description of the opportunity to help with "Create Another Chance".

Every day I come across the enthusiasm amongst ACSO's people for the difficult jobs they perform. The focus on client journey and wellbeing is truly inspiring.

During the year we have made steady progress on transforming our team's service delivery focus and developing team capabilities. This has included a further investment in external expertise with the employment of Stephanie (Steph) Houston as Manager People and Culture. Steph has a strong record of success in talent acquisition, service delivery and business partnering people and culture roles in consulting, public health and most recently the Telecommunications Industry Ombudsman. She is a great addition to the team.

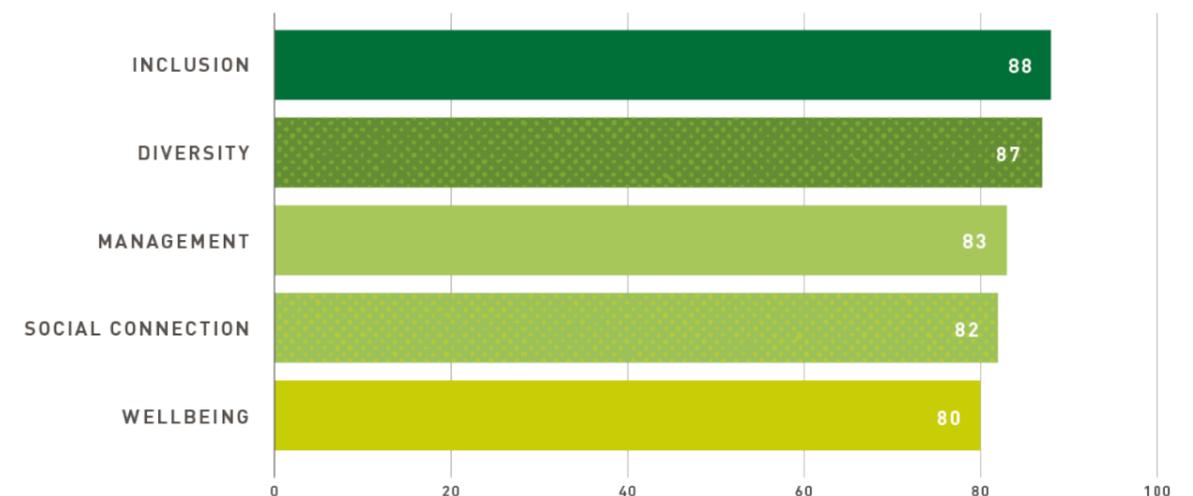
The key ACSO areas of focus of Quality and Risk, Workplace Health and Safety and Learning and Development have been recognised with the appointment of Alexia Santos da Costa to Manager Quality and Risk, Maria Catt, Manager Workplace Health and Safety and Tim Stevenson Learning and Development Partner. Alexia, Maria and Tim will be pivotal in ACSO's success over the next few years.

The first of our annual employee engagement surveys was a highlight of the year with a very pleasing 83% of staff participating. We are busy implementing the outcomes of the survey across the organisation to further improve our engagement.

Looking ahead, we are excited by the opportunity over the next year to excel in the execution of our People Strategy.

**IAN HEYCOX**  
Chief People Officer

## EMPLOYEE ENGAGEMENT – OUR TOP 5 FACTORS



# FACILITIES, PROPERTY, FLEET & ADMINISTRATION

# 09

Our Property and Project portfolio in Facilities at ACSO has had a very rewarding year in 2017–2018, delivering major renovations at Moe and Traralgon for Housing with Conviction, installation of a professional kitchen for ACSpresSO, our enterprise café in Richmond, and the relocation of our Bendigo Hub in Regional Victoria.

The establishment of a new Hub on the Bendigo CBD fringe has guaranteed the long-term placement of ACSO in regional Victoria, providing more effective leadership support and client service delivery across Western, Central and Northern Victoria. The Bendigo move went very smoothly with the new premises identified during the last quarter of 2017 and all staff relocated by first quarter in 2018. ACSO's property presence in Queensland has also undergone changes with our Ipswich office relocation accomplished by the end of August 2018, enabling us to establish a stronger service delivery on the western side of South East Queensland.

The world of Fleet and Administration at ACSO has experienced some significant changes with a strong focus on providing consistent and responsive services in the most cost effective and streamlined manner possible.

In November 2017, ACSO has changed its fleet providers allowing us to introduce the nine month lease concept from January 2018, resulting in a considerable reduction in fleet maintenance expenses across our three states. This strategy has enabled us great flexibility and cost savings which have been reinvested into our service delivery for our clients as well as the provision of a refreshed fleet to our staff.

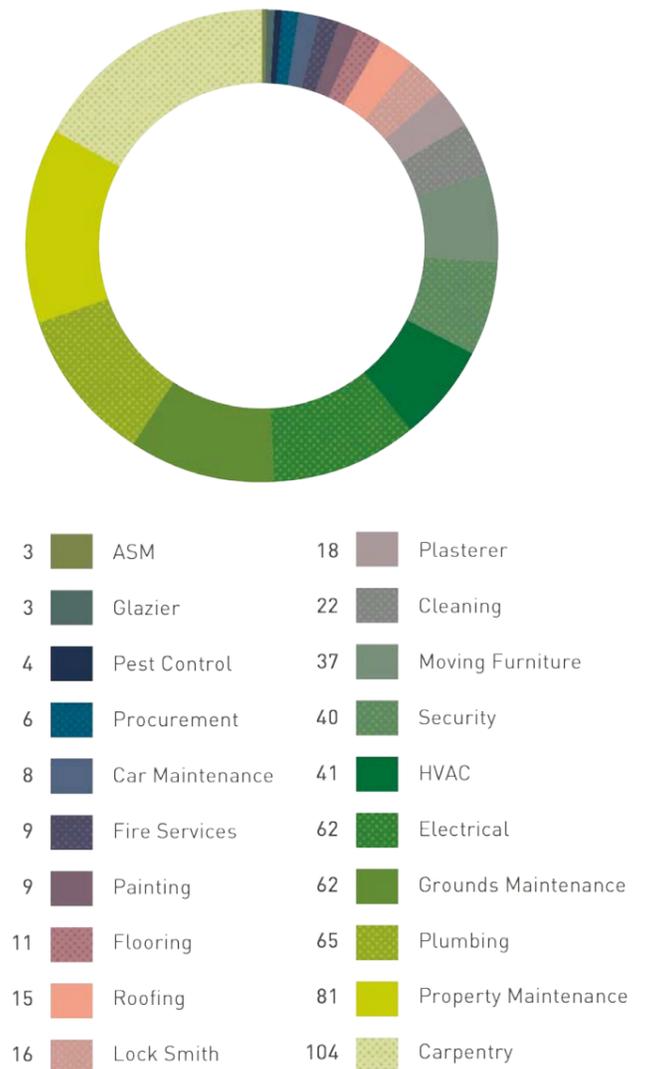
Since July 2017, all client Reception and Administrative Officers report to the Fleet and Administration Coordinator with roles and responsibilities clearly articulated with the intention of streamlining our administration processes and maximising our time. Across our Victorian Regional offices, we have had newly appointed staff who bring a wealth of new experience, enhancing our clients' experience across the board.

Another few key aspects of Facilities at ACSO includes maintenance, procurement and security across our 34 properties. Our team guarantees all stationery, furniture and whitegoods requests reach any of our 34 properties across Victoria, New South Wales and Queensland with minimal turnaround time for our internal stakeholders.

Following the implementation of our FMI Facilities software in early 2017, close to 700 work orders were generated and attended to by our contractors and maintenance officer in

2017-2018. Managing access control and CCTV throughout the year with daily monitoring achieving accurately monitoring and timely responses CCTV footage is requested. The average response time for work orders is 48 hours, graph below provides an insight into the Facilities types of jobs.

FACILITIES 2017-2018



*I had a great support worker Megan, who was always there for me. ACSO is 100% supportive, they listen to their clients, are person-centred and don't judge. I started a new life and who I am today, ACSO is a big part of that.*

*Dhianan*

# FINANCIAL PERFORMANCE

# 10



**REMBERTO RIVERA**  
Chief Financial Officer

In 2018, our total consolidated income was \$43.5 million (2017, \$45 million), out of which \$4.9 million (2017, \$7.3 million) related to brokerage from the Victorian state government under our Community Offender Assessment and Treatment Service (COATS). Grant revenue has remained steady in 2018, with an increase in program funding being offset by a reduction in COATS brokerage. ACSO's work is only made possible through the wide range of partnerships that exist at all levels with the community and State and Federal Government.

Our partnerships with all levels of Government are critical to the effective delivery of our services across Australia and are highly valued. Revenue by Source below provides an indication as to the level of funding received during the past 12 months.

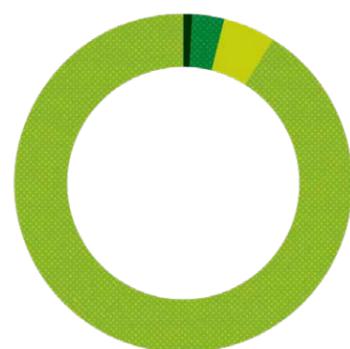
Employee benefit continues to form 74% of our total program expenditure, showcasing the service delivery focus of our

operational programs. Our administration cost, as a percentage of total costs for 2018 reduced by 9% when compared with 2017, despite a growth in our program funding, highlighting improved efficiency in the delivery of our programs. In 2019, we plan to reduce this ratio by an additional 21%, further streamlining our support to operations. Expenditure by Purpose shows the spending split of our expenditure.

Governance and Risk Management costs include meeting compliance requirements around the risks embedded in our programs and continuing to maintain a safe environment for our staff, along with advocacy issues around recidivism of our clients and meeting our sustainable, strategic goals.

The financial performance for 2018 represents a solid year for us, where ACSO has posted a consolidated surplus of \$1.4 million (2017 deficit of \$348,000) representing 3.2% of total revenue and an overall improvement in our liquid assets, providing us the opportunity to reinvest in the business and improve outcomes for our clients. Although our overall future financial outlook is strong, we need to ensure we continue to focus on building an efficient, effective and resilient organisation into the future. Looking ahead, we will continue to prioritise investment in service delivery of our case management, intake and assessment and residential programs and the safety and wellbeing of our staff. During 2019 our financial objective is to continue to be an organisation that uses profit for purpose, by reinvesting into the community. A more detailed account of our financial performance, and financial position over the last five years is shown on the opposite page.

## REVENUE BY SOURCE



5% Commonwealth Grants  
91% State Grants  
1% Fees Received  
3% Other income

## EXPENDITURE BY PURPOSE



81% Program Expenditure  
7% Governance & Risk Management  
12% Administration

## INCOME & EXPENDITURE

\$'000	2013-14	2014-15	2015-16	2016-17	2017-18
<b>REVENUE</b>					
Government funding & fees	17,542	24,504	28,818	36,716	37,626
COATS brokerage	6,433	8,530	7,590	7,394	4,975
Other income	757	789	1,010	787	704
	<b>24,732</b>	<b>33,823</b>	<b>37,418</b>	<b>44,897</b>	<b>43,305</b>
<b>EXPENDITURE</b>					
Employee benefits	12,796	19,141	22,644	27,788	26,239
COATS brokerage	6,433	8,530	7,590	7,394	4,975
Depreciation & amortisation	776	974	1,192	1,341	1,257
Rental expenses	788	1,027	1,165	1,421	1,602
Other expenditure	3,694	4,396	5,314	7,542	7,958
	<b>24,487</b>	<b>34,068</b>	<b>37,905</b>	<b>45,486</b>	<b>42,031</b>
<b>NET SURPLUS/ (LOSS) BEFORE INTEREST</b>	245	(245)	(487)	(589)	1,274
Interest received	571	501	345	241	217
<b>NET SURPLUS AFTER INTEREST</b>	<b>816</b>	<b>256</b>	<b>(142)</b>	<b>(348)</b>	<b>1,491</b>

## ASSETS & LIABILITIES

\$'000	2014	2015	2016	2017	2018
<b>CURRENT ASSETS</b>					
Cash & cash equivalents	17,703	14,025	12,597	11,734	14,722
Trade receivables	181	465	397	1,986	1,509
Other	384	964	715	1,046	975
	<b>18,268</b>	<b>15,454</b>	<b>13,709</b>	<b>14,766</b>	<b>17,206</b>
<b>NON CURRENT ASSETS</b>					
Intangibles	482	380	503	732	1,642
Plant & equipment	2,049	2,714	2,194	2,175	3,113
Other	0	0	20	1,840	1,887
	<b>2,531</b>	<b>3,094</b>	<b>2,717</b>	<b>4,747</b>	<b>6,642</b>
	<b>20,799</b>	<b>18,548</b>	<b>16,426</b>	<b>19,513</b>	<b>23,848</b>
<b>LIABILITIES</b>					
Trade & other payables	10,858	7,736	5,270	7,911	11,261
Provisions	1,379	1,994	2,348	3,142	2,636
	<b>12,237</b>	<b>9,730</b>	<b>7,618</b>	<b>11,053</b>	<b>13,897</b>
<b>NET ASSETS</b>	<b>8,562</b>	<b>8,818</b>	<b>8,808</b>	<b>8,460</b>	<b>9,951</b>



Luke has been at ACSpresSO for nearly two years learning all aspects of café operations. He loves working with people and meeting the customers.

John our Barista recalls Luke's apprehension and nervousness when he first arrived about being front of house, taking coffee orders and talking to people. With encouragement he has become more outgoing, confident and enjoys meeting new people every day. His coffee skills have improved to the point where some customers specifically request coffee made by Luke.

Luke hopes that in the future he can secure a paid position with ACSO. He has made new friends and loves the teamwork, support and positive atmosphere at ACSpresSO.

*ACSO has given me a purpose in life. My life wasn't structured before I came here and now that I have had the opportunity to be stable in a workplace, it has really moved me forward and is enabling me to be ready to be back in community.*

Luke

# ACSO LOCATIONS

# 11

## VICTORIA

In 2014 we commenced decentralizing our program sites from Metropolitan Melbourne to provide local, place-based services across Victoria. We established Hub offices in Glenroy, Bendigo, Dandenong (Cranbourne previously), Ballarat, Traralgon and Shepparton. Prior to this, ACSO's only 'branded office' was the Richmond site with numerous co-locations across regional Victoria to deliver the COATS program. The investment was possible due to the successful ACSO submissions in the recommissioning of Alcohol and Drug and Mental Health Community Support Services. In 2019 we will establish a new Hub office site in the Western Metropolitan area of Melbourne (Sunshine), which will see our Hub office site coverage close to complete in Victoria.

Our approach is to use a 'Hub and Spoke' model with branded Hub office sites inclusive of reception staff and amenities that allow for public and client access in key population centres and/or close proximity to major public infrastructure such as prisons, courts and community services. These Hubs are aligned with strategically 'co-located' sites that allow for reach into the associated region. Co-located sites are rented office space for small numbers of staff without ACSO funded reception/admin support.

It has become clear that ACSO's continued investment in Hub office infrastructure across key regional cities in Victoria has positioned the organisation for continued growth. We now have multi region and statewide contracts from DHHS and Corrections Victoria operating from all our Hub office sites. Most recently the Community Support Program and Restart statewide contracts required locally delivered services across Victoria. ACSO is one of the few NFP agencies in Victoria that offers statewide coverage with its office infrastructure, which provides opportunities for new strategic partnerships and collaboration.

## NEW SOUTH WALES & QUEENSLAND

Our 2015-2020 strategic plan also includes expansion of ACSO's services into New South Wales and Queensland with service locations in Wollongong, Sydney and Fortitude Valley. As we continue to grow in the northern states future Hub office locations will be assessed.

In 2016, ACSO commenced delivering services in Wollongong, NSW via a merger with Access Community Group (ACG). ACSO branded the previous ACG office at Corrimal which became ACSO's Wollongong Hub. Later in 2016 we opened a new Hub office in Rockdale in Metropolitan Sydney as a result of the commencement of the On TRACC Social Impact Investment.

In September 2016, we established our first Hub office in Fortitude Valley, Brisbane as a result of the commencement of the CREST funding contract. Future Queensland Hub office sites will need to be assessed based on business development opportunities and key strategic locations. Queensland has different complexities due to the geographic distance between key coastal population centres (Brisbane, Rockhampton, Townsville) and also the possibility of remote community servicing.

## MELBOURNE METRO SERVICE LOCATIONS

- Victorian National Office
- Hubs
- Proposed Hub Location
- ACSO Residential Houses
- Formal Co-Located Sites
- Corrections Co-Located Sites
- Prisons



## NEW SOUTH WALES SERVICE LOCATIONS

- NSW National Office
- Hubs
- Formal Co-Located Sites
- Prisons



## VICTORIA SERVICE LOCATIONS

- Hubs
- ACSO Residential Houses
- HWC Transitional Housing
- Formal Co-Located Sites
- Corrections Co-Located Sites
- Corrections Residential Program
- Prisons



## QUEENSLAND SERVICE LOCATIONS

- QLD State Office
- Hubs
- Formal Co-Located Sites
- Probation & Parole Co-Located Sites
- Prisons



## ACSO CORPORATE OFFICES

### ACSO National Office

Level 1, 1 Hoddle Street, Richmond VIC 3121

### NSW State Office

Level 1, 22–25 King Street, Rockdale NSW 2216

### QLD State Office

Level 1, 35 Amelia Street, Fortitude Valley QLD 4006

## OUR SERVICE DELIVERY SITES

### VICTORIA

#### Melbourne Metro Hub

Ground Floor, 1 Hoddle Street, Richmond VIC 3121

#### ACspresSO Café

2 Regent Street, Melbourne VIC 3121

#### Northern Melbourne Metro Hub

151 Wheatsheaf Road, Glenroy VIC 3046

#### Southern Melbourne Metro Hub

Ground Floor, 280 Thomas Street, Dandenong VIC 3175

#### Gippsland Hub

3/35 Grey Street, Traralgon VIC 3844

#### Goulburn Valley Hume Hub

95–97 Welsford Street, Shepparton VIC 3630

#### Grampians/Great South Coast Hub

305A Dana Street, Ballarat VIC 3350

#### Loddon Mallee Hub

Level 1 20 Bridge Street, Bendigo VIC 3550

### NEW SOUTH WALES

#### Sydney Metro Hub

Level 1, 21–25 King Street, Rockdale NSW 2216

#### Illawarra Hub

87 Railway Street, Corrimal NSW 2518

### QUEENSLAND

#### Brisbane Metro Hub

Level 1, 35 Amelia Street, Fortitude Valley QLD 4006

# OUR ACKNOWLEDGEMENTS

# 12

ACSO would like to acknowledge the Traditional Custodians of all the lands on which we operate and pay respect to their Elders past and present.

We would also like to acknowledge the vision and commitment of our esteemed Board members and the contribution of our staff membership who personify ACSO's ethos, 'Create Another Chance'.

ACSO acknowledges the financial and other support of the Australian Federal Government and Victorian, Queensland and New South Wales State Governments. We also acknowledge the contributions of the following key supporters who have worked with us towards achieving our vision of a safe and inclusive community, freed of crime and prison.

Arbias	NSW Corrective Services
Australian Research Council	NSW Treasury Office of Social Impact Investment
Caraniche Psychological Services	NSW Treasury
CHIA (Community Housing Industry Association)	Office of Professional Practice (DHHS – Victoria)
City of Yarra	Odyssey House Victoria
Commonwealth Bank of Australia	Pega Systems
Commonwealth Department of Employment	Queensland Corrective Services
Community Housing Limited	Reclink
Community Restorative Centre (NSW)	ReGen
Corrections Victoria	Sacred Heart Mission
Gippsland Primary Health Network	Smart Justice Australia
Grant Thornton Australia	Social Enterprise Finance Australia (SEFA)
Helen Macpherson Smith Trust	Swinburne University
Headspace	Taskforce
InfoXchange	TechologyOne
Jesuit Social Services	Unison Housing
Launch Housing	University of NSW
Lives Lived Well (QLD)	VicHealth
Melbourne City Mission	Victorian Alcohol & Drug Association (VAADA)
Mental Health Victoria	Victorian Association for the Care & Resettlement of Offenders (VACRO)
Mental Illness Fellowship Victoria	Victorian Department of Health and Human Services
Microsoft	Victorian Department of Housing
National Australia Bank (Co-investor in On TRACC Program)	Victorian Department of Justice & Regulation
National Disability Insurance Agency	Victorian Disability Services Commissioner
Navitas	Victorian Housing Registrar
Neami National	University of Melbourne
Neatline Homes	Winning Words
NEXUS	Workways
No To Violence (NTV)	



Real people.  
Real stories.



**HEAD OFFICE**

1 Hoddle Street  
Richmond VIC 3121

PO Box 14278  
Melbourne VIC 8001

P: (03) 9413 7000

F: (03) 9413 7188

E: [acso@acso.org.au](mailto:acso@acso.org.au)

[www.acso.org.au](http://www.acso.org.au)

